

**Improving stakeholder communication in innovation  
policy:**

**Communication Plan for the Embassy of the Republic of  
Poland in Helsinki**

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<b>Thesis title</b> Improving stakeholder communication in innovation policy: Communication Plan for the Embassy of the Republic of Poland in Helsinki	<b>Number of pages 78 + number of appendices 6 (36 pages)</b>
<p>The main aim of the thesis is to evaluate the quality and effectiveness of the communication process at the Embassy of the Republic of Poland in Helsinki in order to improve communication with the key external stakeholders in innovation policy in Finland.</p> <p>The thesis focuses on identifying the key Finnish stakeholders in innovation policy, their needs and interests, finding out the communication gaps and critical points at the external communication process as well as identifying the most effective communication channels and tools. The stakeholder groups are the external partners of the Embassy in innovation policy in Finland, including government agencies, research institutes, universities, business organizations and media. The final outcome of this research is a Communication Plan for the Embassy's staff and management to improve communication between the Embassy and Finnish stakeholders.</p> <p>The literature review presents the key terms related to the research topic: public relations, public diplomacy, stakeholder communication, stakeholder identification and stakeholder engagement, communication plan. Specifics of improving stakeholder communication in innovation policy are explained in more detail as they are the main concepts of this thesis.</p> <p>The research methodology was a constructive approach since the purpose of this study was to find out a solution to the existing problem in the communication process between the Embassy and Finnish stakeholders. The final outcome of this study is a Communication Plan for the Embassy, which outlines a course of action to create a broad support for the communication activities. It proposes communication specific activities to enhance its effectiveness.</p> <p>The Communication Plan has been developed together with the key external stakeholders in innovation policy in Finland and it aims to appreciate local context and norms. The identified stakeholders are very important to the Embassy and the Communication Plan shows how much the Embassy value their input. It aims to empower the implementation of the key elements related to the innovation policy outlined at the Responsible Development Plan for Poland.</p> <p>The Communication Plan has been designed according to Cornelissen model and it is the first internal document for the staff and management of the Embassy, serving as a guidelines how to reach and manage the key Finnish stakeholders in innovation policy in a more effective way.</p>	
<b>Keywords:</b> Public relations, public diplomacy, communication, stakeholder communication, stakeholder engagement, communication plan, communication channels and tools, innovation policy, constructive approach.	

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## 1. Introduction

Since the early 1990s, Poland has undergone significant political, economic and social changes related to its transition to a market-based economy and the EU accession process. Although Poland has enjoyed more than 20 years of uninterrupted growth, the standard of living remains relatively low compared with other middle - income countries in the European Union. Raising the standard of living requires a comprehensive growth strategy, mainly in creating an environment conducive to business development and investment, while recognizing the important role of so called knowledge economy. Since the accession into the European Union in 2004, the effort of every Polish government has been marked by a renewed interest in the development of an innovation policy that could help sustain future economic development and the convergence with other EU countries. The former government's Strategy for Country Development 2007-2015 and the Strategy for increasing the innovativeness of the economy for the years 2007-2013, both aimed to strengthen the focus on innovation (OECD 2007, 7).

In February 2017 the Government of Poland launched a new Strategy for Responsible Development for the period up to 2020, including the perspective up to 2030. The Strategy's main effects are expected to increase citizens' wealth and reduce the number of people at risk of poverty and social exclusion. The most important goal will be to raise the average household income to 76-80% of the EU average by 2020 and close to the EU average by 2030. The aim is also to increase GDP per capita to 75-78 % of the EU average in 2020 and 95% in 2030 (Gulda, Walendowski, Markianidou, & Otte 2017, 21-23). At the same time the Strategy recognizes the lack of incentives for the investment in R&D in Poland, low demand for new technologies and insufficient cooperation between the science and business sectors. To create a new development model which will be serving the whole society, the Strategy proposes to increase the participation of state institutions for designing economic, social and territorial processes. According to the Strategy, Poland should be also an active player under the EU agenda to use EU funds for growth-oriented and pro-innovative purposes (Ministerstwo Inwestycji i Rozwoju 2017, 1-4).

The Strategy emphasizes the important role of the foreign missions, including Polish embassies and trade representatives abroad in strengthening cooperation with the most innovative countries in the world. Finland being a world leader in the innovation culture is planning to raise the combined investments of the public and private sectors in R&D activities up to 4% of Gross Domestic Product (GDP) till 2030, (Koponen, 2018). Poland being a moderate innovator, has steadily increased the financing for research and

development between 2000-2017 (0.64% of GDP in 2000 and 1.03% of GDP in 2017 - OECD).

This thesis focuses on identifying key external stakeholders in innovation policy in Finland and improving communication between Finnish stakeholders and the Embassy of the Republic of Poland in Helsinki in order to improve future co-operation between Poland and Finland in this field. It is important to emphasize that one of the main goal of the Embassy is to enhance and strengthen cooperation in innovation policy between Poland and Finland and to increase the awareness about the country among Finnish society.

The stakeholder groups are external partners of the Embassy in innovation policy in Finland, including public administration, government agencies, research institutes, universities, business organizations, media and non-governmental organizations.

The final outcome of this research is a Communication Plan for the Embassy's staff and management to improve communication between the Embassy and the key external stakeholders in Finland in innovation policy.

### **1.1. Needs and objectives for the thesis.**

The main objective of this thesis is to evaluate the quality and effectiveness of the communication process at the Embassy of the Republic of Poland in Helsinki in order to improve communication with the key external stakeholders in innovation policy in Finland. The thesis aims to identify the key Finnish stakeholders, their needs and interests, to find out the communication gaps and critical points in the external communication process as well as to identify the most effective communication channels and tools. The final outcome of this research is a Communication Plan for the Embassy of the Republic of Poland in Helsinki. There are few good reasons why a communication plan should be developed:

- Better understanding – stakeholders should understand what the Embassy is trying to achieve. Communication with key Finnish stakeholders should build an understanding of the Embassy's aims in innovation policy;
- Creating influence – communication helps to build positive relationships with people and organizations, such as universities, research institutes, business organizations or special interests groups, who influence other stakeholders. Meetings with stakeholders and other interests groups, build trust and ensure that communication from those groups reflects Embassy's point of view;
- Building a dialogue – communication with stakeholders builds dialogue. By setting up forums and getting feedback, the Embassy can gain better understanding of stakeholders' interests and needs. Using forums like social media, enables the

Embassy to continue a dialogue and receive feedback. Communicating through social media can also spread Embassy's message further as stakeholders share attitudes with the others;

- Influencing sources of power – it is important to remember that communication plan should focus on the stakeholders that present the greatest influence on the Embassy success;
- Stronger relationships – communicating regularly with stakeholders and creating a positive understanding can help to build effective long term relationships with key groups. A strong relationship brings a range of benefits like finding partners for the joint projects; building a positive image of the Embassy of the Republic of Poland in Helsinki and its home country and getting support from the other stakeholder groups, when necessary (Linton, 2018).

## **1.2. Research questions.**

To fulfil the promise of the research, the following research question and sub-questions have been formulated:

**RQ: How to reach the key external stakeholders in innovation policy in Finland?**

Sub-questions will deepen the main research question and guide the research towards aforementioned objective:

**SQ: What are the key external stakeholders in innovation policy in Finland interested to co-operate with Poland and what are their interests, needs, communication channels and tools?**

**SQ: How do the key external stakeholders in Finland perceive communication channels and tools used by the Embassy of the Republic of Poland in Helsinki in innovation policy and what are the communication gaps and critical points in the external communication process?**

**SQ: How to engage key external stakeholders in innovation policy in Finland in a more efficient communication?**

The thesis will present the context of the study, will explain why innovation policy is so important for Poland's economy and why Communication Plan for the Embassy is needed. The theoretical framework of the thesis includes public relations and public diplomacy concepts as well as stakeholder communication theories. Furthermore, the researcher will present different models of stakeholders' identification, concept of

stakeholder engagement and different communication strategies, channels and tools. In the empirical part the researcher will explain how the research was conducted by introducing the constructive research methodology, will describe the research process used in different parts of the research and will present data collection and analysis methods. The analysis of the semi-structured interviews with reference to the research questions will be presented and discussed. Finally, the researcher explain how findings were used to create the final product of the research - a Communication Plan for the Embassy of the Republic of Poland in Helsinki.

## **2. The context of the study: Innovation Policy and Polish Economy**

This chapter will explain the context of the study. It will start from definition of innovation policy, explaining further why innovation policy is so important for Poland's economy and what is it the Responsible Development Plan 2015. The researcher will also present the current activity of the Embassy of the Republic of Poland in Helsinki vis a vis need for a Communication Plan.

### **2.1. Innovation Policy and its importance for Poland's economy**

Innovation policy as a distinct policy area is a relatively new addition to policy-makers agendas. The term only came into frequent use around the turn of the millennium, reflecting the increased attention at the time from policy-makers and scholars on the role that innovation plays in a long-run economic and societal change. Edler and Fagerberg (2017) in their working paper on innovation studies present probably one of the most comprehensive description of innovation policy arguing that:

1. Innovation is not primarily about generation of new ideas but about trying to exploit such ideas in practice in order to enhance competitiveness and respond to problems or challenges that arise. Innovation policy is therefore relevant when politicians are able to define problems that they want innovation to contribute to the solution of;
2. An effective innovation policy is the one that provides direction to organization's innovation efforts and that is credible and not subject to unpredictable changes. Understood in that way, innovation policy might be a powerful tool for transforming economy in fundamental way;
3. In order to transform economies and cope with societal challenges through innovation, policy makers may therefore have to consider changing the policy mix from R&D subsidies in the direction of policy instruments associated with the solution of important challenges that are high on the political agendas;
4. An effective innovation policy needs to place emphasis on supporting experimentation, implementation and exploitation, particularly early stage, while at the same time allowing different approaches to the solution of the problem to co-evolve and compete;
5. Innovation is not only relevant in a narrow range of science based activities or in manufacturing industry but might be a force of change in all parts of society, including eg services industries, creative industries, public sector or in the form of social innovation. Therefore, Edler and Fagerberg (2017) argue that innovation policy should not be reserved for a single ministry or governmental organization. The responsibility for innovation policy needs to be broadened across different parts/levels of government. An effective innovation policy, supporting societal

challenges and transformation of economies, can not rely on traditional state-centered intervention, but requires the development of appropriate forms of coordination among all actor groups, including non-governmental actors (Edler & Fagerberg, 2017, 16-18).

Governments are increasingly making innovation a key issue on policy agendas today, recognizing its potential to promote economic growth and address social, economic and environmental challenges. Tracing development path that helps overcome these constraints, is an important task of innovation policy.

According to OECD (2013), innovation policy plays a key role in the economy and society by contributing to growth and jobs and helping address social and environmental challenges. Definition of innovation proposed by OECD (2013) is quite simple and modest: „It is the implementation of a new or significantly improve products/goods/services or processes, as well as new marketing method, or a new organizational method in business practices, workplace organization or external relations” (OECD & World Bank 2013).

OECD experts believe that innovation policy is an important for growth at all stages of development, specifically by creating and diffusing new technologies. Innovation policy may be characterized by several dimensions including (1) the degree of novelty, (2) the type of innovation (product and process innovation), (3) the impacts of radical and incremental innovation and (4) the source of innovation (technological and non-technological innovation). The notion of what innovation is and what role policies to encourage innovation can play, has changed considerably over the past decades (OECD & World Bank 2013).

Edquist and Borrás (2013) see innovation policy as a new creations of economic and societal significance, primarily carried out by firms (but not in isolation). They include product innovations as well as process innovations. Innovation systems are the determinants of innovation processes and the innovations themselves. Innovation policy comprises all combined actions that are undertaken by public organizations that influence innovation processes. According to Edquist and Borrás (2013), the public organizations use innovation policy instruments as tools to influence innovation processes. The choice of policy instruments constitutes a part of the formulation of the policy, and the instruments themselves form part of the actual implementation of the policy. Edquist and Borrás (2013) also believes that the objectives of the innovation policy are determined in a political process. These objectives may be economic (growth, employment, competitiveness), environmental, social, related to health, defense or security. Determination of innovation policy objectives is typically done in a complex process, which in democratic societies involves executive government initiatives, parliamentary

discussions, public agencies and the civil society. Finally, the objectives of innovation policy have to do with the different national traditions and forms of state-market-society relations, not to mention the ideology of the government in the office (Edquist & Borrás, 2013, 3-4). The importance of innovations and innovation policy has been also recognized by the EU institutions and programs. According to EU Parliament (2019), innovations plays an increasing role in our economy. It provides benefits for citizens as both consumers and workers. It is essential to creating better jobs, building a greener society and improving quality of life but also to maintaining EU competitiveness in the global market. The official definition of innovation policy presented by the EU Parliament says that “Innovation policy is the interface between research and technological development policy and industrial policy and aims to create a conducive framework for bringing ideas to the market” (European Parliament, 2019). The legal basis for EU policy on research and technological development is provided by articles 179-190 of the Treaty on the Functioning of the European Union and the main instrument of the innovation policy is the multiannual financial framework, which set objectives, priorities and financial package of support for period of seven years. The innovation policy is also strongly linked to the other EU policies, such as those on employment, competitiveness, environment, industry and energy. The main role of the innovation policy is to turn research results into new and better services and products in order to remain competitive in the global marketplace and improve the quality of life of Europe’s citizens (European Parliament, 2019).

Mariana Mazzucato (2017) created a concept of mission oriented innovation policy, which responds to the great challenges like sustainable economic growth, climate change, improving public health, demographic changes and wellbeing (Mazzucato, 2017, 3). According to Mazzucato (2017), mission oriented innovation policy responds to these challenges by identifying and articulating concrete problems that can galvanize production, distribution and consumption patterns across various sectors. In doing so it recognizes that:

- Economic growth has not only a “rate” but also a “direction”;
- Innovation requires investments and risk taking by both private and public sectors;
- The state has a role in not only fixing markets, but also in creating and shaping them;
- Innovation policy combines the need to set directions from above with the ability to enable bottom up experimentation and learning. (Mazzucato, 2017, 3).

This approach is different from narrow sector-based industrial policy. Instead, it focuses on concrete problems that require system-wide transformation across different types of sectors and involves partnerships between different actors: private, public, non-governmental organizations and civil society. Mission oriented innovation policy is within the line the so-called Responsible Development Plan for Poland published in 2015.

The importance of innovation policy for Polish economy has been defined at the main government document "*The Strategy for Responsible Development for the period up to 2020, including the perspective up to 2030*", which is an operational document of the Responsible Development Plan 2015. The Strategy was adopted by the Council of Ministers on February 2017 and set up a system of coordination and implementation by determining roles to be played by individual public entities, including foreign mission abroad and methods or co-operating with the business and science world as well as with the society. According to the authors of the Strategy, the modern competitive and sustainable economy as well as sustained economic growth must be based on strong, innovative companies, so it is important to support them (Ministerstwo Inwestycji i Rozwoju, 2017, 2-3). To ensure high and sustainable growth, the following targets have been set until 2020:

- Increase in investment to 25% of GDP
- Increase GERD to 1.7% of GDP
- 7.2% average annual growth rate in exports of goods and
- 10% share of export of high technology products in total exports (Gulda, Walendowski, Markianidou & Otte 2017, 22).

Additionally, in 2016 Polish Minister of Science and Higher Education presented his ministry's strategic directions called 'Gowin's Strategy'. This strategy was developed in parallel with the Strategy for Responsible Development and positioned as complementary to it. It comprises three pillars:

- Constitution for Science (new legislation simplifying Higher Education Act and new legal framework for research and higher education focusing on quality of research);
- Innovations for Economy (support for commercialization of R&D results);
- Science for You (promotion of science and strengthening the social responsibility for science (Gulda, Walendowski, Markianidou & Otte, 2017, 22-23).

European Commission in its latest report *EC Report on Innovation – Poland 2019* fully agree with the Polish government that increasing investments to support innovation, education and skills development as well as better infrastructure are crucial for Poland's future growth. In this context, support to vital innovations and greater take up of innovations, together with investment in education and skills, has a crucial role in increasing the growth potential.

According to the European Commission, despite all the efforts undertaken between 2015-2019 by the Polish government to improve R&D framework, Poland's innovation performance remains modest. Business – science linkages remain underdeveloped in

Poland. Only around 10% of innovative companies cooperate with universities and higher education institutions. In terms of public-private scientific co-publications, Poland lags behind its regional peers, such as the Czech Republic or Hungary. While countries such as Denmark, Sweden, Finland, Belgium, Netherlands show strong science-business links a, public-private co-publications remain marginal in Poland (Marklund, Naczinsky, Ziarko, Winckler, Puukka, File, Holm-Nielsen & Melin 2017, 52). The main obstacles to science-business cooperation are linked to financial and non-financial incentives, such as complex administrative procedures for project funding and the limited skills of academics in managing joint public-private R&D projects.

Innovative activities by companies are also hindered by a number of obstacles. Polish small and medium enterprises engage in cooperation with each other less than in the most EU member states, so that actual impact of clusters and formalized corporate networks remains limited in diffusing innovative solutions. (European Commission 2019, 122-123). Polish companies also tend to introduce innovative products or processes to a much lesser extent than their counterparts in the EU as a whole. According to Eurostat's latest Community Innovation Survey (CIS 2016) only 23% of Polish companies are perceived as innovative enterprises, compared to almost 67% in Germany and roughly 50% for the EU (Wieladek, 2016, 3).

The analysis below presents main strengths and weaknesses of Polish innovation system (see Table 1). The system presents lots of opportunities but at the same time lots of weaknesses. Breznitz and Ornston (2017) in their working paper *EU Financing and innovation in Poland* suggested that Polish innovation system suffers from a wide array of limitations, from a weak governance system to low levels of cooperation; human capital bottlenecks and regulatory barriers. In their opinion massive investments in early stage risk, capital markets and technology-intensive small and medium companies will not solve these very real constraints (Breznitz & Ornston, 2017, 37-40). For this thesis the researcher conducted a SWOT analysis of Polish Innovation System.

At the same time Polish entrepreneurs should take an advantage of many opportunities like EU cohesion funds available for innovation activity, market growth potential and new legislation related to improvement of business environment as well as modified higher education system and research institutes

Table 1. SWOT analysis of Polish Innovation System (own analysis).

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Internal</b>	1.Stable economic growth; 2.Resistance to external shocks; 3.Relatively low labour costs; 4.Price competitiveness; 5.Strong exports; 6.High FDI attractiveness; 7.Availability of qualified workforce.	1.Quite big development gap with EU average; 2.Low level of innovativeness of private companies and public sector; 3.Weak business-science cooperation; 4.Small number of large competitive multinationals on global level; 5.Low share of high-tech manufacturing and services in the economy; 6.Low quality of policy implementation; 7.Low level of social trust towards public administration; 8.Low level of commercialization of scientific research.
	<b>Opportunities</b>	<b>Threats</b>
<b>External</b>	1.EU cohesion funds; 2.Large infrastructural investments; 3.Market growth potential; 4.Improvement of business environment and ecosystem for start-ups; 5.More FDI; 6.New legislation related to improvement of business environment; 7.Reforms related to higher education system and research institutes.	1.Slow pace of structural reforms; 2.Declining price competitiveness; 3.Ageing population; 4.Brain-drain process; 5.Threat of high unemployment; 6.Weak coordination of long-term development strategies and policies.

Carrying out the task of implementing the Strategy of Responsible Development by the foreign and trade missions abroad, during last few years, the Embassy of the Republic of Poland in Helsinki took many initiatives to fulfill the goals related to the implementation of the innovation policy and establishment of more effective science-business links on the international level. Lots of opportunities and strengths of Polish innovation system allow the Embassy to build a long term strategy, helping to involve Finnish stakeholders in a more intensive co-operation in innovation policy.

Good understanding of strengths and weaknesses of Polish innovation system helped to tailor a special programs for Polish high officials, visiting Finland together with companies, universities, research institutes and other stakeholders. The Embassy took full advantage of the Finnish innovation system and Finnish know-how in developing cooperation between business and science, presenting the best Finnish practices to Polish stakeholders.

## **2.2. Current activities of the Embassy of the Republic of Poland in Helsinki in innovation policy vis a vis need for a Communication Plan**

Economic relations between Poland and Finland have been excellent down through the years. Finland and Poland are both EU-member states and Baltic Sea countries. As a members of the EU, ministers and heads of states meet each other regularly in both, the European and bilateral context. Poland and Finland share similar views on many important issues from European Economic integration to a strong will to defend one's country. Poland and Finland attach great importance to economic growth, competitiveness and strong internal market. Almost 200 Finnish companies located industrial and service production in Poland, with total investment exceeding around 2 bln euro and employing close to 30 000 people in Poland. Polish-Finnish economic relations cover a wide range of business areas like energy, infrastructure, clean-technology solutions, logistics, raw material-saving, defence, design, bio-economy, education and business process outsourcing. There is still room to expand economic relations between Poland and Finland in such areas like maritime industry, IT sector, clean-tech and R&D sector. Since innovations will continue to be the engine of growth, active co-operation between universities and business is a must. Poland is particularly interested in exchange of experiences in this field. Usually politicians and officials have their role in building the foundations for relations between the countries. But it is through practical cooperation between citizens, non-governmental organizations, companies, research institutes, universities and other stakeholders, that these relations acquire a content. Therefore, in the years 2011-2018, over 50 projects in the field of innovation have been implemented between Poland and Finland by the Embassy of the Republic of Poland in Helsinki, focusing on the following three areas:

1. Identifying Polish and Finnish stakeholders in innovation sectors;
2. Deepening the process of introducing Finnish innovation policy to Polish governmental agencies, companies, technological parks, governmental and non-governmental institutions;
3. Promoting cooperation between science and business, including commercialization of scientific researches.

Between 2011-2018 many official visits took place on the highest political level in Finland and Poland, underlining the importance of cooperation in innovation policy between both countries. Only between 2015 and 2018 serious of bilateral visits on the presidential and ministerial level supported building an awareness about Poland and Finland, as well as better understanding and atmosphere for cooperation between Polish and Finnish stakeholders in innovation policy.

In 2016 the Embassy of the Republic of Poland in Helsinki together with VTT Technical Research Centre of Finland, Polish Agency for Enterprise Development, The Federation of Finnish Enterprises, Polish Chamber of Chemical Industry organized a Polish-Finnish Innovation Forum "*Research and Innovation: a Powerful tool for Company Growth*" with significant number (more than 100) of Finnish and Polish stakeholders. Innovation Forum was an excellent platform to exchange opinions and experiences between Polish and Finnish participants. Many companies, especially from chemical industry, life science, energy, green technology, bio-economy, clean-tech and waste management sectors have been participated at the discussion. VTT presented several new business opportunities in bio-economy, clean-tech and circular economy. VTT offered a concrete ways of cooperation between Finnish and Polish research institutes. Along with modern laboratories and top-level characterization tools, VTT's R&D infrastructure includes a unique selection of pilot plants, serving the major steps of the development chain – all seamlessly integrated with the skilled professionals at VTT and their cooperation network (See Appendix no 2). Feedback received from the participants regarding the content of the Forum was very good and good - 98%.

In 2017 the Embassy of the Republic of Poland in Helsinki together with Ministry of Economic Development of the Republic of Poland, Finpro, Confederation of Finnish Industries EK, The Federation of Finnish Enterprises and Finland Chamber of Commerce organized one of the most successful event devoted to strengthening cooperation between Poland and Finland in innovation policy "*Poland-Finland Business Forum: Innovation trends and future challenges*" with a keynote speeches given by the President of the Republic of Poland, Andrzej Duda and Deputy Prime Minister of the Republic of Finland, Petteri Orpo (see Appendix no 3). During the Forum Poland's President Andrzej Duda said that Finland is one of the best example where innovative ideas and innovators are significantly supported by the state. The President also said that cutting-edge ideas were currently the key factor, dictating the pace, stability and long-term economic growth in Finland. "*I am convinced that the level of innovation in the economy is a measure of the effectiveness of what politicians and state leaders can do*". President Andrzej Duda was praising Finland for being one of the global leader in using and searching for innovative solutions. He reminded that in the early 1990's, Finland invested huge financial resources in research and development activities, introducing public-private partnership concept (PPP). President also admitted that Polish authorities are following the Finnish way how to better support domestic start-ups, promising to take further steps in this direction.

The author of this publication together with experts from VTT, Finnish Agency Finpro and The Federation of Finnish Enterprises were responsible for the content of these events, contributing to identify Polish and Finnish stakeholders in innovation sectors and to

deepen the process of introducing Finnish innovation policy to Polish governmental agencies, companies, technological parks, governmental and non-governmental institutions.

Between 2015-2018 strengthening cooperation in innovation policy between Poland and Finland was one of the main topic on the agenda of the other high level visits (Archives of the Embassy of the Republic of Poland in Helsinki and own sources 2015-2019):

- Visit of the President of the Republic of Finland in Warsaw S. Niinistö (2015) including the participation at the Polish-Finnish Business Forum devoted to innovation policy;
- Visit of the Deputy Minister for Administration and Digitalization, J. Drop to Helsinki (2015), including the bilateral talks on PL-FI cooperation on innovative solutions related to cyber security and information security;
- Visit of the Minister for Foreign Trade and Development of the Republic of Finland L. Toivakka to Warsaw and Krakow (2016), including bilateral talks on economic cooperation, especially innovation policy and participation in Poland-Finland Innovation Forum;
- Visit of the Undersecretary of State at the Ministry for Foreign Affairs of the Republic of Finland A. Sipiläinen (2016), including bilateral talks on political and economic cooperation, especially on strengthening dialogue between Polish and Finnish stakeholders in innovation policy;
- Visit of the Prime Minister of the Republic of Finland in Warsaw J. Sipilä (2017) including the participation at the Poland – Finland Business Forum “*Innovations in Energy Sector until 2030*”;
- Visit of the Foreign Minister of the Republic of Finland T. Soini to Warsaw (2018) including bilateral talks on PL-FI political and economic cooperation;
- Visit of the Minister for Investments and Development J. Kwiecieński to Helsinki (2018) including bilateral talks on PL-FI political and economic cooperation, especially in the field of innovation policy;
- Visit of the Minister for Transportation, A. Adamczyk to Helsinki (2018) including bilateral talks on PL-FI political and economic cooperation;
- Visit of the Deputy Minister for Science and Higher Education P. Dardziński to Helsinki (2018) including bilateral talks on cooperation in innovation policy between PL-FI universities and research institutes.

Since 2011 more and more Polish and Finnish entities, including corporations, research institutes, universities and government agencies are interested in establishing cooperation, also in the context of EU funds granted to Poland for innovation activity. There are many possibilities of cooperation in this area,

starting from governmental agencies, through scientific institutes and organizations. By using Polish EU funds, Finnish expertise and know-how in the area of science-business cooperation, the two countries would share best practices and expertise to bring successful innovation models to Poland. This effort would provide opportunities for joint research and joint ventures aimed at promoting access to capital, more rapid and effective commercialization of technology, strengthening and expanding regional innovation clusters, improving collaboration in key economic sectors and fostering the innovation system. Energy, clean-tech, IT, bio-economy, science & technology, circular economy would be the sectors of particular emphasis.

In the context of Responsible Development Plan of Prime Minister, Mateusz Morawiecki and governmental priorities related to development of the Polish economy based on knowledge and innovations, developing a Communication Plan for the Embassy of the Republic of Poland in Helsinki could help to reach Finnish stakeholders, and in a long term to improve and strengthen the cooperation between Poland and Finland in innovation policy.

### **3. Literature review: public relations, public diplomacy and stakeholder communication.**

This chapter will present theoretical framework for public relations, public diplomacy and stakeholder communication theories. Starting from definition of public relations and public diplomacy, the researcher will present the main functions of public relations and similarities between public relations and public diplomacy. Furthermore, the chapter will present the definition of stakeholder, different models of stakeholders' identification, stakeholder engagement as well as different communication strategies, channels and tools. In the end the researcher will present different ways how to develop an effective communication plan.

#### **3.1. Public relations and public diplomacy**

One of the challenge of stakeholder communication is to strengthen the relationships of organization with its stakeholders. This challenge is evidenced in the public relations roots of stakeholder communication (Lerbinger, 2019, 7).

Theaker (2008) reminds that in 1976 Rex Harlow scoured 472 definitions of public relations to come up with the following paragraph: "Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organisation and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasises the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilise change, serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools". Although this definition is quite useful and it contains many key concepts, describing mostly what public relations does rather than what it is (Theaker, 2008, 4).

Grunig and Hunt (1984) argue that public relations is the management of communication between an organization and its publics (Grunig & Hunt, 1984, 6). According to Cutlip, Center and Broom (2000) public relations is the management function that identifies, establishes and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends (Cutlip, Center & Broom, 2000, 6). Jacquie L'Etang (2009) defines public relations as the occupation held responsible for the management or improvement of organizational relationships and reputation (L'Etang, 2009, 609).

The Chartered Institute of Public Relations (2015), the UK's leading professional body for public relations practitioners, describes public relations as "the discipline which looks after reputation, with the aim of earning understanding and support and influencing opinion and behavior. It is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics". (CIPR, 2015, 264.).

Cornelissen (2014) defines public relations as the function or activity that aims to establish and protect the reputation of organization or brand, and to create mutual understanding between the organization and the segments of public with whom it needs to communicate (Cornelissen, 2014, 282).

Public relations functions are designed to help build trust and credibility with groups that are important to the organization. They help raise awareness about the organization as well as give it a chance to define, control and distribute its message to those both inside and outside the organization, defend its reputation or help communicate during a crisis. According to Lebringer (2019) influencing public opinion – the opinions of individuals as the general public – is the most recognized function of public relations (Lebringer, 2019, 55). According to Hervey (1995), public relations role in the government contributes to:

- establishing and maintaining the authority's character and identity;
- creating understanding of the policies, procedures and activities of the authority;
- responding, where appropriate, to criticism of the authority;
- establishing and maintaining effective channels of public communication;
- creating and maintaining within the authority an awareness of the need to communicate with its various stakeholders;
- managing the authority's public relations functions and advising on the public relations implications of the policies of the authority (Harvey, 1995, 73-75).

According to Hopkins (2015), public relations is just one of many strategies that the government can utilize to increase policy dialogue with stakeholders, whose needs must be met. However, the government should maintain and promote an ethical practice of public relations to avoid devolving into propaganda (Hopkins, 2015, 3).

Much like public relations, public diplomacy entails a range of promotional and persuasive strategies working in collaboration with media relations (L'Etang, 2009, 610). The ultimate goal for public diplomacy is to foster dialogue towards solving a variety of governmental goals (Gregory, 2005, 14-15). Among academics public diplomacy has been redefined several times during past few decades. Tuch (1990) sees public diplomacy as a government process of communicating with foreign publics in an attempt to bring about understanding for its nation's ideas, its institutions, cultures, as well as its national goals and current policies (Tuch, 1990, 3). This definition suggests that there are a broad array

of strategies for home country to increase positive dialogue. Leonard, Stead and Smewing (2002) believe that public diplomacy is about building relationships, understanding the needs of other countries, cultures and people, communicating our points of view, correcting misperceptions and looking for areas where we can find common cause (Leonard, Stead & Smewing, 2002, 8). Two other scholars Zerfass and Holtzhausen (2015) agree that public diplomacy:

- describes the direct or mass-mediated communication activities by individuals, governmental and non-governmental organizations to a foreign government and/or foreign publics and/or domestic publics;
- aims at directly or indirectly reducing negative prejudices, generating sympathy and understanding for nation's ideals, goals, foreign policies, its institutions, culture and model of society;
- aims furthermore at building positive images and relationships, facilitating closer political ties or alliances and encouraging tourism and foreign direct investments (Zerfass &, Holtzhausen 2015, 440).

Public relations and public diplomacy each have a long, rich history in classical literature. While Plato's *Gorgias* and Aristotle's *The art of Rhetoric* were influential for public relations, Machiavelli's *The Prince* and *Thucydides History of Peloponnesian War* influenced diplomacy (Signitzer & Wamser, 2005, 445). Considering that both fields are very applied and are practiced by organizations or nation states, each one is growing together in practice, due in part of globalization and ease of digital communication (L'Etang, 2009, 610-615; Signitzer & Wamser, 2005, 441-445). According to L'Etang (1996) both diplomats and public relations practitioners fulfill the functions of intelligence gathering (research, environmental scanning), being representational (rhetoric, advocacy, oratory), dialogic (negotiation, peacemaking) and advisory (counseling) (L'Etang, 1996, 15).

Public relations and public diplomacy are both responsible for institutional communication with organizations, as well as relations with wider group of stakeholders and have to be responsive to public opinion and media coverage (L'Etang, 2009, 608). Each recognizes that communication is fundamental across social boundaries because each country and government has a unique history shaped by social relationships (L'Etang, 2009, 611-612; Signitzer & Wamser, 2005, 435).

Many different types of organizations conduct public diplomacy, including governments, global organizations, international political organizations (L'Etang, 2009, 610). According to Signitzer and Wamser (2005) public diplomacy takes into the account the raw essence

of power and combines it with a passive sensibility to listen to opposing views and come to a consensus. Not only does public diplomacy help to consider the views of others, it also justifies to the people why a particular course of political action aligns with the home country's long term strategic goals (Signitzer & Wamser, 2005, 438).

Public relations and public diplomacy have practice aims that are similar. Each attempts to control information coming from various sources in order to setup their media agendas (L'Etang, 2009, 611). With the media agenda in place, each can decide how to frame public issues to best meet the end goal of shaping public discourse. When publics are relaying information that is congruent with the strategic communication goals of either public diplomacy or public relations, the organization gains a significant political advantage (L'Etang, 2009, 611).

The theoretical and empirical knowledge on public diplomacy is internationally gained, but geographically disproportionally distributed. The majority of the institutions and authors dealing with public diplomacy is situated in the USA. Most Central and Eastern Europe researchers started no earlier than in the beginning of the 1990s to analyse the concept of public diplomacy (Zerfass & Holtzhausen 2015, 440).

According to Ociepka (2014) diplomacy has been changing significantly in recent years as a result of an adjustment to more interconnected and hybrid international relations. Classic diplomacy has shifted from the domain of politics to the public sphere, where public opinion is formed. Formerly latent diplomacy has become public diplomacy with the effect of a more symmetric conduct of international political communication. Poland's public diplomacy is conditioned by the country's size and its status as a relatively "new" EU member state, but there are lessons to be learned from strategies adopted by other countries in the European Union, particularly in the fields of culture, development aid, and education. (Ociepka, 2014, 1). The member states of the EU are well advanced in the implementation of public diplomacy in their foreign policy strategies and nowadays the European Union has also a Unit for Public Diplomacy and Election Observation within the new structure of the EEAS. Ociepka (2014) argue that differences in the use of public diplomacy tools among the countries in the European Union are significant and might be relevant for relative newcomers, such as Poland. France has the longest tradition of establishing institutions for cultural diplomacy, such as Alliance France in 1883. Germany combines cultural and economic diplomacy under the umbrella of its so called foreign image policy. Great Britain attracted attention, including that of researchers, in the nineties when it introduced modernity into its traditionally conservative image, and consequently

rebranded the country. Nordic countries provide an excellent example for positive public diplomacy effects of development aid programs (Ociepka, 2014, 1).

Foreign ministries (MFAs) are giving increasing weight to public diplomacy in the process of foreign policy-making. Senior management in most MFAs now hold the view that public diplomacy is here to stay (Gonesh & Melissen, 2005, 1). The Ministry of Foreign Affairs of the Republic of Poland (MFA of Poland) is not an exception: it has given priority to the development and modernization of its public diplomacy. Since 2015, public diplomacy pursued by the MFA of Poland consists of a set of strategic, conceptual, analytical, coordinating and executive actions seeking to impact social attitudes and public opinion abroad and thereby to secure the principal interests of the Republic of Poland across the globe. The primary aim of public diplomacy pursued by the MFA of Poland is to foster understanding and support for the national interest and policies of the Polish government. Supplementing traditional diplomacy, it is targeted at foreign institutions, organizations and societies (MFA of Poland, 2019).

The multilateral public diplomacy of the MFA of Poland comprises a broad spectrum of information and communication activities aimed at shaping the positive image of Poland among foreigners, promoting knowledge and understanding of Poland and its history, as well as the contribution of Poland and Polish citizens in European and global development, strengthening Poland's prestige as a global actor, and stimulating contacts and cooperation among Polish and international partners. Another important objective of public diplomacy is to strengthen the image of Poland as an important EU member state, a firm NATO ally, a country increasingly committed to providing development aid and supporting the Polish diaspora, and - last but not least - a worthy economic, scientific and social partner (MFA of Poland, 2019). Special attention is given to public diplomacy in the field of innovation policy, emphasizing cooperation with the most innovative countries in the world.

Promoting co-operation in innovation policy between Poland and Finland is part of the public diplomacy, pursued by the Embassy of the Republic of Poland in Helsinki. Competition for attention and influence around the world is becoming increasingly stiff. In today's public diplomacy, it is very important to be able to build and manage a variety of networks. Polish embassies abroad, including the Embassy of the Republic of Poland in Helsinki, serve as an important coordinator in many types of political initiatives, projects and facilitator in building necessary international networks.

### 3.2. Stakeholder identification

Academic literature offers many definitions of stakeholder. Edward Freeman in his book *Strategic Management: A stakeholder approach (1984)* defines a stakeholder “as any individual or group who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 1984, 46).

Referring to the above definition, Joep Cornelissen (2014) explains that a stake, which is central to this definition and to the notion of stake classification in general, can be described as “an interest or a share in an undertaking, that can range from simply an interest in an undertaking at one extreme to a legal claim of ownership at the other extreme”. The content of stakes that are held by different persons and groups is varied, and based on the specific interests of these individuals or groups in the organization. Edward Freeman was among the first to offer a classification of all those groups who hold a stake in the organization (Cornelissen 2014, 44).

Eden and Ackermann (1998) suggest that stakeholders are those who have the power to impact an organization in some way: 'People or small groups with the power to respond to, negotiate with, and change the strategic future of the organization' (Eden & Ackermann 1998, 117). However, according to Bryson (2004), this definition is quite restrictive because it excludes those who are affected. Bryson (2004) prefers more inclusive definition which extends to all stakeholders, who are affected by the change. This wider definition is more compatible with notions of democracy and social justice stakeholder management (Bryson 2004, 22). Likewise Hemmati, Dodds, Enayati and McHarry (2002) describes stakeholders as those who have an interest in a particular decision, either as individuals or representatives of a group. This includes people who influence a decision, or can influence it, as well as those affected by it (Hemmati et al 2002, 2).

Satu Sisättö (2016) in her master thesis “Improving stakeholder communication in a network organization” discusses internal and external stakeholders using Isohookana (2007) concept of internal and external working environment (Sisättö 2016, 19-20; Isohookana 2007, 14). Internal stakeholders are operating in the internal working environment and include the employees of the organization. External stakeholders are operating in the external working environment and include media, investors, owners, banks and insurance companies, organizations, government, municipalities, church, European Union, customers, potential customers, competitors, suppliers, partners (see Figure 1), (Sisättö, 2016, 19-20; Isohookana, 2007, 13-14 ).

According to Isohookana (2007) the external stakeholders can operate in micro and macro environment (Isohookana, 2007, 14). For the purpose of this study, the focus of this thesis is on the external stakeholders, operating in macro environment like media,

government, universities, research institutes, business organizations municipality, investors, state organizations and other stakeholders.

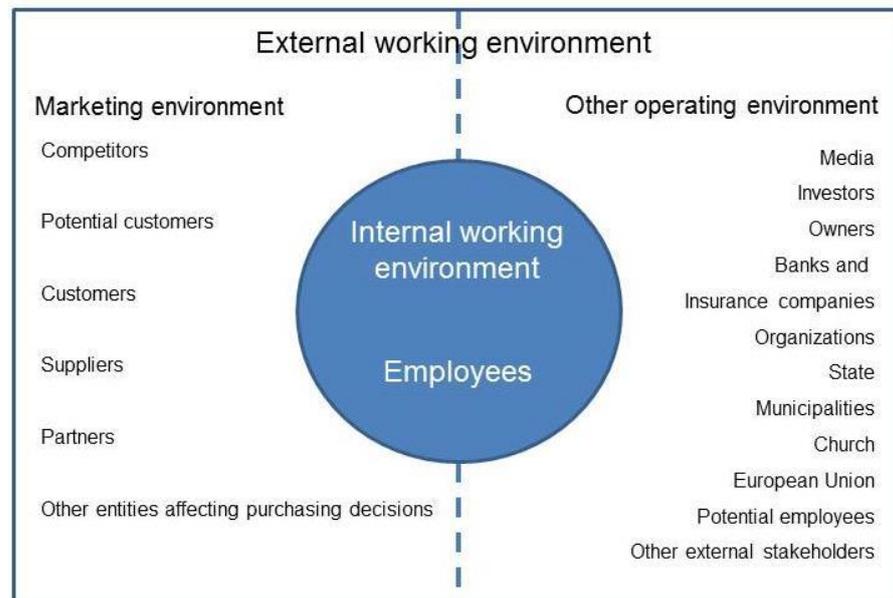


Figure 1. Organization's stakeholder groups (adapted from Isohookana, 2007,14).

Understanding what a stakeholder is and using through and systematic approach to stakeholder identification, analysis and management, an organization can significantly improve chances of success. If the stakeholders are neglected, in a long term they will actively work against us. If we manage them well, they will actively promote an organization and its initiatives.

There are many ways to identify stakeholders. Traditional brainstorming is a great way for identifying stakeholders. Generic lists are a good starting point to identify potential stakeholders as well as searching documentation from previous projects. Properly identified stakeholders groups are useful for deeper analysis. The stakeholder analysis process requires a close look at each stakeholder to gather more in depth information in order to understand their impact, involvement, communication requirements, and preferences.

According to Cornelissen (2014), a basic form of stakeholder identification analysis involves answering the following questions that capture the essential information for effective stakeholder communication:

- Who are the organization's stakeholders?
- What are their stakes?
- What opportunities and challenges are presented to the organization in relation to these stakeholders?

- What responsibilities and challenges are presented to the organization in relation to these stakeholders?
- In what way can the organization best communicate with and respond to these stakeholders and address these stakeholder challenges and opportunities? (Cornelissen, 2014, 47).

Another approach is to use a mapping or scientific model to identify stakeholders in terms of their influence on the organization's operations or in terms of their stance on a particular issue related to the organization. There are few models and tools that managers can use for identification of a key stakeholders and the following ones are the best known and used by the communication practitioners: (PMBOK Guide, 2013, 396):

- Power/interest grid, grouping the stakeholders based on their level of authority (power) and their level of interest regarding the project/organization;
- Power/influence grid, grouping the stakeholders based on their level of authority (power) and their active influence in the project/organization;
- Influence/impact grid, grouping the stakeholders based on their active involvement (influence) in the project/organization and their ability to affect changes to the project's/organization's planning or execution;
- Saliency model (SSM) developed by Mitchell, Agle & Wood (1997).

Cornelissen (2014) states that SSM model is one of the most recognized tool for the identification of stakeholders (see Figure 2).

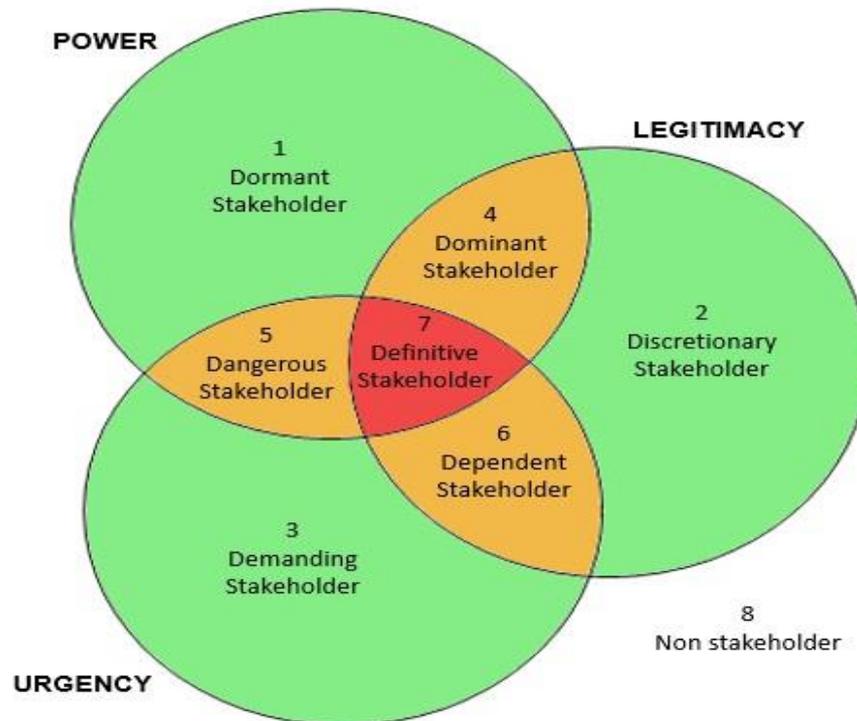


Figure 2. Stakeholder Saliency Model (adapted from Cornelissen, 2014, 48).

In this model, stakeholders are identified and classified based upon their salience to the organization. The salience is defined as how visible or prominent a stakeholder is to an organization based upon the stakeholder possessing one or more of three attributes: power, legitimacy and urgency (Cornelissen, 2014, 47). Power refers to stakeholder's ability to impose its will; legitimacy refers to stakeholder's right to lay claims upon the organization; urgency refers to the degree to which stakeholders claims for immediate action. These three attributes form seven different types of stakeholders. Once all the organization's stakeholders have been classified according to their salience, communication practitioners will have an overview of which stakeholder groups require attention and need to be communicated with. The SSM is a useful diagnostic tool for communication practitioners. They often use the tool on an ongoing basis, in recognition of the fact that the classification of stakeholders is not given once and for all. Because of changes in public opinion or because of particular crisis in the organization, stakeholders may move in the classification, and may accordingly become more or less salient, and thus more or less important for communication (Cornelissen, 2014, 50).

Luoma-aho and Vos (2010) argue that with the development of new communication technologies, traditional ways of thinking about stakeholders are becoming outdated as communication with and among stakeholders is moving onto new stages outside the organization's control. Corporate communication is becoming less predictable as interaction with stakeholders is moving from organizational control towards „issue arenas“, places of interaction where an issue is discussed by stakeholders and organizations, both online and within the traditional media. The role of corporate communications and public relations is broadening beyond the traditional relationship management to „issue arenas“ monitoring. Corporate communication and PR will play a key role in organizational survival in the future through the process of finding the right issues and „issue arenas“ for interaction, facilitating the organization - public debate and through this managing organizational reputation (Luoma-aho, Vos 2010, 316).

The concept seems to be very interesting and authors suggest that instead of trying to define different stakeholders and preferred ways of communication, the organization should focus on identifying different issues and understanding the dynamics of the arenas that concern the organization. Recognizing the relevant issues will lead to the identification of the various stakeholders. Then overview of the players in various issue arenas needs to be maintained, in order to enable the organization to develop multiple strategies for multiple stakeholders. Luoma-aho and Vos conclude that in new environment, it is not so much coordination of messages that is needed, but rather a dialogue to achieve a delicate balance that respects and involves the various actors (Luoma-aho, Vos 2010, 325).

Due to the dynamic nature of stakeholder relationships, a stakeholder analysis will be never final or definite but rather varies according to the observed time frame and the purpose of the analysis. How stakeholder identification is carried out is always to the underlying purpose of the study as well as the dynamics of the organization at a given time. These elements will form the framework for who will be involved in the analysis process and how (Bryson 2004, 27). The identification and analysis is traditionally left to managerial actors, who then attribute salience to subjectively chosen stakeholders and differentiate between the interests of these groups. Due to this subjectivity and assumption - based analysis, whenever it is possible, a validation of the individual interests of stakeholders would be necessary (Freeman 1984, 95).

For the purpose of this research, the external stakeholders of the Embassy of the Republic of Poland in innovation policy have been identified in a traditional way using brainstorming, and classified according to power/interest grid, grouping the stakeholders based on their level of power and level of interest regarding the organization. In the years 2011-2018 more than 50 projects in the field of innovation were implemented between Poland and Finland and analysing the above projects, eight key stakeholders have been identified with high power/influence: VTT Technical Research Centre of Finland, Aalto University, Tampere University, Espoo Innovation Garden, The Finnish Innovation Fund SITRA, Business Finland, Turku Science Park, Turku World Trade Centre in Turku (see Table 5).

### **3.3. Stakeholder engagement**

Stakeholder engagement gives an impression of organization responsibility. It appears evident that if an organization shows commitment, through policy and practice to stakeholder involvement, it is acting responsibly towards these stakeholders: the more an organization engages with its stakeholders, the more accountable and responsible that organization is toward these stakeholders (Greenwood 2007).

Greenwood (2007) defines stakeholder engagement as practices that the organization undertakes to involve stakeholders in a positive manner in organisational activities. In defining stakeholder engagement in this manner, it is manifest that many areas of organisational activity involve stakeholder engagement (Greenwood, 2007).

Robert Gould (2012) refers to Gao and Zhang (2006), who see stakeholder engagement as a “development exercise” that enhances “mutual understanding” (Gould, 2012). Successful organizational leadership develops stakeholder networks and links with the range of external stakeholders (Maak, 2007). Simultaneously with relationship building, stakeholder engagement allows the organization to access information from its stakeholders (Sharma, 2005). Katsoulakos and Katsoulacos (2007) argue that the existence of “advantage-creating stakeholder relations” support organizational knowledge

development. Similarly, Nelson and Zadek (2000) argue that engagement creates an “alchemy” of relationships, where resources experience transformation as well as simply being combined. Accordingly, Ayuso, Rodriguez and Ricart (2006) view the ability to integrate the knowledge obtained from stakeholders as organizational competency. The better the understanding of the stakeholder’s needs and desires, the easier it becomes to create the win-win situations (Plaza-Ubeda, et al 2009). Organizations simultaneously build positive relationships and effective strategy through stakeholder engagement.

Cornelissen (2014) defines a stakeholder engagement as a process of actively involving stakeholders in communication, listening to them and allowing them to have a say in organization decision-making (Cornelissen 2014, 284). According to Cornelissen in the recent years communication practitioners have increasingly realized the importance of engaging with stakeholders directly to further understand around specific issues, to strengthen the goodwill of the organization and generally build more long-term and lasting relationship. Cornelissen believes that stakeholder engagement changes the very nature of the relationship between the organization and its stakeholders from management to collaboration and from exchange to engagement. This development brings with it a shift in thinking about stakeholders a being managed by and for the benefit of organizations to the idea of developing mutually supportive and lasting relationships (Cornelissen, 2014, 55).

The basic characteristics of this new Cornelissen approach to organization – stakeholder relationships are: integrated management approach, main focus on building (not managing) relationships, emphasis on bridging and creating opportunities and mutual benefits, linked to long term goals instead of short term and coherent approach driven by mission, values and strategies (see Table 2).

Table 2. Characteristic of the “old” and “new” approaches to organization stakeholder relationship (adapted from Cornelissen, 2014).

Stakeholder management	Stakeholder engagement
<b>Fragmented</b> among various departments	<b>Integrated</b> management approach
Focus on <b>managing</b> relationships	Focus on <b>building</b> relationships
Emphasis <b>on buffering</b> the organization from stakeholders interfering with internal operations	Emphasis <b>on bridging</b> and creating opportunities and mutual benefits
Linked to <b>short term</b> goals	Linked to <b>long term</b> goals
<b>Idiosyncratic implementation</b> dependent on department’s interests and personal style of manager	<b>Coherent approach</b> driven by mission, values and organization strategies.

The aim of new approach is to build long-term relationships and to seek out those stakeholders who are interested in more direct engagement and possibly collaboration. Cornelissen says that new approach is more in line with a dialogue communication strategy with its emphasis on bridging stakeholder claims and interests.

Bridging occurs when organizations seek to adapt their activities so that they conform with the external expectations and claims of important stakeholder groups. It suggests that an organization actively tries to meet and exceed regulatory requirements or that it attempts to quickly identify changing social expectations in order to promote organizational conformance to those expectations (Cornelissen, 2014, 56). There are lots of good examples that implementation of stakeholder engagement brings positive feedback and concrete results for the organizations. It is also important to note that the costs of the stakeholder engagement include the time that managers spent in communicating and managing relationships with stakeholders as well as the direct allocation of other resources to them. Understanding who the stakeholders are and the process for establishing their interests and needs shapes the Communication Plan for the Embassy of the Republic of Poland in Helsinki.

### **3.4. Communicating with stakeholders**

Stakeholder communication has been a subject of rigorous research for many decades. Contemporary organizations increasingly realize that they need to communicate with their stakeholders to develop and protect their interests, image and reputation (Cornelissen, 2014, 41). Each stakeholder relationship is unique in its form and substance. This relationship sets the stage for the stakeholder communication with the group.

According to Cornelissen (2014), stakeholder communication provides stakeholders information about the operations of the organization. Type of information depends on the stake that an individual holds in the organization, and therefore different stakeholder groups need different kind of information on the organizations' operations (Cornelissen 2014, 46). Cornelissen (2014) defines stakeholder communication from the corporate communication point of view as a function and process of managing communications between an organization and important stakeholder groups in its environment (Cornelissen, 2014, 276).

Likewise Lerbinger (2019) determines stakeholder communication through corporate communication defining it as a set of activities involved in managing and orchestrating all internal and external communication aimed at creating favorable starting points with stakeholders on which the organization depend. A further purpose is to interact with all stakeholders in order to inform management with their concerns and insights. Moreover, the intention is to influence organization decisions and policies to make them more compatible with the public interest and uphold an organization's reputation (Lerbinger, 2019, 7, 25).

Isohookana (2007) defines the purpose of stakeholder communication, which is creating, maintaining, developing, and strengthening the interaction between an organization and its stakeholders. It is important to do stakeholder mapping and analysis in order to provide current information to different stakeholders and gain relevant information needed for a organization to run its activity effectively (Isohookana 2007, 13.).

Roper and Fill (2012) believe that stakeholder communication should be considered as a strategic stakeholder activity. Stakeholder communication is used to influence the way stakeholders perceive an organization. Their perception of an organization's various formal and informal identity cues shapes the image they form of that organization. Therefore, the image they form is based largely on the identity the organization presents to them. Stakeholder communication is concerned with presenting an organization, in ways the management determine, so that stakeholders recognize, understand, like and interact with it in ways that are important to them. Roper and Fill (2012) underline also that organizations use stakeholder communication strategically to reduce stakeholder uncertainty and to develop stakeholder relationships. Through the development of positive relationships where there is understanding, trust, reciprocity and collaboration, participant organizations are better placed to achieve their goals, whether they are normative (eg social contracts, environmental responsibilities, community acceptance) or instrumental (eg profit, sales or performance). Where there are neutral or negative relationships, or a gulf between identity and image, stakeholder communication has to work harder to narrow the gap (Roper & Fill 2012, 214-215).

Dowling (2006) refers to three particular roles of stakeholder communication. The first refers to externally directed communication which is designed to raise awareness and generate understanding and appreciation of the organization among the key stakeholder groups. The second task is to defend or explain an organization's actions. The third task concerns internal communication and it is involvement in explaining, reinforcing and refreshing the mission, values and beliefs of the organization (Dowling 2006, 83).

Based on stakeholders' identification and mapping, an organization can create their stakeholder communication plan and determine what kind of communication different stakeholder group need (Cornelissen, 2014, 51-52). Cornelissen developed three types of communication strategies: informational strategy, persuasive strategy and dialogue strategy (see Table 3). In the informational strategy, organizations try to raise stakeholders' awareness by providing and distributing information such as press releases, newsletters and reports. The persuasive strategy aims to change stakeholders' knowledge, attitude and behavior through campaigns, meetings and discussions. In the dialogue strategy, organizations and stakeholders reciprocally engage in sharing ideas

and opinions by using active consultation and incorporation into the organization's decision-making process.

Table 3. Stakeholder Communication Strategies (adapted from Cornelissen, 2014, 51)

Stakeholder effects	Awareness	Understanding	Involvement	Commitment
<b>Type of strategy</b>	<b>Informational</b>	<b>Persuasive</b>	<b>Dialogue</b>	<b>Dialogue</b>
Tactics	Press releases Newsletters Reports Memos Free publicity	Discussions Meetings Advertising Educational campaigns	Consultation Debate	Early incorporation Collective Problem-solving

An informational strategy is always one-way communication model from the organization to its stakeholders. There is no listening to stakeholders or plan to gather feedback in this model. The main aim is to make information available to stakeholders (see Figure 3).

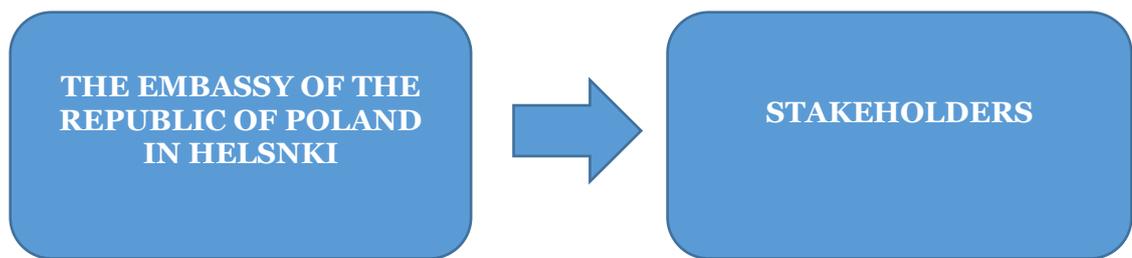


Figure 3. Informational Strategy: one way symmetrical model of communication (adapted from Cornelissen, 2014, 53)

In a persuasive strategy communication flows between an organization and its stakeholders and it is always two-way communication. In this model an organization may gather feedback from stakeholders on how the organization is being perceived and understood. However, the organization does not change as a result of communicating with its stakeholders; instead it only attempts to change stakeholders' attitudes and behaviors (see Figure 4).

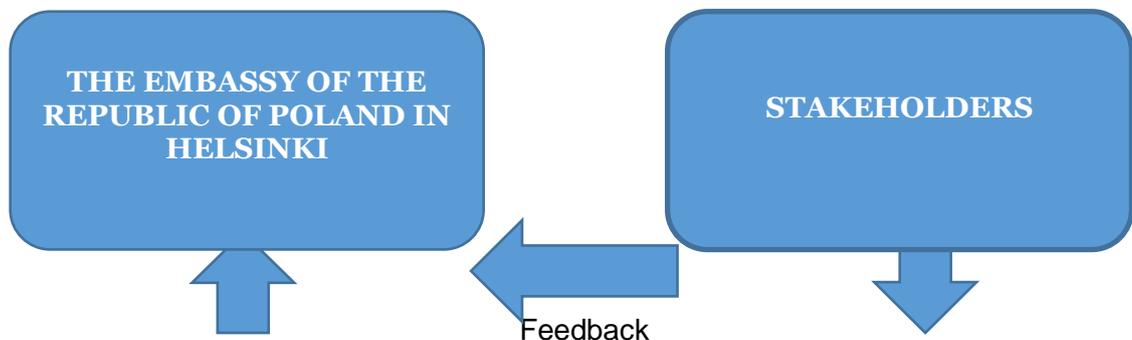


Figure 4. Persuasive strategy: two-way asymmetrical model of communication (adapted from Cornelissen, 2014, 53).

A dialogue strategy is two-way symmetrical model and always consists of a dialogue rather than a monologue (see Figure 5). Communication flows both ways between an organization and its stakeholders, but unlike the persuasive model, the goal is to exchange views and to reach mutual understanding between both parties.

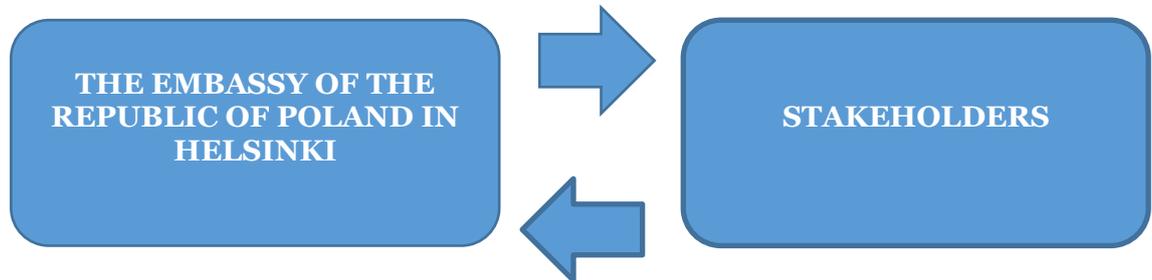


Figure 5. Dialogue strategy: two-way symmetrical model of communication (adapted from Cornelissen, 2014, 53).

All above strategies require different communication channels and tools to communicate with stakeholders (Cornelissen, 2014, 52-54). Dialogue strategy requires so called "rich exchanges". This include face-to face consultations and meetings, personalized documents such as letters or memos. A "rich exchanges" involves the ability to provide immediate feedback between two parties, the ability to personalize and adapt messages based upon responses, and the ability to express and articulate the message in different ways. Face-to-face communication is the richest medium and "rich exchanges" are useful for discussing ambiguous, sensitive, controversial or complex issues with stakeholders of the organization. Finally, media of "low richness" are effective for reporting well-understood messages and standard data (like annual reports or reporting on financial performance), (Cornelissen, 2014, 54-55).

In practice many organizations use multichannel communication, where information is conveyed through several channels. Mostly mix of channels makes communication more effective (Juholin 2013, 47). Juholin believes that stakeholder dialogue includes all communication and interaction with stakeholders (Juholin 2013, 248, 253-258). Author introduces several forums to be used in this dialogue: face to face discussion and meetings, stakeholder events, bulletins, e-mail, crowdsourcing, stakeholder magazines and open days.

Another communication practitioner Rientjes (2000) distinguishes between four types of communications channels and tools (see Table 4): spoken, written, visual and digital, depending on the needs of the organization and its strategy to communicate with particular stakeholder groups (Rientjes, 2000).

Table 4. Types of communication (adapted from Rientjes, 2000).

Type of communication	Spoken	Written	Visual	Digital
<b>Communications channels and tools</b>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Press</li> <li>• Conferences</li> <li>• Seminars</li> <li>• Training sessions</li> <li>• Radio</li> <li>• Broadcasts</li> <li>• Podcasts</li> <li>• Networking events</li> <li>• Hearings</li> </ul>	<ul style="list-style-type: none"> <li>• Newspapers</li> <li>• Books</li> <li>• Magazines</li> <li>• Newsletters</li> <li>• Publication</li> <li>• Posters</li> <li>• Panels</li> <li>• Brochures</li> <li>• Letters</li> </ul>	<ul style="list-style-type: none"> <li>• Television</li> <li>• Slides</li> <li>• Videos</li> </ul>	<ul style="list-style-type: none"> <li>• Internet</li> <li>• Social media tools</li> <li>• CD ROM</li> <li>• PC demo's</li> <li>• Email</li> <li>• Online conferences</li> </ul>

The communication channels can be also categorized in different way as:

### 1. Formal channels

It is an official way of communicating. A formal communication channel transmits information such as the goals, policies and procedures of an organization. Messages in this type of communication channel follow a chain of command. This means information flows from a manager to his subordinates and they in turn pass on the information to the next level of staff. Some examples include organization newsletters, business plans, instructions, annual reports, agreements and organization-wide communication.

### 2. Informal channels

It is also an official way of communicating, with somewhat relaxed norms. There may not be a need for a chain of command or hierarchy in this kind of communication. There will be immense official communication where such hierarchy or command is not needed, but they happen within the official framework. Some examples will include conversations on the work floor addressing queries of team members, lunch time conversations, many of the emails where formal command is not needed such as someone is seeking some quick information etc. Under the official environment, both formal and informal channels are used as needed.

### 3. Unofficial channels

The employees communicate outside work environment on topics not related to work. General social, sports, political and personal communication are unofficial channels. But a manager needs to be aware about the existence of such a channel and information flowing in them (Konwledgehut, Tutorials, 2019).

Roper and Fill (2012) presents different approach to stakeholder communication tools. According to the authors delivering effective stakeholder communication requires the use of several communication tools in order that key messages reach target stakeholders. The main tools are organization's advertising, public relations and sponsorship (Roper & Fill 2012, 271).

It is important to be aware of existence of number of available communication channels and tools when preparing a communication plan for the organization. According to Lerbinger (2019) social media are the most prominent "new media" that affect the practice of stakeholder communication and add a dimension to digital marketing. Social networks allow people to connect with one another and to keep in touch with friends. People can interact with one another in a medium in which they create, share and exchange information and ideas in virtual communities and networks. Furthermore Lerbinger (2019) argue that the power of social media is based on the promise that human relationships and social structures that surround an individual are not passive but exert an influence. According to Lerbinger (2019) the seven most popular social media sites are: Facebook, Twitter, LinkedIn, Pinterest, Google+, Tumblr and Instagram. As well as social media, a large part of the internet is made up of websites by individuals, groups and organizations that allow viewers to obtain information and interact with them. They allow stakeholders to connect directly with online to make a comments. Blogs are a special kind of website, originally maintained by individuals and now used by the groups and businesses to offer commentary and ideas for larger audiences (Lerbinger 2019, 106-107).

One of the most important part of this research is the identification of the key Finnish stakeholders in innovation policy and the most effective communication channels and tools in order to create a Communication Plan for the Embassy of the Republic of Poland in Helsinki. There are few models used by communication practitioners how to create an effective communication plan.

According to Ferguson (1999), to carry out communication planning task, communication practitioners should understand the mission, vision and strategic objectives of the organization, therefore access to strategic documents of the organization is vital. Communication always supports organization activities and the communication planning exercise can never precede organization planning (Ferguson, 1999, 11-13). Operating on the front lines of the organization, communicators act to convey the organization's messages to the public through direct or indirect means. As liaisons with the media, they produce press releases, feature articles, and other publications. In an indirect role, they research and write the speeches and press lines that organizational spokespersons deliver. Others design marketing communications and advertising campaigns (Ferguson, 1999, 12). Ferguson in her analysis didn't include activity in social media since this

phenomenon started to be subject of rigours research since ca 2000. Social media activity definitely belongs to direct means. Furthermore, organizations that compete in areas related to new technologies or in the areas which require stable financial markets, experience rapid and often unpredictable changes. These changes make communication plans obsolete in short period of time. The same true is for governments, which experience frequent changes in leadership. New communication plan should be prepared for each new government strategy in certain field. The external environment can also change so rapidly that the organization may not be able to wait traditional 3 years to adjust its communication priorities (Redding & Catalanello, 1994). Organizations with less dependency on the external environment do not need to update their plans as often. Ferguson (1999) distinguishes between five basic types of communication plans:

- strategic communication plans
- operational plans
- work plans
- support plans
- crisis communication plans

According to Ferguson (1999) **strategic communication plan** supplements an organizational or a business functional plan. Plan usually includes background statement, organizational/business objectives, policy issues, external environment, internal environment, windows of opportunity, communication objectives, themes and messages, communication priorities, strategic considerations, consultation, partnership and negotiation requirements, performance indicators and financial resources.

**Operational plan** specify how the organization will achieve its strategic objectives and establish the allocation of funds for different communication ventures. Communication planning process is becoming more concrete presenting communication priorities, demonstrating the linkages to communication objectives, identifying key stakeholder groups, indicating complimentary activities and services as well as specifying how the funds will be allocated among priorities.

**Work plan** is an extension of operational planning, is more concrete and specific. Work plan identify the products and services to be delivered, designate responsible parties for delivering the products and services, identify performance indicators, set milestones, define evaluation methodologies, and allocate resources to specific products, services and activities.

**Support plan** refers to the most common kind of communication plan for managing a specific activity, initiative, issue. The example of support plan might be *Information campaign for social improvement*. In the organizations with well developed strategic planning structures, communication practitioners may produce 30 or more support plans during a year. Support communication plan is usually

quite brief (from 1-5 pages). Figure 6 illustrates the relationship and progression among strategic, operational, work and support planning (Ferguson, 1999, 14-15).

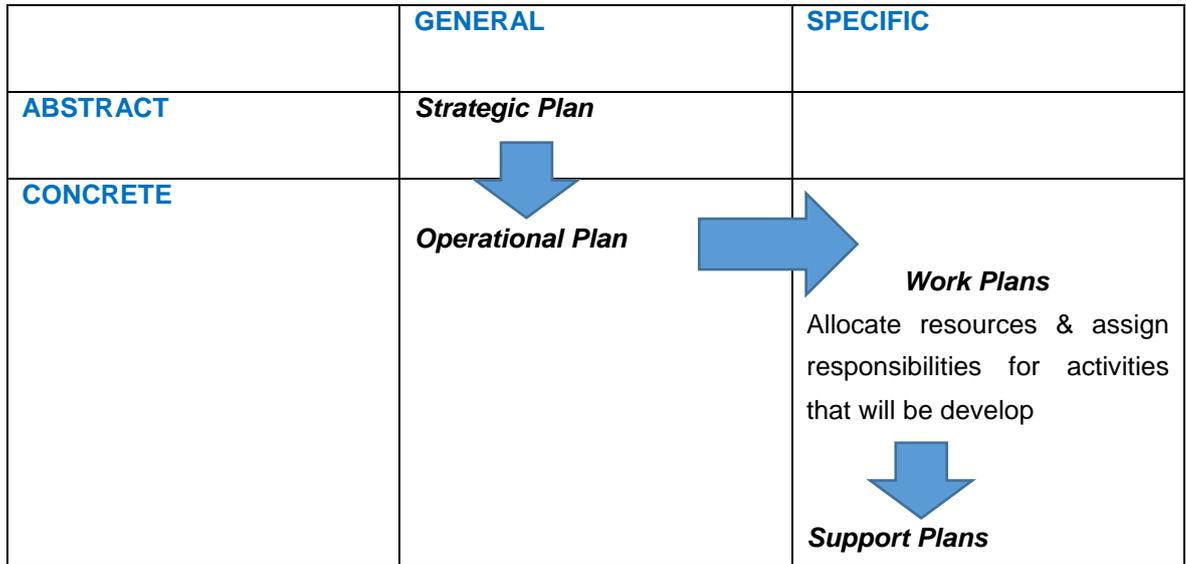


Figure 6. A Model for Integrated Planning (adapted from Ferguson 1999, 15).

**Crisis Communication Plan** is a separate category and constitutes an integral part of the larger crisis management plan. The larger crisis management plan usually contains components such as acknowledgments, introduction, crisis profile, crisis management team, decision options, required support systems and crisis management directory. This kind of communication plan includes elements such as crisis indicators, communication team members, communication strategies, response and control mechanisms, evaluation of operations and guidelines and formats for various communication activities such as issuing press releases and keeping logs of daily activities.

To ensure that strategic goals are met, the organization must establish a strategic and operational framework. If this framework does not exist, the communication practitioner has no reference point for planning efforts. According to Ferguson, comprehensive planning is a critical communication function - a strategic function that must be integrated into the planning cycles of the organization (Ferguson, 1999, 17).

According to Cornelissen (2014) managing stakeholder communication requires communication strategy that is based on the general reputational position that an organization aims to establish and maintain with its key stakeholders. A communication strategy also provides guidance to specific communications plans and programs. A comprehensive communication strategy is often developed in interaction between professionals from different communication disciplines, with CEO an members of the

executive team (Cornelissen 2014, 89). Once the content of the communication strategy has been roughly drawn out, communication practitioners translate that content into specific communication plans and programs towards both, internal and external stakeholder audiences (Cornelissen 2014, 109).

Literature and communication practitioners distinguish between communication strategy and communication plan. Communication strategy usually provides answers to “what” “why” and “who”, while a plan fills in more detail around “when” and “how”. A communication strategy differs from a plan because it considers the wider context, tends to take a longer-term view and avoids the detail of individual activities.

Cornelissen (2014) defines a communication plan as a set of activities towards targeted internal and external audiences, which may include outreach activities, community initiatives and other ways in which organizations and their employees communicate with stakeholder audiences. Framework proposed by Cornelissen for planning effective communication plan reminds Ferguson’s framework for strategic communication plan, however is much shorter. Ferguson’s framework consists of 13 points and Cornelissen proposes only seven main steps (see Figure 7).

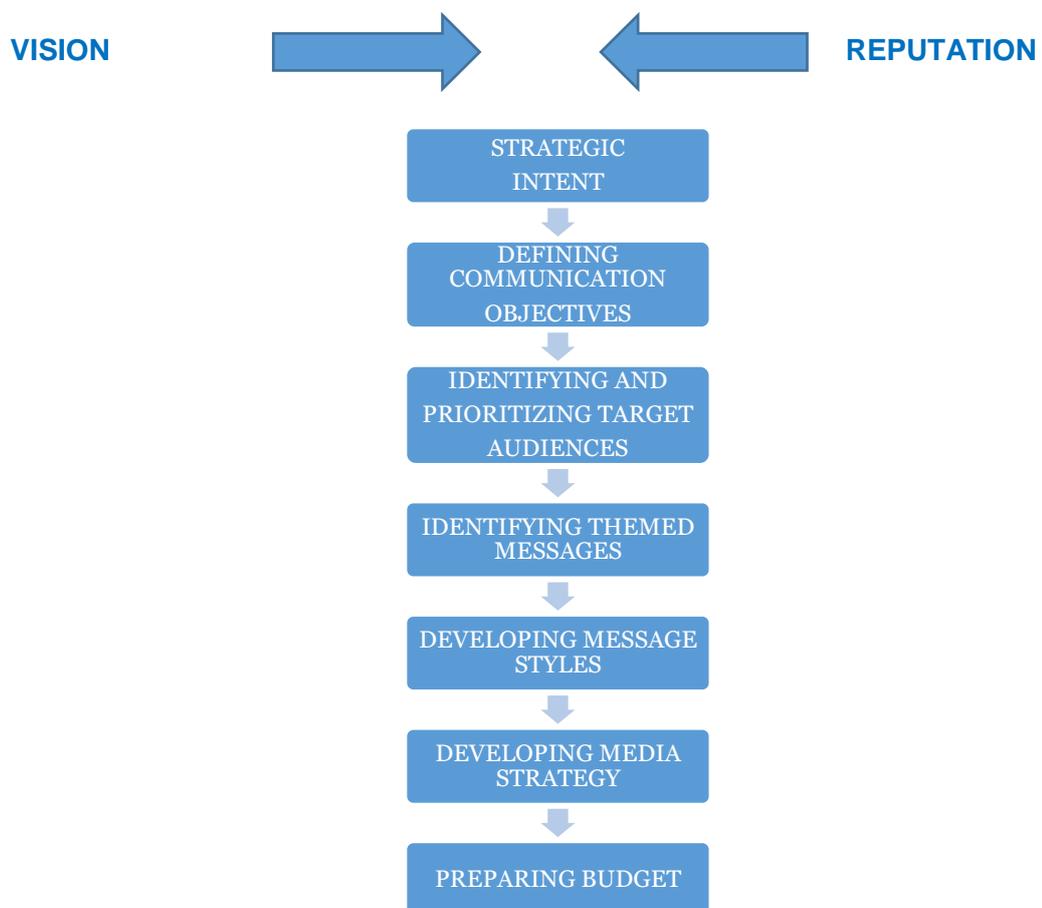


Figure 7. Process of planning communication plan (adapted from Cornelissen, 2014, 111)

### **1. Strategic intent**

The first step would be to define a strategic intent of the organization based on its vision and reputation. It is based upon the gap between how the organization wants its self to be seen by important stakeholder groups and how it is currently seen by each of those groups.

### **2. Defining communication objectives**

Based on the strategic intent, a precise communication objectives should be set up for the communication plan. The communication objectives should be defined in terms of whether they are seeking to change or consolidate a particular stakeholders' awareness, attitude, more general reputation with them or behavior. Communication objectives should be as tightly defined as possible: specific, measurable, actionable, realistic and timely (SMART).

### **3. Identifying and prioritizing target audiences**

It is important to identify a key stakeholder groups. Once they have been identified, communication managers need to segment those groups into more specific target audiences that are prioritized for a particular communication plan. Here a target audience is defined as the segment of individuals (from a particular stakeholder group) that is the focus (target) of a particular plan or program.

### **4. Identifying themed messages**

Based upon the identified communication objectives and selected target audiences, communication practitioners need to decide what the core message should be. The core message towards a particular target audience often evolves directly from how the organization wants to be seen.

### **5. Developing message styles**

Every message can be told in different ways using one of the five message styles: rational message style, symbolic association message style, emotional message style, generic message style and message style. The use of a particular message depends on certain conditions and expectations of stakeholders. An organization can use multiple message styles simultaneously to communicate with different target audiences.

### **6. Developing a media strategy**

This step in the process involves identifying the media that can carry the message and its execution and can reach the target audience. The main aim is to identify the most effective and efficient means of reaching the target audiences within the given budgetary constraints. The communication managers need to consider criteria such as the reach and coverage of the target audience; the match of the medium with the message; competitor; use of media and ability to enable dialogue and interaction with the audience. It is also important to decide upon the right mix of media for a particular communication plan.

### **7. Preparing the budget**

Every communication plan should have very solid and rational budget. It is expected that most of the funds will be spent on media buying, hiring of communication

consultants, advertising professionals, managing social media and copy editors. When communication plan is executed, it should be evaluated for its results – especially in terms of whether it has led to the achievement of the communication objectives (Cornelissen, 2014, 109-114).

Another popular model for creating a communication plan is so called **SOSTAC** model (see Figure 8), mostly used in marketing communication. SOSTAC model was developed by Poul Smith in the 1990s and later formalized in his 2004 book, *Marketing Communications: An integrated approach*. It is an acronym for Smith's six fundamental facets of marketing: situation, objectives, strategy, tactics, action and control (Taylor & Smith 2004, 32).



Figure 8. SOSTAC model and its structure (own graphics).

SOSTAC is an abbreviation of:

- **Situation** Analysis focuses around the current state of the organization.
- **Objectives** focuses on the goals the organization has defined for the business.
- **Strategy** focuses on providing an overall view of the plan to achieve the goals.
- **Tactics** focuses on breaking down the strategy into achievable individual detailed plans.
- **Action** focuses on the accountability , deadlines and achievement of goals for certain tasks.
- **Control** focuses on the way to track progress and the plan activities itself.

Each of the elements contribute as a piece to the marketing plan. Generally, the way to attack each area is through a set of questions:

1. Where are we Now ? (S)
2. Where do we want to get? (O)
3. How are we going to get there? (S)
4. How are we going to get there, in detail ? (T)
5. Who is going to do what and when? (A)
6. How can we monitor and measure the process ? (C)

SOSTAC is an extension of SWOT analysis which helps businesses get ready for marketing/communications campaigns; the main difference is that SOSTAC focuses more on the implementation stages of the process and on marketing communications. The structure of SOSTAC is a simple logic that builds on an in-depth situation analysis which informs subsequent decisions made about strategy and tactics (Stephenson, 2017).

Although the SOSTAC model is one of the most widely implemented, it could be too heavy-duty in its application to small size organization like the Embassy of the Republic of Poland in Helsinki. The KPI performance component may require costly labor and software resources, in comparison to other models such as Cornelissen.

Taking into consideration the features and the needs of key Finnish stakeholders in innovation policy as well as size of the organization such Polish Embassy in Helsinki, for the purpose of this research, a communication plan is designed according to Cornelissen framework, modified according to the needs of the Embassy.

## 4. Conducting the research

This chapter will explain how the research was conducted by introducing the constructive research methodology and data collection method. It will also describe the research process used in the different parts of the research.

### 4.1 Research methodology

For the purpose of this study a constructive research methodology has been chosen. According to Oyegoke (2011) constructive research aimed at producing novel solutions to both practical and theoretical problems. Solutions are often suggested through managerial problem solving techniques through the construction of models, diagrams and plans (Oyegoke, 2011).

Kasanen, Lukka and Siitonen (1993) define constructive approach as a research procedure for producing constructions. The constructive approach means solving problems through the construction of models, diagrams, organizations and plans (Kasanen et al , 1993, 243-244). An important characteristic of constructions is that their usability can be demonstrated through implementation of the solution (Kasanen et al, 1993, 244). According to Kasanen et al, the constructive approach may be characterized by dividing the research process into phases (see Figure 9):

1. **Finding** a practically relevant problem which also has research potential;
2. **Obtaining** a general and comprehensive understanding of the topic;
3. **Constructing** a solution idea;
4. **Demonstrating** that solution works;
5. **Showing** the theoretical connections and the research contribution of the solution concept;
6. **Examining** the scope of applicability of the solution (Kasanen et al 1993:246).

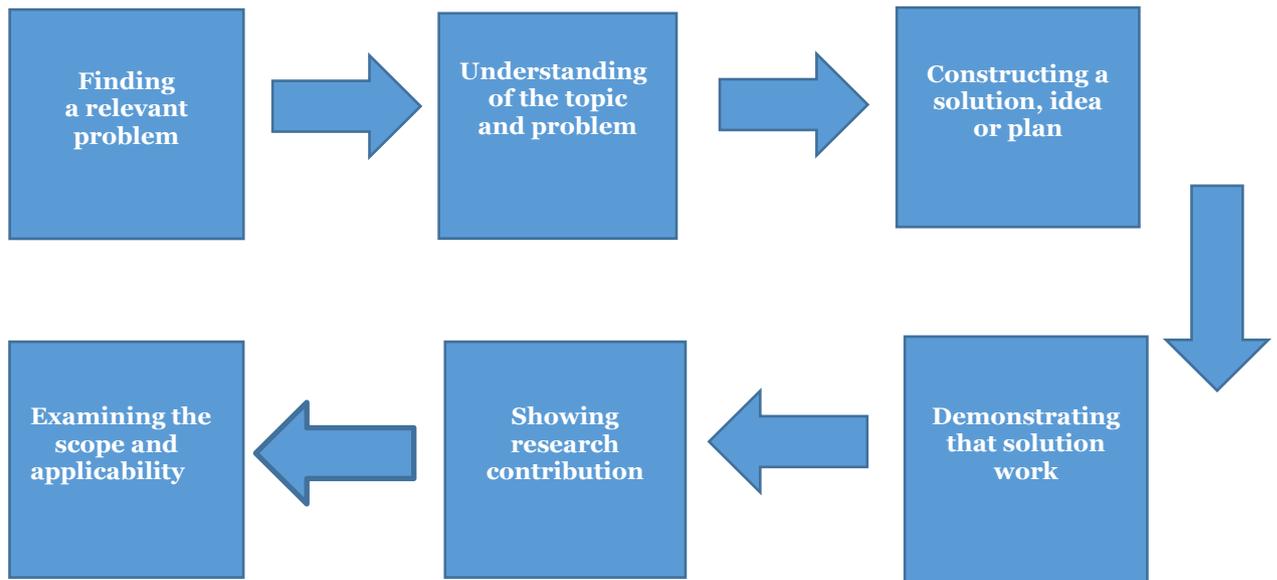


Figure 9. Constructive research methodology (adapted from Kasanen et al 1993, 246).

Kasanen et al argue that constructive research may be either quantitative or qualitative or both. It might be distinguished from positive accounting research: being inherently goal-directed problem solving activity, constructive research is normative by its nature. Additionally, constructive research typically applies the case-method. It is important to notice that, as such, the notion of “case study” may refer to descriptive as well as normative research. The constructive approach represents the latter type of studies (Kasanen et al 2011, 255).

In terms of epistemology, constructive research relied on positivism which differentiates it from consulting. In terms of ontology, constructive research relied on interpretative method by assuming that people construct a test solutions based on their interaction with the world around them. Constructive approach is also aligned with pragmatism, a philosophy emphasising practical applications: by the testability of the idea in real life through practical way of thinking about the problem. The pragmatism philosophy also extends to validation stage where solutions are demonstrated by practical applications and theory testing (Oyegoke, 2011).

#### 4.2 Research process

For this study the constructive research methodology was used and the following scheme has been developed for constructing a solution (see Figure 10). The research process has been divided into several steps. In this case, the constructive approach allows to identify key external stakeholders in innovation policy, understand the weaknesses of the stakeholder communication performed by the Embassy, analyze the current situation and

to find out a solution to the problem. The most important part of this process is to construct a solution – the Communication Plan for the Embassy – which will better address communication challenges with key external stakeholders in innovation policy in Finland and hopefully in a long term will improve future cooperation.

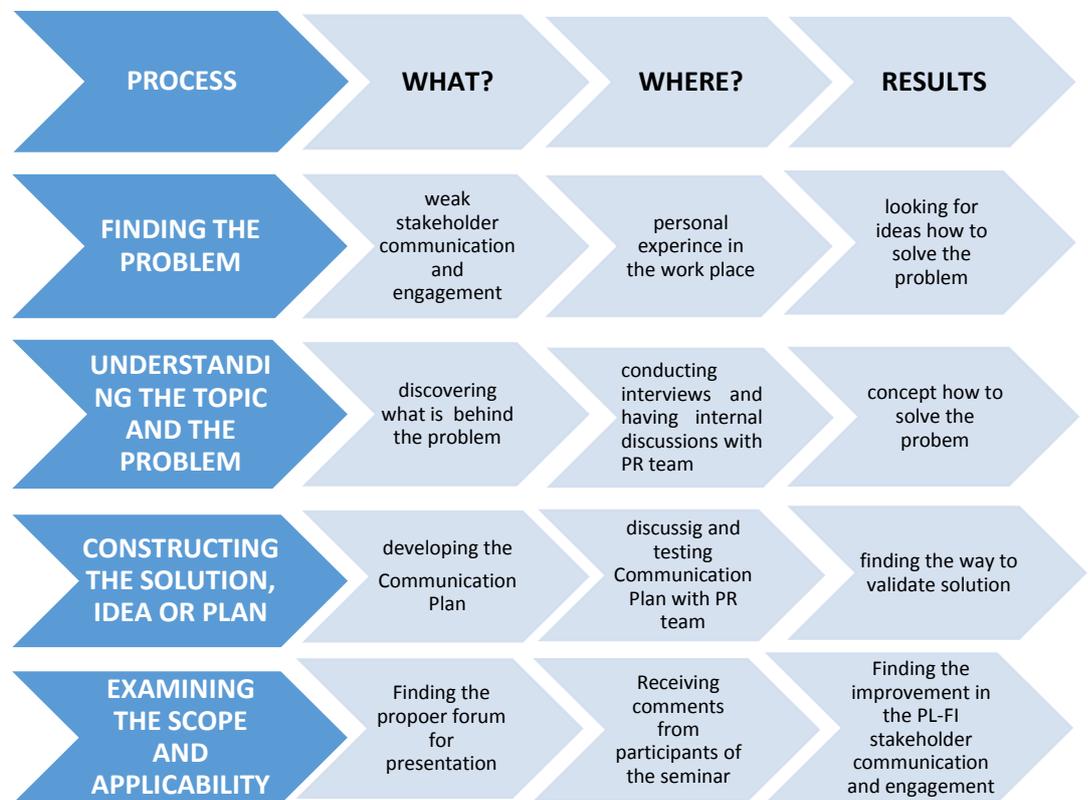


Figure 10. Constructive approach process applied to the current study (adapted from Kasanen et al 1993).

First step of the study was to find out a relevant problem with potential for further research. Analyzing the whole range of activities undertaken by the Embassy of the Republic of Poland in Helsinki in the year 2011-2018 in innovation policy, the researcher noticed a weak stakeholder communication as well as stakeholder engagement. The Embassy didn't have an updated list of key Finnish stakeholders in innovation policy, which was the problem every time it was needed. The researcher using his personal experience at work developed an initial thoughts and ideas how to solve the existing problem.

The second step of the study was to gather better understanding of the problem, therefore researcher conducted semi-structured interviews with eight identified key Finnish stakeholders in innovation policy. All Finnish stakeholders were involved in different projects like seminars, conferences, study trips and workshops organized by the Embassy between 2011-2018. The questions for interview were based on research questions. The main purposes of the interviews were obtaining an overall assessment of the current

communication process with key Finnish stakeholders in innovation policy, identifying current communication channels between key external Finnish stakeholders in innovation policy and the Embassy, identifying communication gaps and critical points in the external communication process and determining possible changes in the stakeholder communication process to improve future cooperation between Polish and Finnish stakeholders in innovation policy. The results received from interviews brought initial thoughts how to solve the problem.

Information received at the first and second step brought researcher to the third step to develop the concept of the Communication Plan for the Embassy of the Republic of Finland in Helsinki in order to improve communication between key Finnish stakeholders and the Embassy. While developing the Communication Plan for the Embassy, the researcher has received valuable feedback from the Embassy PR team, which was taken into the account in the final version.

In the last step the researcher was looking for the possibility of examine the scope and applicability of the Communication Plan for the Embassy.

#### **4.3 Collecting and analyzing data**

The literature distinguishes between two types of data: quantitative and qualitative. Quantitative data in a raw form convey very little meaning to most people. These data need to be processed to make them useful. Quantitative analysis techniques such as graphs, charts and statistics are helping to explore, describe and examine relationships and trends within data (Saunders, Lewis & Thornhill, 2009, 414). Qualitative data refer to all non-numeric data or data that have not been quantified and can be a product of all research strategies. It can range from a short list of responses to open-ended questions in an online questionnaire to more complex data such as transcripts of in-depth interviews or entire policy documents. To be useful these data need to be analyzed and qualitative data analysis procedures assist this process, allowing to develop theory from these data (Saunders et al, 2009, 480).

In this study data gathering system builds on a qualitative approach. The researcher conducted semi-structured interviews to collect primary data from nine representatives of key Finnish external stakeholders in innovation policy. According to Kahn and Cannel (1957) an interview is a purposeful discussion between two or more people (Kahn & Cannel, 1957). The use of interviews can help to gather valid and reliable data that are relevant to research questions and objectives. When research questions and objectives are not formulated yet, the interview may help to achieve this (Saunders et al, 2009, 318).

Interview can be defined as a qualitative research technique which involves “conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program or situation” (Boyce & Neale 2006).

Saunders et al (2009) differentiates interviews between structured, semi-structured and unstructured or in-depth. In semi-structured interviews the researcher will have a list of themes and questions to be covered, although these may vary from interview to interview. That means that researcher may omit some questions in particular interviews, given a specific organizational context that is encountered in relation to the research topic. The order of questions may also be varied depending on the flow of the conversation. Structured interviews consist of a series of pre-determined questions that all interviewees answer in the same order. Data analysis usually tends to be more straightforward because researcher can compare and contrast different answers given to the same questions. Unstructured interviews are the least reliable builds and data collection is conducted in an informal manner. Unstructured interviews can be associated with a high level of bias and comparison of answers given by different respondents tends to be difficult due to the differences in formulation of questions (Saunders et al 2009, 320).

Another typology of interviews differentiates between standardized interviews and non-standardized interviews. Each form of interview outlined above has a distinct purpose. Standardized interviews (structured) are normally used to gather data, which will then be the subject of quantitative analysis, for example as part of a survey strategy. Non-standardized (semi-structured and in-depth) interviews are used to gather data, which are normally analyzed qualitatively. These data are likely to be used not only to reveal and understand the “what” and the “how” but also to place more emphasis on exploring the “why” (Saunders et al, 2009, 320-321).

During the research process, the key external stakeholders in innovation policy have been divided into three different groups: universities, research institutes and business hubs/science parks. The interviews with all stakeholders were conducted and data was collected between May 2019 and August 2019. The interviews resulted in 315,88 minutes of interview material. All interviews were conducted face-to-face and recorded with a dictation machine (see Table 5).

Table 5. List of key stakeholders - basic information about organization and interview duration (own analysis and resources).

KEY EXTERANAL STAKEHOLDERS	BASIC INFROMATION	INTERVIEE'S ROLE	INTERVIEW DURATION
GROUP I VTT Technical Research Centre of Finland	One of the oldest research centre of technological expertise and developer of new technologies in Finland. VTT's mission is to help customers and society to grow and renew through applied research. Challenge-driven way of working and excellence in science and technology are the core of VTT's strategy. VTT is part of Finland's innovation system and operates under the mandate of the Ministry of Employment and Economy.	Jouni Lattu, Customer Account Lead  Timmo Haapalehto Senior Scientist, DSc. Research and Development	44.44 minutes
GROUP II Aalto University	Aalto University is a new multidisciplinary science and art community in the fields of science, business, art and design. The University is committed to identifying and solving grand societal challenges and building an innovative future. Main elements of University's strategy are research and innovation; art and creative practices and education. These core elements are manifested in four dimensions: research and artistic excellence; multidisciplinary collaboration; culture of entrepreneurship and tangible societal impact.	Hannu Seristö Vice President	32.55 minutes
GROUP II Tampere University, Honorary Consulate of the Republic of Poland in Tampere	Tampere University is a fresh merger (2019) of the University of Tampere and Tampere University of Technology. It is one of the most multidisciplinary universities in Finland. At Tampere University, technology and social sciences come together in a unique way. Research groups and projects conduct multidisciplinary research across institutional boundaries.	Matti Sommarberg Dean, Faculty of Management and Business, Tampere University; Honorary Consul of the Republic of Poland in Tampere	37.17 minutes
GROUP III Espoo Innovation Garden	Espoo is a garden of innovation and adventurous experiences. This refers to innovative, common ways of working and a culture of collaboration and co-creation. The heart of Espoo Innovation Garden is at Keilaniemi –Otaniemi-Tapiola area – the biggest innovation hub in the Northern Europe. A total of 5000 researchers, 25 research and development organizations and a number of Finnish listed companies operate in the area.	Mayumi Shimizu Business Advisor	38.75 minutes
GROUP III The Finnish Innovation Fund	Sitra is a think-tank with activities based on knowledge and insight. In	Marja Pirttivaara Senior Specialist, Phd	60.13 minutes

SITRA	house foresight work lays the foundation for pioneering societal work and communications. Sitra's task is to build a successful Finland for tomorrow. Sitra's operations are guided by six principles of sustainable well-being: 1)addressing well-being in a holistic way 2)adjusting to planetary boundaries 3)empowering individuals and communities 4)moving to a regenerative and collaborative economy 5)building competencies for a complex world 6)developing inclusive and adaptive governance.		
GROUP III Business Finland	Finnish government organization for innovation funding and trade, travel and investment promotion. Business Finland is part of Team Finland network. It is an accelerator of global growth, created in 2018 by a merger of two organizations Finpro and Tekes. The main aim is to develop Finland to be the most attractive and competitive innovation environment in which companies are able to growth, change and succeed.	Tomi Korhonen Director, Executive Director of Communications	34.40 minutes
GROUP III Turku Science Park	One of the biggest and oldest science park in Finland. Institutes based in the area include few universities, research institutes and 400 other organizations and companies which employ a total 16 000 people. There are also around 35 000 students and over 400 professors. Turku Science Park's leading edge fields are ICT, health, biotechnology, DTV technology and teaching technology.	Michael Lindholm, Network Manager, Turku Science Park	34.12 minutes
GROUP III Turku World Trade Centre, The Association of Enterprises in Turku, Honorary Consulate General of the Republic of Poland in Turku	The WTC is a center for financial companies and start-ups located in Turku region. The main aim is to support internationalization of Finnish companies and promote international cooperation.	Jari Rastas, Chairman of World Trade Center in Turku, Chairman of the Association of Enterprises in Turku; Honorary Consul General of the Republic of Poland in Turku	34.42 minutes

The questions for interviews have been constructed on the basis of the research questions and have been divided into four groups (see Table 6): 1) background information and main communication channels and tools used by the organizations, 2) general knowledge about Poland and perception about Poland as a business partner; general knowledge about Polish innovation system and perception about the Embassy's communication channels and tools in innovation policy,

3) what kind of communication channels and tools would be the most effective; role of the Embassy in this process, 4) reflection on improving communication between Finnish stakeholders and the Embassy (see interview questions in Appendix no 4)

Conducting the semi-structured interviews, the researcher adjusted the questions based on learning from previous interviews and modified depending on the type of the organization (university, research institute, business hub or science park). However, the themes and majority of the questions remained the same throughout the data collection.

Table 6. The themes of semi-structured interviews, participants and purpose of the interviews (own analysis and resources).

METHOD	PARTICIPANTS	PURPOSE
<p style="text-align: center;"><b>Semi-structured Interviews</b></p> <p>The interviews were made and data was collected between May 2019 and August 2019 during the individual meetings with selected key Finnish stakeholders in innovation policy. The questionnaire included from 10-15 questions divided into four groups:</p> <p>1)background information and main communication channels and tools used by the organizations;</p> <p>2)general knowledge about Poland and perception about Poland as a business partner; general knowledge about Polish innovation system and perception about the Embassy's communication channels and tools in innovation policy;</p> <p>3)what kind of channels and tools would be the most effective; role of the Embassy in this process;</p> <p>4)reflection on improving communication between Finnish stakeholders in innovation policy and the Embassy,</p>	<p>Data gathering system</p> <p>Data gathering system builds on a qualitative approach and includes collecting data from semi-structured interviews with 9 representatives of key external stakeholders in innovation policy in Finland.</p>	<p>Main purposes</p> <p>1)obtain an overall assessment of the current communication process with key Finnish stakeholders in innovation policy;</p> <p>2)identify current communication channels between key external Finnish stakeholders in innovation policy and the Embassy;</p> <p>3)identify communication gaps and critical points in the external communication process and determine possible changes in the stakeholder communication process;</p> <p>4)determine the possibility of improving communication between the Embassy and Finnish stakeholders in innovation policy.</p>

Advantages of interviews include possibilities of collecting detailed information directly related to the research questions. Moreover, in in this type of primary data collection researcher has direct control over the flow of process and has a chance to clarify certain issues during the process, if needed. Disadvantages, on the other hand, include longer time requirements and difficulties associated with arranging an appropriate time with perspective sample group members to conduct interviews.

According to Denscombe (2007), the analysis of qualitative data is based upon four guiding principles. **The first principle** is that the analysis of the data and the conclusions drawn from the research should be firmly rooted in the data. **The second principle**, linked with the first, is that the researcher's explanation of the data should emerge from a careful and meticulous reading of the data. It is important to emphasize that the meaning of qualitative data always involves a process of interpretation in which the researcher produces meaning out of the "raw" data. **The third principle** is that the researcher should avoid introducing unwarranted preconceptions into the data analysis. These might be personal prejudices or biases arising from knowledge of previous theories and research in the particular area of investigation. **The fourth principle** is that the analysis of data should involve an iterative process. The development of theory, hypothesis, concepts or generalizations should be based on a process that constantly moves back and forth comparing the empirical data with the codes, categories and concepts that are being used. These principles are broadly based on the use of inductive logic. This reflects the fact that most qualitative researchers prefer to move from the data to the theory and from the particular to the general (Denscombe 2007, 287-288).

For the purpose of this study the researcher used **triangulation**. According to Turner and Turner (2009) triangulation is the means by which an alternate perspective is used to validate, challenge or extend existing findings. Triangulation is used when the field of study is difficult, demanding or contentious and presence research is certainly all of these (Turner & Turner 2009, 1). Cohen and Manion (1986) define triangulation as an "attempt to map out or explain more fully, the richness and complexity of human behavior by studying it from more than one standpoint (Cohen & Manion 1986, 254). Similarly, Altrichter, Posch and Somekh (1996) regard triangulation as a means to achieve "a more detailed and balanced picture of the situation" (Altrichter et al 1996, 117).

There are few types of triangulations: data triangulation, methodological triangulation, investigator triangulation and **theory triangulation**. Theory triangulation, which involves more than one theoretical framework in the interpretation of the data, is relatively infrequently encountered in presence research. However, the results of studies adopting this mode of triangulation are generally rigorously discussed and produce rewarding conclusions (Turner & Turner 2009, 4). So **theory triangulation** happens when two or more alternate theories are called upon for calculations and data analysis.

In this study **theory triangulation** is expressed in the application of two different methods in data analysis. The researcher used power/interest matrix to categorize the key Finnish stakeholders in innovation policy based on the level of power and the level of interest regarding the organization (see Figure 11).

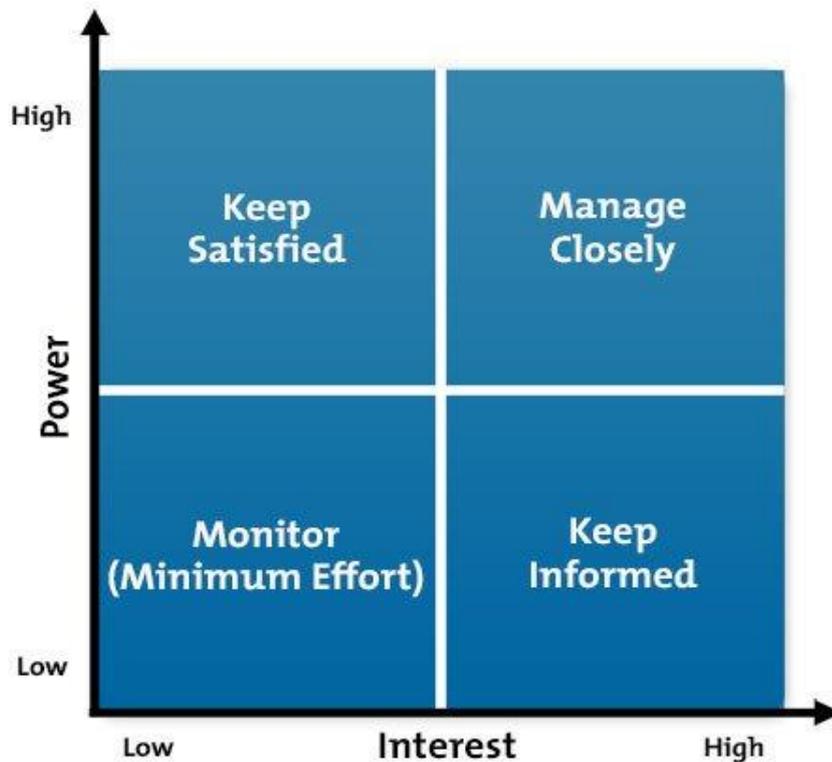


Figure 11. The power-interest matrix (adapted from Cornelissen, 2014, 50).

According to Cornelissen (2014) the power-interest matrix tool allows the communication practitioners to formulate appropriate communication strategies on the basis of identifying and categorizing stakeholders. In particular, the position of “key players” (quadrant manage closely) towards the organization’s decisions should be given key consideration. They need to be constantly communicated with. Similarly, those with a high level of interests in the organization but with a low level of power or influence (quadrant keep informed) need to be kept informed of the organization, so that they remain committed to the organization and may spread positive word-of-mouth to others. Stakeholders in quadrant C are the most challenging to maintain relationships despite their lack of interests in general, these stakeholders might exercise their power in reaction to a particular decision or organization activity (Cornelissen, 2014, 51).

For the rest of the data analysis, the researcher developed data analysis model (see Figure 12) based on the Creswell model (Creswell, 2014, 197). According to Creswell a methods discussion in a qualitative proposal needs to specify the steps in analyzing the various forms of qualitative data. In general, the intent is to make sense out of text and image data. It involves segmenting and taking apart the data as well as putting it back together (Creswell, 2014, 194-195).

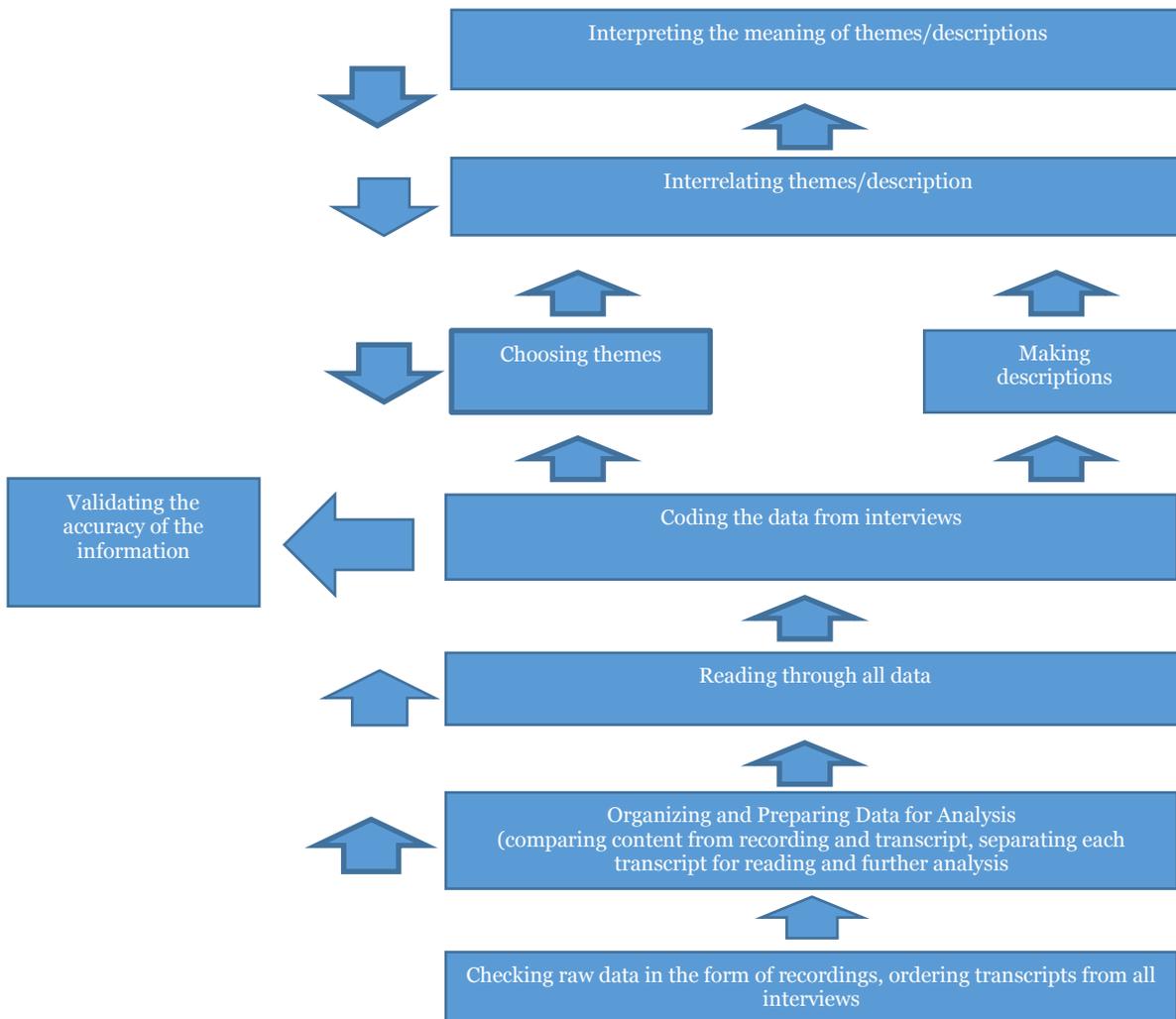


Figure 12. Data analysis model (adapted from Creswell 2014:197).

Afterwards researcher constructed overlay matrix for this study based on research questions, theoretical framework, interview questions and analysis of the results (see Table 7).

**OVERLAY MATRIX for research question:  
How to reach key external stakeholders in innovation policy in Finland?**

Table 7. Overlay matrix for the current study (own resources).

Research Sub-questions	Theory	Analysis of the results	Interview Questions
1. What are the key external stakeholders in innovation policy in Finland interested to cooperate with Poland and what are their interests, needs, communication channels and tools?	3.1. Public relations and public diplomacy 3.2. Stakeholder identification	5.1. Identifying key Finnish stakeholders in innovation policy, their interests, needs, channels and communication tools.	1. What kind of organization do you represent: the vision, mission and main goals. 2. How important innovation policy is in the activity of your organization and what

			<p>type of innovation processes have been introduced in your organization in the last five years: product innovations, technological, organizational or marketing innovations?</p> <p>3.General knowledge about Poland, Poland as a business partner?</p> <p>4.What are the possibilities of co-operation between Polish and Finnish stakeholders in searching for innovative solution?</p> <p>5. What are the main communication channels and tools used by the organization?</p>
<p>2. How do the key external stakeholders in Finland perceive the communication channels and tools used by the Embassy of the Republic of Poland in innovation policy and what are the communication gaps and critical points in the external communication process?</p>	<p>3.3. Stakeholder engagement</p> <p>3.4. Communicating with stakeholders</p>	<p>5.2..An overall assessment of the communication process with key external stakeholders in innovation policy in Finland.</p>	<p>6.How do you assess your knowledge about Polish innovation system?</p> <p>7. How do the key external stakeholders perceive the communication channel and tools used by the Embassy of the Republic of Poland in innovation policy?</p>
<p>3.How to engage key external stakeholders in innovation policy in Finland in more efficient communication?</p>	<p>3.3. Stakeholder engagement</p> <p>3.4 Communicating with stakeholders</p>	<p>5.3. Engaging key Finnish stakeholders in innovation policy in Finland in more efficient communication.</p> <p>5.4.Developing a Communication Plan.</p>	<p>8. What kind of communication channels and tools would be the most effective to improve communication in innovation policy?</p> <p>9.How do you see the role of the Embassy of the Republic of Poland in Helsinki in enhancing stakeholder communication in innovation policy with Finnish stakeholders: informative, consulting, involving, collaborative</p>

## **5 Findings: Developing stakeholder communication**

This chapter will present the analysis of the semi-structured interviews, will discuss the findings and explain how key results were used to develop a Communication Plan for the Embassy of the Republic of Poland in Helsinki. In the end the researcher will present the evaluation of the preliminary version of the Communication Plan for the Embassy, received from the Embassy PR team.

### **5.1 Identifying key Finnish stakeholders, their interests, needs, channels and communications tools**

To conduct semi-structured interviews, the group of eight key external stakeholders (see Table 5) in innovation policy in Finland has been identified for the purpose of this research in a traditional way using brainstorming and knowledge gained from 50 projects in the field of innovation, implemented in the years of 2011-2018 between Poland and Finland.

Results of the interviews gave the researcher an overall picture on general knowledge about Poland, interests and needs of the key stakeholders as well as the knowledge about main channels and communication tools used by the organizations (see Table 8). Researcher divided identified stakeholders into three groups: research institutes, universities and business organizations and explored each stakeholder's needs and interests in more depth. Furthermore, identified stakeholders have been categorized according to power/interest matrix, grouping them based on the level of power and level of interest regarding the organization (see Figure 13). As a result of this process all stakeholders were placed in the quadrant with high/medium power and high/medium interests and that means they should be managed closely by the Embassy.

Understanding needs and interests of stakeholders is vital not only for effective communication between stakeholders, but also for successful projects. Successful projects have to meet stakeholder's needs and interests. And they need to be built around logical chain of results. If we don't get a planning right, a project will miss the mark from the start. It can promise results that cannot be delivered, or fail to achieve its full potential.

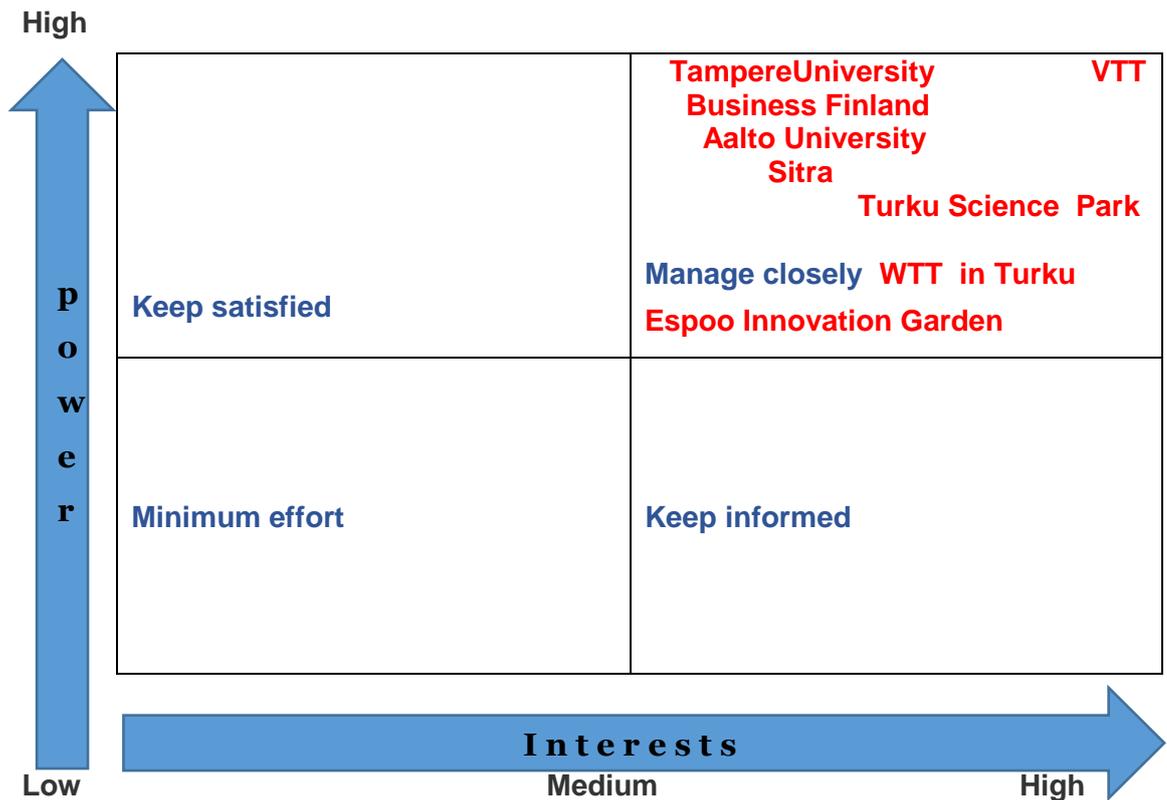


Figure 13. The power-interest matrix of the key external stakeholders in innovation policy in Finland based on the collected data from the interviews (power-matrix model, adapted from Cornelissen, 2014, 50).

Identifying stakeholders allows for clear communication. Knowing who the stakeholders are and where they fit in the common projects is vital to understanding and affectively addressing their expectations or needs. Communication then become a trust-building, two-sided conversation, putting us in a good position to more effectively manage the stakeholder relationship.

Table 8. Stakeholder identification template - data analysis from semi-structured interviews (adapted from PMBOK Guide, 2013).

Key stakeholders	General knowledge about Poland	Interests and needs of the stakeholders	Power Interests Low High Medium	Communication channels and tools used by the stakeholders
GROUP I VTT	Good knowledge about Poland. Representatives of VTT visited Poland many times participating at the seminars and conferences. Generally Poland perceived positively through EU membership.	1)Interest in research & development cooperation btw PL and FI research institutes; 2)Interest in building and participating in research network; 3)Need for building awareness about Poland; 4)Need for developing contacts btw PL and FI	High power High interests (Manage closely)	1)Sectoral conferences and seminars; 2)Presentations of VTT researches; 3)VTT websites; 4)Social media like twitter, facebook, blogs; 5)Research publications; 6)Individual contacts

		<p>on institutional level; 5)Need for concrete actions to develop the basis for real collaboration 6)Need for more intensive activities in social media from PL side to promote cooperation btw PL and FI</p>		<p>and meetings; 7)Working groups and exchange of researchers via research networks; 8)Traditional media: TV, newspaper with decreasing trend</p>
GROUP II Aalto University	<p>Good knowledge about Poland, however stereotypical view of the country is still quite strong. Poland has a lot of potential for Finnish companies and other actors than is generally known. Interlocutor visited Poland many times for academic reasons Poland perceived positively and EU context has been very important and positive for Poland.</p>	<p>1)Interest in research cooperation between Polish and Finnish universities; 2)Need for building awareness about Poland as an interesting business partner as well as in research and development; 3)Need for better knowledge of Polish actors in innovation policy.</p>	<p>High power Medium interests (Manage closely)</p>	<p>Mixed communication tools: 1)Social media are important but mostly for information purposes; 2)University websites plays information role not only for students but also for the partners and researchers; 3)University doesn't spend funds for traditional media like TV or newspapers trying to gain attention through important events (like high level political visits) which gain a lot of media attention</p>
GROUP II Tampere University	<p>Very good knowledge about Poland, positive image, interlocutor visited Poland many times having its own business in Poland. Generally Poland perceived positively through its membership in the EU.</p>	<p>1)Interest in research cooperation between Polish and Finnish universities; 2)Need for building awareness about Poland as an interesting partner in research and development projects and country with skilled labor force; 3)Need for better knowledge of Polish actors in innovation policy.</p>	<p>High power Medium interests (Manage closely)</p>	<p>Mixed communication channels: 1)University websites are important but mainly for informative role; not for researchers; 2)Social media are important for students, important informative role; 3)Seminars, individual meetings and conferences are important for the researchers. 4)Success story is always powerful communication tool.</p>
GROUP III Espoo Innovation Garden, city of Espoo	<p>Quite limited knowledge about Poland. Interlocutor never visited Poland, however generally Poland perceived positively through its membership in the European Union (easy to make a business and all kind of transactions).</p>	<p>1)Need for building awareness about Poland as an interesting business partner in innovation policy.</p>	<p>Medium power Medium interests (Manage closely)</p>	<p>Mixed communication channels: 1)Social media which are important for visibility and for netting, especially twitter; 2)Videos are important for Espoo Innovation Garden, which is placing them on You</p>

				Tube; 3)Networking events and visits (individual meetings) are very important; 4)Traditional media and TV commercials are not used by Espoo Innovation Garden.
GROUP III The Finnish Innovation Fund SITRA	Quite good knowledge about Poland and generally Poland perceived in a positive way as a big, strong economy and attractive business partner.	1)Need for better knowledge of Polish actors in innovation policy; 2)Need for building awareness about Poland as an interesting business partner in innovation policy; 3)Need to inform /educate Polish/Finnish stakeholders about needs and interests of Finnish/Polish stakeholders.	Medium interests Medium power (Manage closely)	Mixed communications tools: 1)Social media are important for SITRA, especially twitter, facebook 2)Seminars, conferences and networking events are very important; 3)SITRA website is essential from the information point of view; 4)Press releases, newsletters and publications are quite important; 5)Traditional media like TV and newspaper are not so important anymore.
GROUP III Business Finland	Limited knowledge about Poland but perceived positively through its membership in the European Union. Poland has been a good example in building the right networks and being able to contribute to these networks.	1)Interest in building business networks with Polish stakeholders; 2)Interest in building PL-FI success story 3)Need for building ecosystem for PL and FI companies	Medium power Medium interests (Manage closely)	Mixed communication channels and tools: 1)Sectoral news letters with content for the companies 2)Social media- mostly twitter (which reaches mostly media, politicians, high officials and top companies), facebook and blogs to reach companies and linkedin; social media are also important for building network; 3)Traditional media are expensive and not so useful 4)Promotional campaigns.
GROUP III Turku Science Park	Limited knowledge about Poland but positive image; Poland perceived positively as an interesting and attractive business	1) Interest in building business technology network between PL and FI stakeholders; 2) Need for building awareness about Poland	Medium power High interests (Manage closely)	The whole range of communication tools: 1)Social media are very important because building network is mostly located there;

	partner with lots of innovative companies.	as an interesting business partner and quite innovative country.		2) Seminars, conferences, individual meetings are important, especially in case of exchange of technological knowledge; 3) Turku Science Park is not using traditional media so much anymore.
GROUP III  World Trade Centre in Turku, The Association of Enterprises in Turku	Very good knowledge about Poland, generally Poland perceived positively not only through its membership in the EU but also through personal experience (investor in Poland since 30 years). Poland is a big, growing market; lots of highly educated people, quite many global actors; especially younger generation; rather easy to do business.	1) Interest in building business networks with Polish stakeholders in innovation policy; 2) Need for more intensive activities in social media from PL side to promote co-operation btw PL and FI; 3) Interests in building working groups, which are creating possibilities for conferences, seminars and common projects; 4) Need for building awareness about Poland as a big and attractive market.	Medium power High interests (Manage closely)	Mixed communication channels and tools: 1) Networking and building business networks are essential. 2) Social media are important, especially professional like linkedin, which is important for visibility and for netting; 3) Seminars, conferences, individual contacts are very important; 4) Videos and visual presentations are very important

The results of the research (see Table 8) proved that half of the stakeholders have a **good or very good general knowledge about Poland**. All stakeholders perceive Poland positively through its membership in the European Union. It seems that for Finnish stakeholders EU membership increases credibility of the partner and brings positive image. Even those stakeholders (Espoo Innovation Garden, Business Finland, Turku Science Park) that have quite limited knowledge about Poland, perceive Poland in a positive way as a big economy and attractive business partner. Poland is also perceived as a country where it is rather easy to do business. Those stakeholders who know Poland better because of personal experience (VTT, Tampere University, Aalto University, WTT in Turku) underlined that there are quite a lot of highly educated people in Poland and quite many global actors. On the other side the same group say that among Finns who doesn't know Poland so well, stereotypical view of the country is still quite strong.

**Need for building awareness about Poland** is one of the features which appeared during collecting data from all organizations. According to Aalto University, Poland is still not very well known country in Finland and old stereotypes are still existing. Two key stakeholders in innovation policy in Finland – Business Finland and Tampere University – suggest different approaches to increase awareness about Poland. These two

organizations expressed its interest in building Polish-Finnish success story as a tool for changing image of the country and building trust among Polish and Finnish stakeholders.

**Building business and research network** is the second feature which appeared as an important result from the research. Six organizations (Business Finland, Turku Science Park, VTT, World Trade Center, Aalto University and Tampere University) agreed that building business and research network is one of the most important feature nowadays to successfully develop and compete on a global scale. It would be extremely useful to encourage and promote among Polish stakeholders a massive participation in different business and research networks. VTT in Helsinki gave an example of Łukasiewicz Research Network established in Poland by the President of Poland, Mr Andrzej Duda. The primary goal of the network is to coordinate the activities of various institutes. Until now they have been dispersed, losing their potential. Thanks to this construction, the network will serve to integrate these potentials as well as the effectiveness of the organizational activities. The basic task of the network is to conduct application research and development works, which are particularly important for the country's economic and innovation policy, as well as provide the transfer of knowledge to the economy.

It is not surprising that **interest in research and development cooperation** was expressed by the two universities and Technical Research Centre VTT. Two universities and VTT are involved since many years in different promotional and informational projects, however not so much in research and development projects. Nevertheless, all stakeholders value quite high the level of Polish research and, therefore they assume there is a quite big potential for scientific co-operation. The biggest dilemma is how Polish and Finnish researchers can find each other. According to key stakeholders, again one of the most effective tool is building and participating in international research networks, like mentioned above Łukasiewicz Research Network. Other tools which seems to be very effective are seminars, conferences, networking events and individual meetings and these elements should be taken into the account while preparing a Communication Plan for the Embassy.

**Need for better knowledge of Polish actors in innovation policy** was expressed by four stakeholders: Tampere University, Aalto University, VTT Centre and Sitra Fund. Two universities and VTT declared big interest in research and development co-operation between Poland and Finland, interest in building and participating in the research network, as well as need for building awareness about Poland, therefore better knowledge of Polish actors in innovation policy is a direct consequence of the needs and interests of the stakeholders. Compact information about the main actors involved in the innovation policy

in Poland would improve the communication process between Embassy and Finnish stakeholders.

Regarding the **communication channels and tools** used by the organizations, all stakeholders declared decreasing role of traditional media like TV and newspapers. Most of the organizations are not using traditional media anymore in their activities. On the other side all organizations appreciate and value highly such communication channels and tools like conferences, seminars, networking events, websites and research publications. As far as social media are concern, most of the organizations are using them and value highly for informational and promotional reasons as well as building network. Twitter and facebook, linkedin and blogs are the most popular among the key stakeholders in innovation policy in Finland. Twitter is mostly used to gain an attention from politicians and high level officials. According to Business Finland, twitter is a channel which reaches mostly media, politicians, top politicians and top companies. Facebook is mainly used for informational and promotional reasons, less for coordination of research and development projects. According to Science Park in Turku, facebook is very helpful in building social and business network. Technical Research Centre in Helsinki uses social media like twitter, facebook, blog, VTT website to promote VTT activities and build social network, however for research activities sectoral conferences, seminars, research publications, newsletters and individual meetings are much more important.

## **5.2 An overall assessment of communication process with key external stakeholders in innovation policy in Finland.**

To find out how do the key external stakeholders in Finland perceive the communication channels and tools of the Embassy of the Republic of Poland in innovation policy and what are the communication gaps and critical points in the external communication process, the researcher first asked the question what is the general knowledge about Polish innovation system and how do the key external stakeholders perceive the communication channel and tools used by the Embassy in innovation policy as well as what kind of communication channels and tools would be the most effective to improve communication? (see Table 9). The questions in the interviews referred to few types of communication channels and tools such as **spoken** (individual meetings, press conferences, seminars, conferences, radio, broadcasts, networking events, hearings), **written** (newspapers, books, publications, newsletters, magazines, brochures, letters), **visual** (TV, radio, slides) and **digital** (websites, social media tools, digital platforms, CD rooms, PS demos, e-mail, on-line conferences).

Table 9. Template presenting knowledge about Polish innovation system and communication channels and tools used by the Embassy of the Republic of Poland in Helsinki in innovation policy (own resources).

Key external stakeholders	General knowledge about Polish innovation system	Communication channels and tools used by the Embassy of the Republic of Poland in Helsinki in innovation policy	What kind of communication channels and tools would be the most effective to improve communication in innovation policy.
GROUP I VTT Technical Research Centre of Finland	Quite good knowledge about the Polish innovation system because quite long history of co-operation with Polish government and its agencies. Most of the knowledge about Polish innovation system was gained through personal contacts of VTT representatives and Polish government officials.	Good assessment of such communication channels and tools used by the Embassy like conferences, seminars and individuals meetings; however there is a room for improvement. Conferences and seminars are basic tools for presenting the results of scientific research. Quite limited knowledge on using social media in innovation policy.	Recommendation to continue communication through organizing conferences, seminars; recommendation to develop individual contact; recommendation to establish working groups and exchange of researchers via research net work like Łukasiewicz Research Network; recommendation for more intensive activities in social media to build necessary research network. Dedicated website is not the best solution for improving communication between PL and FI stakeholders.
GROUP II Aalto University	Quite limited knowledge about Polish innovation system	Positive assessment about the conferences, seminars and high level meetings organized by the Embassy; quite limited knowledge on using the other communication channels and tools in innovation policy.	Recommendation to continue using such communication channels and tools like high level conferences, seminars with the participation of the Polish stakeholders in innovation policy. Building networks and organizing networking events with the participation of researchers and companies would increase awareness about Poland and the visibility of Polish stakeholders in innovation policy. No clear opinion on dedicated website to promote Polish innovation system.
GROUP II Tampere University	Quite general knowledge about Polish innovation system	The Embassy as an organization is not always directly associated with the “innovations”. Individual meetings are important; especially in case of research activity, a human factor is quite often decisive for a joint research and development projects. It is always good and profitable for R&D projects when the researchers like and know each other.	From the communication point of view it is always good to build success story which are usually quite powerful. The communication strategy is always helpful.
GROUP III Espoo Innovation Garden, city of Espoo	Quite limited knowledge about Polish innovation system	Limited knowledge about communication channels and tools used by the Embassy in innovation policy.	The best way to increase knowledge about Polish actors in innovation policy would be through internet, eg well organized digital information platform.
GROUP III The Finnish	Limited information about Polish innovation system.	Limited knowledge about communication channels and tools used by the Embassy.	Recommendation for building network between PL and FI stakeholders and make sure that

Innovation Fund SITRA			the organizations can find each other (connecting role for the Embassy).
GROUP III Business Finland	Limited knowledge about Polish innovation system.	Limited knowledge about communication channels and tools used by the Embassy.	From the communication point of view Business Finland is ready to build success stories with PL stakeholders, if there are handful or joint focus areas in innovation policy. Recommendation for developing business networks and networking events. Communication strategy is always helpful.
GROUP III Turku Science Park	Quite limited access to information about Polish innovation system.	Limited knowledge about communication channels and tools used by the Embassy; however good assessment of such a communication tools like seminars, conferences and individual contacts. Conferences and seminars provide an opportunities to exchange and share an expert knowledge, to exchange information and to build relationships.	According to Turku Science Park dedicated website is not a very modern solution to improve communication. Recommendation to use social media for building business and research network. Networking events, conferences, seminars as well as individual meetings are very important.
World Trade Centre in Turku, The Association of Enterprises in Turku	Good knowledge about Polish innovation system because of long history of investments and business activity in Poland.	Positive assessment of such communication channels and tools used by the Embassy like seminars, conferences, networking events and individual meetings; no visible activity in social media run by the Embassy in innovation policy.	Recommendation to continue organizing seminars, conferences, briefings and individual meetings by the Embassy in innovation policy. Generally working groups and individual contacts are very important because they are creating possibilities for more networking events. Social media are good for developing business network. Dedicated website is not recommended solution to improve communication because it requires lots of marketing, additional time and funding; traditional media like TV and newspapers are expensive. Creating a digital information platform with basic information about Polish innovation system and access to the most important actors in innovation policy would be very helpful.

Results of the research shows that in spite of good knowledge about Poland, in fact only two stakeholders: VTT Technical Research Centre, WTT in Turku declared **quite good knowledge about polish innovation system**. It is important to emphasize that these stakeholders are involved in cooperation with Poland since many years (some of them more than 20 years) and they gained knowledge about polish innovation system from personal contacts with administration or business sector, joint projects or self learning. Most of the stakeholder didn't recognize the need to get to know the polish innovation

system as such. However most of them expressed interest to know better Polish actors in innovation policy in certain fields (research sector, university sector and business sector) and general guidelines how to reach them?

Those stakeholders who have **limited knowledge about Polish innovation system** (Tampere University, Espoo Innovation Garden, SITRA Fund, Business Finland) admitted that they also have **quite limited knowledge of using any communication channels and tools** by the Embassy in innovation policy. In the field of innovation policy, the Embassy is not visible in social media at all. However, taking into the account their interests and needs expressed in this research, regarding the better knowledge of Polish actors in innovation policy, building business and research network, building working groups for business and R&D projects and building awareness about contemporary Poland in Finland, should be managed closely by the Embassy and the interests and needs of these stakeholders should be included in the short and long term strategic plans for the Embassy's activity.

**Seminars and conferences and individual meetings** received very positive feedback from half of identified stakeholders (VTT Technical Research Centre, WTT in Turku, Aalto University and Turku Science Park) as one of the most effective tools used so far by the Embassy in innovation policy. All above stakeholders have been involved in a series of projects in the years of 2011-2018. VTT expressed interest in organizing more conferences and seminars, similar to this one, which was organized in 2016 (*Research and Innovation: a powerful tool for company growth*), with the participation of Polish and Finnish companies, actors in innovation policy as well as researchers. The seminars and conferences give a unique opportunity for individual meetings, personal contacts and chance for more in depth discussion on future projects or wider collaboration. According to VTT, Aalto University and Tampere University, personal contacts are extremely important in case of research and development cooperation. Especially in case of research activity, a human factor is extremely important and quite often decisive for a joint research and development projects. They emphasized that it is always good and profitable for the R&D projects when the researchers simply like each other.

During the research process, the researcher identified few communication gaps and critical points in the communication process. In the years of 2011-2018 the communication with the key Finnish stakeholders in innovation policy was not harmonized and well organized, depending mostly on the current needs (conferences, seminars). There was no plan how to build and keep long term dialogue. The Embassy didn't identify a real interests and needs of the key stakeholders and didn't develop any communication plan. The Embassy didn't use its social media tools like Facebook, Twitter or LinkedIn to communicate the most important objectives in innovation policy as well as didn't use these tools for building business, research or social networks. The Embassy didn't also have a

separate budget for promoting co-operation in innovation policy between Poland and Finland.

### **5.3 Engaging key Finnish stakeholders in innovation policy in more efficient communication.**

To find out how to reach key external stakeholders in Finland in innovation policy and how to engage them in a more efficient communication, the researcher collected data on communication channels and tools recommended by the key Finnish stakeholders in innovation policy (see Table 9) as well as asked the stakeholders what should be the role of the Embassy in the external communication process. The implementation of stakeholders' recommendations could significantly improve not only communication with them but also strengthen a dialogue, build long term relationship and prepare foundation for long term cooperation. Keeping dialogue with key Finnish stakeholders requires so called dialogue communication strategy and appropriate for this strategy communication channels and tools to communicate with stakeholders. Communication in this type of strategy - which is also called two way symmetrical model of communication – flows both ways between an organization and its stakeholders and the main goal is to exchange views and to reach mutual understanding between both parties (Cornelissen, 2014, 53). Cornelissen also argue that dialogue strategy requires “rich exchange” and this involves face-to face consultations, meetings, personalized documents as letters, memos as well as ability to provide immediate feedback between two parties and ability to personalize and adapt messages based upon responses. Cornelissen emphasize that only dialogue strategy allows to discuss ambiguous, sensitive, controversial, important or complex issues with stakeholders in order to overcome different frames of reference (Cornelissen, 2014, 55). Having this in mind and trying to improve communication process with the key stakeholders, the Embassy should fully take into the account the following recommendations regarding the communication channels and tools:

- 1. To continue developing communication through organizing seminars, conferences.** Seminars and conferences are especially important tools for universities and research organizations (VTT Technical Research Centre, WTT in Turku, Aalto University and Turku Science Park). According to the key stakeholders seminars and conferences are very important for meeting the researchers, exchanging an ideas, presenting the research work, receiving the exposure and building strong professional relationships.
- 2. To continue organizing an individual meetings** which are one of the best tool for keeping a dialogue and building trust with the stakeholders. Dialogue and trust are helping to build an effective, long term relationship with key stakeholders. A strong relationship brings a range of benefits like finding partners

for joint projects, building a positive image of the organization and getting support from the stakeholders, when necessary.

3. **To strengthen building business & research networks and organizing networking events.** The results of the interviews shows that “**building networks**” is a key theme in this research. Almost all stakeholders recommended building business or research network as a key communication tool. Being in the network brings lots of benefits: strengthening business or research connections, getting fresh ideas, getting access to project or research opportunities, getting more knowledge and know-how, getting valuable suggestions or advices, building confidence, gaining a different perspective and finally developing long-lasting personal relationships.
4. **To build and promote success story.** Some stakeholders like Aalto University and Business Finland recommend to build a “success story” as a tool to build awareness and interest. Storytelling is usually quite powerful because it engages with the audience on a personal level. Success stories are usually a key for communication success.
5. **To increase awareness about Poland by organizing PR campaign** - long term (3-5 years) well organized campaign, promoting Poland as a modern, attractive and interesting partner in business, research and development projects could probably change the image of the country in Finland.
6. **To intensify activity in social media.** The results of the research shows that most of the stakeholders recommends higher activity in social media. According to VTT, Turku Science Park, Business Finland and WTT in Turku social media are an effective tool for building a business and research network. The Embassy while planning the communication with the key Finnish stakeholders should take into account the social media used by the organizations. It seems that facebook, linkedin and twitter are the most recommended. Facebook is used more for information purposes and keeping a dialogue with stakeholders. Twitter allows to reach top politicians, media, high officials and top companies.
7. **To build a communication strategy/plan.** Two important stakeholders (Tampere University and Business Finland) noted the importance of communication plan to coordinate and harmonize communication activities of the Embassy.

Additionally, the researcher asked Finnish stakeholders what kind of role the Embassy should play in the communication process in innovation policy: informative, consulting, involving or collaborative. All eight stakeholders recommended more informative role, emphasizing the importance of updated information about the main Polish actors in innovation policy with valid contact information as well as more activity in social media.

## 5.4 Developing a Communication Plan

Based on the findings of this research and being aware of the fact that one of the main goal of the Embassy is to enhance and strengthen cooperation in innovation policy between Poland and Finland and to increase awareness about the country among Finnish society, the management of the Embassy decided to improve and harmonize the communication process by developing a Communication Plan for the Embassy. The Communication Plan has been designed according to Cornelissen model and it is the first internal document for the staff and management of the Embassy, serving as a guidelines how to reach and manage the key Finnish stakeholders in innovation policy in a more effective way (Communication Plan see Appendix 1).

Cornelissen (2014) tells us that the first step in constructing the communication plan is set up a strategic intent based on the vision and reputation of the organization (Cornelissen, 2014, 110-111). Taking into the consideration the need of the Embassy for building and maintaining a strong reputation among Finnish society, it is obvious that the Embassy wants to be seen by the key Finnish stakeholders in innovation policy as an important, serious and credible partner. According to Cornelissen (2014) such strong reputation lead to stakeholders accepting and supporting the organization (Cornelissen, 2014, 63).

The second step according to Cornelissen (2014) is to define the communication objectives. Cornelissen (2014) argue that communication practitioners need to define objectives in terms of whether they are seeking to change or consolidate a stakeholder's awareness, attitude or behavior (Cornelissen, 2014, 111). For this specific communication plan, the communication objectives have been identified and defined around the needs and interests of the key external stakeholders in innovation policy in Finland. Based on the collected data from semi-structured interviews, the researcher defined three main communication objectives: *raising awareness about Poland; building business and research networks in innovation policy and building knowledge about Polish actors in innovation policy*. Building a communication objectives around their interests and needs helps to appeal to stakeholders with the particular message so that they react favorably to it (Cornelissen, 2014, 111).

There are many important stakeholders in innovation policy in Finland but the Embassy is not able to communicate with all of them. Therefore, the researcher identified eight key stakeholders in innovation policy (VTT, Aalto University, Tampere University, Espoo Innovation Garden, Business Finland, WTT in Turku and Turku Science Park, Sitra Fund), using traditional brainstorming method and prioritized them according to power/interest matrix. According to Cornelissen (2014), identification and prioritization of stakeholders is the third step at the process of developing of communication plan (Cornelissen, 2014,

112). For the further analysis, the researcher divided the identified stakeholders in three thematic groups: universities, research institutes and business organizations. In the Communication Plan for the Embassy, key Finnish stakeholders in innovation policy have been classified as a “core target audience”. To make a communication process even more effective, the researcher expanded the target audiences including media, Finnish companies, opinion leaders, politicians as well as governmental and non-governmental actors.

Upon execution of the first three steps, the next steps that follow specify the key messages and select the most effective communication channels and tools to develop a media strategy. Cornelissen (2014) argue that the core messages towards a particular target audience often evolves directly from how the organization wants to be seen (Cornelissen, 2014, 112). It is important to remember that the Embassy is part of the central government administration and the key messages have been designed to support communication objectives and to promote Poland’s state interests abroad. The key messages are as follows: *Poland as a leader of growth in the EU with unique competitive advantages!; Poland as an attractive, modern business partner and one of the best place for FDI investments in Europe!; Poland as a unique hub in Central Europe for innovative and intelligent start-ups!; Find talents and partners for R&D projects within the international research network in Central Europe!; Join Łukasiewicz Research Network – one of the most competitive research network in Central Europe!; Build and share with us your success story in the business between Poland and Finland!; Invest in R&D projects together with Polish universities, research institutes and entrepreneurs!; Follow our Facebook, Twitter and newsletters about Polish actors in innovation policy!; Start-up Poland and Wolves Summit in Warsaw – the place every investor and venture capitalist should visit! An opportunity to meet top tech companies and top executives!*

Based on the findings of this research, which show that the majority of the stakeholders recommend using such communication channels and tools as seminars, conferences, individual meetings, networking events, research and business network as well as social media (facebook, twitter, linkedin, on line networks), the researcher had chosen a dialogue strategy model of communication for the Communication Plan for the Embassy. According to Cornelissen (2014) a dialogue strategy is two-way symmetrical model and always consists of dialogue rather than monologue. The main goal is to exchange views and to reach mutual understanding between both parties. Cornelissen argue that dialogue strategy model requires intensive communication which include, among others, face-to face consultations, individual meetings, personalized documents and involves the ability to provide immediate feedback, to personalize and adapt messages based upon responses and ability to express the message in different ways (Cornelissen, 2014, 53-55). Therefore, set of communication channels and tools selected by the researcher allow for

building a dialogue, creating a social network and having intensive exchange of information and opinions between the Embassy and Finnish stakeholders. The main communication channels and tools that have been selected for the media strategy in the Communication Plan for the Embassy are as follows: *seminars, conferences, individual meetings, networking events, newsletter, innovation sub-section on the Embassy website, PR campaign and digital tools like Facebook, Twitter, LinkedIn, news room on line, building innovation community via on line network*. In the media strategy, a special attention should be paid to establishing relationships with individual media representatives and media outlets (in case of using traditional media like TV, magazines, newspapers).

According to Cornelissen (2014), the last step in the process of developing a communication plan is to prepare the budget. Cornelissen (2014) believes that most of the budget will be spent on media buying and hiring of communication consultants, advertising professionals and copy editors (Cornelissen, 2014, 114). Due to limited funding for the implementation of the innovation policy by the Embassy, the budget for the Communication Plan for the Embassy was prepared mainly based on work of the Embassy PR team. The implementation of the Communication Plan and the budget should be constantly evaluated.

The Communication Plan for the Embassy is one of the instrument of public diplomacy pursued by the mission, which is gaining an understanding and support for the national interests and policies of the Polish government. The structure of this Communication Plan outlines a course of action to create a broad support for the communication activities of the Embassy in innovation policy. It proposes communication specific activities to enhance its effectiveness. The Communication Plan for the Embassy has been developed together with key external stakeholders in innovation policy in Finland and it aims to appreciate local context and norms.

## **5.5. Evaluation**

The preliminary project of the Communication Plan for the Embassy has been evaluated by two members of the PR team at the Embassy. The feedback was valuable and helpful to adjust the communication plan to organizational and financial constraints of the organization.

Both evaluators agreed that PEST and SWOT analysis describe the strengths and weaknesses of the communication process in a right way. Once the researcher identified those areas that need to be improved or those which are already well functioning, it was easier to create a matching, tailor-made communication plan.

Both evaluators supported the identified communication objectives and identified target audiences for every communication objective. Lack of knowledge about Poland, its transformation and recent development is still an issue abroad. Although Poland has a lot of success stories to tell, still many people and businesses are not aware of it. In the light of the above the Embassy should intensify actions to raise awareness about Poland. It's all about networking these days. Creating opportunities for stakeholders to meet should be one of the priorities of the innovation policy. The Embassy should also organize well structured and performed information campaigns. Key messages are well defined. Unless they have to be one-sentenced, evaluators suggested adding some explanation or data as a confirmation to every statement – for instance for key message “Poland as a unique hub in Central Europe for innovative and intelligent startups!”, some data should be added to reinforce that message. Generally both evaluators found almost all communication channels and tools enlisted in this paper well chosen. Only “news room on line” has been replaced by the “ad hoc” events, initiated by the Finnish stakeholders. Internet and social media are playing more significant role than before. People tend to be on-line 24/7, they need updated data and information, and only electronic media can provide that. The evaluators noticed the importance of networking and being in a group of like-minded people for reaching stakeholders who might be interested to co-operate with Polish stakeholders. The evaluators observed also a decreasing role of paper media.

The evaluators noted that PR team should have enough data/content to update the website, facebook, twitter, linkedIn on a regular basis. To attract people a content has to be catchy, interesting, promising and up to date. Therefore one of the evaluator recommended to use outsourcing to buy ready content about the latest development in innovation policy.

Although innovation policy is one of the main goals of the Embassy's activity, it never gets the adequate attention nor funding. To change that, it is necessary to involve, or even put a pressure on Polish authorities responsible for the innovation policy in general. There should be an additional funding/budget solely designated just for innovation policy. Taking into consideration what the researcher plan to do in that area, the annual budget of EUR 33.500 is rather modest, but when we consider that all embassies and public administration are cutting expenses and trying to find savings, that amount may be very difficult to obtain. According to the preliminary project of the Communication Plan for the Embassy, a lot of activities will be carried out within the own recourses of the mission. Only bigger events, like conferences and seminars, which require a venue, catering services and light/sound system services, are expensive, but within the rational scope of expenditures. The evaluators suggested that the PR campaign should start in May, not in

June, since that month is almost a holiday season in Finland and a campaign may not be noticed by the audience/recipients we are aiming at. Additionally, one of the evaluator recommended to modify budget and allocate some funds for ad hoc projects initiated by Finnish stakeholders.

Regarding the PR team at the Embassy, one of the evaluator raised several questions to consider: are they diplomats or locally employed, which leads to a question of their status in Finland? Is there a plan to create new posts or to use the existing ones? Is the PR tasks their only responsibility or an additional work within their broad scope of duties?

Preparing the final project of the Communication Plan for the Embassy, the researcher modified it accordingly with the proposed communication channels and tools, timeframe and budget.

## 6 Conclusions

In this chapter the researcher will discuss the findings as well as reliability and validity of the study. Additionally, a reflection on personal learning of the researcher will be presented.

### 6.1 Discussion

The main objective of this research was to evaluate the quality and effectiveness of the communication process at the Embassy of the Republic of Poland in Helsinki in order to improve communication with the key external stakeholders in Finland in innovation policy. The empirical part was created to develop a coherent understanding of interests and needs of the key stakeholders, communication channels and tools used by them and identify possibilities of improving communication between Finnish stakeholders and the Embassy. Answers to the research questions below are used to conclude the findings of the empirical part.

The main research question was: *How to reach the key external stakeholders in innovation policy in Finland?*

In order to reach the key external stakeholders in innovation policy, a new and better way of communicating between the Embassy and Finnish stakeholders should be implemented. A Communication Plan has been proposed as a new instrument to improve communication between the Embassy and the stakeholders. Communication Plan consists of analysis of current situation, identification of communication objectives and key messages, identification of key external stakeholders in innovation policy in Finland, their interests and needs, main messages, communication channels and tools, development of the media strategy and the budget. It is important to emphasize that the final version of the Communication Plan for the Embassy contains suggestions and recommendations obtained during the evaluation process from the Embassy. The communication planning has to happen before any activities towards key stakeholders in innovation policy. It is hoped that the Communication Plan for the Embassy will provide a clear guidance on harmonized and coordinated communication approaches that strengthen the implementation of the Responsible Development Plan for Poland in the field of innovation policy. The Communication Plan is the final outcome of this research and is presented as an Appendix no 1.

Sub-question 1: *What are the key external stakeholders in innovation policy in Finland interested to co-operate with Poland and what are their interests, needs, communication channels and tools?*

According to Cornelissen (2014) the stakeholder model of the organization suggests that the various stakeholders of the organization need to be identified and that they must be addressed according to the stake that they hold. In order to do so, communication practitioners typically start with identifying and analysing the organization's stakeholders, their influence and interest in the organization (Cornelissen, 2014, 46). Using brainstorming, the researcher has chosen eight key external stakeholders in innovation policy in Finland and identified their interests and needs (need for building awareness about Poland, interest in building business and research network, interest in research and development cooperation, need for better knowledge about Polish actors in innovation policy). Identified needs and interests helped to categorize all stakeholders according to the level of power and level of interest regarding the organization. According to Cornelissen (2014) based upon this ordering, organizations know how intensively they need to communicate with particular groups and often already have a sense of what the key messages should be. This mapping device gives an insight into whether stakeholders should only be kept informed of decisions of the organization, or kept satisfied, kept on a minimum level of engagement or managed as close as possible (Cornelissen, 2014, 51). As a result of this process all stakeholders were placed in the quadrant with high/medium power and high/medium interests and should be managed closely. Placing all stakeholders in that way determines also the choice of communication strategy. According to Cornelissen (2014), the best option would be a dialogue strategy, which involves active consultation of stakeholders and the incorporation of important stakeholders into the organization's decision-making process (Cornelissen, 2014, 52). Knowledge about interests and needs of the stakeholders helped to identify main communication objectives for the Communication Plan. Information about main communication channels and tools used by the stakeholders helped to choose the most effective channels and tools for the media strategy.

*Sub-question 2: How do the key external stakeholders in Finland perceive communication channels and tools used by the Embassy of the Republic of Poland in Helsinki in innovation policy and what are the communication gaps and critical points in the external communication process?*

The perception of communication channels and tools used by the Embassy in innovation policy depends on the stakeholder's knowledge about Poland and their current engagement in the cooperation with Poland. There are two stakeholder groups: one group with good knowledge about Poland and being actively involved in different projects and second group with quite limited knowledge about Poland without ongoing cooperation.

The general assessment of the communication channels and tools used by the Embassy in innovation policy, provided by the first group, is positive; however it is important to emphasize that the number of channels and tools used by the Embassy is quite limited:

only seminars, conferences and individual meetings. The first group like VTT, Aalto University, Tampere University, Turku Science Park, WTT in Turku, value highly seminars and conferences organized by the Embassy, emphasizing the networking role. Seminars and conferences are evaluated as a topical and useful channels, especially for universities and research institutes, because they give an opportunity to exchange and share an expert knowledge, to exchange information and build relationships. According to VTT, scientific conferences and seminars are also the basic tools for presenting the results of the scientific research. Most of the stakeholders value highly the individual contacts and meetings, organized by the Embassy, which usually give a chance for more in depth discussion on future cooperation.

The second group expressed quite limited knowledge on using any communication channels and tools used by the Embassy in innovation policy. At the same time, first and second group expressed very limited knowledge on using social media by the Embassy in innovation policy. According to Cornelissen (2014) recent years have seen an explosion in the opportunities and use of “new” media in society, including social media sites such facebook, YouTube, twitter and other web 2.0 applications such as blogs and wikis. These advances in media and web technology provide new challenges and opportunities for the organizations to communicate and engage with their internal and external stakeholders. Social media such as facebook and twitter allow organizations to engage more directly in a dialogue with its stakeholders (Cornelissen, 2014, 257). Cornelissen (2014) argue that these tools are more interactive and inclusive in nature compared to more traditional advertising and marketing channels that focus on strategic messaging and persuasion (Cornelissen, 2014, 266). Furthermore, Cornelissen (2014) emphasizes that social media may foster or create a whole new range of stakeholder behaviours in support of the organization. Whereas traditional communication channels and tools are often more focused on individual cognitive and behavioural effects, with social media stakeholders can also now share experiences, opinions and ideas about organization and organize for action. In other words, they can use social media to build networks and disseminate a stakeholder news (Cornelissen, 2014, 267). The results of this research support Cornelissen (2014) point of view because most of the stakeholders emphasize that the activity in social media helps to establish an initial contacts, to exchange information and to build different kinds of networks. Social networking sites might be helpful reaching key Finnish stakeholders and creating stronger ties with them. Lack of activity in social media definitely limits the possibilities of improving communication and having dialogue.

*Sub-question 3: How to engage key external stakeholders in innovation policy in Finland in more efficient communication?*

Effective communication with the stakeholders its always beneficial for the organization because it raises awareness, generates understanding and appreciation of the

organization among the key stakeholders group, defends and explains an organization's actions and manages an overall reputation of the organization. According to Cornelissen (2014) well designed communication plan with properly defined communication objectives, identified target audiences, themed messages, developed media strategy and prepared budget, not only significantly improve communication with key stakeholders but also strengthen an organization reputation (Cornelissen, 2014, 110). The key results indicate that the Embassy should extend a catalogue of communication channels and tools for the communication plan by identifying a proper tools for building a business and research network, organizing more networking events, building and promoting a success stories as well as intensifying activity in social media, mostly in facebook, twitter and linkedin. At the same time the Embassy should continue developing communication with key external stakeholders in innovation policy in Finland through organizing seminars, conferences and individual meetings as they are an excellent tools to keep dialogue and build trust. Since the dedicated, separate website devoted to Polish innovation system was criticized by almost all Finnish stakeholders, the researcher proposed a production of a newsletter, which seems to be widely accepted as an effective information tool. Additionally, the researcher proposes a creation an "innovation section" within the Embassy official website.

As it was already mentioned "**building business and research networks**" became the most important theme which appeared in every interview in different forms. Research institute, universities and business organizations called for building a research and business networks. Concept of building networks was emphasized by every stakeholder as the best tool for improving communication. The results of the research show that there is a room for improvement in this field and properly designed communication plan with setting up a groups and building an innovation community around key external stakeholders in innovation policy in Finland and Poland could significantly improve the communication. Cloud-based and ListServ technology make this possible and affordable.

During the interviews two additional issues have been discussed by the researcher and the stakeholders:

1. Polish - Finnish Innovation Partnership
2. Polish - Finnish Bilateral Funding Instrument

These topics were not part of the research but resulted from the discussion on possible forms of better co-operation between Poland and Finland in innovation policy. With reference to the concept of Polish - Finnish Innovation Partnership most of the stakeholders recommended bottom up approach, to this initiative. Polish - Finnish Innovation Partnership might be interesting only when the interest is expressed by Polish and Finnish stakeholders and if there is a need for this kind of

framework. The whole concept should go down enough to support directly companies, research institutes or other actors in innovation policy.

When it comes to the concept of Polish-Finnish Bilateral Funding instrument, most of the stakeholders presented negative opinion, suggesting that creation of funding instruments is usually complicated from the legal point of view. Some of the stakeholders argued that creating of bilateral funding instrument is an old fashion approach and nowadays there are much more effective tools for enhancing co-operation based on building a business or research network with the engagement of EU funding.

Concluding, it is important to add that even best communication plan will not help if there is no **trust** and **proper relationships** between the parties. In 2016 Anita Koskio (2016) conducted very interesting survey which highlighted differences and challenges in Polish-Finnish business communication and perceptions of others' business and leadership culture. The following key differences in Finnish and Polish leadership culture were found: Finns were perceived as more honest and ethical; Poles value personal relationships and social networking more; Finns usually keep promises, stick to timetable and follow what has been agreed; Finnish decision making process takes more time and facts and figures are valued and Finns delegate more and involve people in decision making; Polish organizations are more hierarchical and bureaucratic; Finns are perceived as less social and focusing mainly on work; Poles tend to have a shorter time perspective in planning and doing business (Koskio, 2016, 186-187). According to Koskio (2016) for further development of Polish-Finnish co-operation special attention should be paid to: building trust and relationships; clear communication and ensuring understanding; learning the basics of the other culture and ways of doing business; teamwork and openly sharing information as well as keeping in mind and respecting cultural differences (Koskio, 2016, 187). By knowing core differences and keeping them in mind in cross-cultural interactions once can get better understanding and become more culturally sensitive; which often leads to better communication and deeper co-operation (Koskio, 2016, 186).

## 6.2 Validity and reliability

According to Kananen (2011), the verification of reliability, validity and quality is extremely important in scientific research. Kananen argue that in qualitative research it is much more difficult that in quantitative research because reliability, and validity measures were originally developed in natural sciences, especially in physics and chemistry. They are not easily applicable to social sciences, where the object of research is an individual or a group of individuals. A human being does not always act in a systematic and rational way and randomness is a rule rather than an exception. Objects in natural sciences do not behave in the same way. They are not able to think or feel and suddenly act in an unexpected manner. Reliability and validity issues should be taken into account at the

thesis planning stage. After collecting data and analyzing the data, normally we can not improve the reliability because it is part of the various stages of the research process (Kananen, 2011, 66).

Documentation is one of the most important ways to give credibility to the thesis. The researcher should document the reason for each solution and choice that he/she makes in the various stages of work. When the researcher choose data collection, analysis and interpretation methods he/she should document the reasons and grounds for the decisions. The other way of increasing the credibility of the results is checking the interpretations of the results by the other independent researcher. Identical interpretations made by the two researchers i.e. the consistency of interpretation significantly increases the credibility of the results (Kananen, 2011, 67).

The reliability and validity of this study has been checked through documentation made by researcher since the early stage of the research process. The researcher documented all files related to all the projects done by the Embassy between 2011-2018, including lists of Finnish and Polish stakeholders, programs, feedback of the participants of the projects, themes of the seminars and conferences, sets of questions prepared for interviews with key Finnish stakeholders, initial presentation of the master thesis in the front of the Haaga-Helia students with the chosen research methodology and transcriptions from all interviews.

### **6.3 Reflection on personal learning**

This master thesis has given the researcher excessive amount of new knowledge on group of key external stakeholders in innovation policy in Finland, their interests, needs, communication channels and tools and new ideas how to improve communication between the Embassy and stakeholders. The research gave an excellent opportunity to verify how Finnish stakeholders perceive Poland as a business partner, Polish innovation system, Polish actors in innovation policy and the communication process in innovation policy, conducted by the Embassy.

Writing a master thesis requires a good knowledge of the practical and theoretical framework. It is also very important to have a full support of the employer during the writing process, good understanding of the topic, main objectives and research questions. There are few recommendations and lessons learned for the future:

1. It is important to have a realistic timeframe for this kind of project and enough time to plan the whole process. Finding proper literature and collecting data took more time than I expected. Finding proper literature requires good analytical skills and experience how to sort out useful information and articles. Selecting a relevant

literature was one of the most demanding and time consuming process during the writing master thesis.

2. One of the biggest challenge was to combine long working hours at the office with collecting data (semi-structured interviews). Conducting semi-structured interviews required a lot of effort and extra time, which I did not initially included in my timeframe.
3. Before starting the empirical part, it is important to have a good understanding of the relevant research methodology and possibility to discuss it.
4. It is also very important to have a good understanding of data analysis methods. I underestimated the amount of time needed for analyzing the collected data.
5. From the practical point of view, it is very useful to have an experience in conducting interviews. It is important to test first round of questions with adviser to be sure that the questions will provide enough data to answer the research questions.
6. Due to time limitation, the number of interviews has been limited up to 8. The initial plan was to conduct interviews with 10-15 stakeholders. It would be useful to have more data from the research institutes and universities in Finland.
7. The results of the research process are very useful and helpful to understand the needs and interests of key Finnish stakeholders in innovation policy. Based on these findings it is much easier to plan the relevant activities by the Embassy.
8. An overall assessment about Poland as a modern and attractive business partner was quite positive and it is something the Embassy can build on the future PR campaigns about Poland.
9. One of the biggest discovery which came from data analysis was the importance of building research and business network. Building network is underestimated by the Embassy during its daily activity.
10. The research helped not only to find a better communication channels and tools to improve communication with key Finnish stakeholders in innovation policy but also to verify concepts of Polish-Finnish Innovation Partnership and Polish-Finnish Funding Instrument. Both concepts have not found much understanding among the Finnish stakeholders and all of them recommended a bottom-up approach in this matter.

The whole research process was extremely inspiring and helpful to identify the strengths and weaknesses in the communication process conducted by the Embassy. The proposed Communication Plan is the first internal document harmonizing and coordinating communication with key external stakeholders in innovation policy in Finland and will definitely contribute to the success of the project and future cooperation between Poland and Finland in innovation policy.

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# **Communication Plan for the Embassy of the Republic of Poland in Helsinki**

**Appendix no 1**

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## **1. Introduction**

This Communication Plan outlines a course of action to create a broad support for the communication activities of the Embassy of the Republic of Poland in Helsinki in innovation policy. It proposes communication specific activities to enhance its effectiveness.

The main objective of this research was to evaluate the quality and effectiveness of the communication process at the Embassy in order to improve communication with the key Finnish stakeholders. The Communication Plan is analysing the current situation in the communication process at the Embassy by implementing PEST and SWOT analysis, identifying the communication objectives and key messages, identifying the key external stakeholders in innovation policy in Finland, identifying the most important communication channels and tools, and finally suggesting the budget and best timing for implementation of the planned activities.

The Communication Plan for the Embassy also helps to clarify the relationship between audiences, messages, channels and tools as well as activities. Going through the communication planning process helps to identify whom we need to reach, how to reach them and what to tell them because every stakeholder has unique characteristics, needs and interests. This Communication Plan is based on dialogue communication strategy and uses appropriate for this strategy communication channels and tools to communicate with the stakeholders.

The Communication Plan has been developed together with the key external stakeholders in innovation policy in Finland and it aims to appreciate local context and norms. The identified stakeholders are very important to the Embassy and the Communication Plan shows how much the Embassy value their input. It aims to empower the implementation of key elements related to the innovation policy outlined at the Responsible Development Plan for Poland.

## 2. Analysis of the current situation

The current situation of communication process at the Embassy of the Republic of Poland is in need of improvement. As the following PEST, SWOT analysis reveal, there are both internal and external issues to be solved for the Embassy to be more effective, not the least in communication.

### 2.1. PEST analysis

The PEST analysis is a strategic business tool used by the organization to discover, evaluate, organize and track macro-economic factors which can impact on the organization activity now and in the future. The framework examines opportunities and threats due to political, economic, social and technological forces. PEST is the shorter version of the PESTLE analysis, where the L stands for Legal and E for Environmental. PEST analysis can be used for strategic decision-making in the organization and as a tool to plan for future events. The researcher used PEST (see Table 1) to analyse the current communication process in the innovation policy at the Embassy of the Republic of Poland in Helsinki in order to evaluate macro-economic factors influencing the process.

Table 1. PEST analysis for communication process at the Embassy in innovation policy

<b>POLITICAL</b>	<b>ECONOMIC</b>
<ul style="list-style-type: none"> <li>• Political stability and continuation of implementation of the Responsible Development Plan of Poland by the Polish government;</li> <li>• Keeping Polish-Finnish political relations on highest possible level to build trust and attractive environment for cooperation in innovation policy;</li> <li>• Further implementation of main goals of Polish innovation policy abroad by the foreign missions and embassies;</li> <li>• Continuation of evaluation of Polish innovation policy by the government and implementation of necessary legislative changes;</li> <li>• Emphasizing the political importance of research and development co-operation between Poland and the most innovative countries in the world.</li> </ul>	<ul style="list-style-type: none"> <li>• Emphasizing the importance of business-science cooperation in the economic policy of Poland;</li> <li>• Creating friendly environment including financial instruments for Polish actors in innovation policy to go abroad and to cooperate with international stakeholders;</li> <li>• Support for building international business and research networks among Polish stakeholders in innovation policy</li> <li>• Continuing financial and organizational support for Polish start-ups and the most innovative companies and actors;</li> <li>• Continuing education of Polish actors in innovation policy in using EU funding for research and development as well as encouraging for international cooperation in this field.</li> </ul>

<b>SOCIAL</b>	<b>TECHNOLOGICAL</b>
<ul style="list-style-type: none"> <li>• Continuing the promotion by the Polish government of social needs for innovations in the society;</li> <li>• Promoting by the Polish government a social change through innovations;</li> <li>• Creating a culture of international cooperation in innovation policy among Polish actors, mainly companies, universities, research institutes and business organizations;</li> <li>• Encouraging to create a social networks among the Polish and international stakeholders in innovation policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of reforms of higher technical universities and technical research institutes in Poland;</li> <li>• Ensuring the government support for the most technologically advanced solutions like artificial intelligence and development of 5G internet;</li> <li>• Keeping up the national technological development within the world trends.</li> </ul>

## 2.2 SWOT Analysis

SWOT analysis is widely used in strategic planning and can be a powerful tool in assessing the current position of the organization. SWOT stands for strengths, weaknesses, opportunities and threats and the researcher used this tool to analyse the current situation (see Table 2). A SWOT analysis is very useful in communication projects or in a communication plans. It is especially useful for deciding the key points in messaging. A strength is a resource or capacity that can be used effectively to achieve the research objective, therefore the researcher decided to build on the strengths planning the communication activities for the Embassy. A weakness is a limitation, fault or defect in the particular product, service or issue that may be the reason for communication plan. One of the goal of the Communication Plan for the Embassy is to minimize the identified weaknesses. An opportunity is a favourable situation in the organization's environment and all opportunities are highlighted in the Communication Plan for the Embassy. A threat is a danger or menace in the organization's environment. Threats identified in this analysis might limit the implementation of the whole Communication Plan.

Table 2. SWOT analysis of the communication process at the Embassy of the Republic of Poland in innovation policy

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Interest to develop communication and dialogue by key Finnish stakeholders in innovation policy with Polish stakeholders</li> <li>• Importance of innovations and innovation policy for the development of Polish and Finnish economy;</li> <li>• Innovations as a priority for Polish government;</li> <li>• Big interests of Polish stakeholders to exchange know-how and knowledge on R&amp;D and business-science cooperation.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of consistent and well organized communication with key Finnish stakeholders in innovation policy;</li> <li>• Inability to measure effectiveness of the communication process run by the Embassy;</li> <li>• Lack of identified key external stakeholders in innovation policy in Finland, their interests and needs;</li> <li>• Limited number of skilled people at the Embassy to keep professional dialogue on the highest level with the key Finnish stakeholders in innovation policy.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Intensified dialogue with key Finnish stakeholders which might bring new initiatives and R&amp;D projects between PL and FI stakeholders;</li> <li>• Increasing awareness about Poland, not only as an attractive partner in innovation policy but generally as a credible and interesting EU business partner;</li> <li>• Building social and business networks with key Finnish stakeholders in innovations policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited funding for PR team at the Embassy;</li> <li>• Limited funding for the implementation of the Communication Plan;</li> <li>• Changing of the priorities regarding the innovation policy by the Polish government;</li> <li>• Changing of interests and needs of the key Finnish stakeholders in innovation policy towards Poland.</li> </ul>

### **3. Communication objectives and key messages**

Based on the results of the research, three communication objectives have been identified for the Communication Plan to make the Embassy overall communication more effective. Key messages which follow the objectives offers many benefits for the external stakeholders: gives a new and strategic way to think about the Embassy mission and the main goals in innovation policy as well as ensures that the public hears key points from a variety sources and provides the basis for media contacts and web content. It is important to emphasize that identified target audiences are wider than the group of key external stakeholders in innovation policy in Finland, however the key stakeholders are the core of the Communication Plan.

#### **3.1 Raising awareness about Poland**

Target Audiences: key external stakeholders in Finland in innovation policy (core target audience - VTT, Aalto University, Tampere University, Business Finland, Sitra Fund, WTT in Turku, Turku Science Park, Espoo Innovation Garden) and Finnish companies, politicians, governmental and non-governmental actors, NGO's, opinion leaders.

#### **Key messages:**

- I. Poland as a leader of growth in the EU with unique competitive advantages!
- II. Poland as an attractive, modern business partner and one of the best place for FDI investments in Europe!
- III. Poland as a unique hub in Central Europe for innovative and intelligent startups!

#### **3.2 Building business and research networks in innovation policy**

Target Audiences: key external stakeholders in Finland in innovation policy (core target audience - VTT, Aalto University, Tampere University, Business Finland, Sitra Fund, WTT in Turku, Turku Science Park, Espoo Innovation Garden), and Finnish companies, politicians, governmental and non-governmental actors, NGO's, opinion leaders.

**Key messages:**

- I. Find talents and partners for R&D projects within the international research networks!
- II. Join Łukasiewicz Research Network - one of the most competitive research network in Central Europe!
- II. Build and share with us your success story in the business between Poland and Finland!

**3.3 Building knowledge about Polish actors in innovation policy**

Target Audiences: key external stakeholders in Finland in innovation policy (core target audience - VTT, Aalto University, Tampere University, Business Finland, Sitra Fund, WTT in Turku, Turku Science Park, Espoo Innovation Garden), and Finnish companies, politicians, governmental and non-governmental actors, NGO's, opinion leaders.

**Key messages:**

- I. Invest in R&D projects together with Polish universities, research institutes and entrepreneurs! Free economic zone and lots of tax incentives are waiting for you in Poland!
- II. Follow our Facebook, Twitter and newsletters about Polish actors in innovation policy
- III. Startup Poland and Wolves Summit in Warsaw – the place every investor and venture capitalist should visit! An opportunity to meet top tech companies and top executives!

#### **4. Key External Stakeholders**

Identifying stakeholders and addressing them according to the stake they hold are crucial functions when planning communication. Stakeholders must be provided with the type of information they are interested in about the company's operations. By taking each stakeholder group into consideration and choosing the right ways to communicate with those, the Embassy of the Republic of Poland in Helsinki can build strong reputation and bond with all of the stakeholders.

##### **4.1. Understanding**

Stakeholders should understand what the Embassy is trying to achieve. Communication with the stakeholders builds an understanding of the Embassy's goals and the benefits to the audience. Communication with potential partners helps to attract funding for the joint projects.

##### **4.2. Influence**

Communication helps to build positive relationships with people and organizations, such as media or special interest groups, who influence other stakeholders. Press releases and meetings with interest groups, opinion leaders build understanding and ensure that communications from those groups reflect the Embassy point of view.

##### **4.3. Dialogue**

Communication with stakeholders builds dialogue. By setting up forums or organizing other forms of feedback, the Embassy can gain a better understanding of stakeholders' interests and attitudes. Using forums or other social media to communicate enables Embassy to respond to critical comments or correct misunderstandings. Communicating through social media can also spread the message further as stakeholders share attitudes with others.

##### **4.4. Power**

The Communication Plan for the Embassy focus on the stakeholders who have the greatest

influence on success of the project (highest interests, highest power according to power/interests matrix).

#### 4.5. Relationships

Communicating regularly with stakeholders and creating a positive understanding can help to build an effective long-term relationships with key groups. A strong relationship brings a range of benefits, e.g. building positive image of the Embassy, finding partners for joint projects, getting support from the other group of stakeholders. Allied stakeholders can add credibility to the Embassy lobby efforts, can demonstrate widespread support for the Embassy position and can attract like-minded organizations. Table 3 presents identified key external stakeholders in innovation policy in Finland, their interests and needs as well as communication channels and tools. Furthermore, the stakeholders have been categorized according to the level of power and level of interests towards the Embassy using power-interests matrix.

Table 3. Stakeholder identification template - data analysis from semi-structured interviews (based on PMBOK Guide, 2013).

Key stakeholders	General knowledge about Poland	Interests and needs of the stakeholders	Power Interests Low High Medium	Communication channels and tools used by the stakeholders
GROUP I VTT	Good knowledge about Poland. Representatives of VTT visited Poland many times participating at the seminars and conferences. Generally Poland perceived positively through EU membership.	1)Interest in research & development cooperation btw PL and FI research institutes; 2)Interest in building and participating in research network; 3)Need for building awareness about Poland; 4)Need for developing contacts btw PL and FI on institutional level; 5)Need for concrete actions to develop the basis for real collaboration 6)Need for more intensive activities in social media from PL side to promote cooperation btw PL and FI	High power High interests (Manage closely)	1)Sectoral conferences and seminars; 2)Presentations of VTT researches; 3)VTT websites; 4)Social media like Twitter, Facebook, blogs; 5)Research publications; 6)Individual contacts and meetings; 7)Working groups and exchange of researchers via research networks; 8)Traditional media: TV, newspaper with decreasing trend

<p>GROUP II Aalto University</p>	<p>Good knowledge about Poland, however stereotypical view of the country is still quite strong. Poland has a lot of potential for Finnish companies and other actors than is generally known. Interlocutor visited Poland many times for academic reasons Poland perceived positively and EU context has been very important and positive for Poland.</p>	<p>1)Interest in research cooperation between Polish and Finnish universities; 2)Need for building awareness about Poland as an interesting business partner as well as in research and development; 3)Need for better knowledge of Polish actors in innovation policy.</p>	<p>High power Medium interests (Manage closely)</p>	<p>Mixed communication tools: 1)Social media are important but mostly for information purposes; 2)University website plays information role not only for students but also for the partners and researchers; 3)University doesn't spend funds for traditional media like TV or newspapers trying to gain attention through important events (like high level political visits) which gain a lot of media attention</p>
<p>GROUP II Tampere University</p>	<p>Very good knowledge about Poland, positive image, interlocutor visited Poland many times having its own business in Poland. Generally Poland perceived positively through its membership in the EU.</p>	<p>1)Interest in research cooperation between Polish and Finnish universities; 2)Need for building awareness about Poland as an interesting partner in research and development projects and country with skilled labor force; 3)Need for better knowledge of Polish actors in innovation policy.</p>	<p>High power Medium interests (Manage closely)</p>	<p>Mixed communication channels: 1)University websites are important but mainly for informative role; not for researchers; 2)Social media are important for students, important informative role; 3)Seminars, individual meetings and conferences are important for the researchers. 4)Success story is always powerful communication tool.</p>
<p>GROUP III Espoo Innovation Garden, city of Espoo</p>	<p>Quite limited knowledge about Poland. Interlocutor never visited Poland, however generally Poland perceived positively through its membership in the European Union (easy to make a business and all kind of transactions).</p>	<p>1)Need for building awareness about Poland as an interesting business partner in innovation policy.</p>	<p>Medium power Medium interests (Manage closely)</p>	<p>Mixed communication channels: 1)Social media which are important for visibility and for netting, especially Twitter; 2)Videos are important for Espoo Innovation Garden, which is placing them on YouTube; 3)Networking events and visits (individual meetings) are very</p>

				important; 4)Traditional media and TV commercials are not used by Espoo Innovation Garden.
GROUP III The Finnish Innovation Fund SITRA	Quite good knowledge about Poland and generally Poland perceived in a positive way as a big, strong economy and attractive business partner.	1)Need for better knowledge of Polish actors in innovation policy; 2)Need for building awareness about Poland as an interesting business partner in innovation policy; 3)Need to inform /educate Polish/Finnish stakeholders about needs and interests of Finnish/Polish stakeholders.	Medium interests Medium power (Manage closely)	Mixed communications tools: 1)Social media are important for SITRA, especially Twitter, Facebook 2)Seminars, conferences and networking events are very important; 3)SITRA website is essential from the information point of view; 4)Press releases, newsletters and publications are quite important; 5)Media like TV and newspaper are in decreasing trend.
GROUP III Business Finland	Limited knowledge about Poland but perceived positively through its membership in the European Union. Poland has been a good example in building the right networks and being able to contribute to these networks.	1)Interest in building business networks with Polish stakeholders; 2)Interest in building PL-FI success story 3)Need for building ecosystem for PL and FI companies	Medium power Medium interests (Manage closely)	Mixed communication channels and tools: 1)Sectoral news letters with content for the companies 2)Social media- mostly Twitter (which reaches mostly media, politicians, high officials and top companies), Facebook and blogs to reach companies and LinkedIn; social media are also important for building network; 3)Traditional media are expensive 4)Promotional campaigns.
GROUP III Turku Science Park	Limited knowledge about Poland but positive image; Poland perceived positively as an interesting and attractive business	1) Interest in building business technology network between PL and FI stakeholders; 2) Need for building awareness about Poland	Medium power High interests (Manage closely)	The whole range of communication tools: 1)Social media are very important because building network is mostly located there;

	partner with lots of innovative companies.	as an interesting business partner and quite innovative country.		2) Seminars, conferences, individual meetings are important, especially in case of exchange of technological knowledge; 3) Turku Science Park is not using traditional media so much anymore.
GROUP III World Trade Centre in Turku, The Association of Enterprises in Turku	Very good knowledge about Poland, generally Poland perceived positively not only through its membership in the EU but also through personal experience (investor in Poland since 30 years). Poland is a big, growing market; lots of highly educated people, quite many global actors; especially younger generation; rather easy to do business.	1) Interest in building business networks with Polish stakeholders in innovation policy; 2) Need for more intensive activities in social media from PL side to promote co-operation btw PL and FI; 3) Interests in building working groups, which are creating possibilities for conferences, seminars and common projects; 4) Need for building awareness about Poland as a big and attractive market.	Medium power High interests (Manage closely)	Mixed communication channels and tools: 1) Networking and building business networks are essential. 2) Social media are important, especially professional like LinkedIn, which is important for visibility and for netting; 3) Seminars, conferences, individual contacts are very important; 4) Videos and visual presentations are very important.

## 5. Brand image

In addition to exchanging information with stakeholders, the Embassy communication is also about getting stakeholders to symbolically forming and projecting a particular image for the organization. By investing in the development of a corporate image the organization gets an advantage for their strategy. Below these advantages are summarized from the Embassy perspective under the following headings:

- **Distinctiveness**

As this Communication Plan aims to *raise awareness about Poland*, the brand image may help target groups to find or recognize the Embassy of the Republic of Poland in Helsinki. Consistently communicated image creates awareness, earns recognition and helps stakeholder groups to have a clearer picture of the Embassy and the Embassy's effort to promote the main actors in Polish innovation policy. This also helps to reach the other main goal: to build business and research network.

- **Impact**

Image is a basis for being preferred by target groups and stakeholders. This may have a direct impact on the Embassy's performance when gets the stakeholder's full support to spread the word.

- **Stakeholders**

From the stakeholder groups anyone can have more than one stakeholder role in relation to the Embassy. For example to build the business and research network it should be taken into account that the researchers and business groups have at least two kind of roles – they can be the recommenders of the Embassy's activities and they can also help to improve all the networks that are useful for the Embassy.

## 6. Communication tools and channels

For effective communication a mix of both modern and well-established communication channels and tools will be used. These include the Embassy website, seminars, conferences, networking events, individual meetings, social media (mainly facebook, twitter, linkedin, online network), newsletters, PR events and campaigns, print products and multimedia. The identified messages can be disseminated through a variety of channels and activities. The important thing is that they reinforce each other and that audiences can recognize them as a part of one plan through a common logo, name or slogan.

### 6.1 Raising awareness about Poland

Target Audiences: key external stakeholders in Finland in innovation policy (core target audience - VTT, Aalto University, Tampere University, Business Finland, Sitra Fund, WTT in Turku, Turku Science Park, Espoo Innovation Garden) and Finnish companies, politicians, governmental and non-governmental actors, NGO's, opinion leaders.

**The website:** Developing the Embassy website to increase attractiveness.

For a new visitor it should be easy to find out an updated information regarding Polish innovation policy, the main actors in innovation policy in Poland and the planned activities, coming visits, upcoming conferences and seminars in Finland and Poland.

The website of the Embassy is produced in Polish and Finnish version. To attract international actors, the information regarding the innovation policy and all activities towards stakeholders should be written in English.

**Newsletter:** Newsletter written in English, presenting the latest development in innovation policy, including the legislative initiatives should be presented on the Embassy website and send via e-mail to key Finnish stakeholders.

**Seminars and conferences:** Organizing two times a year in Finland a seminars/conferences:

1. With the participation of business stakeholders from Finland and Poland;

2. With the participation of universities, research institutes from Poland and Finland

**PR campaign:** Organizing one time a year a comprehensive PR campaign in cooperation with Aalto University in Helsinki, combined with networking event and presenting Poland as a modern, attractive and interesting business partner.

**Individual meetings:** Organizing an individual meetings with the key external stakeholders one time per two month making update on Polish innovation policy, main actors or presenting offers for joint projects with Polish stakeholders (if there is an interests). This communication channel helps to maintain relationship and build trust.

**Social media:** Improving the activity on different social media channels, gaining new followers and engaging in the dialogue.

Set up a small team for social media actions (2 people) and clarify the roles and responsibilities for the team members.

**Twitter:** Tweet more actively on a daily basis. To communicate more with Twitter users; participate more in different conversations on Twitter; post about current topics that are relevant for the followers.

**Facebook:** Inform about the latest event, conferences, seminars in innovation policy in Finland and in Poland, promoting these events for Finnish and Polish stakeholders. Involve key external stakeholders (universities, research institutes, business organizations) to share their experiences. Share interesting facts more. These can be studies, statistics, reports or anything that might be interesting to the target audience. Facebook is an effective tool for brand-building in every kind of activity where the Embassy can show visual identity and presence. Post good quality, visually attractive and interesting photos. Facebook is also very important social network and is used by many stakeholders to build business networks.

**LinkedIn:** Set up a LinkedIn account. LinkedIn is used more by professionals and it is also very important tool for building a social network. Content should be targeted mainly to key external stakeholders in innovation policy in Finland, featuring success stories, telling about the Embassy joint projects and partners, involving them into discussion.

## **6.2 Building business and research network in innovation policy**

Target Audiences: key external stakeholders in Finland in innovation policy (core target audience - VTT, Aalto University, Tampere University, Business Finland, Sitra Fund, WTT in Turku, Turku Science Park, Espoo Innovation Garden).

**Seminars and conferences:** Organizing two times a year in Finland a seminars/conferences:

1. With the participation of business stakeholders from Finland and Poland;
2. With the participation of universities, research institutes from Poland and Finland.

Seminars and conferences are an excellent tools for networking. B2B meetings and networking receptions are extremely effective in creating professional network, especially for researchers and top professionals in business.

**Networking events:** Except seminars and conferences, one time per year a networking event (organized during the PR campaign at Aalto University) for the key external stakeholders in innovation policy in Finland should be organized in Helsinki with the participation of main Polish actors in innovation policy, including representatives of universities, research institutes, business organizations and central administration.

**Individual meetings:** Organizing an individual meetings with the key external stakeholders one time per two month making update on Polish innovation policy, main actors or presenting offers for joint projects with Polish stakeholders (if there is an interests). The host of the individual meetings should be a senior level diplomat (ambassador or deputy ambassador). This communication channel helps to maintain relationship and build trust.

**Social media:** Improving the activity on different social media channels, gaining new followers and engaging in the dialogue.

**Facebook:** Informing about the latest event, conferences, seminars in innovation policy in Finland and in Poland, promoting these events for Finnish stakeholders. Involving key external stakeholders (universities, research institutes, business organizations) to build

different business and research networks. Promoting the activity of Łukasiewicz Research Network and other research and business networks in Poland.

**LinkedIn:** Setting up a LinkedIn account. LinkedIn is very important tool for building a social network. Content should be targeted mainly to key external stakeholders in innovation policy in Finland, featuring success stories, telling about the Embassy joint projects and partners, involving them into discussions.

**Online network:** Setting up a groups and building an innovation community around key external stakeholders in innovation policy in Finland and Poland. Cloud-based and ListServ technology make this possible and affordable.

### **6.3 Building knowledge about Polish actors in innovation policy.**

Target Audiences: key external stakeholders in Finland in innovation policy (core target audience - VTT, Aalto University, Tampere University, Business Finland, Sitra Fund, WTT in Turku, Turku Science Park, Espoo Innovation Garden) and Finnish companies, politicians, governmental and non-governmental actors, NGO's, opinion leaders.

**The website:** Creating "innovation section" within the Embassy website with presentation of main Polish actors in innovation policy with their offer for foreign stakeholders in R&D sector. Uploading the reports and presentation produced by the main Polish actors in innovation policy.

**Seminars and conferences:** Organizing two times a year in Finland a seminars/conferences:

3. With the participation of business stakeholders from Finland and Poland;
4. With the participation of universities, research institutes from Poland and Finland.

Seminars and conference are an excellent tools for presenting main Polish actors in innovation policy.

**Newsletter:** Presenting main Polish actors in innovation policy and their activity.

**PR campaign:** Using comprehensive PR campaign organized one time a year in cooperation with Aalto University in Helsinki for presentation of main Polish actors in innovation policy.

**Networking events:** Except seminars and conferences, one time per year a networking for the key external stakeholders in innovation policy in Finland should be organized in Helsinki with the participation of main Polish actors in innovation policy in Poland, including representatives of universities, research institutes, business organizations and central administration. Networking events are an excellent tools for presentations.

**Social media:** Improving the activity on different social media channels, gaining new followers and engaging in the dialogue.

**Twitter:** Tweet more actively on the most important events organized by the main Polish stakeholders in Poland.

**Facebook:** Informing about the latest events, conferences, seminars in innovation policy organized by Polish actors in Poland, promoting and inviting for these events Finnish stakeholders to Poland.

**LinkedIn:** Presenting main Polish actors in innovation policy and their activities, presenting joint projects with the participation of Polish and Finnish stakeholders and involving them into discussions.

## **7. Developing media strategy**

Establishing relationships with individual media representatives and media outlets is an important part of a Communication Plan for the Embassy, as is establishing relationships with influential individuals and institutions in the community and the population we are trying to reach. It is always helpful to make personal contacts and follow through over time to sustain those relationships in order to keep communication channels open. In the media strategy the communication manager at the Embassy needs to consider criteria such as the reach and coverage of the target audience/to what extent does a particular medium reach subjects within the target audience so that they are exposed to the message at least once; to what extent does the medium support a particular message style and creative format and to what extent the competitors use the same medium. For this Communication Plan a mix of traditional and social media was chosen (see Appendix no 5).

## **8. Preparing budget**

Budgeting is very important to the success of the communication plan and should be used as an internal tool by the senior management. The communication budget is a guide to the head of communication department as to how much he or she can allocate to different communication activities. In such organization like the Embassy, there is annual budgeting process, which has to be approved by the Foreign Office in Warsaw for every budgetary year. Additional challenge is the limited flexibility of the Embassy budget which means that funds can not be transferred between the positions of the budget without the permission of the financial authorities in Warsaw. Therefore, planning of every expenditure should be very careful and precise. The annual budget for the Communication Plan for the Embassy has been prepared with the consultation of the PR team and includes all kind of costs related to the PR activity of the Embassy like: organizing seminars, conferences, networking events, annual PR campaign, handling of facebook, twitter, linkedin, production of newsletter, organizing individual meetings, updating the website, news room on line and updating on line network. (see Appendix no 6). The budget does not include the costs of salaries of the two members of the Embassy PR team due to confidentiality. Nevertheless, the costs of salaries are not the part of the PR budget of the Embassy. They belongs to the functioning costs of the organization. The first budget for the Communication Plan will be higher than regular annual budget due to opening costs of “innovation section” within the Embassy website and setting up on line network. The budget will be evaluated constantly in terms of its feasibility and reality.

## 9. Final recommendations

International politics is no longer shaped primarily by political leaders and a few top officials. Nor is diplomacy a closed world of diplomats and other government representatives. Members of general public through different stakeholders are wielding over international politics and transnational economic relations. Therefore, there is a need to look for a new instruments and tools to influence the foreign audience.

The Communication Plan for the Embassy offers better organized and harmonized way of communication with key Finnish stakeholders in innovation policy. Communication objectives identified by the researcher satisfy the needs and interests of the stakeholders and key messages support communication objectives. Communication channels and tools selected by the researcher and tailor-made media strategy are engaging stakeholders in a more effective communication and dialogue with the Embassy.

Taking into consideration the feedback received from the Embassy PR team, the researcher suggests:

- To gain full support from Polish political authorities for the Communication Plan and its full implementation in order to achieve a visible improvement in the communication process between the Embassy and the key Finnish stakeholders in innovation policy;
- To verify the communication objectives, key messages, communication channels and tools as well as timing for the implementation of the Communication Plan, when necessary;
- To divide the roles and responsibilities among the members of the Embassy PR team;
- To control the implementation of the budget assumptions.

Needless to say, that after analysing the current communication activities of the Embassy, it became clear that an additional position of Communication Manager is strongly recommended to be included in the operating team. The position should include a daily basis activities taking care of all communications flows and helping the management of the Embassy to achieve the main goals of the organization. Communication Plan for the Embassy could be used as a basis to apply for funding to finance the position of the Communication Manager.



Ministry  
of Foreign Affairs  
Republic of Poland



## APPENDIX NO 2

The Ministry of Foreign Affairs of the Republic of Poland  
VTT Technical Research Centre of Finland Ltd  
Polish Agency for Enterprise Development  
The Federation of Finnish Enterprises  
Cordially invites to

**Polish-Finnish Innovation Forum**  
**“Research and Innovation: a Powerful Tool for  
Company Growth “**

**8-9 June 2016, 9.00-17.00**

Scandic Marina Congress Center, Helsinki

*Research and Innovation are valuable tools for growing and improving your business. We hope Polish-Finnish Innovation Forum will be an excellent platform to exchange opinions and experiences between Polish and Finnish companies and organizations. We warmly invite all companies especially from chemical industry, life science, energy, green technology, bio-economy, clean-tech and waste management sectors. New business opportunities in bio-economy, clean-tech and circular economy will arise from the interplay of industrial value chains. These emerging new value networks demand cross-disciplinary know-how, piloting and demonstration facilities for a fast track to market. VTT will present several concrete ways to add to the company growth potentials at the Polish-Finnish Innovation Forum. Evaluating a new concept or process necessitates running and iterating the process in real-life while keeping track of the techno-economical parameters. Pilot platforms act as a bridge between R&D and industrial operations; they enable quick testing and support industrial investments with knowledge-based information. Most importantly piloting lowers corporate risks and prepares products for market. VTT's versatile state-of-the-art research infrastructure is a key asset in serving its customers. Along with modern laboratories and top-level characterization tools, VTT R&D infrastructure includes a unique selection of pilot plants serving the major steps of the development chain – all seamlessly integrated with the skilled professionals at VTT and their cooperation network.*



## PROGRAM

**Moderators: John Kettle, Anna Pelka**

**8 June 2016**

- 08.30 Registration
- 09.00 Introduction: **Mr John Kettle**, Vice President, VTT, **Ms Anna Pelka**, I Counsellor for Political & Economic Affairs
- 09.05 Opening remarks  
**H.E. Przemysław Grudziński** Ambassador of the Republic of Poland
- 09.15 Key note speech, **Ms Lenita Toivakka**, Minister for Foreign Trade and Development, Ministry for Foreign Affairs of the Republic of Finland
- 09.35 **Mr Antti Vasara**, President & CEO of VTT, Technical Research Centre of Finland Ltd:  
VTT scaling up innovations, to grow your business
- 09.55 **Mr Mika Härkönen**, Principal Scientist, The VTT pilot plants for alternative chemical conversions
- 10.15 **Ms Anna Brussa**, Deputy Director, Department for Business Development and Innovation, Polish Agency for Enterprise Development
- 10.35 Short video (2.5 min), prof. Rita McGrath, School of Business, Columbia University, NYC
- 10.45-11.15 Coffee Break**
- 11.15 **Mr Thomas Palmgren**, Director for international Affairs, Federation of Finnish Enterprises
- 11.45 **Mr Michał Gwizda**, Partner, Taxand, Polish Consulting Company:  
EU grants and national funds for R& D and innovations in Poland 2014-2020
- 12.15 **Mr Mikko Utriainen**, Senior Specialist, VTT: Novel process measurements
- 12.45 – 13.45 Buffet networking Lunch**
- 13.45 **Ms Kirsi-Marja Oksman-Caldentey**, Head of Research Area, VTT:  
Industrial biotechnology and fermentation technologies
- 14.15 **Mr Cezary Błaszczuk**, Director of the Department, The National Centre for Research and Development, Director's Office, Warsaw - financing research projects for the industry
- 14.45 **Mr Pekka Pohjanne**, Research Manager, VTT: ProperScan – Life Management of Process Plants
- 15.15 – 15.45 Coffee Break**
- 15.45 **Mr Jouni Hämäläinen**, Research Team Leader, VTT: More value from conventional energy generation

- 16.15 Panel discussion  
Moderator: **Mr John Kettle**, Vice President, VTT  
**Mr Ewelina Depczyńska**, Head of R&D Division, Tikkurila , **Mr Jaroslaw Rogoza**, member of the Board of Directors, Synthos Group , **Mr Daniel Maksym**, Director of the Department for Development and Innovation, National Center for Research and Development, **Mr Jari Rastas**, Honorary Consul of the Republic of Poland, Chairman of the Association of Finnish Enterprises in Turku, **Mr Tomasz Nasiłowski**, President of InPhoTech.
- 17.00 Closing remarks: **John Kettle**, Vice President, VTT, **H.E. Przemysław Grudziński** Ambassador of the Republic of Poland

17.30 **Networking Cocktail**

**9 June, 2016**

- 08.30 Departure from the Scandic Marina Hotel  
Katajanokanlaituri 7, 00160 Helsinki
- 09.00 Visit at the VTT's Bioruukki piloting Centre in Espoo  
Bioruukki Centre: Ruukinmestarintie 2, 02330 Espoo  
**Jouni Lattu, Manager, Business Development**
- 10.00 Transfer by bus to VTT Office  
VTT Technical Research Centre of Finland: Biologinkuja 7, 02044 Espoo  
**Jouni Lattu, Manager, Business Development**
- 10.30 Business delegation visit to VTT  
For the rest of the group - visit at the Aalto University: co-operation between business and science Aalto Design Factory: Betonimiehenkuja 5C, Espoo  
**Pia Holmberg**
- 12.30 Transfer by bus to Helsinki
- 13.00 Visit at the office of Federation of Finnish Enterprises in Helsinki  
(FFE)meeting with FFE management and TEKES - Finnish Innovation Agency: role of the Agency in Finnish innovation policy  
The Federation of Finnish Enterprises: Mannerheimintie 76 A, Helsinki  
**Thomas Palmgren, International Affairs**
- 14.30 Q&A session.
- 15.30 Transfer to FINPRO Agency: role of FINPRO in economic promotion concept TEAM FINLAND  
FINPRO Agency: Porkkalankatu 1, 00180 Helsinki  
**Lotta Eiroma, Project Coordinator**
- 17.00 End of the program.

APPENDIX NO 3



**Ministry of Economic Development of the Republic of Poland  
Finpro  
Embassy of the Republic of Poland in Helsinki  
Confederation of Finnish Industries EK  
The Federation of Finnish Enterprises  
Finland Chamber of Commerce**

**cordially invite you to attend the**

**Poland-Finland Business Forum  
*Innovation trends and future challenges***

**With a Keynote Address  
by the President of the Republic of Poland  
H.E. Andrzej DUDA**

**On October 25, 2017 at 10:00-15:00 hrs  
Hilton Helsinki Kalastajatorppa  
Kalastajatorpantie 1, State Room (main building)**

RSVP by October 20, 2017

Number of seats limited

## PROGRAM

09:30 – 10:30	<b>Registration and Coffee</b>
<b>Inaugural Session – Chaired by Mr. Markus Suomi, President &amp; CEO, Finpro Ltd.</b>	
10:30 – 10:35	<b>Opening Remarks</b> <u>Mr. Markus Suomi</u> , President & CEO, Finpro Ltd.
10:35 – 10:45	<b>Keynote Address</b> <u>H.E. Andrzej Duda</u> , President of the Republic of Poland
10:45 – 11:00	<b>Address</b> <u>Mr. Petteri Orpo</u> , Deputy Prime Minister, Minister of Finance of Finland
11:00 – 11:15	<b>Q&amp;A Session</b>
11:15 – 11:30	<b>Innovation trends in Poland: Building friendly ecosystem for innovators</b> <u>Ms. Jadwiga Emilewicz</u> , Undersecretary of State, Ministry of Economic Development of the Republic of Poland
11:30 – 11:45	<b>Poland and Finland - Ideal Match for Business Cooperation</b> <u>Mr. Jouni Hakala</u> , Director, Member of the Executive Board, Entrepreneurship and Business Environment, Confederation of Finnish Industries EK
11:45 – 13:00	<b>Lunch, Networking</b>
<b>Business Session – Chaired by Ms. Kirsi-Maarit Poljatschenko, Head of Region, Finpro Ltd.</b>	
13:00 – 13:15	<b>Evolution of the start-up culture in Poland</b> <u>Ms. Eliza Kruczkowska</u> , Director, Development and Innovation Department, Polish Development Fund, Warsaw
13:15 – 13:30	<b>Venture capital market in Poland: opportunities for foreign investors</b> <u>Ms. Kinga Stanisławska</u> , Founder, Managing Partner, Experior Venture Fund, Warsaw
13:30 – 14:30	<b>Panel Discussion on opportunities, challenges and focus areas in cooperation between Poland and Finland</b> Chaired by <u>Mr. Jari Rastas</u> , Federation of Finnish Enterprises, Chairman in Turku, Co-Owner of Gebwell Ltd. <b>Finnish panelists:</b> <ul style="list-style-type: none"> <li>• <u>Mr. Arto Rätty</u>, Senior Vice President, FORTUM Corporation, <a href="http://www.fortum.fi">www.fortum.fi</a></li> <li>• <u>Mr. Antti Näykkki</u>, CEO, JUTEL Oy, <a href="http://www.jutel.fi">www.jutel.fi</a></li> <li>• <u>Mr. Kursat Inandik</u>, CEO, IN4MO Oy, <a href="http://www.in4mo.com.fi">www.in4mo.com.fi</a></li> </ul> <b>Polish panelists:</b> <ul style="list-style-type: none"> <li>• <u>Mr. Witold Sugalski</u>, Director, Development and Innovation Department, PGE S.A.,</li> </ul>

	<ul style="list-style-type: none"> <li>– Vice President, PGE NOWA ENERGIA Ltd., <a href="http://www.gkpge.pl">www.gkpge.pl</a></li> <li>• <u>Mr. Paweł Pisarczyk</u>, CEO, ATENDE Software Ltd, <a href="http://www.atendesoftware.pl">www.atendesoftware.pl</a></li> <li>• <u>Ms. Eliza Kruczkowska</u>, Director, Development and Innovation Department, Polish Development Fund, <a href="http://www.pfr.pl">www.pfr.pl</a></li> </ul>
14:30 – 14:35	<p><b>Closing Words</b>  <u>Ms. Kirsi-Maarit Poljatschenko</u>, Head of Region, Finpro Ltd.</p>
14:35 – 15:00	<p><b>Networking</b></p>

## APPENDIX NO 4

Lists of questions during the semi-structured interviews for the master thesis  
„Improving stakeholder communication in innovation policy:  
Communication Plan for the Embassy of the Republic of Poland in Helsinki

1. What kind of organization do you represent? Introduction of the organization, the vision, mission and main goals.
2. How important innovation policy is in the activity of your organization and what types of innovation processes have been introduced in your organization in the last five years: product innovations, technological innovations, organizational innovations, marketing innovations?
3. What kind of communications channels and tools does your organization use in daily activity: eg. social media (facebook, twitter, blog, linkedin), conferences, seminars, individuals contacts, website, TV, newspapers, newsletters, video
4. What is your general knowledge about Poland, Poland as a business partner?
5. What are the possibilities of co-operation between Polish and Finnish stakeholders in searching for innovative solution?
6. How do you assess your knowledge about Polish innovation system?
7. How do you perceive the communication channels and tools used by the Embassy of the Republic of Poland in innovation policy?
8. What kind of communication channels and tools would be the most effective to improve communication between the Embassy and the Finnish stakeholders in innovation policy?
9. How do you see the role of the Embassy of the Republic of Poland in Helsinki in enhancing stakeholder communication in innovation policy with Finnish stakeholders: informative, consulting, involving, collaborative?
10. Polish - Finnish Innovation Partnership – is it necessary?
11. Polish - Finnish Bilateral Funding Instrument – is it necessary?

**Appendix no 5**  
**Communication Channels and Tools Template for the Communication Plan**  
**for the Embassy of the Republic of Poland in Helsinki: media activity**

<b>Communication objectives</b>	<b>Stakeholders</b>	<b>Key messages</b>	<b>Communication Channels and Tools</b>	<b>Frequency</b>
<b>Raising awareness about Poland</b>	Key external stakeholders in Finland (Aalto University, Tampere University, VTT, Turku Science Park, WTT in Turku, Business Finland, Espoo Innovation Garden, Sitra Fund) and Finnish companies, politicians, governmental and non-governmental actors, NGO's, opinion leaders, media	1. Poland as a leader of growth in the EU with unique competitive advantages!  2. Poland as an attractive, modern business partner and one of the best place for FDI investments in Europe!  3. Poland as a unique hub in Central Europe for innovative and intelligent start-ups!	1. Developing the Embassy website by adding section devoted to main actors in innovation policy in Poland (English version)  2. Newsletter  3. Seminars and conferences with the participation of Polish and Finnish stakeholders in innovation policy  4. PR campaign organized together with Aalto University	Update - 12 months a year (outsourcing 1 time per two months)  Writing newsletter in English – 1 time per two months (outsourcing);  Two times a year (March, October) with printing additional conferences materials, press releases and media briefing before the conferences;  One time a year with press releases, media briefing before the event, distributing materials and brochures;

**Appendix no 5**  
**Communication Channels and Tools Template for the Communication Plan**  
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			<p>5. Individual meetings</p> <p>6. Twitter</p> <p>7. Facebook</p> <p>8. LinkedIn</p>	<p>Working lunch with selected representative of key stakeholder - every two months;</p> <p>Daily basis depending on the content in innovation policy;</p> <p>Daily basis, depending on the content in innovation policy – minimum one time per week;</p> <p>Daily basis depending on the content in innovation policy – minimum one time per week.</p>
<p><b>Building business and research network in innovation policy</b></p>	<p>Key external stakeholders in Finland (Aalto University, Tampere University, VTT, Turku Science Park, WTT in Turku, Business Finland, Espoo Innovation Garden, Sitra Fund)</p>	<p>1. Find talents and partners for R&amp;D projects within the international research network!</p> <p>2. Join Łukasiewicz Research Network – one of the most competitive research network in Central Europe!</p>	<p>1. Seminars and conferences with the participation of Polish and Finnish stakeholders in innovation policy;</p> <p>2. Networking event organized within the PR</p>	<p>Two times a year (March, October) with organizing networking reception and B2B meetings; printing additional conferences materials, press releases and media briefing before the conferences;</p> <p>One time a year within the PR campaign, press releases,</p>

**Appendix no 5  
Communication Channels and Tools Template for the Communication Plan  
for the Embassy of the Republic of Poland in Helsinki: media activity**

		<p>3.Build and share with us your success story in the business between Poland and Finland!</p>	<p>campaign in the cooperation with Aalto University and participation of Polish and Finnish stakeholders in innovation policy;</p> <p>3.Individual meetings</p> <p>4.Facebook</p> <p>5.Linkedin</p> <p>6. Online network</p>	<p>media briefing before the event, distributing materials and brochures;</p> <p>Organized in the form of working lunches with the selected representatives of key external stakeholders - one time per two months;</p> <p>Daily basis, depending on the content in innovation policy, promoting the activity of Łukasiewicz Research Network - minimum one time per week;</p> <p>Daily basis depending on the content in innovation policy – minimum one time per week; important tool for building social network;</p> <p>Building an innovation community around key external stakeholders in Poland and Finland – daily basis – update minimum one time per week.</p>
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**Appendix no 5**  
**Communication Channels and Tools Template for the Communication Plan**  
**for the Embassy of the Republic of Poland in Helsinki: media activity**

<p><b>Building knowledge about Polish actors in innovation policy</b></p>	<p>Key external stakeholders in Finland (Aalto University, Tampere University, VTT, Turku Science Park, WTT in Turku, Business Finland, Espoo Innovation Garden, Sitra Fund) and Finnish companies, politicians, governmental and non-governmental actors, NGO's, opinion leaders. media</p>	<p>1. Invest in R&amp;D projects together with Polish universities, research institutes and entrepreneurs! Free economic zone and lots of tax incentives are waiting for you in Poland!</p> <p>2. Follow our Facebook, Twitter and newsletter about Polish actors in innovation policy;</p> <p>3. Start-up Poland and Wolves Summit in Warsaw – the place every investor and venture capitalist should visit! An opportunity to meet top tech companies and top executives!</p>	<p>1. Developing the Embassy website by adding section devoted to main actors in innovation policy in Poland (English version)</p> <p>2. Newsletter</p> <p>3. Seminars and conferences with the participation of Polish and Finnish stakeholders in innovation policy</p> <p>4. PR campaign organized together with Aalto University</p> <p>5. Networking event</p>	<p>Presentation of main Polish actors in innovation policy on the Embassy website – special section – update 12 months (outsourcing 1 time per two months)</p> <p>Presentation of main Polish actors in newsletter – 1 time per two months;</p> <p>Organizing two times a year (March, October); an excellent tool for presenting main Polish actors in innovation policy; printing additional conferences materials, press releases;</p> <p>Using comprehensive PR campaign organized one time a year in cooperation with Aalto University for presentation of main Polish actors;</p> <p>Organized during the PR campaign together with Aalto University one time a year; an excellent tool for presentation of main Polish actors in innovation policy;</p>
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**Appendix no 5**  
**Communication Channels and Tools Template for the Communication Plan**  
**for the Embassy of the Republic of Poland in Helsinki: media activity**

			6. Twitter	On daily basis depending on the content;
			7. Facebook	On daily basis depending on the content, minimum one time per week an update about the latest events conferences, seminars organized by Polish actors in Poland;
			8. LinkedIn	On daily basis depending on the content, minimum one time per week an update; presenting main Polish actors in innovation policy and their activities.

**Appendix no 6**  
**Annual budget for the Communication Plan for the Embassy of the Republic of Poland in Helsinki**

<b>Channels and tools</b>	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>	<b>VI</b>	<b>VII</b>	<b>VIII</b>	<b>IX</b>	<b>X</b>	<b>XI</b>	<b>XII</b>	<b>Total costs</b>
Embassy website: opening section on Polish innovation policy	5000 euro creation of basic content outsourcing	Update ad hoc made by Embassy PR team	500	Update ad hoc made by Embassy PR team	500	Update ad hoc made by Embassy PR team	500	Update ad hoc made by Embassy PR team	500	Update ad hoc made by Embassy PR team	500	Update ad hoc made by Embassy PR team	7500 euro
Extra budget for projects ad hoc initiated by Finnish stakeholders													2000 euro
Newsletter in English produced by consultants	200 euro		200 euro		200 euro		200 euro		200 euro		200 euro		1200 euro
Seminars & conferences twice a year organized together with FI and PL stakeholders			5000 euro							5000 euro			10 000 euro

**Appendix no 6**  
**Annual budget for the Communication Plan for the Embassy of the Republic of Poland in Helsinki**

PR campaign at Aalto University combined with networking event					10 000 euro								10 000 euro
Individual meetings lunches	300 euro		300 euro		300 euro		300 euro		300 euro		300 euro		1800 euro
Twitter	Update made by Embassy PR team	Update made by Embassy PR team	Update made by Embassy PR team	Update made by Embassy PR team	Update made by Embassy PR team	Update made by Embassy PR team	Update made by Embassy PR team	Update made by Embassy PR team	Update made by Embassy PR team	Update made by Embassy PR team	Update made by Embassy PR team	Update made by Embassy PR team	0 euro
Facebook	Content prepared by the Embassy team	Content prepared by the Embassy team	Content prepared by the Embassy team	Content prepared by the Embassy team	Content prepared by the Embassy team	Content prepared by the Embassy team	Content prepared by the Embassy team	Content prepared by the Embassy team	Content prepared by the Embassy team	Content prepared by the Embassy team	Content prepared by the Embassy team	Content prepared by the Embassy team	0 euro
Linkedin	Setting up and designing account	Update made by Embassy PR team	0 euro										
On line network	1000 euro Setting up a groups and building an innovation community	Up date by the Embassy PR team	1000 euro										
<b>TOTAL</b>													<b>33.500 Euro.</b>