



Crisis Management Tool for Fortum Corporation

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Crisis Management Tool for Fortum Corporation

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Crisis Management Tool for Fortum Corporation

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Crisis management is a crucial part of corporate security management. Preventing disasters from taking place has significant positive impact both on the company's business functions, as well as the health and safety of the employees. Objective of this thesis was to develop plans and content for upcoming crisis management tool. The project was commissioned by Corporate Security unit of Fortum corporation.

The content of the tool was to be a set of nine action cards suited to fit nine different crisis scenarios. These instructions would give the reader a simplified, scenario specific version of the pre-existing Fortum crisis management protocol that could then be easily referred to in a case of emergency. Instructions were to be geared towards the supervisor tier employees. Secondary objective of the thesis project was to produce additional content and a layout suggestion for an upcoming mobile-friendly application that the crisis management tool was to later be implemented on.

The thesis project was so called functional thesis and there for was based around project management and development rather than research. Main ways of working utilized in the making of the final product were service design methods and collecting qualitative information from both written and oral sources. The most crucial source of relevant information were the meetings with the Fortum Corporate Security unit. As commissioners of the project, they naturally had the most extensive knowledge about the conditions surrounding the topic within the company, as well as the vision of what they wanted to achieve with the results of the thesis project.

The project was concluded successfully and within the given timeframe and the results were as expected. According to feedback from the company, the results were satisfactory, and the end product of the project will be included as a part of Fortum crisis management protocol.

Keywords: Crisis, action card, corporate security, threat

Bachelors of Business Administration

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Kriisinhallinta on keskeinen yritysturvallisuuden osa-alue. Onnettomuuksien ja muiden vahingollisten tapahtumien ehkäisyllä on positiivinen vaikutus sekä yrityksen liiketoimintaan, että työntekijöiden terveyteen ja turvallisuuteen. Tämän opinnäytetyön tavoitteena oli kehittää suunnitelma ja tuottaa sisältö tulevaan kriisinhallintatyökaluun. Työn tilasi Fortum Oyj:n yritysturvallisuusyksikkö.

Työkalun sisällöksi päädyttiin tekemään yhdeksän toimintaohjekortin sarja yhdeksää eri kriisiskenaariota varten. Näiden ohjeiden tarkoituksena oli tarjota yksinkertaistettu, skenaariokohtainen versio jo olemassa olevista Fortumin kriisitilanneohjeistuksista. Näihin työntekijä voisi siten turvautua tehokkaammin hätätilanteessa. Ohjeiden tarkoitus on toimia pääasiassa esimiestason tukena ja ne muotoilla tätä silmällä pitäen. Opinnäytetyöprojektin toissijainen tavoite oli tuottaa lisäsisältöä ja ulkoasusuunnitelma tulevaan mobiiliapplikaatioon, jossa yritysturvallisuusyksikkö suunnitteli julkaisevansa opinnäytetyön lopputuotteen.

Opinnäytetyö oli niin sanottu toiminnallinen opinnäytetyö ja näin ollen se perustui projektinhallinnan ja kehittämisen ympärille tutkimustyön sijaan. Projektin toteuttamisessa hyödynnettiin palvelumuotoilun metodeja sekä kvalitatiivista tiedonkeruuta sekä kirjallisista, että suullisista lähteistä. Keskeisin oleellisen tiedon lähde oli tapaamiset yritysturvallisuusyksikön kanssa. Työn tilaajina heillä oli luonnollisesti laajin tietämys projektin aihetta ympäröivistä olosuhteista, sekä näkemys siitä mitä projektin lopputuotteella haluttiin saavuttaa.

Projekti saatiin onnistuneesti päätökseensä annetun aikaraamin sisällä ja lopputuote oli toivotun kaltainen. Yritykseltä saadun palautteen mukaan opinnäytetyön lopputulokset täyttivät odotukset ja projektin lopputuotetta tullaan hyödyntämään Fortumin kriisinhallintaprosessissa.

Avainsanat: Kriisi, toimintaohjekortti, yritysturvallisuus, uhka

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1 Introduction

Crisis management is one of the core subcategories for security and safety management in large international corporation. Crises can stem from natural causes or they can be human related. Types and likelihood of the crisis situations can vary vastly depending on the occupation- and geographical location of the company. For example, it is extremely improbable that a company in Helsinki would have to prepare for a crisis caused by an earthquake. Also, other independent factors such as political fluctuations, natural catastrophes, cultural norms, etc. can affect what crisis situations are probable.

One of the tools for corporate crisis management is training the employee. Crisis management training can be adapted to suit company's needs. It can target specific crisis scenarios or just be a general training for dangerous situations. Crisis prevention is always cheaper than crisis response. The employer can utilize training for a relatively cost-effective method of raising both the security and safety awareness as well as to improve the abilities of the employees to function in an emergency situation. (Bernstein 2011, 32.)

A common grass-root-example of this type of training is the fire and evacuation exercises that are held in workplaces. Just one employee who remembers their training could be the only thing separating a smoking dumpster from a large fire engulfing the main office building. It is important to remember that when talking about training the employee it does not just mean drilling the basics but also includes teaching company management the crisis management policies and protocols. Training can be conducted in a form of seminar, web training, handing out instructions, etc. The need for more effective training and materials for the employees is ever present in the corporate world as the companies need to evolve with the changing landscape of dangers. (Noe & Kodwani 2012, 254.)

1.1 Fortum Corporation

This thesis was commissioned by Fortum corporation. Fortum is an energy company owned mostly by the Finnish state. They operate mainly in the Nordics, Baltics, Poland, Russia and India and employ around 8000 energy sector professionals. Core business consists of selling power and heat produced in coal-burning-plants, nuclear-plants, hydro-generation, windfarms, waste-burning plants and solar farms. Globally the company has 128 hydro power plants as well as 26 CHP, condensing and nuclear power plants. (Fortum 2020.)

1.2 Key concepts

Action card is a term widely used in the security and safety industry but is rarely given an official definition. Andrew Carvell in his article *How to use action cards* (2017), states that action cards are a crisis management support tool that usually include information such as who to contact, what to do and what not to do. Usually resembling a simple action list, the

action cards are meant to provide immediate instructions for the situation at hand. Thus, the cards usually do not contain complicated or unnecessarily detailed instructions. Action cards are meant to be utilized at the moment when the conditions for the use of the card are met. This is to say that the action cards are not instructions for how to prepare for the said situation. For example, action cards do not usually contain instructions on how to set up fire alarm systems or extinguishers. They tell you what to do when the fire is spotted.

CSU/Corporate Security Unit specifically, commissioned the topic of the thesis. Along with the Corporate Cyber Security Unit they form the Fortum Corporate Security Unit. Corporate business security unit provides the company with twelve different service areas. Services include instructions, awareness, consulting, information, reviews, incident management internal and external networking and cooperation. Main goal is to secure, business and information according to needs of the company (CSU 2019a.)

Crisis is “A time of great disagreement, confusion, or suffering” and/or “an extremely difficult or dangerous point in situation” (Cambridge online dictionary 2020a.) In the thesis the term “crisis” is referred to in the same sense as it is used in the materials of Corporate Security Unit and Fortum in general: To describe a particularly harmful or dangerous occurrence that may cause severe damage to people and assets. (Fortum Group Instructions Crisis management 2019.)

Threat (as in receiving or making threats), according to Cambridge Online Dictionary (2020), is: “a suggestion that some-thing unpleasant or violent will happen, especially if a particular action or order is not followed” Threatening somebody is a subtype of general threatening behaviour also known as intimidation. Threatening actions can be theorized as non-adapted remnant of a normal urge for competition that can be commonly observed in animal kingdom. Intimidating behaviour in humans can also be a result of educational factors and environment as humans are generally reluctant to engage in a conflict. (Randall 2009, 22.)

1.3 Objectives and limitations

The goal of the thesis project was to deliver Fortum CSU with contents and outlook design for their future crisis management tool. According to the assignment by the company, the crisis management tool should be built on action card format and afterwards be applied on a third party, cloud-based mobile app. The tool was to be a set of action cards that would suite the most probable, destructive or otherwise relevant crisis scenarios and it would be later on implemented in a mobile friendly format. These action cards needed to be accessible on the moment’s notice and they had to contain the condensed essence of the larger corporate crisis management instructions. Due to CSU already having decided that the tool should be action card-based, this project focused on choosing the right scenarios for the cards, designing the

content and finally illustrating the layout and adding additional content. As a limitation only one of the action cards would be published in the thesis. The published action card might end up being presented with some details removed due to possibly including confidential information such as names, phone numbers or descriptions of separate protocols.

The relative success or failure of the thesis project would largely depend on the evaluation of CSU. There was an idea of collecting written feedback from a larger pool of security professionals within Fortum, but this was eventually discarded. CSU estimated that for example a questionnaire would not achieve extensive enough number of respondents in order to be relevant.

Other limitation had to do with the target group. Fortum has many different kinds of working environments from offices to power plants. They also have a rich organizational structure and have different kinds of supervisory positions at several levels of the company. This meant threading the fine line between being overly specific and being too general. In the end the cards were based around “universal” processes within the company rather than any specific unit or position. Regardless of the position of the supervisory employee, these action cards will serve them for the initial steps of the crisis management process.

Upon the CSU’s request the tool was aimed for the middle management and management tier employees, even though the final product were to be available for a wider stakeholder group. The action cards do not necessarily give instructions on what to do when the situation is at hand as they are primarily not meant for the “operational level” employees. As an example, if the tool would include an action card on the topic of “burglary”, the card would instruct the reader what to do once the burglary has been noticed. The action card would not include instructions on what to do if you come face to face with a burglar. Similarly, a card might instruct the reader what to do once he or she has been informed that there is a large fire in the premises. On the other hand, the card would not guide the reader on how to put out a fire.

Finally, the implementation of thesis projects end product is not part of this thesis. Utilizing the plans, designs and materials that this project has produced is up Fortum corporation. They have the right to make use of the results as they see fit.

2 Crisis management and Fortum corporation

Big corporations are constantly at risk of security and safety related issues whether it be some relatively minor workplace injury or a huge, expensive disaster. Effective crisis management does not only cut the costs of immediate damages in the crisis situation but also prevents the value of the company from plummeting due to secondary negative effects. (Bernstein 2011, 4.) Great number of employees and large assets alone increase the

probability of accident or injury. Having operations around the world leads to being exposed to all kinds of natural calamities as well as cultural- and political fluctuations. (Bernstein 2011, 118.)

Fortum corporation has a very diverse selection of working environments and business functions. They vary from offices to power plants. Often times the working sites are built around very specialized technology that requires massive machinery to operate such as windmills or hydropower plants. On top of this, environmental activism is gaining more popularity due to increased environmental awareness regarding pollution and global warming, which in turn means that energy sector corporations in general may arouse strong emotions and reactions in general public. The crisis management tool was designed especially the versatility of the company in mind. (Results of group interviews with CSU 2019. Pers. com.)

Theoretical framework in this thesis is built around the meetings with CSU, qualitative literature review and the best practises of the professional crisis management. Some of the materials used for the literature review are Fortum's internal documents and thus confidential. These sources will be referred to as unpublished material.

Crisis management is a situational management system. It includes well defined responsibilities and it requires organization-wide structural arrangements. The crisis response should include duties in areas such as crisis prevention, crisis assessment, crisis handling and crisis termination. The goal of the crisis management as a process is to be prepared for a crisis. It requires a strategy and methods in order to effectively communicate between different factions and to decide for the most successful way to terminate the crisis. (Groh 2014, 192.)

The techniques of crisis management include a number of consequent steps from the understanding of the influence of the crisis on the corporation to preventing, alleviating, and overcoming the different types of crisis. According to Bundy, Praffer, Short and Coombs (2017, 1661-1692.) the process of crisis management aims to prevent, mitigate and manage harmful occurrences that might damage an organization or its stakeholders. Three main elements that are very common in crisis situations are 1) a threat 2) a surprising element 3) lack of time to make decisions (Seeger, Sellnow, Ulmer 1998, 231-275.) Proper crisis management process should include elements for crisis prevention, crisis mitigation and crisis recovery. These three stages reflect the "before, during, after"-phases of a crisis development. (Bernstein 2011, 11.)

Facing a crisis can affect the company in at least one of two ways: Negatively and positively. Company will probably suffer negative consequences such as loss of trust of the stakeholders and customers, loss of assets and revenue, etc. However, a crisis can also be seen as an opportunity. A company can show it's "true colours" and prove to the public how responsible

and trustworthy they are by effectively managing challenging situations. This positive impact on the public image of the company then may lead to more profitable business and other benefits. In worst case scenarios a proper crisis management process can preserve nature, protect immeasurably valuable assets or even save human lives. (James 2008, 1.)

3 Fortum internal functions

Fortum is a fairly large corporation with a plethora of business functions around the world. The internal structure of the company can be divided to three levels of governance. Group-, division-, and site level. **Site** means a singular working site like a power plant or an office. **Division** roughly means a business area. For example, a singular customer service unit is a part of Consumer solutions-division. Finally, there is the **group**-level, which means the management of the company as well as some corporate functions such as corporate security unit. (Results of group interviews with CSU 2019. Pers. com.)



Figure 1: Levels of crisis management (CSU 2019b).

In the Figure 1 is illustrated the three levels of the company management and how they relate to crisis situation. Despite the names of the sections, this thing as a whole is known as Fortum crisis management process. The left and right arrows resemble how the serious local issues a.k.a. less severe incidents are more common than the more severe group level crisis situations. If a problem cannot be handled on the lower level, the management of the situation can always be escalated upwards. Similarly, if the assumed crisis appears to be less severe than expected, the management can be transferred to lower levels. (CSU 2019b.)

3.1 Fortum crisis management process

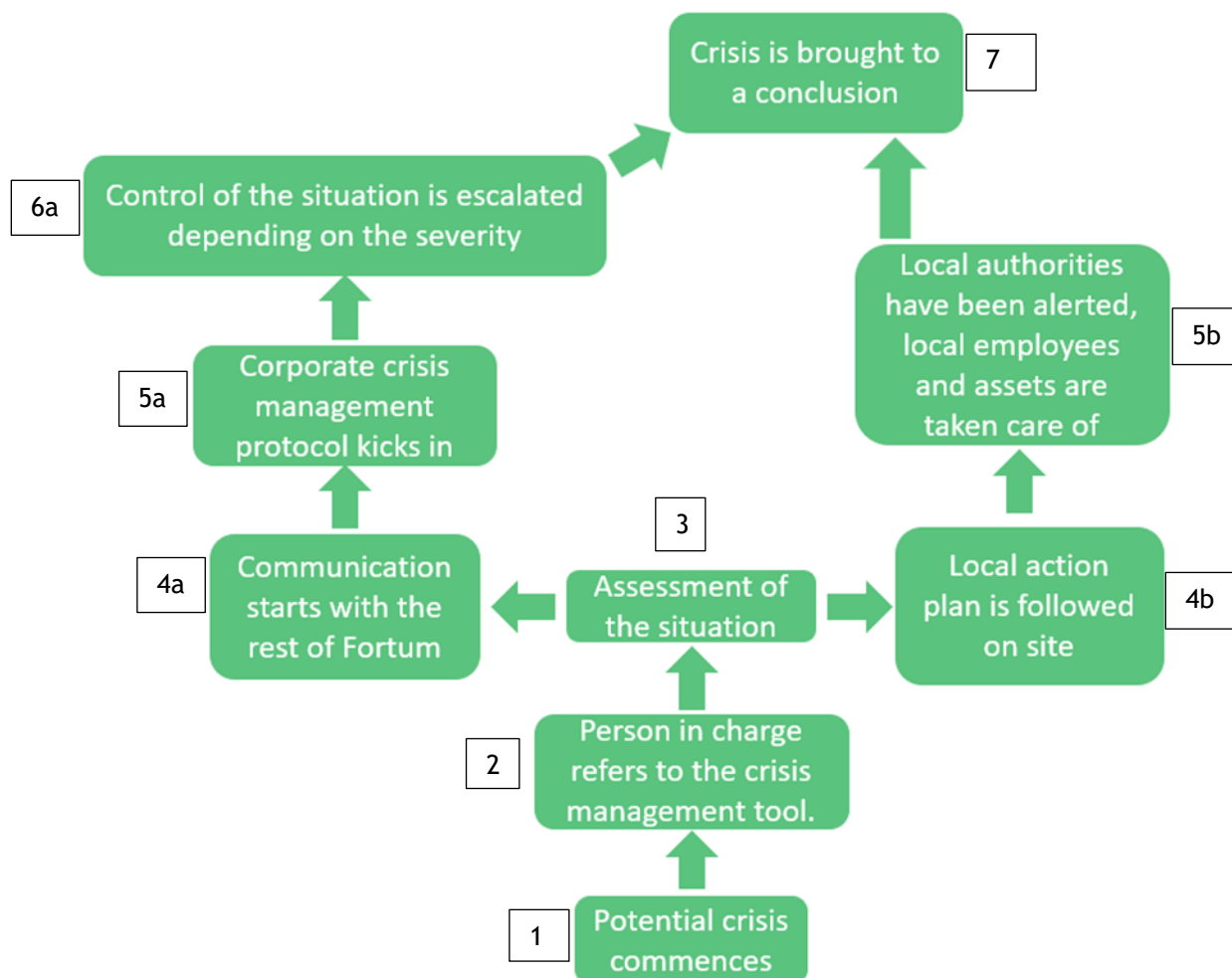


Figure 2: Crisis management process (Results of group interviews with CSU 2019. Pers. com.)

Journey map in the Figure 2 illustrates the general crisis management process at Fortum corporation. Steps of the process are explained below. The letters and numbers in the indexes of the text represent the similar letters and numbers in the figure 2.

1. The process flow starts from “Potential crisis commences”- box. Cause of the potential crisis may vary depending on the type of site and the type of incident in question. For example, maybe a big storm has hit windfarm in India and the situation is unclear. Maybe the person in charge is informed that there has been a break-in in an important location, and nobody can say for sure if something has been taken.
2. Person in charge refers to the crisis management tool. This is the step where the tool designed in this thesis project is supposed to fit in the Fortum crisis management process. The action cards are very basic instructions fit for the initial response of the crisis situation so the earlier the person in charge refers to them the better.

3. Assessment of the situation begins. The supervisor collects the relevant information and make decisions based on that. Depending on the situation and type of incident, relevant questions to ask might be things like “is anybody hurt?” or “Who should I contact about this” and so on.

From here on out the crisis will be managed on two fronts, on the corporate/division level and on the local level. This is represented in the figure by splitting the process flow into two separate directions.

4. A. Communication starts with the rest of the Fortum. On one of the fronts the crisis situation needs to be communicated with the corporation. This ensures the availability of company resources in case the situation escalates.
5. A. Corporate crisis management protocol kicks in. The already existing protocol enables parties and different corporate functions to participate in managing the situation if needed.
6. A. Control of the situation is escalated depending on the severity of the situation. More severe the case, the higher ups will be calling the shots.
4. B. On the other front, the Local action plan is followed on site. Depending on the type of crisis and type of site this can mean things like organizing evacuation or intensifying the security measures etc.
5. B. Local authorities have been alerted, local employees and assets are taken care of. The action plan is followed through and the and if necessary, communication with the local authorities has been started.
7. Crisis is brought to conclusion. The acute crisis ends here. After this would start the crisis recovery process in order to restore the business functions back to pre-crisis level.

3.2 Fortum threat management process

Fortum has a customer service unit and uses external face to face street vendors to sell their services. The customer service units are the most likely parts of the company to receive threats. Luckily very few of the received threats actually lead to any sort of actions. Fortum has a threat management instructions and protocols in place and well available for all units. However, the process needs supportive functions in order to work fluently in real-world situations. Different units might have more or less practical experience in handling threats or the local legislation might vary on what is and what is not a threat and so on. This kind of variables might bring unexpected factors into the threat management process and they need

to be addressed effectively with a local level solutions. (Results of group interviews with CSU 2019. Pers. com.)

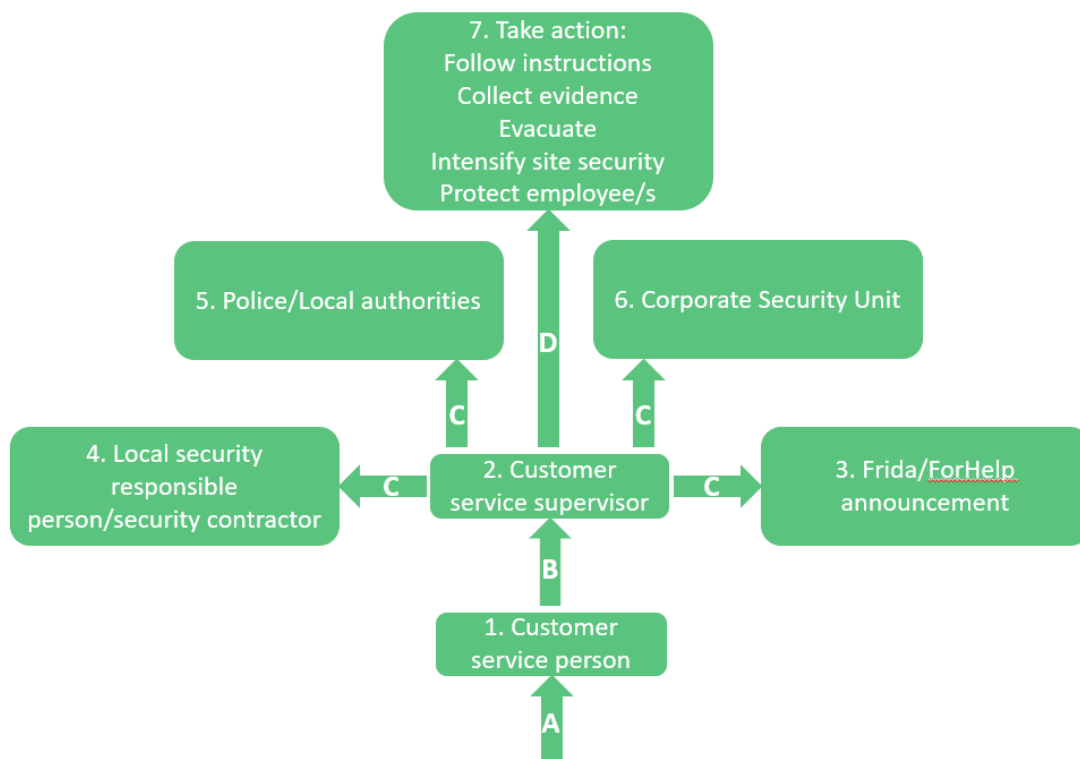


Figure 3: Receiving threat (Results of group interviews with CSU 2019. Pers. com.)

As an example, the journey map of the Figure 3 illustrates the current threat management process of a general customer service personnel. In the example threat is made via phone. This is how somewhat optimal threat management process would advance. The letters and numbers in the indexes of the text represent the similar letters and numbers in the figure 3

- A. Customer service employee receives a threat via phone.
1. Customer service person follows the given instructions. He/she remains calm and tries to pry as much of useful information as possible (name, location, time of possible retaliation or such and so on.)
- B. After the threat maker has ended the call, the employee sends the collected information, explanation of what happened and a recording of the call to his/her supervisor.
2. Supervisor is now aware that there has been a threat. He/she assesses the materials and instruction in his disposal to decide what to do next. Similarly, he/she also assesses the situation. What happened? Is anybody hurt or anything damaged? What evidence do we have, and which people are involved in the situation, etc.

- C. Next the supervisor needs to communicate the received information forward. The order of which parties should be contacted first may depend on the situation. Decision making rests on the supervisor.
3. Frida is a Fortum's internal log and communication channel for security and safety near miss cases and incidents. In Frida any employee can report and record for example work safety violations, incidents, non-work-related cases (such as slipping outside the workplace), asset damages such as thefts and so on. After answering the topic fields in Frida, the program automatically contacts the right stakeholders. For example, in case of slipping, Frida might send a notification of the incident to safety responsible person. ForHelp is a part of Frida system. It is an internal communication channel for acute severe incidents and emergencies, and it can be used either through online portal or by calling ForHelp-emergency number. Depending on the seriousness of the made threat, the supervisor must decide if the report should be made in Frida or ForHelp. Regardless every threatening situation should be reported sooner or later at least through Frida. (Results of group interviews with CSU 2019. Pers. com.)
 4. Supervisor should contact the local security responsible person or the local security contractor. This enables the site to prepare to face the threat on the local level.
 5. Depending on the seriousness of the threat, supervisor should contact local police or similar authority. In the case of serious acute threat, calling the police might be the first thing to do.
 6. Frida and ForHelp announcements reach corporate security unit if the threat situation is reported correctly. In severe cases corporate security unit will contact the supervisor based on the made announcement. However, the supervisor might also contact corporate security in less severe cases for more instructions, guidance, additional resources, etc.
- D. Apart from forwarding the information, the supervisor should also be prepared to take action. Perhaps the authorities have ordered the site to be evacuated and the supervisor needs to make sure that all the employees get out. Maybe number of security personnel should be temporarily increased until the situation is under control.

As can be seen from the journey map, even when an operational level employee is the one to receive the threat, it is actually the supervisor that plays the crucial role in the threat management process. This puts a lot of responsibility on the supervisor. The point of threat management action card is to give the supervisor the necessary basic instructions in a simple

easy to understand format. Presumably this would ensure that the threat management process would advance more effectively regardless of the experience level of the supervisor. Even though this example illustrates the situation of a customer service unit, it must be kept in mind that any Fortum employee might receive a threat.

3.3 Need for crisis management tool

Fortum corporation already has crisis management instructions in place. The existing instructions are valid and up to date. They are used as a guideline when planning crisis management for different business divisions and they can be referred to solve an ongoing crisis if needs to be. However, in their current form the instructions have few shortcomings that the planned crisis management tool aims to patch. Firstly, the current group level instructions are “one-type-fits-all” instead of case specific which means that the instructions are quite general in nature. The other end of the spectrum are the local level instructions which might be very specific and detailed, but then again unfit to be applied to other sites. The new tool will be constructed so that it fits more specifically the nine chosen crisis scenarios while also being applicable to virtually any kind of site.

The existing instructions can also be described as “advanced”. The higher management will be taking charge in a group level crisis situation, which means that ideally the crisis leadership is very centralized. The crisis management team will have a security specialist available to guide the management team with the instructions as intended. However, the situation might be drastically different outside the higher management. According to the Fortum crisis management protocol the incidents are always to be solved as close to the source as possible. Only if necessary, the situation should be escalated on the higher levels of the corporation. This is why it is important that the local and division management can function autonomously to some degree while still maintaining the communication with the group level stakeholders. All these shortcomings are addressed with the tool as it gives the employee an effective set of basic instructions that they can utilize regardless of their level of expertise. (Results of group interviews with CSU 2019. Pers. com.)

4 Methodology

Thesis was based on information collected by utilizing service design tools, researching literature and by using qualitative interviews to attain qualitative data. Purpose of service design is to see services of the organization from the customers perspective. The aim is to create a high-quality service experience by balancing the needs of the business with the needs of the customer. Focus is on the human centred aspects of the service improvement process and has its roots in design thinking. Service design helps organizations to gain real understanding of their own services making it possible to create meaningful improvements. (Miller 2015.)

In the thesis, service design methods were used in designing the layout and content for the tool. The ideas and direction provided by CSU were fleshed out and refined through the service design techniques such as personas and journey map. According to Stickdorn, Hormess, Lawrence and Schneider (2018, 40) a persona is an imaginary profile representing a group of people, such as users, customers, subset of employees or any group of stakeholders. This profile is rather archetype than a stereotype and it is often based on research. Even though they may be fictional, personas help to make groups with similar interest more understandable and relatable. They are characters that the service designers can engage with and they can be used both to build new services based on their needs or smooth out already existing services. Well-built persona usually includes things such as a portrait image, name, demographics (such as gender, age, location, etc.) and description that reveals the characteristics, personality, attitudes, interests and skills of the character.

Journey maps are used to visualize the experience or journey of an actor. They can illustrate processes related to existing experiences or planned experiences alike. The main structure of journey maps consists of different stages of the process presented as subsequent items on a timeline. Scale of a journey map can vary. Some maps are low resolution and show the whole end-to-end process, others may focus on showing just parts of a larger process. In service design, journey maps can be used to illustrate the actor's feelings so often times they are paired with personas for a more accurate and lively presentation. (Stickdorn et al. 2018, 49.)

These service design techniques provided a middle step for the thesis. They helped to organize the information received from the company. Personas gave the author deeper understanding about the needs of Fortum employee and journey maps made it possible to visually present aspects of the project in the thesis. The use of personas is explained more in depth in the chapter "Personas"

In the very core, this project was all about project management and communicating with the Fortum representatives. A lot of the relevant information was received through the several meetings with the CSU. Qualitative interviews were used to obtain information from the Fortum CSU. The interview topics ranged from what the internal functions of the company were like to what they wanted the end product of the thesis project to be like. Meetings were conducted in very natural manner and were usually just loosely structured around the initial topic of the meeting.

Qualitative interviews are a very common research method in the field of social sciences. The structure of the interviews depends on what the research is about, the type of target group being interviewed and the setting in general. Some interviews can be very rigid in structure. However, if the structure is too detailed the interview loses its greatest asset when compared to quantitative research methods: Its depth. Right question can get more information out of

the person being interviewed than a for example a questionnaire would. On the other hand, the interview needs to have just enough structure in order to stay on topic. It has been hypothesized that the popularity of interviews in qualitative research is due to the similarity with a having a conversation. In a day-to-day-like situation the interviewed can feel relaxed and thus produce truthful answers more easily. (King & Horrocks 2010, 5.)

Finally, the crisis management literature as well as other publications such as webpages, were used to gain knowledge for the theory basis of the thesis. According to Bernstein's *Managers Guide to Crisis Management* (2011, 1) crisis management is more of an art than exact science. Instead of theory heavy techniques, crisis management literature often illustrates best practices and highlights the successful operation models through examples of past incidents. This type of descriptive literature was used by the author of the thesis to gain inspiration of potential threats that Fortum Corporation might face as well to plan out successful operation models for the end product of the thesis.

5 Project

The thesis project aimed to create contents and layout design for an upcoming crisis management tool commissioned by Fortum CSU. According to the assignment by the CSU, the crisis management tool should be built around action card format. Later on, it was to be implemented on a third party, cloud-based mobile application.

The thesis project started off with a kickoff meeting held at the Fortum headquarters, where the CSU presented their suggestion for the thesis topic. They wanted to create a crisis management tool aimed to management and middle-management tier employees. The core of the tool would be action card-based set of simple instructions that could be referred immediately after a potential crisis has been noticed. The topics of the action cards were determined by reviewing Fortum internal documents and logs of past incidents as well as by discussing with CSU about their professional experiences regarding Fortum corporation. The documents and nature of discussions with CSU are not disclosed in this project due to confidentiality.

In the final version there ended up being nine action cards constructed around nine relevant crisis scenarios. The nine scenarios came to be from the need to balance out several factors: There had to be a sufficient number of scenarios in order to address the most relevant threats that the company may face. At the same time the time for the thesis project was limited so the number of relevant scenarios needed to be compact enough to be executable. The exact amount of nine scenarios was agreed with CSU as a satisfactory scope for the thesis project.

In this thesis only one of those action cards is presented due to confidential nature of the created tool. The presented action card is partially censored as it includes people's names,

contact information and other confidential functions of Fortum corporation. Regarding the layout, basic structure and development process, all the action cards are similar in nature.

As the secondary objective, the tool was to be designed so that it could later be implemented on a Fortum's internal cloud-based mobile app. On top of the cards, the tool would also have a few informational slides and links as a part of the app interface. According to the authors estimate, this would both tie the cards together as a whole as well as make using the app more user-friendly experience. The app-related design work is explored more in the "Layout" chapter.

Apart from the first meeting, the project was scheduled very casually. In the beginning CSU set one deadline: The action cards and layout design needed to be ready and approved by 6.12.2019. This would give CSU time to distribute the project results within Fortum to other members of the security network for evaluation before the Christmas vacations. Unrelated to the thesis, the implementation and publication of the crisis management tool were to be done during the first quarter of 2020.

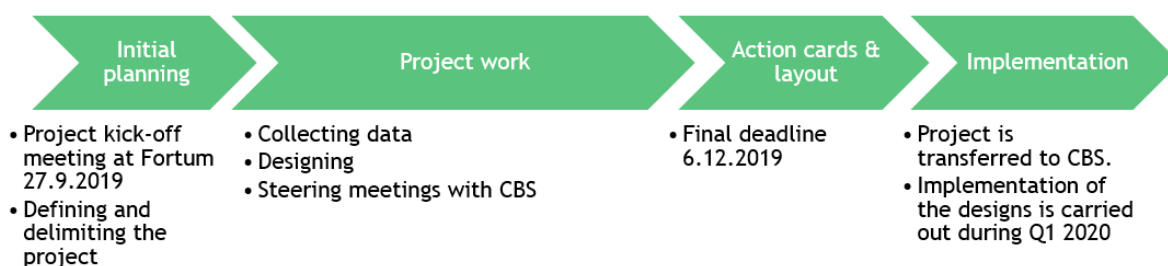


Figure 4: Project timeline

5.1 Personas

The action cards needed to be effective, understandable and easily approachable to a general Fortum employee. In order to illustrate the needs of a Fortum employee, two personas were created to represent the common archetypes in the corporation. These personas are based on discussions with CSU as well as Fortum written materials.

The personas the author to visualize the common Fortum employee and made it easier to identify with them. They are also used in this thesis report as a mental visualization tool for the reader to gain deeper understanding of the premises of the project. These described visualizations can be observed in the chapter “5.2.2 Action card: Threat”.


Linda Punkanen



- Project manager
- Female, 35 years old, Finland
- Linda is a case example of a modern day information worker. Flexible, resourceful and well networked within the company. Aside from her work, she is always keeping up with new developments in the corporation and is interested about all kinds of trainings offered for the employees. On the other hand, Linda is not that aware about the secondary functions in her office. She doesn't know who are supposed to have access to the office nor can she tell where is the closest emergency exit apart from her usual route to her desk. These type of things, no matter how important, have simply not crossed her mind as they are not part of her work. In an unclear, potentially dangerous situation she might use her own connections and directly call the security responsible of the office for more information.
- She lacks information, but when offered a change to learn she will gladly accept it.

Figure 5: Persona of Linda

Jakub Nowak



- Site manager
- Male, 42 years old, Central Europe
- Jakub is very knowledgeable when it comes to day to day functions of his own site. He is resourceful and in the case of emergency he can utilize employees and equipment in his disposal to minimize the danger. However, years of practical experience has made him perhaps a bit too autonomous. If Jakub needs to choose between getting the work done and tedious company protocol, he would choose getting the work done. Similarly communication with the rest of the corporation is not always up to par.
- He requires purpose and clarity about his work. He recognizes the importance of corporate functions, but needs a clear direction on what to do about them.

Figure 6: Persona of Jakub

5.2 Action card

In the meetings with CSU simplicity, understandability and universality were highlighted as some of the desirable qualities of the action cards. The more extensive instructions are already in place so there would be no point in re-iterating the same formula. Similarly, the cards might be accessed in highly stressful situations, so the instructions needed to be clear. Finally, Fortum is a very diverse company with several different divisions. These action cards need to basically fit all of them so they must be general enough while still retaining their usefulness.

This vision goes along with Andrew Carvell's who states in his article "How to use action cards" (2017) that action cards are primarily a tool to help people in your organization to follow logical and pre-defined instructions during an incident. They can be thought as the operational application of the contingency plan. They are designed to clear ones thinking during early stages of crisis where the uncertainty of the situation plays a great role. It is recommended that the the action cards should be kept generic so that they can suite many types of incidents. Writing is to be kept short and compact, while still remaining specific enough. Also, mobile solutions for the instructions are mentioned as a positive factor, as the crisis might strike also outside the office hours.

5.2.1 Structure of the action cards

The action cards were to be kept short and simple. It was crucial to determine what kind of sections the cards should consist of. As all the action card were to have fundamentally the same structure, the chosen section would have had to be applicable to all the crisis scenarios chosen for the project. After studying crisis management literature, case examples and other action card samples from various sources, the following main sections were chosen to be included in the final product.

Assessment of the situation starts with forming a clear situational picture. One cannot make bricks without clay as it is impossible to execute effective counter measures if the conditions of the current situation are unknown. Similarly, the employee cannot communicate the situation to other units if they do not know what to say. Whether it be threat or other type of crisis scenario, perceiving the relevant information during a high-pressure situation might prove difficult to an employee who is not accustomed to such. Thus, it was concluded that the action card should include a section about situational picture in some way.

Communication can be seen as one of the cornerstones in any kind of organized activity. Timothy Coombs and Sherry Holladay (2010, 20) define crisis communication as "the collection, processing, and dissemination of information required to address a crisis

situation." In crisis management the communication happens both internally and externally. Internal communication between different units and individuals in the company makes it possible to distribute management of the situation to parties most qualified for each responsibility. Good example of this is the external crisis communication; in case of large accident the media might be interested in the case. Site manager might not be accustomed to give out statements about what happened, which might lead false information being reported in the news media. In this case the site manager can move the responsibility of external reporting to company communications unit who are more equipped to handle this portion of the issue. This also frees the site manager from the media pressure and lets him/her concentrate on the situation at hand.

Two things required for communication are some information to rely forward and somebody to receive the information you have in some way sent. Naturally, after the assessment of the situation has been done the individual reading the action card would also need some sort of "address book" to identify the stakeholders of the situation. Need for the address book lead to creating a "stakeholders"-section.

Lastly there needed to be a section about action. Not everything can or should be delegated to other people. Some issues need to be dealt locally for the best results. The individual reading the card might have varying levels of expertise and knowledge about the aspiring crisis situation. By including section for actions, the reader of the card could start solving the situation immediately instead of just waiting for other units to response. Depending on the type of crisis in question the "act" section may include things such as assuring the safety and security of the employees or arrange a secondary working location after the original site has been deemed unusable.

5.2.2 Action card: Threat

This subchapter shows the content of the action card "Threat" and an explanation for each section. This particular topic was chosen to be exhibited in the thesis report as threats are a familiar phenomenon also to people outside security and safety management industry. This makes it easier for the reader to understand the grounds of the action card without excessive knowledge about the particulars within Fortum corporation. Receiving a threat hardly qualifies as a crisis situation in most cases. However, behind every threat there is always a change that the threat might become reality.

Threats against corporations can be made through various different communication channels like face-to-face, email, on the phone, etc. Especially exposed to receiving threats and other forms of aggression are customer service units that come in contact with large numbers of people on daily basis and at the same time represent the company to the general public (Toporek 2013.)

According to Hopkins University's website about stated threats (2011) there are also indirect and direct threats. Direct threat might be something as simple as "I'll f*cking kill you!" while indirect threats can be veiled as a part of the normal conversation such as "I would look over my shoulders after leaving the work if I were you". Company can receive threats that target assets ("I'll burn down your windmill!"), groups of people (I'll come over to your office and beat up everyone whom I see with the company badge") or an individual employee (You'll go on a date with me no matter what you say. I'll be waiting when you get off work.")

Some details in the action card like names of certain units, people or contact information are censored due to confidentiality issues. Green highlighting in the text represents hyperlinks to corresponding sites in Fortum's intranet. These documents are not published in this thesis due to confidentiality reasons. In this chapter the functions of each section are explained through the experience of the personas. This helps to see the concepts in a realistic setting.

PREFACE

- Threats can be direct or indirect.
- They can be targeted towards sites, units, the company or individual personnel.
- Every threat is to be taken seriously and should be reported forward.

PREVENT

- Familiarize yourself with Corporate Business Security Threat Management instructions [here](#)
- Check your local threat management process.

ASSESS

- Collect all possible evidence. If the threats were made on the phone collect the audio recordings. In face to face situations collect possible CCTV footage. Other evidence may include emails, chat messages and such.
- Ask at least the following questions:
 - Who received the threat?
 - Towards who or what was the threat targeted to?
 - What specifically did the threat maker say he/she will do? (was it a bomb threat, threat of violence, destruction, arson, murder...?)
 - Did the threat maker give a specific time?
 - Any other helpful details?

COMMUNICATE

- In acute emergencies call 112/your local emergency service.
- If the threat is serious, make a ForHelp report either through the FRIDA reporting system or by calling [REDACTED]
- Contact the employee/s who received the threat and make sure they are okay. Ensure their safety by for example having them escorted to their car/home after the shift. If required, direct them to local health care partner for further care.
- Communicate with employees. Rumors start to spread quickly in high pressure situations. Keeping everybody up to date reduces the confusion and possible panic related to the incident.

ACT

- If necessary, temporarily intensify the security of your site/office [REDACTED]
- If ordered by the police, evacuate the site. (See the action card [REDACTED]).
- If the threat is directed towards an employee, ensure that they are safe.
- Prepare to cooperate with corporate business security unit and present them with the information.
- Determine if a police report or miscellaneous report should be filed or is it enough to just notify the police.

STAKEHOLDERS

- Division security responsible person
- Corporate Business Security Unit
- Local health care partner
- Local security partner
- [Fortum Phone Box](#)

Figure 7: Action card

Preface-section (Figure 7 Action card) was created not so directly for crisis situations, but for what precedes them. For an employee to seek guidance from the crisis management tool in a high-pressure situation they must be aware that such tool exists. If they are through some means familiar with the tool, they probably have opened it at least ones. Reasons for getting familiar with it may vary for different employees. For example, in some scenario “Linda” could find out about it by reading the company intranet. “Jakub” on the other hand might have received the information when for example CSU has visited the site and offered the tool to be added to the site emergency instructions. In both cases the employee upon opening the tool gets to read a very compact preface about what the scenario means and what might be its consequences. This helps to capture the readers interest and maybe help him/her remember the card in the future.

Prevent-section (Figure 7 Action card) includes some simple steps that the individual might take before the crisis has even aspired. Depending on the crisis at question this section might guide the reader to read further instructions somewhere else, participate in available training sessions, critically evaluate the situation at their own site and communicate forward if they notice potential problems. Regarding many of these action cards employee like Jakub is more equipped to utilize the advice given in this section due to his influence over the working site. On the other hand, the employee does not necessarily need direct influence over the site in order to aid with the prevention. By contacting site responsible people, a single employee can express their concern on issues and so help highlight the problems. Many of the advices given in prevent-section can be utilized on an individual level, such as reading further instructions.

Assess-section (Figure 7 Action card) is about estimating the severity of the situation but also about collecting information various forms. In some cards it may mean collecting camera surveillance footage, on others estimating the amount of sustained damage or figuring out which assets take a priority to be saved. It details what kind of factors the reader should concentrate on. For example, the type of evidence that can be collected by the supervisor depends largely on the jurisdiction of the employee in question. Jakub might have access to camera surveillance footage and Linda not or vice versa. Sometimes the evidence might be something simpler such as a recording with smartphone or screenshots from messages.

Communicate-section (Figure 7 Action card) gives guidelines on what type of information should be forwarded to whom. Effective information sharing is a key to delegating responsibilities. Some of the parts, such as “call 112” might seem obvious, but sometimes the obvious is needed in high-pressure situations. Focus of this section is to make sure that the information about the crisis situation reaches the appropriate units in the corporation. This makes it possible to do things such establish crisis management team or send more resources

on the site. Not every serious incident always requires big assets or hundreds of people to be in danger. It is entirely possible that Linda has some of her team members stuck on the other side of the world because they cannot make to the airport due to massive riots in the city, they are in. In this case just few people in danger might require extensive operation to get them to safety.

Act-section (Figure 7 Action card) sets guidelines that can be universally applied to almost any kind of Fortum working environment. Depending on the crisis scenario in question, the act section might include things such as strengthening the physical safety and security of the site, isolating the crime scene, evacuating the site, etc.

Stakeholders-section (Figure 7 Action card) is the final section on the card. Stakeholders are tied to positions and organizations rather than individual people. This ensures both the cards being universal for every site as they are, as well as the validity of the cards in the case that there are changes in the personnel. This section is natural extension to the communicate-section and gives the employee an idea what units are responsible about this type of situation. Intranet personnel search aka “Fortum phone box” will point the employee to right people.

5.3 Layout design and rest of the application

Originally it was speculated with the CSU that thesis would also cover designing a user-friendly layout for the app that the project was to be implemented on. However, due to technological limitations regarding the third-party app that Fortum had chosen, there ended up not being much room for customization. The layout consists of box icons that can be clicked on to advance. The following mock-up sketches were offered to CSU as the layout for the final product.

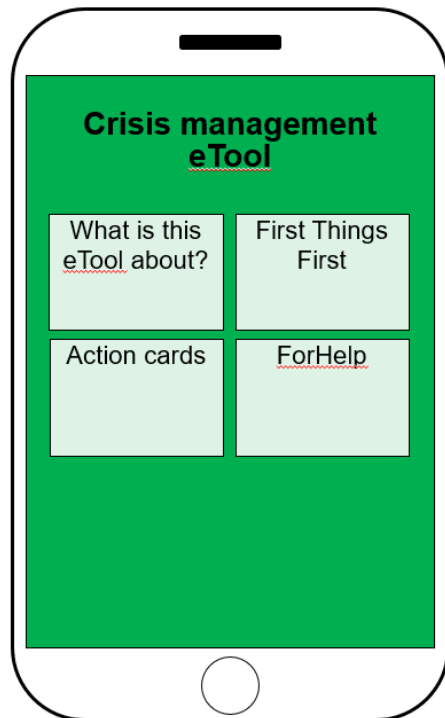


Figure 8: Main menu (CSU 2019c)

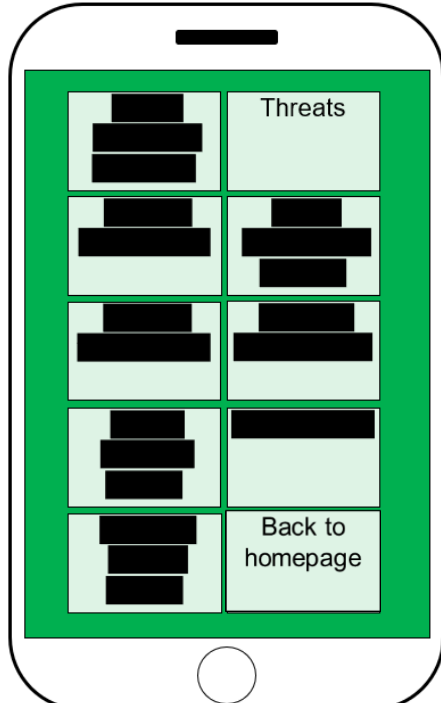


Figure 9: Action card library (CSU 2019c)

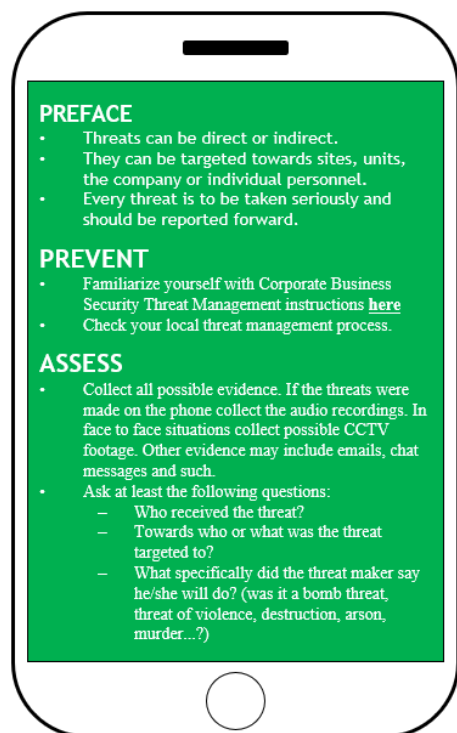


Figure 10: Action card view (CSU 2019c)

Figure 8 represents the Crisis management tools homepage. In the Figure, “What is this eTool about” leads to an information page about the tool and it’s uses. Text at this page reads as follows: “This eTool gives you initial instructions and some basic structure for managing crisis situations. Potential crisis can strike at any moment. It might not only befall to you but also to employees around you and/or your subordinates. If handled poorly, a still controllable incident can spin out of hand resulting in serious injuries- and asset damages. No matter what position you work in, it is every Fortum employee’s duty to maximize the security and safety in their working environment. These instructions are especially useful for executive and supervisory personnel as they are more likely to run into incidents due to their larger web of responsibilities. Familiarize yourself with “First things first”-principles and the action cards. Refer to this eTool as soon as you learn about the potential crisis situation.” This section gives the tool its introduction and helps the reader to perceive what they are dealing with regardless of what their experience level in crisis management might be.

First things first-section has information about the crisis management basic principles at Fortum. These are very general rules of thumb that can be applied to almost any incident scenario. These principles are created by CSU personnel and existed before this thesis. Specific information about this section is not included in the thesis due to confidentiality reasons.

Action cards leads to the section presented in Figure 9. This is the library of action cards. Names of the cards other than “Threats” are censored due to confidentiality reasons. Clicking the action card boxes in turn opens the corresponding action card, which is represented in Figure 10

ForHelp is a link to Frida, Fortum’s internal log and communication channel for security and safety near miss cases and incidents. This makes it easy for the user to access the service in crisis situation. The company already has many pre-existing channels that can be used to reach Frida but considering the nature of the app it was deemed useful to include a simple shortcut to the service. This way the app could offer even the less experienced employees at least the basic tools of incident management communication.

6 Issues and shortcomings

In this chapter there are addressed some of the shortcomings of this project. In connection with the project also the thesis itself has minor things that could be improved. First of all, the action cards themselves are not perfect. The biggest issue is the “universality” of the content. Fortum has many different kinds of working sites and offices all over the world. The app needed to fit as many of the environments as possible, so the action cards had to be made somewhat general. There exists a possibility that this has left the cards too general to be actually useful in some situations. However, it is to be noted that the cards and the application are a complementary function in the larger entity that is the Fortum crisis management process. Rather than to perfectly solve every occasion, the app is supposed to be the first step or a starting point for any Fortum employee regardless of their expertise on the matter. In this context the app gives an extraordinarily clear picture of the basics of what the employee should keep in mind during crisis situations.

Another shortcoming has to do with the thesis report itself. Due to confidentiality, most of the content for the app is not published in the thesis. Also, the effectiveness and suitability of the cards for their intended use is highly Fortum-specific. These two factors combined mean that for somebody outside the company it might be difficult to evaluate the quality of the thesis. To balance this out a feedback appendix has been included in the thesis. The feedback was written by the CSU security manager and the thesis project overseer Jarkko Karonen (2020) and can be found in the Appendix 1: Feedback from Fortum.

7 Conclusions

Objective of the thesis project was to provide Fortum CSU with content and layout design for their upcoming crisis management tool. According to the assignment by the company, the crisis management tool was to be carried out in action card format and later on be implemented in a third party, cloud-based mobile application. The basis for action cards was established by utilizing service design methods such as personas or journey map and by

researching crisis management literature and best practises of the industry. After meeting with CSU, it was concluded that nine action cards will be made based on nine different crisis scenarios. Only one of these scenarios, “threats” was to be published in this thesis due to confidentiality reasons.

The action cards were to be made based the existing company crisis management instructions, while following the principles of simplicity, understandability and universality. These action cards were highly Fortum-specific so one of the most crucial sources of information was meetings with the CSU. The app is aimed to the middle management- and management tier employees so the action cards would be fashioned more in the sense of “what to do if there is a large fire taking place in your business division” rather than “how to put out a fire”.

The action cards as well as other parts of the project such as the layout design and additional content were successfully concluded. The end product was produced well within the given timeframe and the CSU was pleased with the project as they have deemed the project results suitable to be included in Fortum crisis management protocol for future use.

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Appendix 1: Feedback from Fortum

The following feedback chapter is written by CSU representative, security manager Jarkko Karonen (2020):

“The topic for the thesis was the create a new mobile incident management tool for Fortum Corporation. Scope was narrowed to designing the layout for the tool and to create content to be used in the tool. The content was mainly action cards that support managing different kind of scenarios. It was also agreed in the very beginning that the tool should support mobile usage.

The project required self-driven way of working and basic understanding of key stakeholders within the corporation. It was also necessary to understand and study existing instructions and processes. The project itself was completed even ahead of the original schedule.

The result of the project fulfils the goals that were set in the beginning. Waltteri (the author of the thesis) was able to find synergies with existing solutions that were used for other purposes. The results of the thesis will be used in practice and developed even further based on user feedback.”