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**EMPLOYER IMAGE AMONG SUMMER
TRAINEES 2010: CASE WÄRTSILÄ
FINLAND OY**

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ABSTRACT

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This study was done in co-operation with Wärtsilä Finland Oy and it deals with the employer image of Wärtsilä among summer trainees in 2010. The aim was to find out about satisfaction of the summer trainees in the different stages of the training period, starting from the application phase to the end of the summer training period, as well as the image and perception that the company left about itself. The study conducted as an Internet survey.

Companies are always interested in developing and finding out more about the image they have in the eyes of their employees. Summer trainees are the possible future employees of Wärtsilä and we wanted to see what the images and reasons for trainees to apply to Wärtsilä are, how they feel about the time working there and whether they would possibly consider continuing to work there.

The theoretical part of this study concentrated on the image, reputation and brand of companies, how they evolve and affect people. This theory was found from literature and Internet sources. The literature gave the base for the analysis of the survey. The quantitative research method was applied in the survey, to which 70 trainees responded with their opinions, feelings, image and satisfaction about working in Wärtsilä.

The results showed that Wärtsilä as a company and an employer has a high image among trainees who they employ. The majority of trainees were very satisfied with working in Wärtsilä and would consider working there also in the future. Advise and improvement ideas to Wärtsilä would be to give a memo of the key points of this study to superiors before they employ summer trainees in 2011 in order to improve the process.

Keywords Image, Reputation, Brand, Employer image, Wärtsilä Finland Oy

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Tutkimus on tehty yhteistyössä Wärtsilä Finland Oy:n kanssa ja se käsittelee Wärtsilän työnantajaimagoa vuoden 2010 kesäharjoittelijoiden keskuudessa. Tutkimuksen tarkoituksena oli ottaa selvää kesäharjoittelijoiden tyytyväisyydestä harjoittelukauden eri vaiheissa, alkaen hakuprosessista aivan harjoittelukauden loppuun, tutkien myös millaisen mielikuvan yhtiö jätti harjoittelijoiden mieleen. Tutkimus suoritettiin internet- kyselynä.

Yhtiöt ovat jatkuvasti kiinnostuneita tutkimaan sekä kehittämään työnantaja-mielikuvaa. Kesäharjoittelijat ovat mahdollisia tulevaisuuden työntekijöitä yhtiölle, joten halusin ottaa selvää heidän mielikuvistaan sekä syistä hakeutua kesäharjoittelijaksi Wärtsilään. Tutkin myös tyytyväisyyttä työskennellä yhtiössä, sekä mahdollista halua jatkaa yhtiön palveluksessa.

Tutkimuksen teorettinen osio koostui imago-, maine- sekä brändi- kirjallisuudesta, jossa tutkittiin kuinka nämä muodostuvat ihmisten mielissä sekä vaikuttavat mielipiteisiin ja näkemykseen. Teoriassa käytettiin kirjallisuutta sekä internet-lähteitä, joka loi perustan kyselylle. Kvantitatiivista tutkimus- metodia sovellettiin kyselyssä, johon vastasi 70 harjoittelijaa ilmaisten-mielipiteensä, tuntemuksensa, mielikuvansa sekä tyytyväisyytensä harjoittelukaudesta Wärtsilässä.

Tutkimustulokset osoittivat, että Wärtsilällä on hyvä maine yhtiönä, sekä työnantajana harjoittelijoiden keskuudessa. Suuri osa harjoittelijoista oli hyvin tyytyväisiä harjoittelukauteen sekä ilmaisi Wärtsilän olevan yhtiö, jossa voisivat kuvitella työskentelevänsä tulevaisuudessakin. Kehitysidea yhtiölle harjoittelijoita rekrytoidessa voisi olla, että he jakaisivat esimiehille yhteenvedon tutkielman tuloksista, jossa muistutetaan tämän työn pääasioista sekä merkittävimmistä toiveista harjoittelijoiden kannalta. Täten prosessi saataisiin kehitettyä mahdollisimman mutkattomaksi.

Avainsanat Imago, Maine, Brändi, Työnantaja imago, Wärtsilä Finland Oy

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I BACKGROUND OF THE THESIS

This research will be done as a study for Wärtsilä Finland, Human Resources: Training & Development. I approached Learning & Development Manager Niina Rintala during my Summer Trainee period in Wärtsilä Finland 2010. I asked if she had any suggestions as a topic for my final thesis, since I was currently in the process of choosing one. We set up a meeting to brainstorm possible ideas and together came up with a possible topic. Since we had to be sure that no one had already done a research about the chosen topic, we contacted Wärtsilä Finland Area Resource Manager Mika Palosaari and suggested the idea to him. After a brief meeting, I had a topic.

The aim of this research is to find out more about the perceptions, images, reputation, feelings and general overview that the Summer Trainees in Wärtsilä 2010 had about the company. We are concentrating into different stages in the trainee period. Roughly these stages were: The image a person had about Wärtsilä in the beginning of his/her trainee period, satisfaction in the phases of application/ recruitment process, satisfaction in the introduction phase, satisfaction in work tasks during the trainee period and the image a trainee had at the end of his/her trainee period.

With the results of this research, we are hoping that supervisors of each department would be able to instruct the future summer trainees in each of these stages. The first target is that the introduction period would be as effective as possible. Secondly trainees should be able to fit into the work community as quickly as possible. Thirdly their work tasks should be made clear in the beginning and after that they should be able to perform their work tasks independently.

I am using image, reputation and brand in my theoretical framework because they are interrelated to the questions I have in my survey. Since image is something that

develops in people's minds, we are asking about their image of the case company and their satisfaction with it in different stages which is also a part of image. Reputation is connected to image as well as brand and my research questions cover all these concepts. Later on I will go through the questions more thoroughly.

Why then study image, reputation and branding? We believe that the image a company has in the minds of people has a great impact on the success of a company, however image alone is not enough. The true success of a company comes from something real and functional and if it is functional you usually tell it to others also. Reputation combines these two qualities, image and functionality. That is why we study reputation. (Aula & Heinonen, 2002, 10)

Image is an attribute in its interest group, not in the company itself. It is not build up in the company but in the minds of the respondents. The image of an organization is how the interest group sees it. Image is dynamic and changes all the time. Since a company cannot create its own image, it is important to research how others see it, especially young people who are the possible future employees of the company. (Aula & Heinonen, 2002, 50)

Some studies say that new and important criteria that educated people value in their workplace are evolving and dynamic image, possibility to change tasks, independent work, suitable corporate values and looking after their employees. Some say that nowadays the place of employment is required to have the same qualities as before has been set only for consumable things. These are such as; in a place of employment you should have fun, it should be nice looking and entertaining. Now by researching and asking the opinions of Wärtsilä summer trainees, we are digging to see if this is really the case. (Pitkänen, 2001, 76)

1.1 Thesis Objective

The objective of this study is to understand how image, reputation and brand evolve in our head. What are the external stimulations and on the other hand, what are internal. So what is meant with this is a lot of our images and perceptions of a company are taken from what the company itself sends out, or what it's products or personnel achieve. (Bernstein, 1986, 78) My aim is to study to what extent the company is able to influence the image it sends out to people and what is uncontrollable.

The questions we wish that this whole study would answer are asked in the survey detailed, but I will go through the main groups here.

The information is gathered from different stages of the traineeship period. Starting from the application process, we want to find out where the information of open traineeship positions in Wärtsilä was found. This way we can see if Wärtsilä is using the right channels to reach its target groups, since much money is put into advertising the company in different fairs, papers, internet, advertisements etc. After the first step it is important for the company to find out what are the perceptions and also reasons for a person to apply for a traineeship place? With this I will examine if the company is pushing the right information enough for the public and should it emphasize more some other matters. In the next step the point is to see how the applicants found the application and interview process to be like. With this it is possible to teach superiors to use the interview time efficiently and to be professional. Also the aftermath should be taken care of since we need to think about what kind of image we leave to those who do not get chosen, but still can be an asset for the company later on in the future.

Now that we have taken care of the first stages of this whole recruiting process, we can move into the actual performance of the trainees during the summer and take a closer look at what we wish to know about that.

How was the introduction stage carried out and when they finally got on to their work, did the work exceed their expectations that they had in the beginning. This will also give some guidelines to the superiors about how to have the introduction period so that it is effective and gives enough tools for the trainee to start working on their own. It is important to know also the opinion of the employee in each stage.

When we are going towards the end we are hoping to find out the perceptions, images and feelings of the trainees at the end of the summer. If they differ a lot from the beginning, get feedback and knowledge about future career plans and improvement ideas. These are all the general questions we wish to have a better insight in after this study.

1.2 Limitations

This research is limited to Wärtsilä Finland only, not e.g. Wärtsilä Italy or Norway and the research group are Summer Trainees 2010. Even though Wärtsilä has a numerous other trainees and thesis students working there all year around, this research excludes them. This decision was made based on the fact that, nobody had researched this particular target group before. There were surveys that had examined the reasons why people choose Wärtsilä as an employer and decide to apply for a job there.

Secondly, we wanted to keep the survey manageable. If we had included Wärtsilä's offices all around the world, the research would become too broad and unmanageable.

1.3 Thesis outline

This thesis is divided into three parts that are background, theoretical framework and finally the empirical part. In the background the reader gets a general overview about the topic and how the whole process got started. When I talk about the objectives of the thesis, it is stated in more detailed the issues and goals we want to achieve with

this thesis. What are the main questions and problems. Limitations states briefly why this topic was chosen and how it was limited. The background lays a smooth introduction to the theoretical framework.

In the theoretical framework I will go more deeply into the meanings of image, reputation and branding of a company. I will explain how images evolve and what the major differences between these three concepts are. It will also include more detailed explanations of how a person or a community bases their decisions when choosing a company to work for.

The empirical part will take us firstly to the methodology of the survey. I will discuss and introduce the method in which the questionnaire was constructed, how the research was carried out and which research methods I am using to interpret the results of the survey. After this I will present the research questions more thoroughly and explain what is the objective of them. The next part is the most interesting part of the thesis, the part which is looking at the answers and interpret them, finds correlations and disparities. The results will be introduced verbally and with graphics. At last the results are shown, summarised and improvement ideas are presented based on the results.

II THEORETICAL FRAMEWORK

Before we can go to the empirical part of this thesis it is necessary to take a closer look at how image, reputation and brand of a company are built up. These three concepts are formed both in the company itself and in the heads of people. Here it is possible to see how companies try to form their image, brand and reputation and how it actually transmits to people. There are many different interpretations in books, magazines and Internet about what is meant by image, reputation, brand and how and why it builds up in people's heads. Now lets move on to take a closer look at the definitions about image, reputation and brand that is found to be quite accurate and truthful. First there different interpretations presented about these concepts and after that present the one that is found to be most accurate and useful in my study.

Image, Reputation, Brand

The political and commercial value of images have been realized some time ago. The reason images are produced is because everyone is interested about their image and it is not enough anymore just to be recognized because you are different from others. Nowadays it is important to be seen as a positive, powerful and influential to the development of society and attitudes of people. (Uimonen & Ikävälko, 1997, 19, 21, 23)

How are then image and reputation interrelated to each other? We can take an example of the effects of image and reputation. Lets say you are a businessman who is traveling and selling a product to people. If your good reputation has reached the place to which you are traveling next, e.g. people have spoken about their experience and images about you, you are granted to be successful. But if your reputation is bad and the image you have given to people previously is not good, you will fail. This example shows us that reputation is not an unreal thing, even though it is not something physical we are able to touch. Reputation is cultural or social reality that can be as effective as a physical reality. A good reputation to a company or a work society means beneficial operational environment and on the other hand bad reputation means poor living circumstances. (Karvonen, 1999, 17-18)

Now coming to the point where image and reputation are major factors affecting to a brand, which is symbolic but also tangible. Sometimes there is a time when people are not able to separate their images from one another and this is when we have to create brands so that it is possible for people to differentiate them with individual symbols. There are certain images that are associated with a specific brand and this creates a relation between them in a person's head. (Karvonen, 1999, 38, 49)

1.4 Image

There are many different definitions and interpretations about image.

Rope & Mether (1987, 16) define image as; Image is the sum of people's experiences, knowledge, attitudes, feelings and believes of the object they are examining.

Åberg (1989, 298) states about image that it is the whole that an external,- or a person work society has about the product or service related images.

Lehtonen (1990, 17) characterizes image as follows; In the marketing literature image is the perception client or a non- client has about the company, competitors, products, services, about their quality and other clients the company has. Image is a whole that is formed from experiences, perceptions, knowledge and impressions. Sometimes image also means the picture that a person or an organization strives consciously to give about themselves. (Karvonen, 1999, 42)

Myles Martel's characterization is usable because of its pithiness; image is a conscious or subconscious perception formed from different sources that the public creates on grounds of ones physical appearance, verbal expressions and statements. (Uimonen & Ikävälko, 1997, 75)

From all of the above statements we can see that the image is a whole sum of different aspect that arises as a result of conscious and unconscious observation. The theory that I am basing my thesis on is mostly the definition of Rope and Mether. When analyzing the results from the survey, it was obvious that the image respondents had about the company had formed from different feelings, believes, objectives, word- of mouth and experiences of own and others.

1.5 Developing an image

In the previous chapter there were some definitions stated from different authors and researchers were presented. Now we start to look at how images are developed and who is responsible for it. Later on a closer look is taken at what the influencing factors when forming this image are.

Tens of years ago only few a people realized the power of images. Nowadays image developing is totally professional zed and in this decade we have proceeded far into specialized professionals developed and built public images and spectacles. For every public appearance, a script or a plan has been written out. Even the appearances that seem spontaneous have been rehearsed in beforehand. Some might think that the management of the company creates the image for it and that would seem logical. But the fact is that the company actually creates the image to the management.

Image development is a result of many different sources that e.g. a company might use. These can be professionals of journalism and media who sustain contacts to the press and control the news flow. Professionals of marketing, advertising and negative advertising use media marketing as an advantage. Presentation skills professionals take care of the appearance of the person who is representing the company.

Audiovisual specialists control the public appearances and finally opinion poll researchers who develop the image according to the results they get from surveys.

(Uimonen& Ikävälko, 1997, 70-73)

In the process of developing an image for a person, company, product or an issue there are normally four stages. First we have to find out what kind of image prevails of us. What is good and what is bad with it? Image of our competitors? What are the things our interest groups appreciate?

Then we need to specify the ideal aspiration image we wish to create in people's heads. How does the real image differ from the aspiration image? Company's strengths and weaknesses and set up the aspiration goal.

Thirdly action needs to be taken in gathering up the gap between the real and aspiration image. See if changes has to be made with our operation mode, internal and external communications.

Finally we have to examine how the activities affected, so measuring the results and compare them with the goals and after this if it is necessary revise the action.

(Karvonen, 1999, 118-119)

1.6 What is corporate image

The words a company awakens in peoples mind when they think about it are such as image, reputation, business profile, brand, business overview etc. What all these words have in common is that they are intangible. They indicate to such significations in a company that are very difficult to measure. A corporate image can be defined as an image that a community or an individual creates of a certain company. This image builds up from different experiences, believes, attitudes, information, feelings and conclusions. On the other hand a corporate image can be referred to the conscious image that a company wants a certain target group to form about them. (Pitkänen 2001, 15)

Our entire thinking process and its mechanisms affect crucially when we are forming images. This is because those are born as a result of our thinking process that depends on the observations, experiences and everything we have seen, felt or sensed before. The formation of images occurs as a result of conceptual thinking. (Rope & Mether, 2001, 41-42)

Corporate image can be divided into two parts. Inner image builds up from the personnel inside the company and their thoughts and perceptions. The second one is called the Outer image, which consists of perceptions that comes from interest groups outside the company. When these images are connected to each other and include images of the company as well as its products, function and imaginative perceptions that interact with how different people see and feel things, we can come to the

conclusion that building an image is a sum of different factors. (Rope& Mether, 2001, 25)

As is stated in the previous chapter was that corporate image forms from its employees, their knowledge, skills and what they do and don't do. That's why the first stand a company makes about its corporate image is when they recruit employees. It is when a company chooses from a large amount of applicants the most suitable candidate. Criteria's can be education, social skills, experience, gender, wage requirements or a combination of all the above. When and if a corporate makes decisions with the same formula almost each time, their image starts to build up as homogeneous. This can be either a good or a bad thing. Mostly people from different backgrounds bring something lively to the corporate ground and with that to the changing corporate culture. (Markku, 2004, 25) In the empirical part of this study it is possible to see that Wärtsilä employs people from different backgrounds, cultures, gender and working experience in order to avoid building up as homogenous. This way the company is able to evolve and grow all the time, since different kinds of people bring their own uniqueness to the company and its structure.

1.6.1 Influencing factors in forming an image

There are four factors that influence, when we are forming an image of something in our heads.

1. The reality of a company: size, structure, industry and the products are the raw materials of building a company. The number of staff and their connection to the society tells us something about the real nature of the company.
2. Company and its functions novelty values: the positive and interesting news about the company and its products the media releases, can also affect positively to the score that a company makes. On the other hand, negative releases interests the media as much.

3. Dispersing of a company: When it comes to releases, a disperse company usually sends out diverse messages. Without a question, companies that take time thinking about the images and messages they send out are more familiar.

4. Time: nothing happens quickly. An image that has been built in a long span is more sustainable than something that has been made up quickly. (Jaskari 2004, 14-15)

1.6.2 Affect of a negative perception

Image affects on the perception a person has about the public relations of the company. If a person has a negative attitude towards companies operations, it will reject its communications. There is a theory that suggests a person seeks to find information that supports its previous believes and consistently does everything that she/he doesn't have to change their perceptions about the matter that has been defined and rationalized in their heads. So this means, a negative image of a company will build up as an obstacle so that even positive advertising can not get trough due to our selective blocking mechanism. To invert a negative image into positive trough advertising does not work, since advertising doesn't reach the creditability in our imagination. Only positive images can be reinforced trough advertising as I stated in the beginning of this chapter. (Rope& Mether, 2001, 36)

1.7 What is reputation

Reputation is a concept that is often confused with image. It is not as pejorative term as image. It is also earned and it is more uncontrollable. It is not as visual as an image but will also be observed. (Bernstein 1986, 30)

Why then reputation? Arguments about reputation have gone a bit overboard. We do not believe that only images matter, but that image factors have a bigger meaning to companies' reputation. Still only image isn't enough. The real success of a company

comes from something real and functional. And if it is functional you have to tell it to other also. Reputation combines these two factors: reputation and functionality. That's why reputation. (Aula & Heinonen, 2002, 10)

Reputation is something that is talked about and spreads out, when spoken. In the core of reputation is something that is mentioned about something. Also there is a kind of evaluation about the target of reputation, which can be either good or bad. This also distinguishes the target from another similar. Reputation exists in the community, which can be spectator, interest group, public or other similar. With communicational terms, reputation is receiver central phenomenon. It does not evolve in the target but in the eyes and ears of the ones who interpret and examine it. (Aula & Heinonen, 2002, 36)

A good reputation brings a lot of strategic and financial benefits. It gives the customer a strong signal about the company's products and opportunities. It also lures new employees and ties the already existing employees tighter into the company. It creates a shield in crisis situations and attracts investors. In brief a good reputation makes a company attractive, reliable and will be the first choice in the eyes of a potential customer. (Arokylä, 2004, 108)

There is no shortcut into having a good reputation but it has to be earned as a result through long term and proper work. Acquiring a good reputation is not only the managers responsibility but the entire staff of the organization has to keep up the good relations. A good external reputation is not possible to obtain if the internal reputation is not in shape. In other words, how could it be possible for a person outside the company to trust the company and its ways of working and manage its affairs if the people inside the company don't feel that. The last thing that needs to be kept in mind that building a good reputation can take years but it can be destroyed in seconds if its not nurtured carefully. (Karvonen, 1999, 49)

1.8 Image versus Reputation

Since image and reputation are based into different starting points, they build up in different ways and above all they are affected differently. Image is clearly visual and based into figurative perspective. The main purpose of it is to appeal into the viewers imagination and make it look good in ones head.

Reputation on the other hand is the entity of different stories. Its not the same what kind of stories people tell about a company, since they get a side of mystery or a riddle and via mysteries the corporate reputation becomes good or bad. A good reputation gives the “right” for a company to exist and without that right a company has no possibility to succeed. (Aula & Heinonen, 2002, 50)

1.9Brand

Brand is a known image that has been able to send out to the public. Often it is thought that a brand and a product brand are the same but this is not the case. The most important thing about a brand is not what kind of a sign it is visually, but what kind of associations it creates in your image. Image and brand are linked to each other, so that with image work we are trying to achieve a brand position. Since with image work we are trying to accomplish that an individual gets an image and based on that image wants to pick this specific product over all the others. With brand position you need to have general conspicuousness. This way a brand image starts to get closer to a reputation image. With strong image work we are trying to achieve a strong brand position. (Rope, 2004, 46-47)

1.9.1Brand building

Reasons for building a brand are fairly simple. People usually pick the product or in this case a company, which is known and reliable over an unknown and therefore

vague seeming alternative. The problem with this is the there are many well- known and reliable companies out there so how a company can make itself more appealing than its competitors, lets say for example when recruiting employees. The solution to this is brand. When a company has a brand status it becomes more desirable in the markets, it has the possibility to mass market itself and it will endure much more image dings than if it would be a non brand. (Rope, 2004, 45-46)

Building a brand is a multi-phase process. It can be described according to the next figure and its phases.

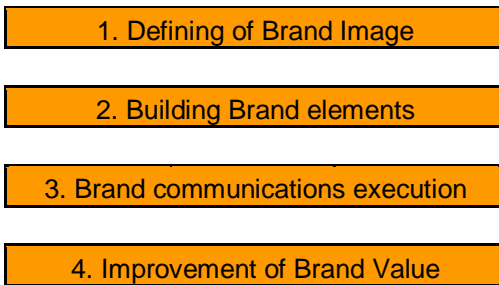


Table 1 Developing process of a brand

Defining of Brand Image is about the image world that is connected to the brand. It can be divided into two parts, Brand positioning and Product brands key features defining phase. Brand positioning means placing the product/company to the markets as regards to its competitors. Typical positioning dimensions can be internationality, environment friendly, modernisms, high quality etc. Defining phase of product brands key features is about defining those image aspirations that we want to associate to our company/product. Those can be functional factors or style factors but when defining those, a company should never pick more than three and focus on those.

Building Brand elements and corporate image is about building the basic fundamentals associated with the company or a product, so that they will reflect the image chosen to associate to the brand. This includes basic decisions such as name and logotype, font, design elements and a slogan.

The name and logotype should reflect the image objectives world and give a visual image of the company. Font is also an important definable basic element. With font a company is able to combine the text logo and fact inscription into a functional whole. Design elements create a base that makes the product/company visually distinguishable from its competitors and finally the slogan. The desirable image- and competition advantage should be summed up to the slogan. This way a company can be sure to link a key feature to the brand name that its competitive advantage is based on.

By combining the slogan to the logo, a company is able to build up an image packet. This packet consists of three elements, industry, brand name and a slogan.

In creating *Brand communications execution* the following factors are crucial, sustainability, crystallise, alike wavelength, visualization, originality and visibility. Since brand building is more of a durability sport rather than a sprint we are talking about sustainability. Crystallise is needed because we want to be noticed and remembered. Alike wavelength is used so that all communication will use the similar policy when it comes to putting practise into account. With visualization we should be able to give people the possibility to recognize the link between the message and our product/ company. The purpose of originality is to affect on message we send out and distinguish our company from the others. Last comes visibility that is as important to companies that are striving to make their product brand familiar, as well as to companies who have already achieved the brand positions at the markets.

Improvement of Brand value, the starting point is that we already have a functional base for the brand. Ways to improve the brand value are adding the reconcilability and raising the image. Researches show that there is a clear link between the better and deeper reconcilability a brand has the more likely it is to be appreciated. (Rope, 2004, 48-58)

III EMPIRICAL PART

Empirical material is collected so that explanatory answers will be found to the research questions. Research design is a general plan for collecting empirical material and how to analyze it. Research design is defined with the terms of the research problem but also the available resources must be noticed.

(<http://www2.amk.fi/mater/tutkimusmenetelmat/kvantitat/kuvailu/index.htm>)

Moving on with the thesis to the empirical part in which firstly is gone through the research methodology that is used. After that a short explanatory of the research methods that are available for usage with this kind of survey and justify the choices that was made. When this has gone through, it is time to give a brief introduction about the corporate Wärtsilä. After that specifically Wärtsilä Finland Oy, which is the case company.

The analyzing of the results will start first with the introduction about the formation of the questionnaire. Then moving on to conducting the research and the results from the questionnaire, before moving into summaries and analyzing the answers.

Research Methodology

This research was done as a survey. The research questions were planned in cooperation with Niina Rintala and Mika Palosaari, so that they would be broad and give answers to specific matters that would be beneficial to know for the company. A questionnaire was sent to all of the chosen summer trainees in Wärtsilä in 2010. This questionnaire was done as an e-form that is made with a specific programme that VAMK University of Applied Sciences has the rights of.

After the survey was done a link was sent to email addresses of Wärtsilä's summer trainees and there they were asked to fill it in. Two weeks time to fill in this survey was given. The survey was sent out to 193 trainees out of whom 70 responded to it.

With the questions we developed the point was to get a general view about the whole group of people and their answers, not to go too deeply into only one persons image/answers. This is why quantitative research methodology is used to interpret the answers. Quantitative research is explained more detailed in the next part so that the reader will understand the characteristics of quantitative research method and pros and cons for using it with this kind of survey.

Since e-form is used, it is quite easy to examine the data after the survey was closed and the answers from the respondents were received. The data was transferred from the e-form to excel and by using that it was possible to count how many people answered, compared to how many it was sent out to. Cohesions and correlations were compared with important factors and less important for the respondents. In collecting the open answers it was seen that there were many similarities in them and if respondents appreciated some similar factors in each question. Later on discussions about some of the problems that were faced will follow on.

1.10 Formulating the questionnaire

When first thinking about the questionnaire the first question was, what is it that needs to be researched and find answers for? As previously stated, since the employee image of Wärtsilä has not been researched among summer trainees before, they were made the target respondents.

The type of questionnaire chosen depends on some of these factors but some may not apply at all. Factors can be the characteristics of the respondents, reaching a particular person as a respondent, importance that the respondents answers are not being contaminated or distorted, taking into account the likely response rate, question types you need to ask in order to collect data and the number of question you need to ask in order to collect data.

There are different types of questionnaires such as self- administrated questionnaires, which include Internet- mediated questionnaires, intranet- mediated questionnaires, postal-, delivery- and collection questionnaires. The other types are interviewer- administrated questionnaires, which include telephone questionnaires and structured interviews. (Saunders, 2007, 356-357)

With this research a self- administrated, Internet- mediated questionnaire was chosen upon. This would be the easiest and most efficient way to get the questions fast out to the respondents, since this concerns their summer trainee period in 2010. It was beneficial that trainees would have their experiences still fresh in their mind, so that is why the hurry was in releasing the questionnaire. The group of people who this would be sent out to concerned 193 persons. The e-mail addresses of the respondents were found from Wärtsilä's data software Artist and from there sent to the respondents, including a letter defining the purpose and reasoning for the survey.

Now that the main question and questionnaire form was decided upon, it was time to develop the rest of the questions.

When forming questions to a questionnaire, pretty simple thinking process is in order. The lead question must have clarity, which in our case were defined as a heading that defined what are the following questions dealing with. E.g. “your image at the beginning of the traineeship period” or “satisfaction in the following areas of introduction”. Questions must also be clear and understood the same way by every respondent so too difficult words and double meaning phrases should be avoided. The questions that were developed were easy to understand and respond by either choosing from different alternatives, ticking from boxes as many suitable choices as found accurate or with open answers.

1.11 Conducting the research

The aim of the data collection was to find out the perceptions, feelings and thoughts about Wärtsilä from their summer trainees so that we could get more information about Wärtsilä in the eyes of their employees and also to be able to advise supervisors when they train their trainees in the following years. Since the purpose was to get as truthful answers as possible, the respondents were given the possibility to submit their feedback either with their contact information or anonymously. The purpose of asking contact information was only because six prizes were raffled off among the respondents, but it was voluntarily to take part in that. The raffle was set up in order to motivate the chosen respondents to take part in this survey.

The first part of the questionnaire was focused on the details about the respondent’s educational information. This included the type school they were in, major they were studying, name and location of their school. This information was found to be important so we could have knowledge about what kind of students have gotten the traineeship, from which schools and what fields they are studying.

The second part focused on their traineeship information. This included information about the business unit they worked for and the position title they had. After this they could briefly describe the work tasks they had during this period. Last question in the second part concerned information where respondents had got the information about available traineeship places.

Since Wärtsilä has five different major business units the first three questions were important, so that it was able to see how many trainees each business unit employed and what kind of jobs they were. The last question was about finding out where the information of the traineeship positions were found. This will provide the information, which source of information is the most effective to reach the target group. Also since Wärtsilä spends a lot of money taking their company into different student fairs, we wanted to know if this is beneficial for the company and are students reach from the right channels.

Moving on to the third part of the survey, the questions focused on the image the respondents had about Wärtsilä in the beginning of their traineeship period. This included an open question where they could freely express their image in own words about the image before the traineeship period. Second question was why did Wärtsilä attract you as an employer when you applied for traineeship? What was your impression? Here they were able to choose as many as wanted. The last one asked about in which of the following areas did the image you had about Wärtsilä, match with the reality and there we gave different alternatives to choose as many as wanted. The open answers purpose was that some feedback could be acquired about the company without giving any alternatives, so the speech was free. In the next two questions we wanted to make it easier for the respondents, so they were given many different alternatives to choose from and the alternatives were from one side to the other. By asking these questions information would be gotten why students apply to Wärtsilä and when they get in, is the company image matching with the image they had in mind about it.

The fourth part of the questionnaire focused on the respondent's satisfaction in the application and recruitment process when they were applying for a position. It was hoped to find out if the application form was easy to fill in, if the application deadline was sufficient enough, how did the communication from Wärtsilä was concerning contacting and interview also how was the application process and finally how fast the information about the acceptance was received. The two last questions focused on the competition of Wärtsilä, so it was asked if respondents were offered another traineeship position and if yes in what kind of company. In this section the questions were formed so that the respondents were able to choose their satisfaction level from four to ten. Four being unsatisfied and ten being very satisfied. In the last two questions alternatives were given to answer yes or no if they were offered another position and to choose from alternatives what kind of company if offered. The recruitment department is always finding ways to develop the application and entire recruiting process to be as easy and understandable as possible for the person applying. This is why these questions were important to ask and get some opinions on. The interview process and the pace of information flow is important since usually if employees find the interview to be unprofessional or insulting in some way, they will not accept the position if offered. In some cases companies loose good candidates, if they take too much time in pondering whom to choose and by the time they have chosen the candidate might have already accepted another position. This is why it was beneficial to find out if these processes were done professionally and in a decent time frame or if some changes has to be made.

The fifth part on the survey focused mainly on the satisfaction in the following areas of introduction. The areas were introduction to work colleagues, the tools received in order to be able to work, clear target were set for the work/ traineeship, systematically of the introduction to work and work tasks, amount of guidance to work tasks, support of the superior and feedback of the superior during and in the end of the traineeship period. These questions were asked again with the same form as in the

fourth part. The respondents were able to choose their satisfaction level from four to ten. Four being unsatisfied and ten being very satisfied. In the end a question about the ability to work independently was done so that they were able to choose from alternatives. This part is mainly about the introduction to the work tasks and that is the superior's field. With these questions and answers useful information is gathered and share it with the superiors so that their work would be easier and they would be able to introduce the new employee to the work community, company and work tasks and efficiently and easily as possible.

In the sixth part the satisfaction of the trainees is still asked, but now that the traineeship period is in the middle and end, we have moved into the work tasks and feedback. We wanted to find out if the work assignments matched with the trainees education, if the assignments were challenging and how was the workload. Last two questions focused on the feedback about the trainee period. Had the trainees had a feedback discussion in the end with their superior and not, would they have liked to have one.

Now that we have moved onto the work task it is important to find out if Wärtsilä is placing the their trainees to do tasks that they are educated for or should we pay more attention to that in order to get more results. Also if the workload is divided equally so that everyone has enough work and not so that some are working like mad and others just rolling their thumbs. Nowadays feedback discussions are very common for a trainee, so they are able to improve themselves. It is wished to see if everyone is given the chance to get feedback and how important is it to get it. This is yet another field to instruct the supervisors if results show that improvement is needed.

In the last part of the questionnaire, focus on the image a trainee had of Wärtsilä in the end of their trainee period. In this section a question model was used where they were able to express their satisfaction from four to ten in questions such as, how well Wärtsiläs image matched with their own experiences and how would they evaluate their traineeship period. With the ability to choose from different alternatives as many as wanted a question was asked about reasons if they would continue working for

Wärtsilä. Last questions were with open answers where the respondents were able to answer their image about Wärtsilä in the end on their trainee period. If they would consider working for Wärtsilä again and if they had in the earlier question evaluated numerically their trainee period, what could Wärtsilä do to higher that grade. With these questions it was possible to see if the trainee's image about the company had changed at the end of the trainee period, as well as what main reasons respondents found important if they were to continue working in the company.

This last section sums up the period and gives an overview of the entire trainee period. With the answers from it, valuable information is found on how Wärtsilä has succeeded in the trainees opinion in all of the areas and if things are done in the right way so that trainees will consider Wärtsilä as a possible future employe when applying for a job.

The questionnaire was sent out on 13th October and I decided to keep the survey open for two weeks. This seemed like sufficient time for the ones who were interested in participating to, submit their responses. After a week had passed a reminder was sent to the respondent in order to still receive some more answers. Out of 193 persons 70 persons responded.

Research methods

There are two ways possible to examine the data from the survey. The first method is to use the qualitative research method and the second one is the quantitative research method. In this research the quantitative method is being used. The reason why I am not using qualitative method is that this method strives to get accurate information from a small segment of people and reflect that along with the information from the survey. With the quantitative research method we are more interested in getting the opinion of a large group of people and not focus so much only on some person's opinions. With this method we will get a broader view and it is more suitable because we have a big number of respondents. (Rope & Mether, 2001, 145)

1.12 Quantitative research

The researching of images can be divided into two different fields: on one hand there are spontaneous images that a person has towards something and on the other hand we have a structured image content, that has to be measured to see if its real. The previous spontaneous images are usually interpreted with qualitative research methods and the quantitative research method is used for the latter one. (Rope & Mether, 2001, 144)

When researching the image of a company on the markets, the first thing to be done is to take as a primary target group that marketing segment that we are directing our offering to. The ground for setting an image goal is to find out the target group's product- or companies selection criteria's. From the functional points of view the selection criteria can be figured out e.g. "Could you state on each feature how important or crucial you think the feature is when you are buying the product?"

	Very Important	Fairly Important	No so Important	Not important at all	
Good quality level	1	2	3	4	4
Qualified personnel	1	2	3	4	4
Flexible operation	1	2	3	4	4
Good service	1	2	3	4	4
Economical prices	1	2	3	4	4
Certainty of deliveries	1	2	3	4	4

Table 2 Quantitative research example

The meaning of these image factors can be only asked with so called “rational attributes”. Through this it is able in some levels to find out people’s respects concerning different functional factors. Anyhow what needs to be remembered are factors that influence their buying behaviour can never be answered perfectly with quantitative questions.

This is because:

1. People are not aware of all the factors that actually influence their decision-making in their subconscious mind.
2. People want to rationalize to themselves and the researchers their own behaviour. Consequently even though a person would recognize some slightly emotional based feelings as an affecting factor, they would not bring them up in the research. They will rather report some rational factor.

This means that there is no point in asking what factors are the factors they have based their decision on, you will not get a functional answer to that. (Rope& Mether, 2001, 151-152)

1.12.1 Key points in succeeding with quantitative research

These four attributes can be kept as a key point in a successful quantitative research:

1. *Attributes in question.* It is important that the questions measure exactly those factors that are important to the target group. Measuring other features is not important for the success of a company. Also it is important to make sure that the

questions asked measure the things they are actually supposed to, so that the validity of the research is ok. Changing only one word in a question can easily change the entire meaning of it so the right terminology is a crucial matter.

2. *Comparison targets.* Beforehand it is important to think about the corporate image you are comparing your own images to. Comparison should be done to companies/ products that are on the same marketing segment as your companies. A common mistake is done when comparing a company to all the companies that work in the same field, even though they are marketing to a completely different segment. This means you are comparing your company image to a company that isn't even competition in practice.

3. *Question scale.* With interpretation of the results it is crucial that the layout of the questions and question scale is working. An example in practise would be to be able to measure the positive- negative qualities of companies, it requires some sort of scale question so that the respondent has to reply on all the features with each and every company.

4. *Output.* The results should be made so that the company profiles are comparison validity with each other. The best way to do this is to index the figures through percentages and we will see what kind of profile has the company gotten. To index is a good way to get the results of the image percentage to a much more understandable level. An index table will show the percentage distribution of companies real strengths and weaknesses feature by feature. (Rope & Mether, 2001, 157-160)

To get a right interpretation, you need to be sure what the particular question has measured. Still a right question with a wrong interpretation can take the conclusions to wrong tracks. There is a way to make the interpretation process easier and it is to use multi- variable analysis so that the establishment of the company can be demonstrated with its key qualities in terms of other companies. With multi- variable analyse we can bring a lot of extra value to the interpretation by finding out how different features are connected to each other. This way we can get a better interpretation to real causation and not just scrutinize separate feature related results.

Last coming to conclusions of the research results. Without the proper interpretation of the research results, functional conclusions do not have a base at the research. Only after conclusions about the research have been made, improvement of the company image can be utilized for usage. To be able to make conclusions, demands for control of the research and corporate strategic knowledge in order to collect the most beneficial conclusion for the company's future. (Rope& Mether, 2001, 165)

1.12.2 Problems when using quantitative research

There are a few major problems when we are using the quantitative research method that is good for us to be aware of.

Firstly, the questions are based on the perceptions of the researcher, therefore you do not really get any totally new ideas out, the ones that the researcher cannot imagine.

Next the analyses from the enquiry material produce only quantitative averages.

However, for example in marketing and innovating the most important thing is the deviant view, the one that usually disappears in the analysing stage.

Thirdly, there is always only a small amount of new information in the beginning and this little knowledge disappears in the analysing. One problematic factor also is that people are so tired of answering surveys. The tiredness has even been kept as an influencing factor to the validity and reliability of the research.

Finally also the interpretation and generalisation of the results seems to be very problematic, especially if the material is very small like ten persons. (Venkula, 2004, 32)

These general problems of using quantitative research methods should be remembered when starting to plan research questions, interviewing/ survey, analysing process and especially when making conclusions and improvement ideas for the company.

1.13 Problems with the research

The response rate of the survey was 36.3%. The rate could have been bigger if the questionnaire had been sent out earlier e.g. at the beginning of September, since the trainee period ended for most people at the end of August. This means all the email addresses we had probably would still be valid and trainee period would be still a fresh memory in respondent's head.

Another problem was the questions. Since the timeframe of sending out the questionnaire was quite tight, research questions had to be planned before the theoretical framework had been done. This means that when analysing the questions, it was seen that a few of the questions were quite unnecessary and not that important when it came to the result analysing and their importance for the whole survey. The answers are interesting but had a small affect and that is why some questions could have been left out.

Even though the questions seemed quite easy to read and understand, it seemed that some of the questions still were misunderstood. This can be due to a language barrier, since the questions were in English and this is not the mother tongue of all respondents. Also an affecting matter could be that the respondent was just simply "tired" of answering the questions and just wanted to get the survey over fast.

Introduction to Wärtsilä

Wärtsilä operates in 160 locations and 60 countries, it employees around 18 000 people globally. They have customers and partners in almost every country, depending on if it is Power Plants, Marine, Services or other products they are offering.

Products that Wärtsilä offers are: Engine products, Marine products & solutions (34%), Power Plants products & solutions (31%) , Service products & solutions (35%). Products that they offer are market leaders, from their technology both the customer and environment benefit. Products are integrated, trustworthy, economical through their entire lifespan, efficient, suitable for different fuels and emission restrictions compatible.

Wärtsilä´s marketing areas are divided roughly into four areas; Europe, Americas, Asia and Others.

Competitor that Wärtsilä has, are big companies that offer same kinds of products and that might be more experienced in that field. E.g. companies that makes Diesel engines or provides Power Plants with the newest form of making energy.

In the year 2009, the order intake was EUR 3,291 million. Net sales were EUR 5,260 million and the Order book on 31 December was EUR 4,491 million. (URL: www.wartsila.com)

1.14 Case company Wärtsilä Finland

Wärtsilä functions in different parts of Finland. The headquarters are located in Helsinki and other towns are Espoo, Turku and Vaasa. There are around 3,400

professionals working for Wärtsilä Finland. Vaasa alone employs around 2,800 people. (WFI- Tervetuloa Wärtsilä Suomeen Power Point esitys)

Wärtsilä has its own Human Resource and Training department, they are daily inventing new and better ways to train employees of Wärtsilä. This is the department, which has asked me to do this research for them in order for them to get information about the images and perceptions of Wärtsiläs summer trainees 2010. This is the department that employees summer trainees and trains them for Wärtsilä, so it is important for them to get the opinions of trainees so that in the following years they are able to do thing better and develop recruitment and training processes more beneficial for the trainees as well as for Wärtsilä.

Since my case company is Wärtsilä Finland, the trainees that have been the respondents of my survey are the ones that have been working in Vaasa, Turku, Helsinki and Espoo.

Wärtsilä is a worldwide company but they have a common internal network and a computer program called IDM that stores almost everything that is published internally, their solutions, sales, purchases, recruiting, training etc. Even though I am only doing my thesis for Wärtsilä Finland, it can be stored in IDM and trough that supervisors, managers and recruiters all around the world are able to read it and from the results, conclusions and improvement ideas are able to reflect them to their trainees also.

1.15 Background information of respondents

As mentioned earlier, 70 persons out of 193 responded, so that makes the response rate 36.3%. This is not that a big of percentage but since the questionnaire was open for two weeks and one reminder was also sent, decision was made that everyone who wanted to participate had responded and the number of responses would be enough to

make sufficient analysis based on. Now when starting to look at the answers from the survey a bar chart is made to indicate the number of persons or percentages.

The educational information tells us what kind of education the respondent had in their background. The major group of people working for Wärtsilä as trainees in the summer 2010 were from University of Applied Sciences, 32 persons. A University is the second largest group 28 persons and high school and vocational school are the smallest group with five persons from each.

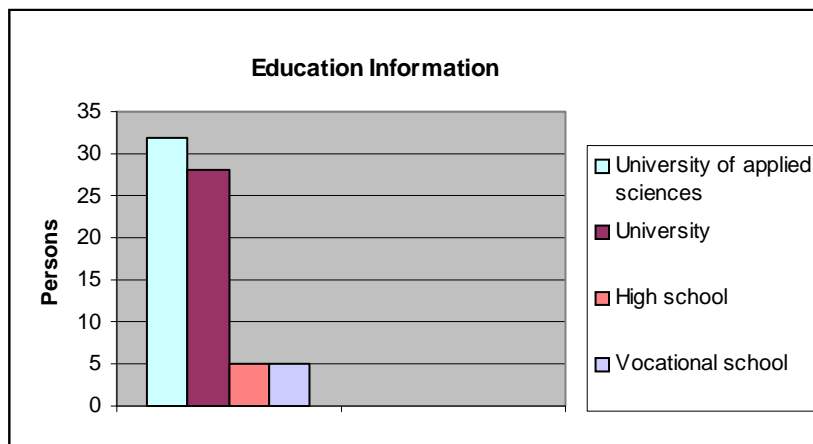


Figure 1 Educational information

The major subject in school for the trainees was represented in many different areas. Mechanical engineering seems to be the most popular major, but after that other subjects are almost equally represented. Logistics, marketing, marketing and organization, product development and communication sciences seems to be the least popular majors.

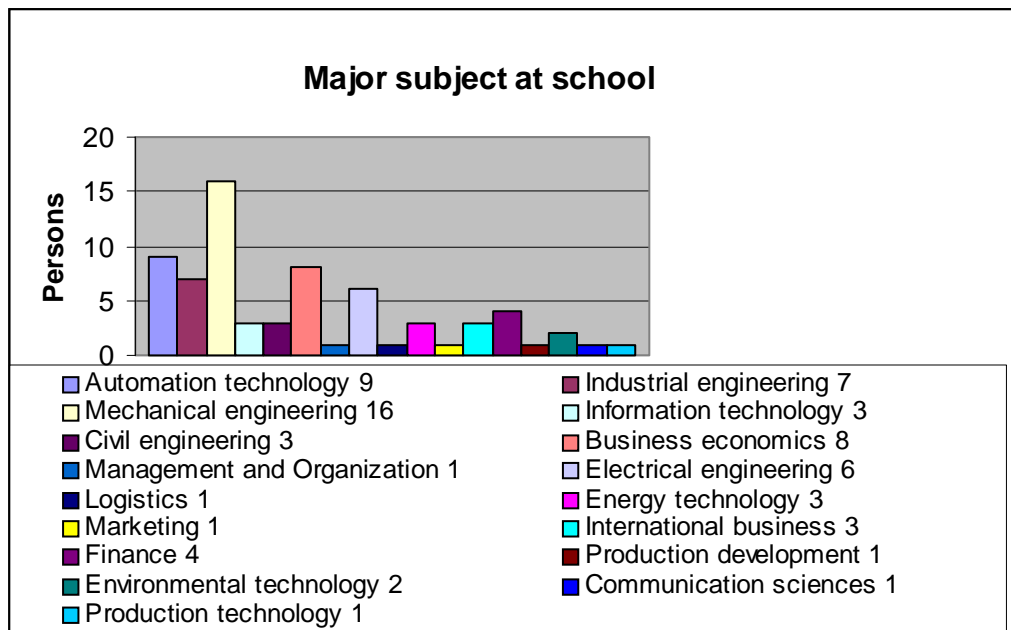


Figure 2 Major subject at school?

The trainees were from 16 different schools. This means that of all of the schools in Finland these 16 have been the ones that have had the most suitable applicants for Wärtsilä in 2010.

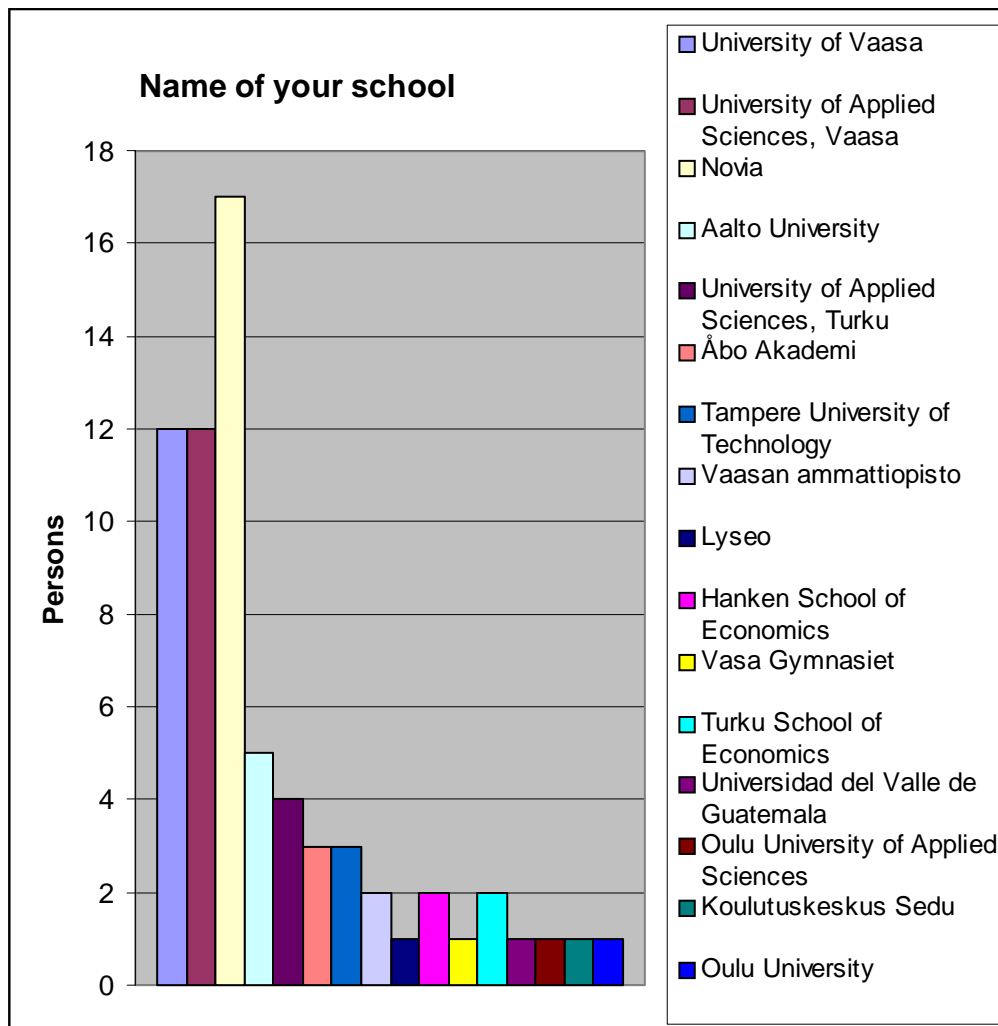


Figure 3 Name of your school?

The schools that Wärtsiläs trainees studied in or had been studying in were mostly in Vaasa or the nearby area. Some studied in the Turku area and only a few trainees were studying in the capital area, or abroad.

Location/ city of your school	Persons
Vaasa	48
Turku	9
Espoo	4
Tampere	3
Oulu	2
Seinäjäki	1
Guatemala	1

Table 3 Location/city of your school?

1.15.1 Summary of background information

Wärtsilä Finland employs trainees from all school levels, starting from first year students to graduates. This research indicated that in the year 2010, the biggest group of trainees were or had been studying in a University of Applied Sciences. The second largest group was from University. Vocational schools and high schools were represented only by a few respondents. University and University of Applied Sciences gives the best prerequisites to perform different tasks in Wärtsilä if you are working as a white-collar employee. Since Wärtsilä is a big engine, motor and power plant supplier, they need many skilled professionals who know and have the education to build these. That is why Wärtsilä employs numerous persons with vocational and high school backgrounds.

The major subject that the trainees of Wärtsilä are or have been studying was mechanical engineering. Why students from this field apply to Wärtsilä is probably because Wärtsilä is a big employer when it comes to mechanics and there are different jobs relating to this field. Also automation technology, business economics and industrial engineering seemed to be popular among the respondents. This is because engineering and economics are the fields that Wärtsilä mostly employs people so the need for new trainees in those fields every summer is the biggest segment of trainees.

The smallest group that was represented among the respondent's majors in school were marketing, logistics, production development and communication sciences.

These areas employ people in Wärtsilä but much less than the previously mentioned fields and the need for trainees is smaller. This is why probably students from these fields seek jobs in marketing agencies or companies that are more specialized in logistics like DHL or TNT. Communication is also a smaller department in Wärtsilä so students in that field might consider other companies that are more specialized in this to be more suitable traineeship places for them. The same goes for production development.

Wärtsilä Finland's biggest factories are located in the Vaasa region and this is probably the main reason why students from schools near this area decide to apply for a traineeship position in Wärtsilä. The survey showed that almost one third of all students were from Novia, which is the Swedish university of applied sciences that has study programmes in cities near Vaasa and also in the capital region. After Novia, the same number of respondents were from Vaasan ammattikorkeakoulu University of Applied Sciences in Vaasa and University of Vaasa. This shows us that Wärtsilä is a major employer of students in the Vaasa region and gives good working experience for them. They do not need to apply for a traineeship position far from where they are studying and living if they do not want to since Wärtsilä is a good choice for them. Also the research showed that mostly the trainees who applied for a traineeship position in Wärtsilä were from schools that had a Wärtsilä office in them. As earlier mentioned, Vaasa as the biggest but also Turku and Espoo were represented among the respondents.

Results, analysis and summaries of the empirical material

As mentioned earlier this research is done in collaboration with Wärtsilä Finland Human Resources: Training and Development department. Together with my supervisors we planned the questions for the survey so that it would be possible to get a broad, true and a fair view of the respondent's opinions.

1.16 Traineeship Information results

From here we can see which business unit of Wärtsilä employed the major part of trainees and which one the least.

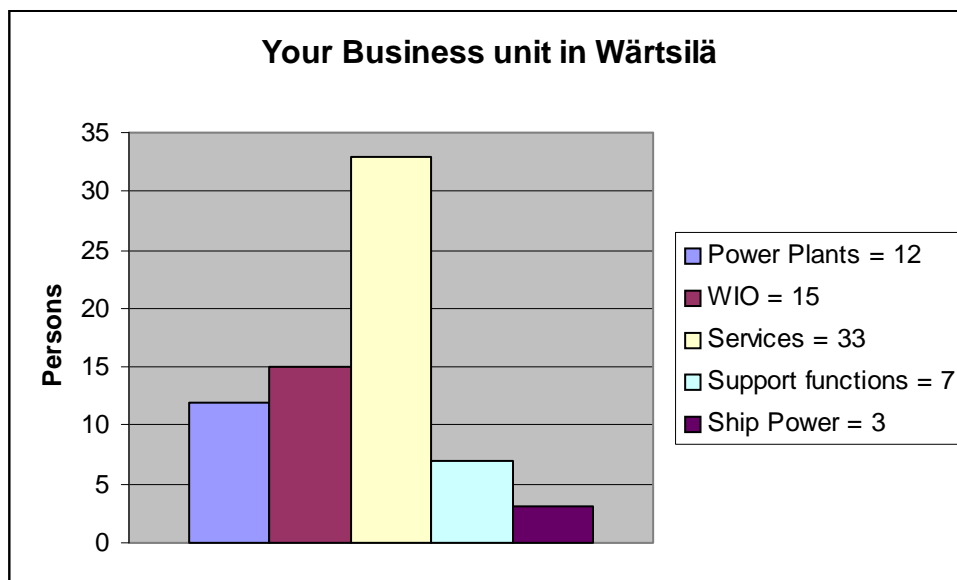


Figure 4 Your business unit at Wärtsilä?

A question was also decided to ask about the position title of the trainees and about 17 respondents gave the answer as only “trainee” or “summer trainee”. Most of them knew the exact title they were given. E.g. Spare parts coordinator, Accountant or Sales proposal.

The question about the description of their work tasks during their trainee period gave both narrow and surfaced answers but also very good and detailed information about the tasks trainees had performed during the summer.

The final question in the traineeship information section was where the information of traineeship positions in Wärtsilä was found. 35 persons had found the information from Wartsila.com that is the Internet homepage of Wärtsilä. 12 persons said to have found it from the Internet home page of Employment and Economic Development office, MOL.fi. Company visits seemed also to have drawn people’s attention, since nine persons heard about the traineeship places from there. Schools’ bulleting board, student exhibition/fair and Internet have been almost equally important places for acquiring the information. Also almost a third of the respondents had heard about traineeship places from a friend or family or because they had previously worked in Wärtsilä. Information was also required from “teekkarin työkirja” and from school teachers.

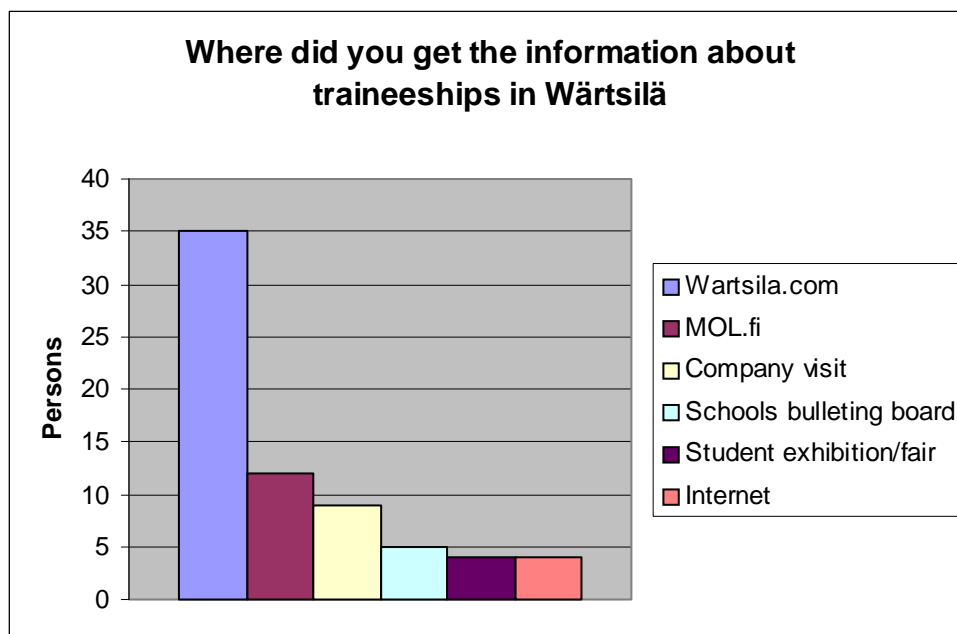


Figure 5 Where did you get the information about traineeships in Wärtsilä?

1.16.1 Analysis and summary of traineeship information

Next step is to move on to the survey where information was asked about the Traineeship. We found out that the business unit that had the most trainees in the summer 2010 was Service Functions. This unit employs 33 trainees, which is the double of WIO and Power Plants that came as second and third with 15 and 12 trainees. Support Functions had 7 trainees and Ship Power the least, 3 trainees. The main reason why Services is the unit that has the most trainees can be as simple as since this is the biggest unit in Wärtsilä. Service functions and solutions cover 35% of the whole of Wärtsilä. WIO and Power Plants are growing and according to my own experience I could say that at least Power Plants will have much more trainees in the summer 2011, since the order intake in this field had grown a lot. Support Functions and Ship Power have had to reduce the number of employees working there in recent years and that can also be a reason why they have not employed that many trainees in the summer 2010.

The reason trainees were asked to tell their position title and describe their work tasks in Wärtsilä during their traineeship period was because we wanted to see how many of them actually knew what it was and if the superior had defined it to them. The survey showed that most of the trainees knew their position title and could specify their main tasks during the trainee period. Only 17 person said their position title to be Trainee or Summer trainee but still they were able to describe their work tasks quite well. This seems that the superior of trainees has well defined what the trainee was there to do and this is important, so the trainee gets a clear view what she or he is supposed to do. This also decreases misunderstandings between trainees and their supervisors.

Last question was about the information acquisition, where had the trainees found out about possible traineeship places in Wärtsilä. The Internet seems to be the most effective way to reach students, since 35 respondents out of 70 said that they had

found the information from Wartsila.com, which is Wärtsilä homepage. The second largest group of 12 respondents said their information source to be MOL.fi, Employment and Economic Development office and this is also an Internet page. Wärtsilä invests much time and money in company visits and bringing Wärtsilä to different student fairs and exhibitions but still only 13 respondents said to have obtained the information from those. Still this is a good way to reach students that are in the beginning of their studies and are eager to find out about different employment possibilities in the future. But the students that are at the end of their studies visit less fairs and exhibitions, since they probably already know the companies they wish to apply to and go straight to their homepages and fill in the applications. The students that Wärtsilä employs are mostly at the end of their studies and this might be the reason why the result was like this.

Respondents also mentioned in this part that they have heard from relatives or friends that work in Wärtsilä about these places or they have worked earlier in the company and received information directly from there.

The business unit that had the most trainees in the summer 2010 was Service Functions. This unit employs 33 trainees, which is the double of WIO and Power Plants that came as second and third with 15 and 12 trainees. Support Functions had 7 trainees and Ship Power the least, 3 trainees. For the majority of the trainees their title had been specified clearly, which also indicated their position and work tasks. The internet pages of Wärtsilä.com and MOL.fi were the best sources of information about the traineeship places in the year 2010. Still some more old fashion sources were also mentioned, such as “teekkarin työkirja”.

1.17 Image you had of Wärtsilä in the beginning of your traineeship results

The first question in this segment was an open answer question. What was your image of Wärtsilä as an employer before your traineeship? Mostly the image that the respondent had about the company was that it is a big, old and trustworthy company, with lots of job opportunities in Finland and abroad. Respondents felt that it is the leading employer in the Vaasa region and they employ a lot of engineers and engineer students. Trainees expressed to be very lucky that they had been chosen for a traineeship period, since they had the image that it would be very hard or nearly impossible to get a position. Still almost as many as had responded Wärtsilä to be a big and known company with good reputation, the same number of people had no image about Wärtsilä in the beginning or the company was quite unfamiliar to them. They expressed not to have many images in the beginning.

One third of the respondents had chosen not to answer the question so this can leave us only pondering if they had such a bad image about the company that they did not want to express their thoughts about it. Or it they felt it unnecessary to express their opinion in the survey since it was obviously good.

Also some negative opinions were that Wärtsilä organization is quite stiff and hierarchy plays a big role in it and that respondent felt that it was nearly impossible to get a traineeship position from the company if they did not have any family, relatives or familiar people working there who would recommend them.

In this question (figure 6) the main reasons can be seen why trainees decided to apply to Wärtsilä and what were the main reasons that attracted them. 57 persons found Wärtsilä to be attractive since it was a global company. Almost the same, 54 persons found Wärtsilä to be attractive and they wanted to build a future career in the company. The possibility to get training and company's reputation got the next highest amount of peoples interest. International assignments and the location of the company got one-third of the votes. The respondent's valued high salary the least and only 9 persons had marked it to be an effecting factor.

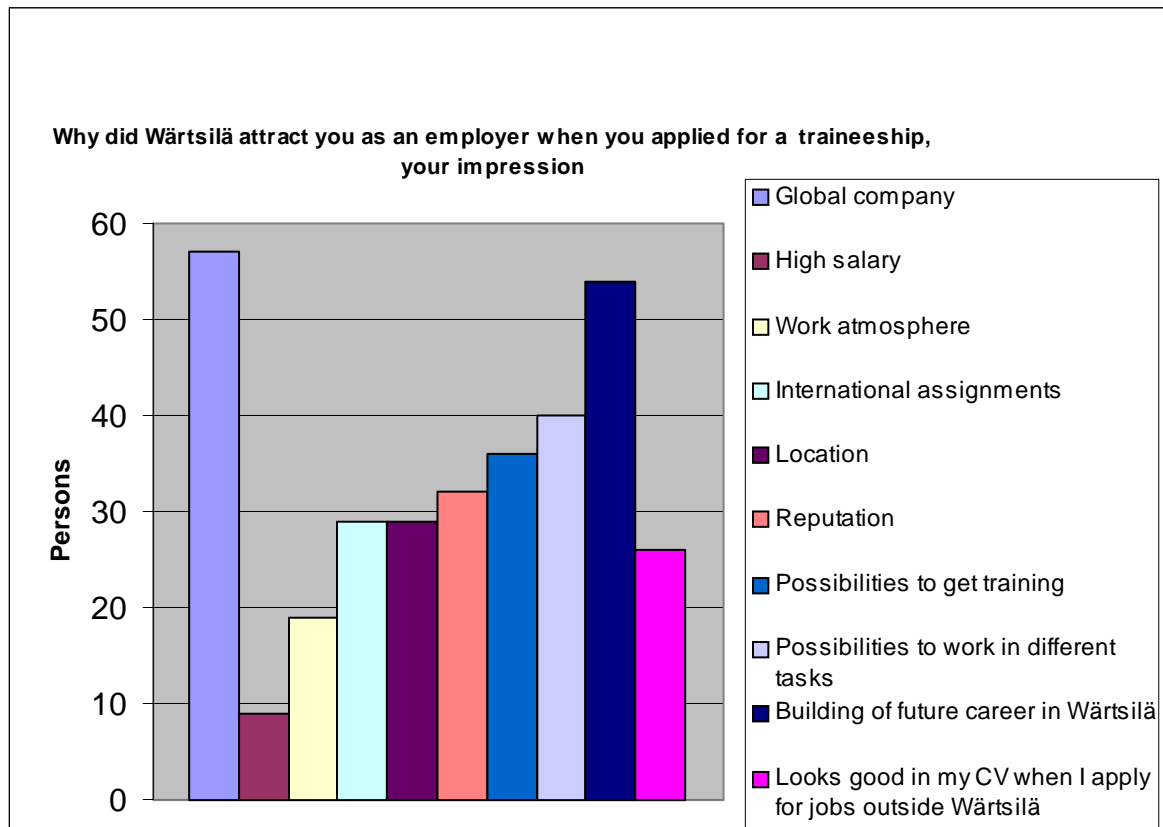


Figure 6 Why did Wärtsilä attract you as an employer when you applied for traineeship, your image?

In the next figure below (figure 7) respondents were asked about the image and if it matched with the reality. Most of the respondents (60 persons) felt that the possibility to learn and develop their skills was very true. 39 answered that the possibility to work in different tasks and the degree of difficulty of work tasks and challenges was quite the same as they had imaged. The least matches of these four choices got amount and intensity of work and workload. Only 26 respondents felt that this image matched their reality.

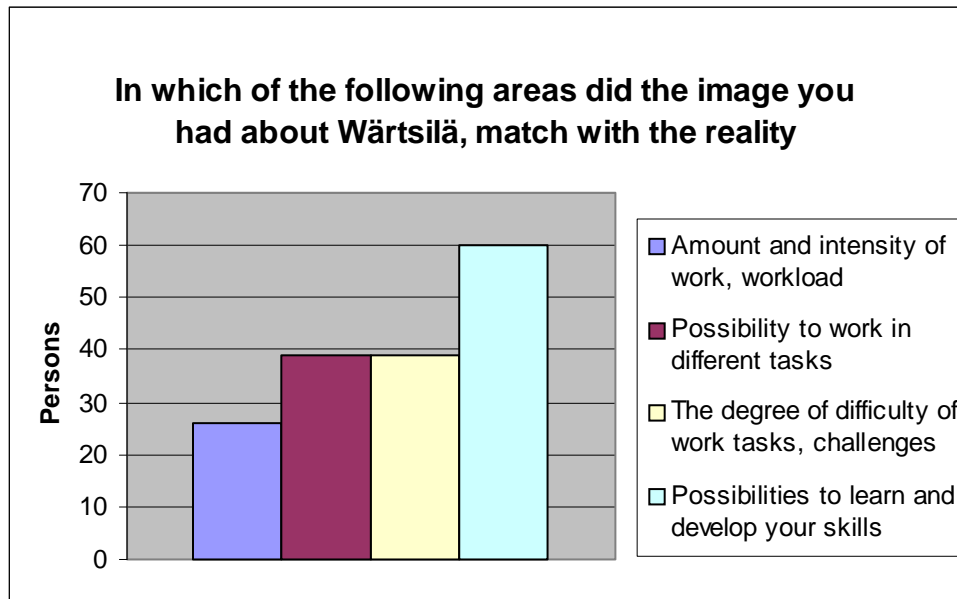


Figure 7 In which of the following areas did the image you had about Wärtsilä match the reality?

1.17.1 Summary and analysis of the image trainees had of Wärtsilä in the beginning of their traineeship

The company was seen as a big, old and trustworthy company, with many job opportunities in Finland and abroad. It was expressed to be a good employer and only few had anything negative to say about the company. Internationality of the company was a big pro for many and high salary was not counted as a big reason why trainees chose to apply to Wärtsilä. The trainees felt that the images about of work and workload matched the best the reality they had. Possibility to work in different tasks and the challenges of tasks matched for over half of the respondents. This indicates that the majority were very pleased, since their image was almost the same as the reality.

Questions about respondents' image of Wärtsilä at the beginning of their trainee period and what attracted them in Wärtsilä showed that Wärtsilä is a well-known company with a good image among students from schools in the Vaasa region. Mostly they appreciated the global ness of the company. Trainees saw Wärtsilä as a

good place to work and get experience for the future. Many felt that building a career in the company is a big reason why they wanted to apply. This seems right, since nowadays companies like if a person has worked in the company before and they are already acquainted with company's customs. Since Wärtsilä has existed for so long and grown over the years respondents saw this as a positive and attractive quality for an employer. Due to the size of the company respondents felt that they would be able to work in different assignments in the company and get training. These qualities are becoming more and more important in the future since we no longer work with the same assignments for 30 years like it has been before.

Nowadays employees want to change their work tasks much faster than before and constantly train and improve themselves within the company. This is probably why the highest importance for trainees were these. Salary is also worth mentioning, not because this is a point that the respondents felt to be important but because it is not. Future employees place a bigger factor when choosing a place to work on reputation, image, size of the company, atmosphere and task they will be performing than on the amount of salary they will be given. This has changed crucially since before no one really cared about the work place since it was only a place where you got money to live. Now it has turned the other way around and employees want to feel a sense of belonging and appreciation of the work they are doing.

The survey also showed in this question that some trainees did not have any kind of image about the company where they were going to work or then they felt it to be not worth mentioning. Negative opinions were that Wärtsilä organization is quite stiff and hierarchy plays a big role in it. This can be due to their earlier experience if they have worked in Wärtsilä, since in a big company the information flow takes more time since it goes through many different persons. Also one image that seems to be around all big companies and which trainees sees as a negative factor, is that they feel it to be impossible to get a traineeship position from the company if they do not have any family, relatives or familiar people working there who would recommend them. This is a negative thing and companies need work on getting this image to

disappear. Why this image exists around companies can be due to bad word of mouth from applicants who have not been offered a place in the company. It is very easy to spread this kind of word of mouth and there is always someone who will concur with it. This kind of image about a company can drive some applicants away since they feel they would not have a chance of getting the place even though they might have.

Last question in this part was about the image and how it matched with the reality. 60 trainees responded that in learning and developing their skills their own image had been the same as reality. This can be very much true since all trainee positions give you more experience and knowledge than you had before. It is almost impossible to not get anything out of them. More than half of respondents said that the possibility to work in different tasks and the degree of difficulty of work tasks and challenges were quite the same as they had imaged. This means that almost half felt that their tasks were too difficult to perform or not difficult enough and they would have wanted more challenges. The amount and intensity of work and workload for 26 trainees had been too heavy or they had not had that much to do over the summer. These kinds of problems could be resolved by communicating with their superior and asking for more to do or informing that the workload seems too heavy and it is difficult to get everything done.

The majority of the trainees had a positive image of the company when they started working there. Many of the respondents wanted to build a future career in the company and chose to apply to Wärtsilä because of that. Also the training possibilities and possibilities to develop oneself draw people to the company. All in all they felt that the reality matched pretty well with the image they had about the company.

1.18 Results of satisfaction in the phases of the application / recruitment process

The next questions ask about the satisfaction of the trainees in each step. This concerns the part of application and recruitment process. Numbers go from four to ten. Four means unsatisfied and ten is very satisfied.

Most of the respondents had evaluated the easiness of filling in the application form to be from eight to ten. Eight being the most used grade with 24 respondents. So generally trainees did not find the application to be very difficult to fill in.

The application deadline was also evaluated with the same scale. In this question grade nine was most common evaluation. Six respondents had found the application deadline to be very unsuitable.

The satisfaction in contact and communication from Wärtsilä had variable scale of answers that indicated the satisfaction level. 52 persons had still found it to be good or very good, but 18 respondents had felt the contact and communication to be unsatisfying.

90% of the respondents had felt that the interview process had been done very professionally and interactively. The rest 10 % felt unsatisfied with this process.

The pace of the application process divided the respondents' opinions again. 29% felt that this process was done too slowly, while 69% had felt it to be satisfying or even very satisfying. The same ratio was repeated in the question about receiving information of selection. This means if the respondents had felt that they got the information about acceptance within a reasonable time. 69% said to have it in satisfactory timeframe, but here again 29% felt that the time had been too long.

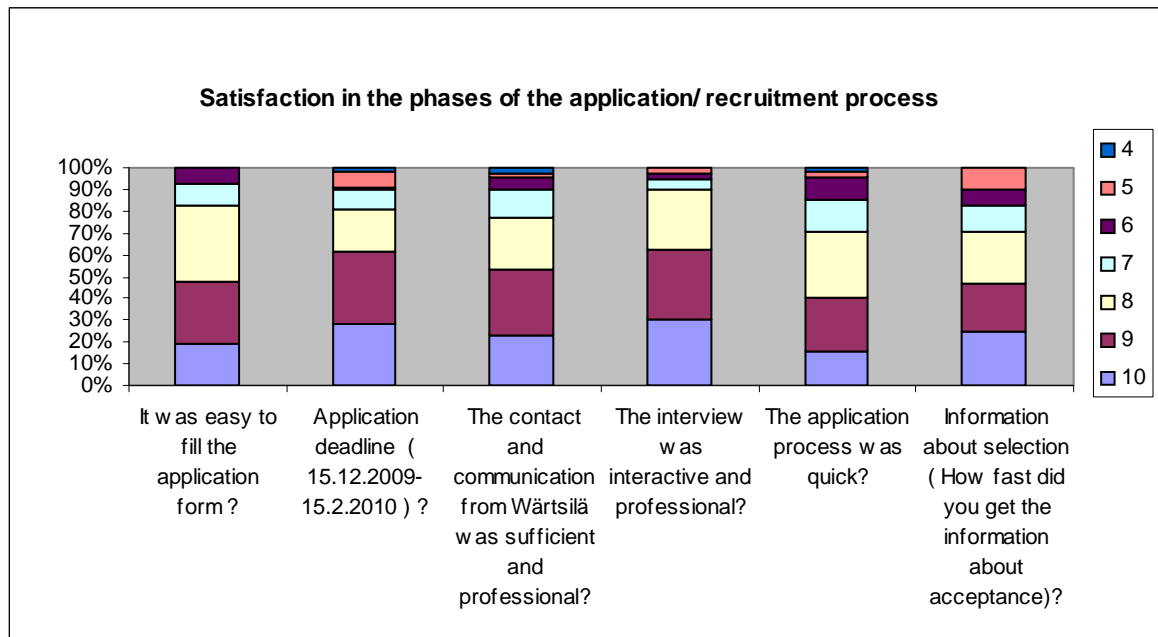


Figure 8 Satisfaction in the phases of all application/recruitment process?

The last two questions in this part were, if trainees had been offered another traineeship place besides in Wärtsilä. 46% of the respondents said yes, they were offered another position and 54% said no.

After this it was wished to know in what kind of company had the trainees been offered a traineeship position, in a large company <500 employees, SME (small or medium sized company), Public organization or No, they were not offered another position besides Wärtsilä. This next figure shows the spread of answers.

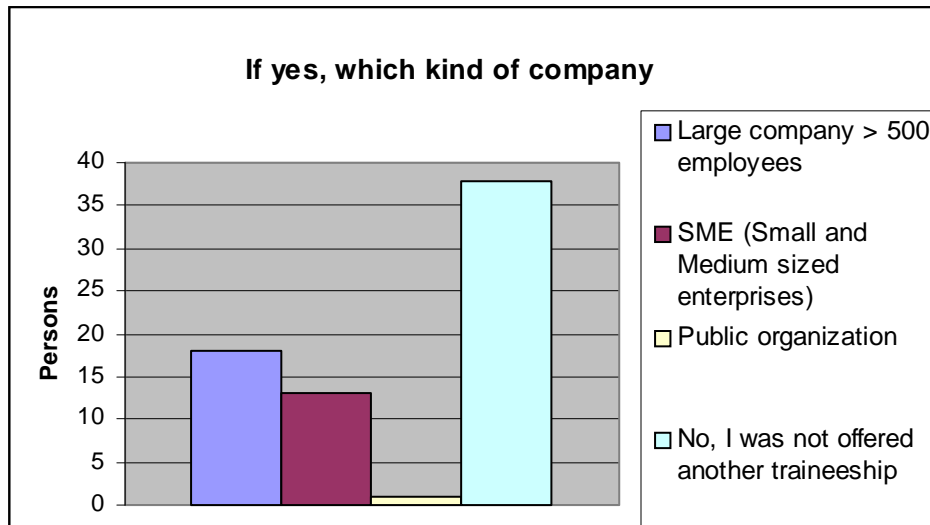


Figure 9 If yes, what kind of company?

1.18.1 Analysis and summary of satisfaction in application/ recruitment process

It was wished to find how summer trainees perceived each step in the application and recruitment process. The best way was to make them choose from the numbers of four to ten as four being unsatisfied and ten satisfied. This gave us an average number of people and percentage, how Wärtsilä has succeeded in each step.

First question was about the easiness of filling in the application form. What was hoped to find out, was how trainees felt the application to be. From 70 respondents, 57 felt the application to be very easy and easy to fill in. Only 13 had rated it to be quite easy. This seems that Wärtsilä has succeeded in making an application form, which is easy to fill in, to understand and it is logical.

Next question concerned the deadline of application period. Since the period was from 15.12.2009-15.2.1010 we wanted to see if this is a suitable timeframe for trainees so that they will have enough time to apply. Again 54 respondents said the application deadline to be very satisfying. Still there were few responses which found

the deadline was unsatisfying. Mainly it seems that the deadline for the application is good and enough time but it might be that the few who answered the time to be unsatisfying were hoping that the deadline would be earlier and this way the trainee selection also would be earlier.

The contact and communication from Wärtsilä gave diverse opinions. The biggest group of 52 persons saw the contact and communication from Wärtsilä was sufficient and professional during the recruitment process, but 18 had responded it to be unsatisfying or very unsatisfying. This would mean that maybe trainees had tried to contact Wärtsilä and get more information concerning the traineeship places but they had not reached anyone. Or they were hoping that Wärtsilä would have contacted them sooner if they were chosen for an interview or not.

The question concerning the interview, 90% of the trainees felt it to be very interactive and professional. Only 10% had felt it to not to be such a nice experience. This question was asked so recruitment department of Wärtsilä would be able to see and give tips superiors when they are interviewing applicants in the future, so that the interview process would be nice for both of the parties as well as professional and the qualities of the best applicant seen. In the year 2010 this seems to have gone very well.

We asked about the pace of the application process in order to see if the trainees felt that the time it had taken from submitting the application to finding out if you have been chosen for an interview was quick. 69% saw this process to be satisfying and done in a good timeframe. 29% felt the process to be somewhat slow and unsatisfying. The 29% maybe had hoped to get the information sooner about the possibility of an interview and if it had taken too long time, gave up hope or accepted another job. In order for Wärtsilä to get the chosen trainees, this process is good to be done quite quickly so good trainees do not accept another trainee places.

Information about the selection gave the same rates as in the question above. So over half of respondents had received the information about acceptance quite fast and they were satisfied with it. Still 29% would have hoped the information to have come sooner. This could be a good point to emphasize to superiors when choosing trainees that this process should not take too long time after the interview.

The last two questions were asked in order to find out about Wärtsiläs competitors when recruiting and see if trainees were offered another traineeship place and if yes, in what kind of company. Here the responses were almost half and half. 46% said that they had received another traineeship place and 54% had not. The traineeship places offered were mostly from a large company <500 employees and SME company. Only one trainee had been offered a place from a public organization. This is a positive point to see that so many as 46% were actually offered another place also but they still chose Wärtsilä over another similar company to work in.

The results showed that the application/ recruitment process had been successful and the respondents were satisfied with it. The point that arose the most open comments were the pace of the recruitment process and how fast was the information about the selection received.

Almost half of the trainees had received also another traineeship position from another company but chosen Wärtsilä. These companies were mainly large- or SME companies.

1.19 Results of satisfaction in the following areas of introduction

Continuing with asking about the satisfaction of the respondents, but the stage has moved onto the introduction areas. The numbers go again from four to ten. Four being unsatisfied and ten being very satisfied. The last question concerns the ability to work independently, where respondents were given the ability to choose from alternatives.

Introduction is an important area in order for the new employee to get acquainted with his/hers new colleagues, workspace and work tasks. Firstly it was asked about how the trainees felt that the introduction to work colleagues in the work community had succeeded. 83% of the responses indicated that the introduction had gone very well and they were happy. 10% were neutral with the introduction and 7% felt unsatisfied with the introduction.

In the next question a variety of answers has received. The issue if trainees had received the needed tools to be able to work within first few days indicated that 66% had received the necessary tools very quickly but then the rest 34% felt that the time until they had got all the tools and were able to work, had taken quite a long time or a very long time.

Clear targets had been set for 66% for their work/traineeship. In this section 11% felt that targets were quite clear and 23% felt that the targets for their traineeship were left unknown.

Introduction to ones work assignments was done systematically for 64% of the respondents. 14% felt that it was done quite systematically and 22% saw that the introduction had not been systematic at all.

The trainees seemed be quite pleased with the guidance to the work tasks. 77% said to have had enough guidance to their work tasks. 21% felt that the amount of guidance was and 11% either felt or hadn't had enough guidance.

83% of respondents answered that the support from superiors was very satisfactory. There were only 11 persons who had felt that the support from superior was not sufficient enough.

Trainees said to have gotten feedback during and in the end of their trainee period from superiors very satisfactory by 71%. 4% felt that the feedback was sufficient enough, but as much as 20% responded that the feedback during and after trainee period was very unsatisfactory.

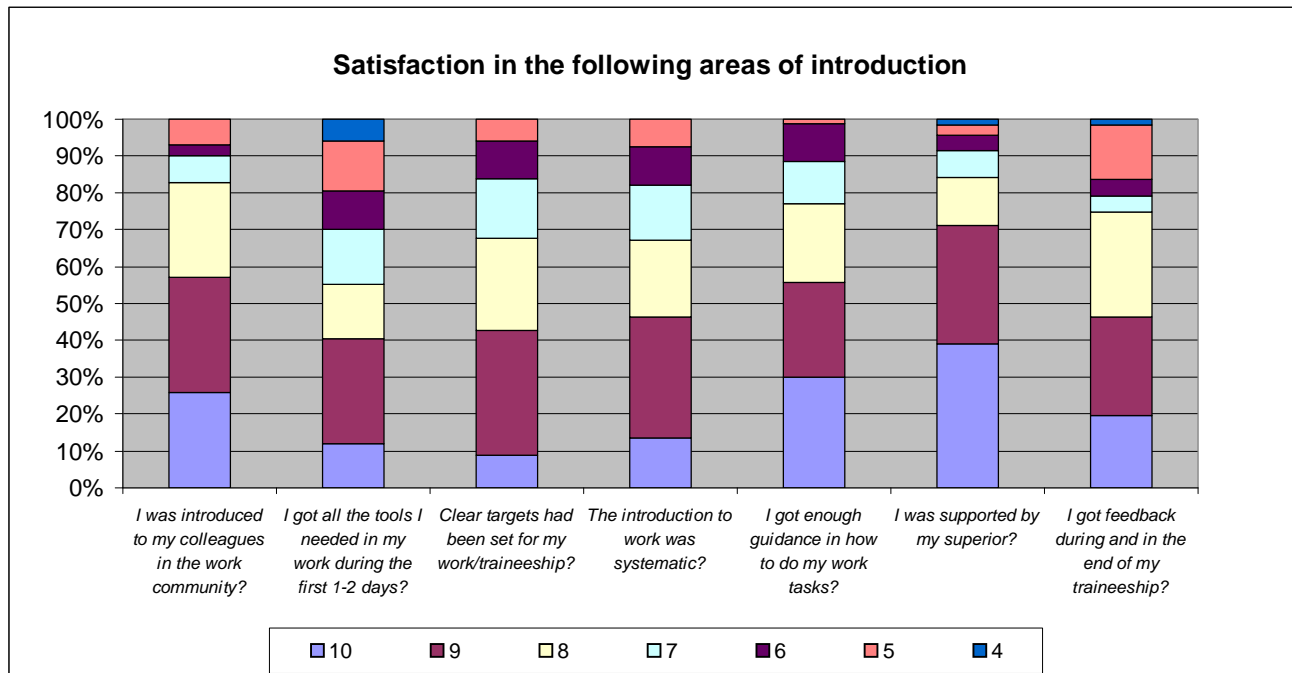


Figure 10 Satisfaction in the following areas of introduction?

The ability for the trainees to work independently varied mostly between 1-2 days, 3-5 days and 1-2 weeks. Four persons had responded the time to have been 2 weeks. Three persons had said it to take 2-3 weeks. The longest time to be able to work independently was over 3 weeks and this time was said to be taken with seven persons.

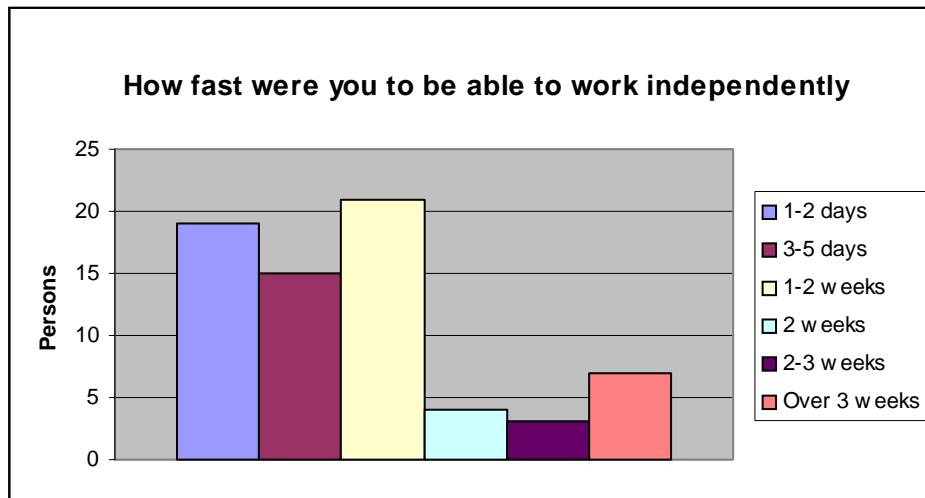


Figure 11 How fast were you able to work independently?

1.19.1 Analysis and summary of satisfaction in the areas of introduction

In this part firstly was asked how well the trainees were introduced to their work colleagues. 83% had responded the introduction to be very successful. This would mean that the superior had introduced the trainee to all his/her co-workers in the first few days and the trainee had been welcomed and included to social gatherings such as lunch or coffee breaks. 7% expressed to be neutral about the introduction satisfaction and 10% felt unsatisfied. This can be that superior hadn't introduce the trainee to others or that the trainee had felt a bit excluded from its co-workers community.

As mentioned in the results, in the question about acquiring the necessary tools within first few days in order to perform work tasks, the answers fluctuated. Even though the majority 66% had received the tools quickly, 34% of respondents said that they were unsatisfied with how fast they had gotten all the tools. This would seem that some trainees were not able to perform their work tasks maybe in the first week, since they might not have a computer, the necessary rights for to access databases or tools to repair or fix machines. This point will also affect a few questions coming later on in this part.

In setting clear targets for trainees work/traineeship period question, again 66% were satisfied with the targets they had received and felt that they knew what they were supposed to do. 11% of trainees were quite satisfied with the targets they had been given and 23% felt unsatisfied. These 23% had perhaps not been given clear targets of their work by the superior or they were not sure what they were supposed to do. Superiors should take some time in the beginning of traineeship periods and go clearly thought everything they are expecting the trainee to do and what his/hers work task include so there will not be any uncertainty.

Satisfactions in introduction to work systematically, again 66% of trainees had felt it to be very systematic and were pleased with the introduction to work. Quite satisfied were 14% and 22% did not feel it to be systematic at all. This can be that the superior did not have time to teach the work tasks in a logical order but had to jump from matter to another so that it was difficult for the trainee to understand what he/she was supposed to do. Or simply that the trainee and superior had different ways of doing things and this created a problem.

Guidance in how to perform work tasks raised the percentage of satisfied trainees. As much as 77% were satisfied with this part. They felt that they had gotten enough support from co-workers and supervisor so they were able to work without difficulties. 21% of trainees were quite satisfied with the guidance but maybe would have wanted it some more in order to be totally satisfied and 11% felt that they didn't get enough guidance. This is individual for every trainee and superiors need to listen to their trainees and give extra support if it seems that they need it. This way they will perform their work tasks better in the future.

In the summer 2010 it seems that superiors had supported their trainees very well, since 83% of trainees were very satisfied with the support they had received. Only 11 trainees from the total of 70 felt that they would have wanted more support or they

had not received any support at all. It can be that the superiors were so busy that they did not have enough time to give support and talk to the trainee of their needs.

Getting feedback from supervisors during and end of the traineeship period, 71% of respondents had felt it to be satisfying and they were happy with it. Again there were 4% that were very neutral about it, maybe they had received feedback or then did not but it might not have been such a big thing for them. The 20% that felt unsatisfied of this part did not get any feedback either during or end of the trainee period and perhaps they would have wanted to have it. This point is major in my opinion, since trainees are just starting their job career so feedback is very much needed to improve oneself for the future.

Last question of this part was about how fast the trainees were able to work independently. As mentioned in the second question of this part, how fast the trainees were given the tools to work with will also affect this question. If trainees did not get the tools within the first few days, the time for them to work independently will also increase and this we need to remember when looking at the next answers. The largest group said it had taken 1-2 weeks to be able to work independently but the on the other hand second largest group said it had only taken 1-2 days. 3-5 days was the third largest group. Seven trainees responded 2-3 weeks and also seven said it to have taken over 3 weeks.

If we look at the average of the three major groups, we can say that it had taken around one week for the majority of trainees to be able to work independently. For trainees that have been working before in the company it takes only the few first days to remember the routines and the way of working in Wärtsilä. But for new trainees getting familiar only with the internal network of Wärtsilä can take days and after that getting familiar with own tasks, these are all points that needs to be considered when thinking about this question.

In this part the respondents expressed to be mainly satisfied with the areas of introduction. They were introduced to colleagues, work tasks, given clear goals and guidance to work. They still wished for more support from supervisors concerning work tasks and especially feedback during the period. Even though some of the trainees felt they had not received enough support, majority had been able to work individually in 1-2 weeks.

1.20 Results of satisfaction in work tasks

This part concerns the satisfaction of trainees in their work tasks. The response model is the same as in the above-mentioned questions about the satisfaction. Last was asked about the feedback discussions, if respondents got one at the end of their traineeship period. If they did not, would they have wanted one?

In the figure below we can see the percentages of each value from four to ten. Four being unsatisfied and ten being very satisfied. 46% of respondents found that the assignments they were performing matched very well with their education. 36% found them to match pretty well with their education. 18% responded that the work assignments they were doing didn't match well or at all with their education.

The challenge of work assignments was fairly unanimous among respondents. Nearly 80% had felt that the work assignments were challenging to them. Few exceptions still occurred among 14 persons that felt the assignments to be too challenging or not challenging enough.

Question about the workload during traineeship seemed to be very much in place since over half, 64% had responded it to be satisfying. 29% felt it to be somewhat satisfying and 7% felt it not to be accurate at all.

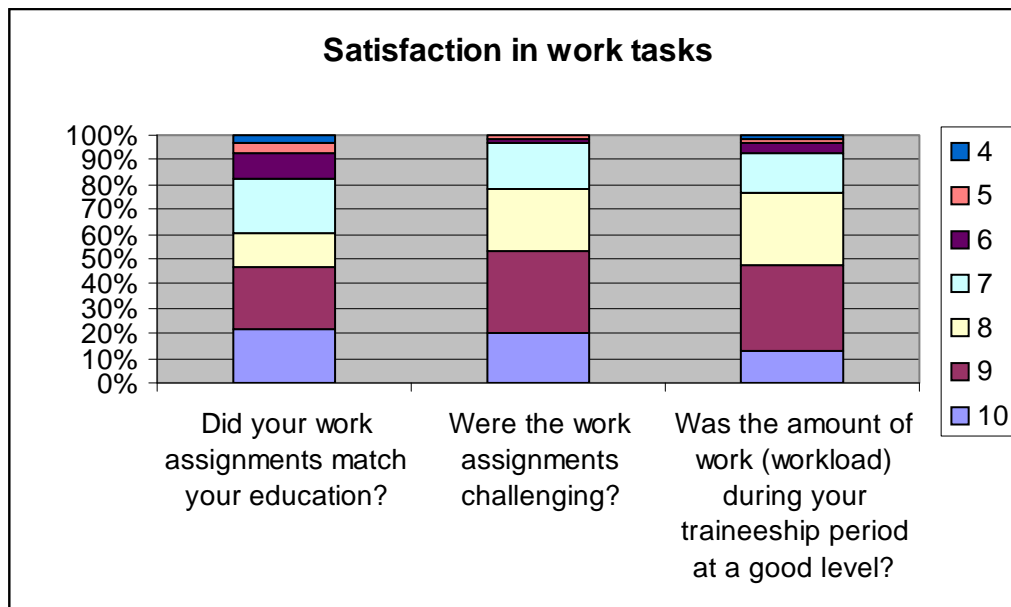


Figure 12 Satisfaction in work tasks?

Figure 13 shows that 39 out of 70 respondents did have a feedback discussion with their superior at the end of the trainee period. 31 said that they did not have a discussion. This shows that almost half of the trainees did not get a feedback discussion.

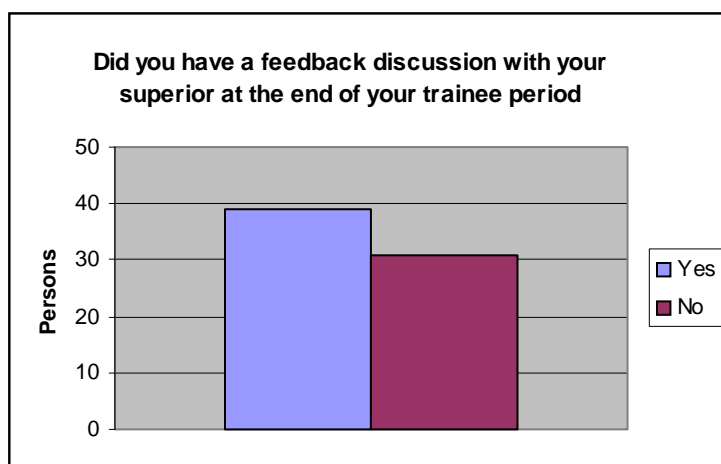


Figure 13 Did you have a feedback discussion with your superior at the end of your trainee period?

After this a question was asked if they did not have this discussion, would they have wanted it. Answer to this question was quite unanimous, 94% said they would have wanted it and only 6% said no.

1.20.1 Analysis and summary of satisfaction in work tasks

This part concerns on the work task trainees were performing during their trainee period. Firstly it was asked how well did the work assignments match with their education. With 46% work task were very close or exactly the same as their education. This part of trainees had gotten the work experience they had been studying for. 36% of trainees were performing jobs that were pretty close to their education. These trainees might have not applied for a job that was exactly as what they had been studying or might also be that Wärtsilä did not have to offer work from their study field. This same goes for the 18% that responded their work not to match with their education at all. For many trainees any kind of work experience is beneficial when they are still studying or just graduated. This is why many some of the trainees have still accepted a place from Wärtsilä even though the job is not exactly the same as the study field.

Summer trainees in 2010 had found the work assignments they were performing to be challenging for almost 80% of the respondents. This reflects that Wärtsilä had succeeded in choosing right trainees to perform each job task if also the trainees were mostly satisfied with the work challenges. From 70 respondents only 14 said that they had hoped the tasks to be more challenging. This can mean that they were given too easy tasks and the level of education was higher than the tasks performed and the trainee wasn't able to improve oneself.

The amount of workload had been rated to be very satisfying by 64% of the trainees. They had enough work for the entire period and there were not too many peaks where the amount of work was very high or very low. 29% was neutral or somewhat

satisfied with the workload. They might have hoped to have some more work to do or a bit less. Only 7% were unsatisfied with the workload. These respondents had either too much work on their hands during the entire period or the not enough and they felt bored. This is a point that needs activity from both superior and trainee. Superiors should keep an eye that the workload is sufficient and trainees need to inform if they feel the workload to be too heavy.

Feedback discussion is recommended and constructive for all and it was wanted to find out if trainees had received feedback from superiors in the end of the trainee period. Also if they had not, would they have wanted it. The score from this was divided pretty much half and half. From 70 trainees 39 had gotten feedback in the end and 31 did not have. When asked if the ones who had not gotten feedback in the end would have wanted it the score was unanimous. 94% said yes, they would have wanted it and only 6% said no need for it. As mentioned earlier trainees are employees who are just starting their work career so getting feedback is crucial for them and most of them also want it. Here it is beneficial to courage superiors to give more feedback to trainees as well as good as bad, since this is the way they can improve themselves.

Summer trainees in 2010 had performed work tasks that they felt to be challenging and the amount was sufficient. Even though majority said that the work they were performing matched with their education, there were many trainees who hoped that the work would have been more of their own education area. In this part receiving feedback was considered to be an important thing. Many of the trainees had received some kind of feedback but still there were few that had not. This should be corrected since nearly 100% expressed that they wished to have some kind of feedback.

1.21 Results of the image you had of Wärtsilä in the end of your traineeship

Now we are in the last section of our questions and they are focusing on the image the respondents had of Wärtsilä in the end of their traineeship period.

Figure 14 below shows how the respondents felt that the company's employer image matched with their own. Respondents were given the possibility to evaluate from four to ten. As can be seen from this the grades from eight to ten have gotten the highest scores.

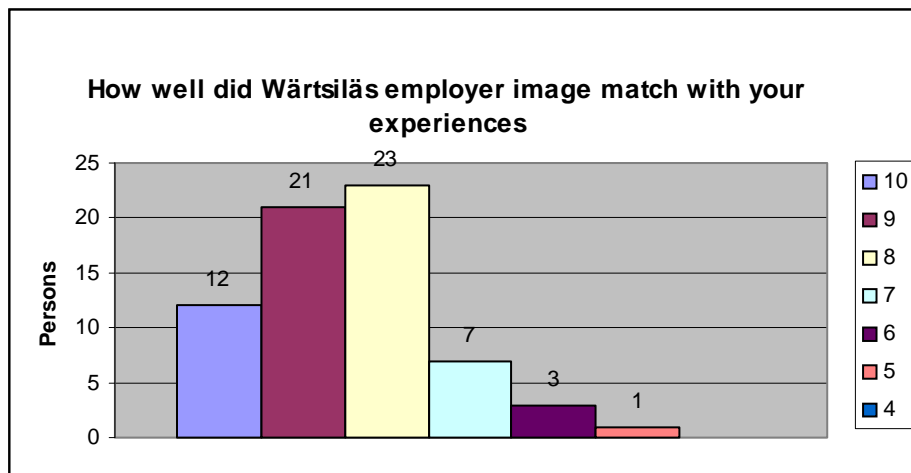


Figure 14 How well did Wärtsiläs employer image match with your experiences?

The most effective reasons for continuing to work at the company, 79% respondents chose it to be; Building a future career in the company. Work atmosphere and internationality of the company came to second and third place. International assignments, location of the company and educational possibilities were also high on the respondent's lists. The least respondents seemed to value Pay check, Reputation, International assignments and Mark in the CV.

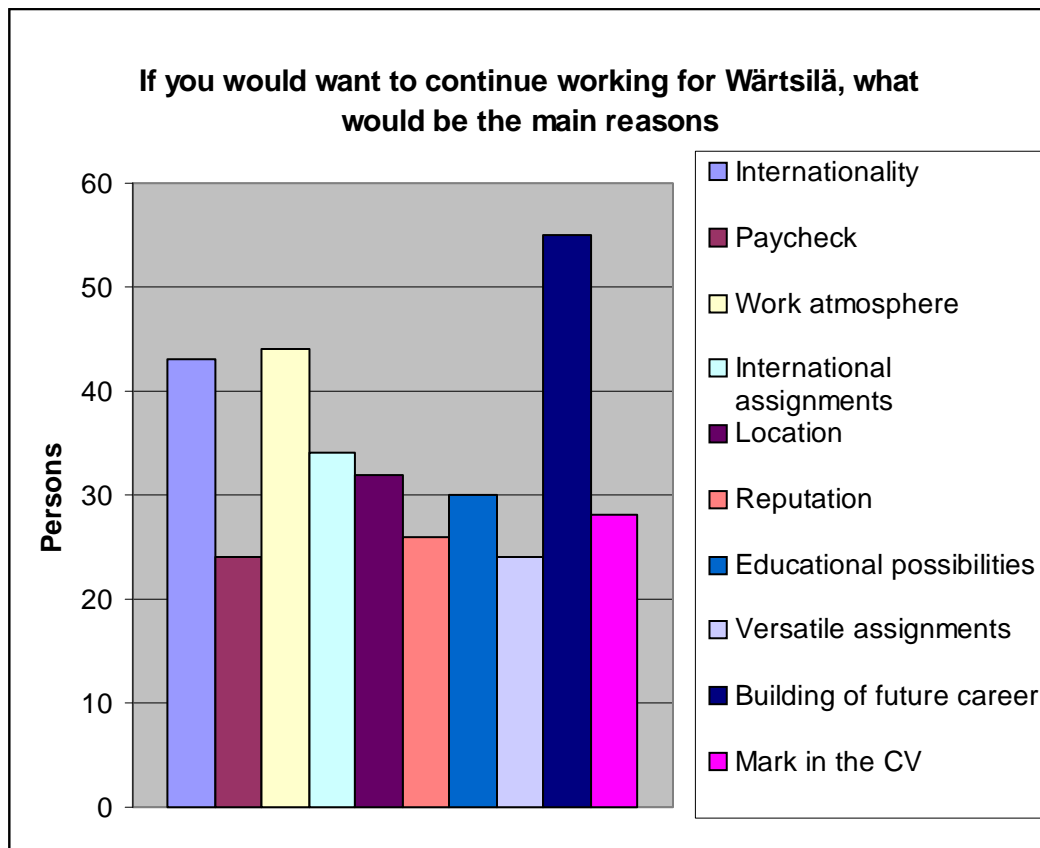


Figure 15 If you would want to continue working for Wärtsilä, what would be the main reasons?

The open answer question about the respondent's image of Wärtsilä as an employer at the end of their trainee period gave a great deal of different answers. Some respondent seemed to have had the same image as when coming to the company. Almost half of respondents described Wärtsilä to be a good company, with lots of opportunities to do different tasks and versatile work assignments. They were pleased how good the company took care of its employees and work atmosphere seemed to be good. Respondents also felt that they got a good work experience from Wärtsilä. On the other hand the, some respondents felt that the company was too big and things did not really seem to work. They expressed dissatisfaction in the recruitment phase and said that the information was moving very slowly in many cases.

The question if the respondent would consider working for Wärtsilä again gave a 100% response rate that all would consider working at the company again.

When asked to give a grade of the trainee period between 4-10, the lowest grade was seven. The table below shows percentages of how the grades were divided.

With what grade would you evaluate your traineeship in Wärtsilä	
10	19%
9	46%
8	29%
7	7%

Table 4 With what grade would you evaluate your traineeship period?

The last question in the questionnaire concerned what Wärtsilä could do to increase that grade? This was an open answer question so the speech was free. Almost every respondent had mentioned in some ways that they would have needed and wanted more introduction and training to the company, co-workers and especially work tasks. The lack of feedback from superiors during the traineeship was also many times mentioned. Trainees felt that they could not reach their superiors and the course of information was lacking.

Wish for a better salary was also high on the list for improvements. Some trainees were disappointed that their work tasks did not really match with their education and were hoping Wärtsilä to pay more attention to that in the future.

1.21.1 Analysis and summary of image trainees had in the end of their training period

In the question how the trainee's own experience matched with Wärtsilä's employer image, the majority of trainees responded it to match very well. Only 11 trainees had said it to match only some ways. It seems that trainees had a pretty real image about Wärtsilä as an employer and it did not surprise them in so many ways, either good or bad.

It was wanted to find out if trainees would consider continuing to work for Wärtsilä and what would be the main reasons for doing this. The highest score got the option of building a future career in Wärtsilä. This tells us that Wärtsilä has succeeded in many ways since the trainees would want to continue working and building a career in the company. The work atmosphere and internationality were the second and third highest scores, which means that the employees get along very well with each other and there is a nice atmosphere for everyone to work in. Since Wärtsilä is an international company it has also international assignments and these seems to attract trainees also when they think about the future employer. Pay check, reputation and versatile assignments were not that important for the respondents. Future employees seem to value internationality and work atmosphere a lot more than just the pay check. This is probably because we are spending more and more time with our jobs and it is more important to enjoy the job you do than only the amount of money you get from there. These results also indicate that.

The open answers part of the employer image in the end of the trainee period gave both positive and negative responses. To make a sum of them, Wärtsilä seemed to have succeeded in making an interesting and useful training period for its summer trainees 2010. Wärtsilä gave the possibility for trainees to perform versatile assignments that were interesting and challenging. Trainees hoped for improvement in the recruiting phase and the speed it took. Also generally the information flow has felt to be too slow and that things take a long time to happen. This is very common in a big company since the information goes through many different channels and it might take time to reach the right person.

Even though some negative opinions and feedback, the entire trainee period seemed to have succeeded, since 100% would consider working in Wärtsilä again. Trainees graded the total period they had been working numerically from four to ten and the most used number was nine, which is very good. The lowest grade was seven, which

is good for a total grade also. Even though trainees had some problems, they still found the entire period to be very pleasant and educating.

Ways for Wärtsilä to higher these grades, successions from trainees were to introduce the company and co-workers and work task better. Ability to reach superior and get feedback from them was high on the list and these can also be noticed from the results of questions concerning those things.

In the end of the summer the trainees were very satisfied with their traineeship period and 100% would consider continuing there also in the future. Reasons for continuing were mainly because of building of a future career in the company, work atmosphere and internationality. Wärtsilä was said to be a stable and big company with a good reputation and who takes care of its employees.

Summary and suggestions

This chapter will summarise the results of the thesis, what was found and how it was supported by the theory. Later on some successions are given for the company to do further research and development ideas based on the results of the study.

1.22 Summary of the research

To research the employer image of a company from the image, reputation and brand angle is important for a company in order to find out valuable information from the respondents. This way the company is able to improve any processes that seem to need improvement.

The theoretical framework in this study was conducted by looking mostly at the three concepts image, reputation and brand. The way these evolve, what problems do they have and how they are used gave good background knowledge and helped the transition from the theory to the actual empirical part of the study. The objective was to study these concepts and understand the complexity of them, how they evolve in people's heads and how much influence comes internally and externally. The empirical study showed that even though good images, reputation and brand are created and nurtured by companies, the external factors that affect people's images are very influencing and can smear even the best company's image. By creating a good brand and a reputation around it, companies are able to increase the positive image about them to possible employees and this way increase the attractiveness of the company as an employer.

In this survey 70 persons participated out of 193 trainees. Mostly the trainees who applied and were chosen were from Vaasa or cities near it and were studying or had studied in University of applied sciences or University of Vaasa.

A majority of trainees had either positive or very neutral image about Wärtsilä in the beginning of their trainee period and major changes in that image did not occur in the end of the period either. Even though almost half of the trainees were offered also another traineeship position from a large- or an SME company they chose to work for Wärtsilä. Global ness, work atmosphere and the building of future career are the most attractive qualities in Wärtsilä for trainees when they were seeking for a traineeship position and also what they hope for in their future employer. The results of the survey showed that the image is an important factor when trainees are applying for a traineeship position from a company. All of the trainees had either positive or neutral images but none of them had anything negative to say about it in the beginning. If they would have had negative thoughts about it, they probably will not even apply to that company. Also the reputation and brand of Wärtsilä were factors that governed to applicant's opinions when choosing an employer.

Wärtsilä Service Functions was the major employing unit in the summer 2010. WIO came second and Power Plants third. Support Functions and Ship Power employed the least.

From the level of satisfaction questions we found out that in many cases around 66% of trainees were very satisfied with their traineeship period in general, because they usually answered their satisfaction to be from 8 to 10. Still Wärtsilä needs to give some training or advices to superiors in order to get the satisfaction of those 34% to rise so they would be satisfied as well in the future.

The theory how Rope & Mether (1987, 16) described the process of image formation "Image is the sum of people's experiences, knowledge, attitudes, feelings and believes of the object they are examining" seems to be quite accurate in this study case. Lots of the perceptions that the respondents had were not only their own opinions or experiences but a lot of them were affecting factors heard from someone else or seen from a public channel.

What was seen very clearly about the results of the study concerning expectations that trainees have to their employer was that the majority of trainees were hoping for improvement in the future from their superiors as well as from the recruitment team in general. Superiors were hoped to instruct and give more support to trainees in their work tasks and introduce trainees better to their work colleagues. Feedback during and especially at the end of the trainee period should be given to all.

From the recruitment team trainees were hoping that they would handle the recruiting period more quickly and that the information flow in the company concerning recruitment matters would generally be faster.

All in all the entire group of respondents answered that they would consider working for Wärtsilä in the future also. The negative experiences that they might have felt in the company at times are left in the background and do not matter that much since the whole experience was more of a positive and the images the period left were pleasant.

1.23 Improvement ideas

As seen from the many responses of the respondents in this study, proper familiarising to work, work tasks, -colleagues and getting feedback during and especially in the end of training period is very important and hoped from superiors among trainees. The study showed that not all trainees were completely happy about these stages in the year 2010.

Improvement idea for Wärtsilä would be to make a summary of all the key points in this study and distribute it to superiors before they start recruiting summer trainees 2011. This way mistakes that were made in the previous year could be avoided and the satisfaction of trainees would be higher. Also to highlight the key points those arise from this study, such as the importance of good introduction to work tasks and colleagues. Providing feedback to trainees during and in the end of the training period, such as appraisal discussion in the middle of the training about hopes, wishes,

and goals for the rest of the period. In the end a brief interview about how these goals were met, feelings about the job and self-improvement ideas would be preferable.

1.24 Suggestion for further research

One suggestion for further research would be to do the same survey again, but send it right after the trainee period has ended, which for most part of the trainees is in the end of August. This way it would be possible to collect a bigger response rate and this way the reliability of the research would increase.

Another suggestion would be to do this research as a co-operation with another same size company like ABB or Vacon. This way it would be possible to get the results from both companies and be able to compare the results and make analysis based on that.

For the theoretical part further research could be made by studying the theory of image, reputation and brand more broadly. This could be done by finding and using more sources from literature, articles, internet- and any other possible sources. This way the theoretical part would have more concepts that the empirical study could be based on and argued.

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www.wartsila.com

1.27 Other sources

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APPENDIX 1

Research questions:

Educational Information

1. **Your education** (Drop down)

Vocational School
High School
University of Applied Sciences
University
Else, What?

2. **Your major subject at school?** (Drop down)

Automation technology
Business economics
Civil engineering
Communication sciences
Electrical engineering
Electronics
Energy technology
Environmental technology
Finance
Industrial engineering
Information technology
International business
Logistics
Management and Organization
Marketing
Material technology
Mechanical engineering
Production technology
Production development
Shipbuilding
Other, what?

3. **Name of your school?** _____

4. **Location/city of your school?** _____

Traineeship Information

5. Your business unit in Wärtsilä during your traineeship in 2010? (Drop down)

WIO
Ship Power
Power Plants
Services
Support functions
Administrative

6. Your position title in Wärtsilä during your traineeship in 2010?

7. Describe your work tasks in Wärtsilä during your traineeship in 2010? _____

8. Where did you get the information about traineeships in Wärtsilä? (Drop down)

MOL.fi
Paper add
Internet
Wartsila.com
Company visit
School's bulletin board
Student Exhibition/fair
Other?

The image you had about Wärtsilä in the beginning of your traineeship

9. What was your image of Wärtsilä as an employer before your traineeship?
(Open)

10. Why did Wärtsilä attract you as an employer when you applied for traineeship? What was your impression? (Cross-box as many as suitable)

- Global company
- High salary
- Work atmosphere
- International assignments
- Location
- Reputation
- Possibilities to get training
- Possibilities to work in different tasks
- Building of future career in Wärtsilä
- Looks good in my CV when I apply for jobs outside Wärtsilä

11. In which of the following areas did the image you had about Wärtsilä, match with the reality? (Cross-box as many as suitable)

- Amount and intensity of work, workload
- Possibility to work in different tasks
- The degree of difficulty of work tasks, challenges
- Possibilities to learn and develop your skills

Satisfaction in the phases of the application / recruitment process?

Choose number from: 4 Unsatisfied_____10 Very satisfied

12.It was easy to fill the application form

13.Application deadline (15.12.2009-15.2.2010)

14.The contact and communication from Wärtsilä was sufficient and professional

15.The interview was interactive and professional

16.The application process was quick

17.Information about selection (How fast did you get the information about acceptance)

18.Were you offered a traineeship also in another company, besides Wärtsilä?

Yes

No

19.If yes, In which kind of company? (Drop down)

Large company > 500 employees

SME (Small and Medium sized enterprises)

Public organization

No, I was not offered another traineeship

Satisfaction in the following areas of introduction

Choose number from: 4 Unsatisfied _____ 10 Very satisfied

20.I was introduced to my colleagues in the work community

21.I got all the tools I needed in my work during the first 1-2 days

22.Clear targets had been set for my work/traineeship

23.The introduction to work was systematic

24.I got enough guidance in how to do my work tasks

25.I was supported by my superior

26.I got feedback during and in the end of my traineeship

27.How fast were you able to work independently? (Drop down)

- 1-2 days
- 3-5 days
- 1-2 weeks
- 2 weeks
- 2-3 weeks
- Over 3 weeks

Satisfaction in work tasks

Choose number from: 4 Unsatisfied _____ 10 Very satisfied

28. Did your work assignments match your education?

29. Were the work assignments challenging?

30. Was the amount of work (workload) during your trainee period at a good level?

31. Did you have a feedback discussion with your superior at the end of the traineeship?

Yes

No

32. Would you have liked to have it?

Yes

No

The image you had of Wärtsilä in the end of your traineeship

Choose number from: 4 Unsatisfied_____10 Very satisfied

33. How well did Wärtsilä's employer image match with your experiences?

34. If you would want to continue working in Wärtsilä, what would be the main reasons? (Cross-box as many as suitable)

- Internationality
- Paycheck
- Work atmosphere
- International assignments
- Location
- Reputation
- Educational possibilities
- Versatile assignments
- Building of future career
- Mark in the CV

35. Your image of Wärtsilä as an employer at the end of trainee period?
(Open)

36. Would you consider applying to Wärtsilä again?

- Yes
- No

37. How would you evaluate your traineeship in Wärtsilä? (Choose number from 4-10)

38. What could we do in Wärtsilä to higher that grade? (Open)