



# **Introducing Robot Buses to the Public**

Project managers' views on media relations in Finland, Norway and Poland

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Master's Thesis  
Media Management  
2020

MASTER'S THESIS	
Arcada	
Degree Programme:	Media Management
Identification number:	
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Title:	Introducing Robot Buses to the Public – Project managers' views on media relations in Finland, Norway and Poland
Supervisor (Arcada):	Tomas Träskman
Commissioned by:	
Abstract:	<p>This thesis investigates how the project managers govern their relationship with the media when introducing new technology to the public. The aim is to identify how the project managers view their and media's roles and if developing relationships stretch beyond the introduction phase. The new technology in this study is the electric, self-driving shuttle, a robot bus. They have been piloted in Finland, Norway and Poland during 2018-2019 in various projects. The literature review focuses on project management, media relations and automated/autonomous vehicles. The data is analysed by the Gioia method adjusted with technological frames by Orlikowski &amp; Gash. An emerging grounded theory indicates that the project managers have recognised the need for media relations, which they govern with their competencies and preferred strategies. The industry-media relationship process model is formed to explain the phases of media relations development. Validity, reliability and limitations and additional research needs are presented. In conclusion, transparency is the key to successful relationship management.</p>
Keywords:	autonomous vehicles, robot bus, project management, media, relationship, industry-media relationship process model
Number of pages:	34+15
Language:	English

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## FOREWORD

This research draws from the empirical study linked to my work as a communications specialist at Metropolia University of Applied Science and a communicator at Sensible 4. Both of the mentioned companies have piloted electric, automated/autonomous shuttles, nicknamed robot bus, in Finland. My work has involved creating content and disseminating information in many forms and to a diversity of audiences regarding these pilots. I've been curious to learn what are the project managers' views on their relationship with media in the process of introducing new, more sustainable mobility solutions to the public.

The robot bus pilots have run in Finland on open roads since 2016. Like all novelties, these automated vehicle pilots have captured the attention of media and the public. The automated (progressing to autonomous) vehicles aim to solve the cities' needs to lower traffic emissions, provide better public transportation services, reduce human-related accidents and save resources. It is believed that once the vehicle technology is mature enough, the piloting proceeds into regular autonomous public transportation services (Nissin & Åman, 2018; Rutanen & Åman Kyyrö 2019).

Entitled to peek into the future of mobility, observe the engineers' frustration with immature technology and misinformative news publications, and then again face the excitement of the passengers taking a ride on a self-driving shuttle for the first time, I thank all the involved parties with gratitude.

Helsinki 25<sup>th</sup> March 2020

Milla Åman Kyyrö

## 1 INTRODUCTION

Many cities have set climate strategies to tackle the environmental sustainability issues related to urban living. As one solution, the new, more sustainable technologies are conceived in research, development and innovation projects. The new, innovative product concepts are piloted in practical implementation projects. These projects have managers, whose tasks and responsibilities include, among others, communication and dissemination of information. When aiming to reach the wider public, project managers' contact with media is inevitable. This professional relationship forms when a project manager working with a subject that has news value, acts as an information source to the media. The provided information travels through an editorial process before publishing the news and the outcome may or may not serve the news source's intentions. The activities from both sides influence the interaction between the media and the project manager. However, this research focuses on investigating, how the project managers govern their media relations in the introduction phase of the new vehicle technology. The study aims to address the relevance of the relationship between industry and media and to identify if the process of creating, developing and sustaining of the mentioned relationship can evolve beyond the introduction phase of new technology. In this study, media relations describe the relationship between the project manager and the traditional/editorial media (printed/online newspaper, magazine, television, radio). The new technology in this study context is self-driving, electric shuttle, a robot bus, hence the implications of this study concern other new technologies in their introduction phase, too. There is a difference between automated and autonomous vehicle, explained in chapter 2.3. At the beginning of the 2020s, their development is still in its early stages. In a broader context, reaching the public when introducing the new technology reflects the need to engage public debate concerning the changes in society. As Höysniemi & Salonen (2019, pp.2) describe the dilemma: "... the culture of mobility is evolving globally. The root course of this development is the changing values of citizens. [...] Changing values are associated with behavioural changes." Nudging the individuals towards the behavioural change requires actions, as Bellone et al. (2018) explain: the collaboration of public administration, research, and stakeholders in developing, testing and promoting these technologies in public transportation.

Consequently, the European Union strongly supports the development of autonomous vehicle sector with its most significant research and innovation program Horizon 2020, with €77 billion of funding (2014-2020), supporting themes such as Climate Smart, Green, and Integrated Transport (EU factsheet, 2017). The new mobility solutions are on political agendas of cities, and the novelty value provides media attention to the self-driving vehicles, but the goal to lower traffic emissions in cities should be communicated clearly, too (Feldhütter et al., 2016). There is no evidence to confirm the media would have agenda-setting influence on governmental decisions regarding the sustainability goals, as Thesen (2013: pp. 367) points out. The universal acceptance and adoption of self-driving vehicles require the autonomous vehicles to be safe, reliable and fill performance expectations (Kanwaldeep and Rampersad, 2018). Tennant et al. (2019, 118) note that “the policymakers may see the public concern as an obstacle to the introduction of automated vehicles, but in practice, most road users are first exposed to these while using the same roads with them.” Once the robot buses are piloted on open roads, they become visible to the public.

This research uses qualitative case study methods. The data is collected by conducting semi-structured interviews with six project managers, all connected to robot bus pilot deployment in Finland, Norway and Poland during 2018-2019. The collected data is analysed by using the Gioia method, an adaptation of grounded theory, in which the interviewees are referred to as informants and knowledgeable agents. The research scope is relatively narrow and emphasises the interviewees’ professional experiences, drawing from the project managers’ individual viewpoints solely. The research is limited to the Northern-European landscape and ignores dozens of similar pilots driven globally.

The literature review focuses on the core concepts of project management, communications and media relations, automated/autonomous vehicles and hype. Methodology explains the data collection and the use of the Gioia method. Results provide the data analysis, additional contextual explanations and grounded theory articulation, which is used to create the industry-media relationship process model. Discussion and conclusions are followed with the validity, reliability, limitations and recommendations.

## 2 LITERATURE REVIEW

This research focuses on project management, media relations and new technology, automated/autonomous vehicles. Project management and media relations are traditional research subjects. The current academic research concerning the new vehicle type is mostly focused either in the field of technology or in the user-experience survey studies.

### 2.1 Project management

A project has a set lifespan that will never repeat as such, as the elements of each project are a unique combination of specific goals and resources (budget, timeframe, human resources) and external influence from the current political, economic and social landscapes. In management literature, the project management is defined as Pinto & Kharbanda 1995 (as cited in Liikamaa, 2015:682) state, “the project management being a dynamic process of leading, coordinating, planning and controlling a diverse and complex set of processes and people in the pursuit of achieving project objectives.” In project management, effective communications to all stakeholders is a critical core competency, albeit “many organizations admit that they are currently not placing adequate importance on effectively communicating critical project information [...]” (PMI, 2013).

In a literature review by Prabhakar (2009), the projects are described to have a pre-planned, limited lifespan with start and end dates, a goal to achieve with series of interrelated activities and a budget to complete these tasks by using material and human resources. The description of project management has a wide range of professional, knowledge, skill and technique demands. In brief, the project manager is a coordinating leadership position, which demands to respect the three traditional project work constraints: money, time and human resources, in order to reach the specific goal set to the project.

## 2.2 Communications and media relations

The communication skills can be categorised, for example, interpersonal, written, oral, visual and digital. As Coeffelt et al. (2019) state, workplace communication skills are specific to an industry, occupation or organisational culture. An individual may master one genre but struggle to adapt their skills to other contexts. Willingness and capability to perform in public, for example, give an interview on radio or television, are individual traits. In the early 2000s, scientists could choose to focus on their research and avoid publicity, making the journalists frustrated, as Ruth et al. (2005:2) point out: “although accurate reporting depends on a strong relationship between scientists and journalists, there is often reluctance from both players to collaborate.” Later, the requirement for publicity has grown, and as Waters et al. (2010) describe the evolvment; even if the activities of media relations, including organisations’ news releases or pitching content to the reporters, have been the collaboration method for decades, now in the public relations industry, the principles of relationship management are growing to influence.

Communication is a core function of organisations and like Bahtiar et al. (2014, 119) remind, clarity is required to transmit the messages based on mission and vision, for both internal and external stakeholders. As Zulch (2014, 1009) explains, the communications in project management is the foundation that helps achieving the project’s objectives as it “is the function that integrates cost, scope and time to achieve a quality product and may be seen as having a cornerstone function”.

Media relations are essential for organisations to ensure access to mass communication channels, governed by media. Journalists and editors are the gatekeepers of information and have specific news criteria. As Hodgkinson (2011, pp. 129-130) describes, there are different priorities between news providers, but also shared news values. When weighing the importance of media relations on the interpersonal level, a project manager who has no direct contacts to journalists, receiving media attention for their project requires as Pang (2010, 198) “to understand who holds manifest power in deciding news and who holds latent power.” Is any publicity good publicity? Not necessarily. Once the news is in the making, the journalists decide how the story is presented to the public.



“As well as determining what will make a good story in the first place, news values influence the particular version of events that is constructed” (Hodkinson 2011, pp. 135). The media accessibility is not depending only on the legitimate role of the news source, as Yoon (2005:784) concludes; journalists may use variables other than legitimacy to determine who and what is covered.

For public and media relations, Waters et al. (2010, pp. 245) have given the frame for the changing media environment and the interaction between professional public relations practitioners and media getting closer to the relationship management: “When the relationship between journalists and practitioners is cultivated, the two parties have a better understanding of each other.” As Waters et al. (2010) explain, the effective “journalist-practitioner relationship” requires an open, two-way communication.

An automated vehicle pilot on open road, in mixed traffic is an event of general interest when it takes place for the first time. In the introduction phase, when the supply and demand of the new technology such as automated shuttle are limited, the media plays a crucial role in selecting the sources of information they rely on when reporting the topic to the public.

There is a lot of “fake news” about AI and self-driving cars. I see it every day in the headlines of major media outlets. It appears on the back-page stories and the front-page stories. It creeps into the dialogue about self-driving cars. The general public is misled by many of these stories. Regulators are being misled. Companies are both helping to mislead and also being misled. The bonanza of self-driving cars has produced a jackpot of fake news. (Eliot, 2017)

When news is published in traditional or editorial media (online or print magazine, newspaper, radio, television), professional journalists rely on their news sources, whose reliability they must evaluate to avoid spreading false, bias or fabricated information to the public.

As Baly et al. (2018) note, the rise of social media has boosted citizen journalism, enabling fast dissemination of information, albeit traditional media losing the gatekeeping role has left the public unprotected against the spread of misinformation.

On its yearly Digital News Report 2019, Reuters indicates the media industry is under pressure from the populism, political and economic instability, combined with click-baiting and misinformation, all affecting the trust in media. It is challenging to deliver balanced, unbiased news reporting.

As media relations can be categorised as organisations' direct connections with media, editors and journalists or the way the organisation reaches to the media in transmitting their message, the distinction to public relations must be drawn. "The public relations, PR, are the management function that establishes and maintains mutually beneficial relationships between an organization and the public on whom its success or failure depends" (Broom 2009, pp.7). PR's core function is in building and maintaining the relationship that functions as a cornerstone when building the image or brand, and can be understood as reputation management. PR is not just marketing to selected target audiences, but widely addressing the organisation's vision to any audience – "employees, shareholders, distributors, customers, government, local bodies, pressure groups, media" (Chunawalla, 2010).

### **2.3 Automated/autonomous vehicles**

The self-driving vehicles are referred to with varied terms."[...] Self-Driving Car, Driverless Car, Autonomous Car, Robo-Car (also Robo-Taxi), Autonomous Vehicle (AV), Semi-Autonomous Vehicle, Advanced Driver Assistance System (ADAS), Automated Driving System (ADS), et cetera" (Eliot, 2020).



*Photograph 1: electric, automated shuttle by Navya. Photo: Milla Aman*

Robot buses are “developed as a solution for the last-mile service, that is, taking riders from trunk line stops and public transport stations to stops near their homes and offices”, informs the City of Helsinki (2019).

The automated/autonomous electric public transportation is rising to become a solution for cities as the vehicle type may reduce cost, lower emissions, improve safety on roads, and even change the way the mobility services are planned in the cities (Bellone et al., 2018 pp. 2).

In Helsinki, the measures to reduce two-thirds of greenhouse gas emissions from transportation by 2035 include increased use of sustainable modes of transportation, regulation, and electric vehicles (City of Helsinki, 2018). While piloting robot buses in Helsinki, there have been various challenges to overcome related to the maturity level of technology and the supporting infrastructure; hence it is proven that the robot buses are not yet reliable enough to become a daily service for Helsinki Region Public Transportation (Kyllönen, 2019). As part of innovation studies research, this phenomenon is linked to the sustainability transformation, involving a socio-technical transition, as Geels (2004)

explains it, a multi-dimensional struggle between radical niche-innovations and incumbent systems.

The difference between automated and autonomous vehicles is in the maturity level of the technology. The autonomy criteria are standardised by the global Society of Automotive Engineers (SAE) International, based in the United States. The driving autonomy levels from zero to five proceed from the human-driven vehicle to fully autonomous, self-driving vehicle.

“[...] there are three primary actors in driving: the (human) *user*, the *driving automation system*, and other *vehicle* systems and components. These other *vehicle* systems and components (or the *vehicle* in general terms) do not include the *driving automation system* in this model, even though as a practical matter a *driving automation system* may actually share hardware and software components with other *vehicle* systems, such as a processing module(s) or operating code.” (SAE international, 2017)

The driving autonomy levels are presented profoundly simplified in Table 1.

Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
<ul style="list-style-type: none"> <li>• Human drives</li> <li>• Limited assistance features</li> <li>• Constant human supervision</li> </ul>	<ul style="list-style-type: none"> <li>• Human drives</li> <li>• Limited driving support features</li> <li>• Constant human supervision</li> </ul>	<ul style="list-style-type: none"> <li>• Human drives</li> <li>• Driving support features</li> <li>• Constant human supervision</li> </ul>	<ul style="list-style-type: none"> <li>• Human not driving if automation is engaged</li> <li>• Feature may request human driving</li> </ul>	<ul style="list-style-type: none"> <li>• Automation can drive under limited conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Automation can drive under all conditions</li> </ul>

Table 1 – A simplified adaptation of the driving automation levels from 0 to 5 (based on of SAE international, 2017).

The regulatory conditions for vehicle testing vary per country. Usually, it is required for safety reasons to have a responsible human driver onboard. The designated drivers have various titles, such as safety driver, chaperone or operator. Their responsibility is to take over the control of the vehicle and drive manually if something unexpected happens while driving in automated mode (Ismailogullari, 2019).

## 2.4 Hype

New technology raises interest of various groups. The novelty value is a key asset when industry is pitching the idea of self-driving vehicles to the investors and the public, and wants the message to transmit via media. For media, reporting on new technologies provides interesting headlines. The unbalanced demand and supply of content related to the novelty can accumulate into hype.

As described by Brown and Michael (2003), hype is built on the future promises, which are crucial to “providing the momentum to help ventures in science and technology proceed, especially for the pre-market applications where no use-case value has been demonstrated due to lacking investment.” In the Gartner’s Hype Cycle for Emerging Technologies (2019), the autonomous driving level 5 (full autonomy) was approaching its hype peak of inflated expectations, suggesting that in reality, this technology reaches the “plateau of productivity” in more than ten years. There is a gap between expectations and realities, and like Brown and Michaels (2003) remind, “the failure of expectations has severely damaged the reputation and credibility of professions, institutions and industry.”

## 3 METHODOLOGY

This research uses qualitative case study methods to investigate how the industry-media relations are governed in the introduction phase of the autonomous/automated vehicle technology. The material is collected from semi-structured interviews of project managers. They have led pilot projects, which have occurred once and cannot be repeated, making them unique events in history. Gathering data by interviewing is one of the most widely used research techniques, “enabling to obtain information that could not be gained by observation alone” (Berger 2014, 157).

As presented by Tracy (2010), qualitative research should reach eight criteria in the means, practices, and methods: worthy topic, rich rigor, sincerity, credibility, resonance, significant contribution, ethical and meaningful coherence.

Conventionally, the qualitative studies are regarded as more free form of composing, writing and publishing compared to the quantitative studies. According to Flyvbjerg (2006), the case study is misunderstood and oversimplified in the conventional view concerning the value in and of themselves; he reminds that the case-study research is linked to the practical (context-dependent) knowledge, and opposite of summing up and “closing” a case study it should be kept open.

The studied cases, automated/autonomous vehicle pilots, ensued in 2018-2019: *Gacha* and *Helsinki RobobusLine* in Finland, *Sohjoa Baltic* in Norway and Poland.

1. The Helsinki RobobusLine’s routes 94R (2018) and 26R (2019) operated approximately for half a year each, driving every weekday by a timetable.
2. In October 2018, Sohjoa Baltic’s robot bus route in Kongsberg, Norway, opened and operated for half a year.
3. In March 2019, the first Finnish robot bus *Gacha*, created by Finnish software start-up Sensible 4 and Japanese design house Muji, launched for demo routes.
4. In September 2019, Sohjoa Baltic’s pilot in Gdansk, Poland, opened and served for five weeks.

The results from these pilot projects are reported to the project funders and stakeholders (progress reports), to the vehicle manufacturers (vehicle malfunction reports) and the media (media releases based on, for example, the user experience survey reports). The author has involved to some extent to the reporting work of the pilot projects.

The scope of the research is narrow and provides a limited overview of the topic. Limitations concern the timeframe, geographical access, vehicle type and the practical experience of the informants.

The pilots investigated all were

- 1) open to the public to participate
- 2) free of charge for passengers
- 3) implemented in mixed traffic and on open roads
- 4) not facing any deviations from the original pilot implementation plan.

This research ignores closely related pilots that are not equivalent as they deviate from their original piloting plan. One had a crash and postponed to summer 2020 (Estonia), another cancelled due to delays in the regulatory process due to the national legislation (Denmark). Third, changed the lead partner's project manager (Finland) and fourth will be implemented in summer 2020 (Latvia). Another ignored information sources are the safety drivers who have worked inside the vehicle. They have co-operated with media on the field, but their experience in project management is not equivalent.

The interviews were held in Finnish or English, depending on the informant's first language. The interviews took place in person in Finland and via Skype to Norway and Poland. The interviews were held in a period from 3<sup>rd</sup> July to 19<sup>th</sup> August 2019, each session taking up to 45 minutes, recorded and transcribed. The transcribed interviews are at the appendices.

The interview questions in Table 2 reflect two aspects: How the informant has seen their role and actions when working with media? How has the informant perceived the role of media in disseminating information about their project?

Informant's role and actions when working with media:	Informant's perception on the role of media:
<p>3. How have you conducted external communications in your project? Who has/have been your main target groups?</p> <p>4. Who has been responsible for the project communications? How much budget expenditure you've had for communications in this project? Has it been enough?</p> <p>5. How do you think the role of the project manager in the communications of this type of projects?</p> <p>8. What kind of skills you need as a project manager, when working with media? What has been easy? What has been difficult so far?</p>	<p>2. How do you see the role of media regarding the autonomous driving news and disseminating the knowledge in general?</p> <p>6. How have you found the media interest towards your project?</p> <p>7. What kind of media exposure is important to your project, in your opinion?</p> <p>9. Have you noticed if the media's taking (attitude) towards autonomous vehicles or robobuses has changed during your career with these vehicles? Do you think if robobuses still hold novelty or news value?</p>

Table 2: Interview questions.

The interviews start with a question if the informant has been involved in similar projects before. This background information is not combined with the data analysis. The six interviewees had a managerial position in the automated/autonomous vehicle pilots. They had differences in their educational and professional backgrounds. Some have worked in multiple automotive industry pilots and some were inexperienced in that field.

The results are examined with grounded theory approach, which can be seen as "a methodological spiral that begins with Glaser and Strauss's original text and continues today [...] a research methodology that has an enormous appeal for a range of disciplines due to its explanatory power " (Mills et al., 2016.) Langley & Abdallah (2011) present two templates of grounded theory methods, Eisenhardt and Gioia. They "have given rise to some highly influential contributions to strategy process research". The comparison provided by Langley & Abdallah in their "Two templates for qualitative studies of strategy and marketing" shows that the epistemological foundations of Eisenhardt's are post-positivist and Gioia's an interpretive assumption. The purpose of Eisenhardt's method is developing a nomothetic theory, Gioia's capturing and modelling informants' meanings into a process model or a novel concept, making it an appropriate methodology for this study.

The Gioia method is used to analyse and form the data structure to support creating an emerging grounded theory. The method is in use in organisational research, where "the key question for us model builders is how to account for not only all the major emergent concepts, themes and dimensions, but also for their dynamic interrelationships" (Gioia et al., 2013).

The method provides concrete steps to the grounded theory development in order to discover new insights to the well-defined phenomena, in this thesis the industry-media relationship and giving extraordinary voice to the informants, in this thesis the project managers of automated vehicle pilots.



Analysing data and developing a grounded theory by the Gioia method is explained in the following steps:

1. Research design's key features include articulating a well-defined phenomenon of interest and research question(s) with an initial consultation with existing literature, with suspension of judgement about its conclusions to allow discovery of new insights.
2. Data collection gives an extraordinary voice to informants who are treated as knowledgeable agents. Flexibility is preserved to adjust interview protocol based on informant responses.
3. Data analysis is performed by initial data coding, which maintains the integrity of 1st-order informant-centric terms. A comprehensive compendium of 1st-order terms is developed. The 1st-order codes are organized into 2nd-order (theory-centric) themes. The 2nd-order themes are distilled to overarch theoretical dimensions. Terms, themes and dimensions are assembled to a "data structure".
4. The grounded theory articulation formulates dynamic relationships among the 2nd-order coding concepts in the data structure. The static data structure is transformed into dynamic grounded theory model. Additional consultations with the literature are conducted to refine articulation of emergent concepts and relationships.

The research design and data collection are moderate variations on traditional grounded theory approaches; the data analysis and grounded theory articulation steps constitute the main distinctive features of the approach. (Gioia & Abdallah, 2011).

The data analysis finds to indicate common denominators that project managers share in their perception of their media relations. The research process involves a risk of misrepresenting informants' thoughts. There is room for criticism over the Gioia method. As Langley & Abdallah (2011) point out, the grounded theory drawn from the 1<sup>st</sup>-order codes to the 2<sup>nd</sup>-order themes may lead to abstract theory. Drawing conclusions must avoid over-generalisation, where one's assumptions determine how to develop knowledge claims or evaluate the validity against the existing knowledge (Wynn and Williams 2012, 7).

The supportive method for analysing the interview data is found in semiotics. Instead of denotation, this research data analysis leans on connotation, the figurative or cultural meanings that become attached to a word (Berger, 2014). The informants' spoken language and thoughts are interpreted into clustered, thematic categories. There are two reasons for not taking an informant's words literally: first, the entire industry is struggling to coin the right terms to use, (robo-, auto-, -less) and second, the way the informants describe their media relations with their own words is not necessarily terminology used by media industry professionals.

To avoid the over-simplification, and to bridge the various dimensions explaining the informants' views, the technological frames provide further perspective. Orlikowski & Gash (1992) describe, how the different groups' perspectives relating to the implementation of organizational information technology rarely align.

The dimensions are philosophies towards technology, issues around initiation, implementation and use, criteria of success, impact and relations with other players. Acceptance of new technologies requires cognitive change, and as the shift may differ across groups, identified as managers, technologists and users, some frame incongruence may result (Orlikowski & Gash 1992, pp. 6).

The change process of information technology in organisations has similar characteristics as the change of technology in transportation. The dimensions of technological frames are applied to this research to support the data structure. As presented in the Gioia method, further discussion with literature guides the process modelling of media relations development and the research is kept open to further explanations by identifying some of the future research needs.

## 4 RESULTS

According to Bygstad et al. (2016, 86), finding a causal structure that explains the empirical outcome in a case study, the structural elements arise from a reality that is external to the observer, yet allow a degree of generalisation in a comparable context. Gioia et al. (2012) employ an assumption that the people constructing the realities of the organizations are individuals that know what they are aiming for with their actions and can reason their behavior accordingly, referred to as knowledgeable agents.

The interviews data reveals the informants' subjective perceptions, shown in Table 3 in the form of core messages presented by each informant.

*Role of Media**Role of Project Manager*

A	<p>People find these piloting routes more easily when they are in news.</p> <p>Not lying about the technology that we'd be on a level where we're not yet.</p> <p>Disseminating information to those who are interested.</p> <p>Interest from media has fallen since 2016.</p> <p>Sometimes cannot trust the news (on social media).</p> <p>Single cases of misinformation in the news are still present.</p>	<p>Making media releases and sharing them.</p> <p>Project manager is an important role: they know what's happening in their project, it is significant.</p> <p>An outward and positive attitude and knowledge about the technical questions at least on some level.</p> <p>Ability to speak to media naturally would be nice.</p> <p>A communications plan for the project early enough.</p> <p>Before things are certain, wouldn't bother communicate anything; uncertain at which point it should happen.</p>
	<p><b>Role of Media</b></p>	<p><b>Role of Project Manager</b></p>
B	<p>Media relations are important: raising awareness, daily newspapers coverage and media presence to the general public more significant compared to social media</p> <p>Our goals and meanings are transmitted better, the number of errors has fallen</p> <p>If the subject is not familiar, myths and false interpretations are repeated in media</p> <p>As the time goes by, the core messages get through better than in the beginning</p> <p>The hype 2016-18 was ridiculous, it came both from media and the industry— now approach is more realistic, hype cycle of smart mobility is going down</p>	<p>Project managers work with the skills they have, usually more of reactive style</p> <p>Been working long and hard to get the message through in a correct way, lately achieved results by well-curated press releases, delivering right information, have found new perspectives and new ways to communicate</p> <p>If there's no communications resources to use it is important that project manager communicates actively.</p> <p>Project manager usually is the most important substance expert, must have active role in communicating</p> <p>Must have a clear vision about what aspects of their project they want to present</p> <p>Sharing to the communications team clear visions if such resources are available</p>
	<p><b>Role of Media</b></p>	<p><b>Role of Project Manager</b></p>
C	<p>Topic is popular, news usually on a positive note, has helped the industry progress.</p> <p>Project has its goals in reaching people, the public, decision-makers, partners, potential partners.</p> <p>Finnish media is saturated, not worth reporting the same news again. Some skepticism already been visible but in a good way.</p> <p>When commercial driving starts somewhere, it has news value and will have good coverage.</p> <p>The industry is based on hype so media has made sure the hype curve should rise in every story. Now going down on that curve and reaching the real world soon.</p> <p>Hype gives people wrong impressions about where the world is going and what to expect.</p>	<p>Had campaigns with MUJI, told about collaboration and presented Gacha.</p> <p>Targeted to international press, industry and investors, for pilots aim to reach the test-passengers.</p> <p>Mainly had an easy access to news circulation, no need to invest so much in communication resources.</p> <p>Cannot control everything: our national government resigned during our launching event.</p> <p>Requires strategic eye, what to say and how to get the message through. Project is building company brand and image. Must provide bigger picture. Must think why communicate in the first place.</p>

D	<p><b>Role of Media</b></p> <p>Media has huge role.</p> <p>Contacted by press even when we did not send press releases.</p> <p>As long as journalists and editors are providing the information that is checked, it is desirable to have the media coverage for the autonomous mobility projects to reach the wider public.</p> <p>To make the public familiar with and not afraid of this type of technology.</p> <p>To reach passengers onboard is impossible without media.</p> <p>Local or national media reach out for a quote when there is something going on in the field of autonomous mobility.</p> <p>Still you get silly information circulating - we still fight the false information circulating.</p>	<p><b>Role of Project Manager</b></p> <p>Mainly project managers own work. Even with no experience in autonomous mobility, there still wasn't a more competent person so I had to learn.</p> <p>In general it's good to have both, the sound knowledge of autonomous mobility and the awareness why disseminate your knowledge</p> <p>Huge marketing impact on city's image</p> <p>Been difficult to be patient for media to ask the same questions and to explain context.</p> <p>You have to have the skill to communicate in plain language, understandable to everyone, not make it too complicated, not try to sound too smart.</p> <p>Sometimes it's been difficult to check all the information as I am not engineer to - make sure you know what you are talking about before you prepare a piece to media.</p>
E	<p><b>Role of Media</b></p> <p>International media had more positive attitude.</p> <p>The news value rises again when the future routes, sites and services will be current, they have not been revealed yet.</p> <p>Concrete examples and user experience are wanted content.</p> <p>There's a lot to do before this becomes a new normal.</p> <p>The change in mobility in a big scale should be explained</p> <p>Journalists and media love that they get to follow the development, report from behind-the-scenes.</p>	<p><b>Role of Project Manager</b></p> <p>Felt important for us to commit to spreading the Finnish knowhow, got to tell the story and make these things familiar and known. The development story was motivating for us.</p> <p>Leading the communications of collaboration of many organizations, no one could do it alone. The launching event was presenting the way of doing things.</p> <p>We knew what the clients wanted. Our services were bought one project at a time so we had no change to plan the complete communications strategy.</p> <p>To understand the wider meaning and the future, that we make the future here, literally.</p> <p>The technological details, for a professional communicator, a certain number of knowledge is enough, when precise technological questions were asked, we forwarded them for the experts to answer.</p>
F	<p><b>Role of Media</b></p> <p>Media is very important and it is very important to support media with the insights so they have the right understanding, important to work close to them and be open with them.</p> <p>We must understand what the media is looking for, been able to get many stories of what is this about.</p> <p>Important to package for the media, it is not about the technology but what the technology can give, support and implement.</p> <p>In this moment, this technology is not mature so we need public funding; we need to get these projects through and with help of media to explain why the projects are needed.</p> <p>Media understands more what it is about and that takes time to get implemented, journalists are more trained, more mature but still they are not mature enough.</p>	<p><b>Role of Project Manager</b></p> <p>We've been involved on all types of media, national TV, radio, national technology papers, also the public newspapers for municipalities sharing our success story</p> <p>Very important the role, able to both to describe the technology in a way that the journalists and media understand and also the readers</p> <p>Very open, providing insight.</p> <p>Important to know what to say and what not to say</p> <p>Very important to be connected to sustainability and also connected safety. Refocusing questions to the traffic safety and traffic security as a whole</p> <p>Try to focus outside the technology, instead explain the value of it in the long term and what can bring this value into the traffic on a short time.</p>

Table 3: The interview data – core messages per informant

According to the informants, the relationship with media is essential for raising awareness and reaching the public. The data suggests that over time number of errors, myths or false information in circulation decrease. There is an assumption among the informants that they can support media to understand the phenomena by providing insights, in-depth stories or follow-up reporting possibilities. The informants also consider that the media hype around the topic is declining and more diverse reporting is occurring.

The summarised raw data in Table 3 indicates, that the informants repeat the following arguments:

- the project manager has a crucial role
- governing the role is linked to the individual's skills and abilities
- informants find themselves as the primary source of information concerning their projects
- for the project managers, it is necessary to stay realistic, open, transparent and honest with media
- regardless of their expertise or lack of it in the media relations, they must be in charge of their project's communication strategies and visions
- the messages, goals and meanings they present to media are transmitted better over time once the automated/autonomous vehicles become familiar
- they can actively offer new perspectives, insights and context to media.

These initial results are used as a basis for the grounded theory articulation. However, following the Gioia method, it is required to distil the data further and investigate the overarching relations and dimensions before emerging grounded theory or concept can be formed.

## **4.1 Analysis**

The guidelines of the Gioia method are applied to interpret the data gathered in this study, however the author's role in interpretation and reasoning in the analysis process has to take into the reckoning.

The 1<sup>st</sup>-order coding was conducted by collecting the informants' interview answers, which were analysed by breaking them into segments, categorized question by question. The aim was to find the common themes the informants highlighted.

The clustered data from the 1<sup>st</sup> -order coding is presented in Table 4.

Themes	Supporting	> clustered <	Conflicting
Media's role	Reaching target audiences	media is needed to reach the public and raise awareness BUT it has own news criteria and may publish misinformation	Cannot be controlled
	Raising awareness		Creating hype
	Helping industry to progress		Misinformation circulating
	Transmitting meanings		Interest has fallen
	Making topic more familiar		
Project manager's communication	Key role in project	project manager is the most important information source of their project, must know the facts and strategically communicate the project's wider impact in concrete and insightful manner BUT it requires repetition to get the topic familiar to media and upscaling skill level from reactive to active communicator	Repeating the message
	Vision and strategic thinking		Media not mature enough
	Active role		Reactive
	Main information source		When to communicate
	Skills to communicate		Why communicate
	Knowing facts		Abilities to perform for media
	Building brand and image		
	Providing context and insights		
	Concrete examples		
	Supporting media		
	Open and transparent		
Focus outside of technology			
Misinformation	The number of errors has fallen	misinformation circulates even if the number of errors has fallen over time	Repeated misunderstandings, errors or myths
Novelty value	News value in future developments	novelty value decreases over time	Saturation in Finnish media
Hype	Industry is built on it	hype is attached to the novelty value and is contradictory	Misleading and unrealistic
			Comes from media and industry
			Hype cycle going down

Table 4: The thematic clustered 1<sup>st</sup> order coding.

In Table 4, the most repeated arguments from the interview data were clustered together and the supportive and contradictive arguments were examined. In Table 4, the first column indicates the five themes, which all the informants brought up: 1) the role of media, 2) the role of a project manager, 3) misinformation, 4) novelty/news value and 5) hype.

The second column lists the supportive and the fourth column the conflicting perspectives. The third column deduces these two factions into clustered arguments, which are reflected to interview data provided by the informants.

The following five points were extracted from the 1<sup>st</sup>-order analysis:

1. “Media is needed to reach the public and raise awareness but media has own news criteria and may publish misinformation.”
2. “The project manager is the essential information source of the project, who must know the facts and strategically communicate to media the project’s broader impact on society concretely and insightful, repeating the topic, and upscaling of skills from reactive to an active communicator.”
3. “Misinformation circulates even if the number of errors has fallen over time.”
4. “Novelty value decreases over time”.
5. “Hype is attached to the novelty value and is contradictory in nature.”

The interview data indicate that the project managers see themselves governing their project's media relations to a certain extent even if there were professional communications resources available. Accordingly, the project managers state they hold an essential role in knowledge dissemination regarding their project. The modes of executing the media collaboration vary depending on the occupational history, skills and competencies.

The project managers felt that there is a need to repeat the facts and stay transparent, honest or open when interacting with media. The project managers were also aware that they must provide insights and reasoning to explain the context of piloting as well as how the implementation of new technology benefits society.

The 1<sup>st</sup>-order clustered data show an indication the project managers sense that when new technologies emerge, journalists rarely are directly the experts of the field and with limited access to practical experiences on the matter, transmitting the news has a risk of spreading misinformation. The informants had authentic experiences of the phenomena.

In Poland, where the pilot in September 2019 presented the automated electric shuttle for the public first time in Gdansk, the situation was similar to what has been experienced in Finland five years ago. The Norwegian project manager thought after years of close and open collaboration with media that journalists have learned about the topic, but are not mature enough to avoid the bias reporting entirely.

The Finnish project managers noted that when robot buses were introduced to the markets, there was more misinformative news reporting than today. Some of the Finns pointed out that the pilots have been repeated enough times in Finland for the national media to become saturated with the topic. They believe the news value will increase again once a regular, commercial service driven by automated/autonomous vehicles takes place.

Some of the informants referred to the fact that media hype helps the business thrive, which turns into a contradictory force when the created expectations are not fulfilled. The project managers believe the transformation from media hype to regular and critical news reporting has happened gradually over time.

The following phase of the analysis is to distill the data to find the emerging themes on a more generalised level.

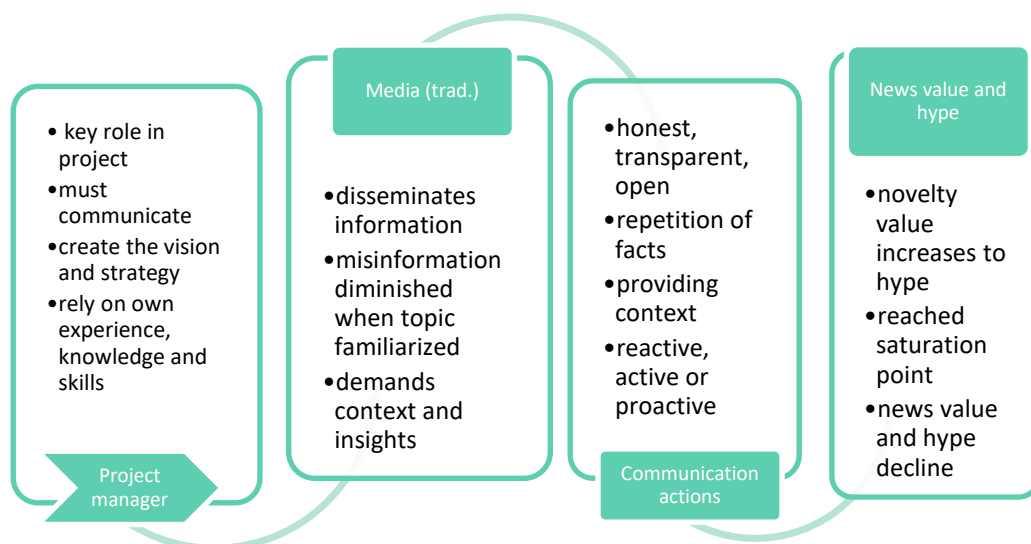


Chart 1. The 2<sup>nd</sup> order themes clustered into process chart of project managers' governance of their media relations.



These emerging 2<sup>nd</sup>-order themes in Chart 1 were adjusted several times to avoid over-generalisations and keep the focus on the study context. The summarised findings explain how the project managers see their and media's roles.

#### Media's role

- essential in dissemination of information
- content quality increases as journalists get more familiar with the phenomena
- demands to access more in-depth information
- hype in media creates expectations that are impossible to reach

#### Project manager's role

- essential role with information
- must communicate, create vision and strategies
- open and honest, presents the wider context beyond technology
- media presence creates awareness and reputation
- responding to media's demands either in reactive or active approach
- the phenomena becomes familiar over time, hype reduces

These findings are used to form the emerging concept of grounded theory.

## 4.2 Contextual explanations

The different national landscapes provide a contextual explanation for some of the variances in project managers' observations regarding the collaboration with their national media. The explanatory features are found in the Reuters report (2019, 82), where Finland's media is the most trusted and characterized by a strong regional press, a strong public broadcaster (Yle), one widely read national daily (Helsingin Sanomat), and two popular evening tabloids. Norway has piloted for four years and the media landscape mixes strong national publishers and public service media yet in 2019's #metoo scandals caused debates on media ethics and trust (Reuters report 2019, 97). The Reuters report (2019, 100) illuminates that "the media in Poland has become deeply polarized in the last few years with the ruling Law and Justice party offering direct or indirect support to progovernment media while targeting critical journalists, sometimes with law enforcement agencies."

All the interviewed Finnish project managers believe that there is novelty value left hence there has been “enough media exposure” for their pilots nationally. Providing new perspectives help to sustain the media interest.

“Ehkä meillä on onnistuttu siinä että on noudettu uudet kulmat ja uudet lähestymistavat ja uudet tavat viestiä meidän uusista projekteista että niissä on ollut jotain ajankohtaista mitä kertoa, me on ehkä kohotettu sitä vaatimusastettakin, on mukava huomata että aihe kiinnostaa vieläkin, koko ajan odotan milloin lakkaa kiinnostamasta.” – *We have most likely succeeded to retrieve some new perspectives and approaches how to communicate about our new projects and there has been something current to share, perhaps we have even raised the demand level on our side. It's nice to notice this theme still interests media), I'm expecting it to slow down anytime now.* (Nissin, 2019)

Norway has piloted the autonomous mobility technologies in many of its cities. After the Sohjoa Baltic pilot in Kongsberg, the seasoned project manager has a clear vision on how by being open with the journalists, the media relations stay functional and help to strengthen the understanding over time.

” I think media is very important and it is very important to support media, journalists with the insights so they have the right understanding where we are today and where we expect to be in 2025. We started two years ago and then it were already on the hype, and now the media can see things are more challenging to implement. It's very important that we work very close to them and are very open with them.” (Madland, 2019)

In Poland, the city of Gdansk runs multiple sustainable mobility projects. In September 2019, Gdansk was the first city in Poland to deploy a robot bus pilot. Their dissemination activities, organised via the city's communications department, resulted in over 60 news stories published in local media during 2017-2019, from preparatory to the implementing phases of the pilot. The project manager, inexperienced with automated vehicles, illuminates about the needed communication skills when working with the media, ensuring the clarity of the content and checking the facts before sharing.

“You have to have the skill to communicate in plain language and make it nicely written, understandable to everyone, not make it too complicated, not try to sound too smart. And sometimes it's been difficult to basically to check all the information as I am not engineer, not an IT person, not an expert in automation, basically make sure you know what you are talking about before you prepare a piece to the media.” (Szymańska, 2019)

Regardless of their backgrounds and experiences, all the interviewed project managers agree that media relations play a significant role in project work. Their assumptions of (media) hype deserve closer investigation. As the hype inseminates from future expectations and accelerates when distributed in media, some project managers felt that there are contradictive or negative characteristics related to it.

### 4.3 Grounded theory

The findings support the formulation of emerging theoretical concepts based on the interview data, and the “reader should be able to see the data-to-theory connections in the form of linkages among the quotes in text, the 1st-order codes in the data structure, and their connection to the emergent 2nd-order concepts/themes and dimensions” (Gioia et al., 2012, 23.)

The following arguments present the informants’ perceptions of the roles of project managers and media in the process of introducing robot buses to the public.

Project manager expects to disseminate information – Media transmits information to the public

Project manager presents facts – Media reports facts (and misinformation)

Media requests more information – Project manager responds by their preferred strategy (reactive/active) and approach (f.ex open, honest)

Project manager notes the media presence generate awareness and reputation – Media finds news value in the novelty; hype increases expectations

Project manager shares contexts concerning the novelty – Media grows familiar with the phenomena, leading to more accurate reporting and decreasing hype

Mirroring arguments springs an indication, that the roles of project manager and media are interdependent.

Based on the data analysis, this research’s emerging grounded theory is that the project managers have recognised an essential need for media relations, which they govern with their competencies and preferred strategies.

### 4.4 The industry-media relationship process model

The practical implications to project managers' media relations suggest the following process to represent the phases of relationship development. The industry-media relationship process model leans on the grounded theory articulation presented in chapter 4.3.

It is adjusted with the technological frames presented by Orlikowski & Gash, where the dimensions of project manager's personal experiences, expectations, occupational history, knowledge, and assumptions affect their capabilities to govern media relationships. Adding the perspectives of the technological frames and dimensions affecting to informants' perceptions when working with media are a necessary reminder “how the consensual understanding over the shared reality is fragile, as frames are ‘habits of the mind’ and are often well entrenched and taken-for-granted. Changing them requires overcoming inertia that tends to accrue in established and embedded habits.” (Orlikowski & Gash, 1992, 10.)

By linking the topic's novelty-hype-familiarity –axel into this process, the model presents the phenomena’s progression from emergence to familiarity. Once the saturation point of media interest is reached, some progress associated with the topic is required to recover the news value.

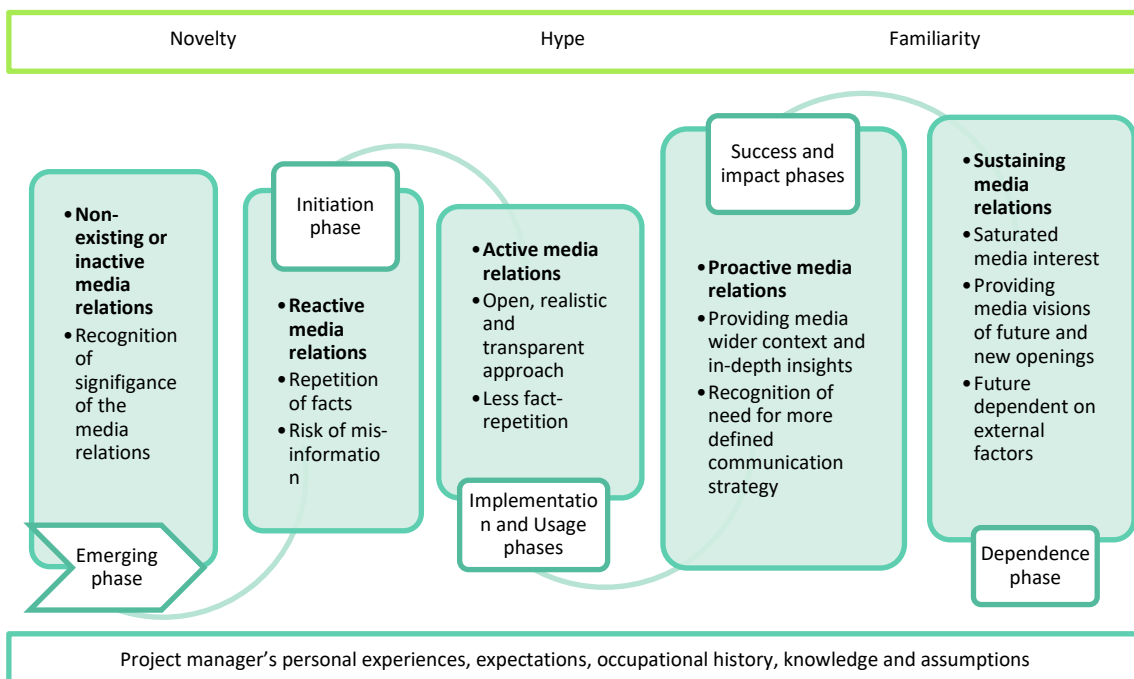


Chart 2: industry-media relationship process model.

In Chart 2, the industry-media relationship process model illustrates the project managers’ views of the governance of their media relations.

The process model suggests the following phases form the development path of project managers' media relations:

1. Emerging phase – Inactive media relations

Emergence of the novelty (preparation of the project). The media relations are inactive or non-existing. The project manager recognises the significance of media relations.

2. Initiation phase – reactive media relations

The project initiation has started. The project manager receives interest from media. The repetition of facts occurs in high numbers. Misinformation may spread.

3. Implementation and usage phases – active media relations

The project manager chooses their approach to work with media and recognises the need to create communication strategies and sharing the broader context.

4. Success and impact phases – proactive media relations

The novelty value of the subject decreases if the saturation point is reached after extensive media coverage. The project manager proceeds to proactive mode by providing media full context, in-depth insights or behind-the-scenes.

5. Dependence phase – sustaining media relations

The novelty becomes familiar. The proactive project manager shares visions for the future and possibilities to follow-up. The future progress is however dependent on external factors such as policymaking, investments, vehicle manufacturers and regulations. Once the next level of actions begin, the cycle starts anew.

The described phases presents a theoretical process model for relationship-development. In real life, the process is more complex and overlapping. Additional insights from informants' interviews explain how the aspects of the presented process model are applied to practice with media relations.

### **Inactive and reactive media relations**

For a project manager, it is essential to know the principal aspects of their project.

”Onhan se tietysti tärkeä kun sellainen henkilö projektilla on ja resursseja sille ja sitten ehkä myöskin tietää mitä hankkeessa tapahtuu niin on se merkittävää.” – *Sure, it's important since the project has this human resource and perhaps the person knows what happens in their project, so of course it is important.* (Rutanen, 2019)

”Sen täytyy olla siinä määrin aktiivinen rooli, että se on yleensä sen projektin suurin ja ylin substanssiasiantuntija.” – *The role must be active, as it's usually, not always, but usually, the greatest substance expert in the project.* (Nissin, 2019)

### **Active and proactive media relations**

Instead of focusing on technology, the functional strategy for project managers is sharing thoughts of impacts on society.

”So it is very important to package for the media, it is not about the technology, but what the technology can give, it is not the technology itself but what technology can support and implement.”; ”On the communication and media, here again, I try to focus outside the technology I always try to have two things in my mind: What is the value of it in the long term and what can bring this value into the traffic on a short time?” (Madland, 2019).

The more familiar the new technology is, the more in-depth content should be provided to media in order to maintain interest.

”Mitä tietenkin toimittajat ja mediat rakastaa niin sitä että ne pääsee seuraamaan sitä kehittämistä ja sitä behind-the-scenes”. – *What journalists and media love, is that they get to follow the development work and behind the scenes.* (Majander, 2019).

### **Sustaining media relations**

The media interest depends on various elements, such as the news value, which the national and international media can interpret differently.

”MUJI on sen tehnyt muutaman kerran aiemminkin ja siitä saatiin kyllä kuulla että ollaan ennenkin olleet [...] Mutta ehkä kansainvälisen median kanssa, ehkä he suhtautu siihen mittasuhteeseen positiivisemmin ja heille se oli selvä että tää on iso asia kun suomalaiselle medialle sitä piti pikkasen selittää.” – *MUJI has done it couple of times before and we sure heard about it that they have been [...] But perhaps with international media, they were positive about the scale of it and it was clear to them that this is a big thing, whereas to Finnish media we had to explain it a bit.* (Majander, 2019)

In this light, the project managers' ability to evolve their media relations come visible. According to the completed research, the process of creating, sustaining and developing the media relations are affected by the project managers' competencies, experiences and attitudes.

”[...] mediasuhteetkin on insinöörin näkökulmasta, vaikka insinöörit saattaa niitä välillä ylenkatsoa niitä, niin on ne hemmetin tärkeitä projekteille ja hanketoimijoille.” – *The media relations from engineer's perspective are important, although engineers may look down to them, they are bloody important to projects and actors in projects.* (Nissin, 2019)

## 5 DISCUSSION AND CONCLUSIONS

This study investigated the role of industry-media relations in the public introduction phase of new technology. It aimed to address how the project managers' govern their media relations. The data was collected with semi-structured interviews and analysed based on the Gioia method. The emerging grounded theory was articulated. A further literature consultation supported the forming of the industry-media relationship process model, where the project managers' media relations progression were presented from inactive to reactive, active, proactive and sustaining phases.

### 5.1 Validity, reliability and limitations

The author has endeavoured the study process follows principles of reliability and research ethics. The author's role in the studied projects has to be recognised, as the professional relationship with each informant has helped to receive opinions without a touch of self-censorship. The scope of the study was limited to six informants. The research process may amplify the collective comprehension on the topic and disregards the informants' personal views.

There is an unsolved question regarding the presented model for the industry-media relationship. Are the project managers' assumptions that media learn and enhance the reporting after a certain amount of exposure to the topic, a fact? Could it instead be that the project managers themselves, over time, gain experience and competencies needed to build their media relations? There are weak signals in the data that the latter could be the case, but this is not confirmed.

## 5.2 Conclusions and recommendations

This research aimed to understand how the pilot project managers govern their media relationships in the introduction phase of the autonomous/automated vehicle technology. The data analysis confirmed that the industry-media relationship is essential to the project managers when introducing a novelty to the public. The interviewed project managers had similar opinions on the relevance of their professional relationship with the media. All of them had been in contact with media, acted as an information source and seen their words being edited and observed there are often mistakes in the published news. They all felt that the relationship with the media is part of their working role. They expressed different feelings associated to that relationship, quite often frustration or being misunderstood. The informants who had extensive experience in the piloting projects showed a more analytical approach reflecting their roles in the relationship-building process. They could point out that their actions while working with media shape the outcome, for example the quality of the published news. They felt that avoiding hype, being honest and open even with the more challenging issues relating to the topic and supporting the journalists to understand the phenomena better, are crucial for successful relationship development. In conclusion, transparency appears to be the key element toward creating trust between project managers and media.

The aim of this study was also to address that the process of creating, sustaining and developing media relationship stretches beyond the introduction phase of new technology.

It was shown that the project managers' industry-media relationship is

- governed by inactive, reactive, active, proactive and sustaining styles
- maintained by a strategically chosen interaction approaches
- developed by providing wider contexts or deeper insights along with the progression from introduction to the familiarity of the new technology.



In conclusion, the forms of media relations appear to be an interplay between the project manager's competencies and actions and media's local characteristics, partially explained by the contextual variations related to the local familiarity of the new technology or the news value of the topic. The open, two-way relationship is beneficial for both industry and media.

There are indications in this study that communications have become one of the core competencies for project managers, which should be addressed more profoundly in project management.

To explain the phenomena thoroughly, further examination of the roles of policymaking, industry, media and public should take place. Additional explanations to the dimensions of the industry-media relationships would require research on the journalists' experiences on the events, media content analysis regarding the topic and if there is an impact on the public's opinions on new, more sustainable transportation methods.

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## APPENDICES

- A. Semi-structured interview questions, English and Finnish
- B. Table of informant A's interview answers and summary
- C. Table of informant B's interview answers and summary
- D. Table of informant C's interview answers and summary
- E. Table of informant D's interview answers and summary
- F. Table of informant E's interview answers and summary
- G. Table of informant F's interview answers and summary

## Appendix A

Semi-structured interview for those answering in English

1. Tell about your robobus project. Have you been involved in similar projects before?
2. How do you see the role of media regarding the autonomous driving news and disseminating the knowledge in general?
3. How have you conducted external communications in your project? Who has/have been your main target groups?
4. Who has been responsible for the project communications? How much budget expenditure you've had for communications in this project? Has it been enough?
5. How do you think the role of the project manager in the communications of this type of projects?
6. How have you found the media interest towards your project?
7. What kind of media exposure is important to your project, in your opinion?
8. What kind of skills you need as a project manager, when working with media? What has been easy? What has been difficult so far?
9. Have you noticed if the media's taking (attitude) towards autonomous vehicles or robobuses has changed during your career with these vehicles? Do you think if robobuses still hold novelty or news value?

For our Finnish project managers who prefer answering in their native tongue

Suomeksi vastaaville

1. Kerro robottibussiprojektistasi. Oletko tehnyt aiemmin samanlaisia projekteja?
2. Minkälaisena näet median roolin automaattiajamiseen liittyvien uutisten ja tietojen jakamisessa yleisesti?
3. Miten tässä projektissasi on toteutettu ulkoista viestintää? Kenelle olette projektissa halunneet viestiä?
4. Kenen vastuulla projektin viestintä on ollut? Paljonko olette käyttäneet prosentuaalisesti viestintään projektin budjetista? Onko se riittänyt?
5. Minkälaisena näet projektipäällikön roolin tällaisen projektin viestinnässä?
6. Minkälaisena olet kokenut median kiinnostuksen projektiasi kohtaan?
7. Minkälainen medianäkyvyys on mielestäsi projektille tärkeää?
8. Minkälaista osaamista koet tarvitsevasi median kanssa toimiessa, mikä on ollut helppoa, mikä hankalaa?
9. Onko median suhtautuminen mielestäsi muuttunut sinä aikana, kun olet ollut näiden projektien kanssa tekemisissä? (onko robottibusseilla vielä uutuuksia/uutisarvoa?)



## Appendix B

Informant A

Media's role

- Q2 Ainakin siinä mielessä että ihmiset sitten löytää nää kokeilureitit kun on laajemmin uutisoitu ja kaipa se on tärkein kun halutaan matkustajia kyytiin.
- Q6 Onhan sitä kiinnostusta ollut ja pääosin positiivisena oon kokenu.
- Q7 Semmonen todenmukainen muttei mikään liian negatiivinen, ei mitenkään valehdella että tekniikan osalta ollaan jollain tasolla missä ei vielä olla että saadaan välitettyä tieto asiasta kiinnostuneille, eikä kuitenkaan lyödä lyttyyn koko hommaa eikä sanota että ei oo mitään järkeä, suoranaisesti.
- Q9 Ei kyllä hirveesti, juttuja on kyllä paljon tullut. Toki ehkä mediakin on halunnut uusia näkökulmia tuoda aiheeseen, ettei aina toisteta sitä samaa, että jossain on avattu taas reitti ja näin, mutta ei sellaista merkittävää muutosta.
- Additional comments No mutta kyllä se median kiinnostus on vähentynyt tietysti jos vertaa 2016 SOHJOA-hanketta, huomattavan paljon tuli mediakyselyitä vaikkon silloin ollu vastaamassa niihin siinä projektissa. Ehkä kiinnostus laantunu osaltaan mutta kyllä sitä ollu tänäkin vuonna vielä.
- Additional comments False newseihiin en suuriin oo törmännyt mutta kun lukee näitä muita ulkopuolisia kokeiluja ku meidän, ehkä se oma uskokin siihen mitä jossain tehdään, niin haluis olla paikan päällä näkemässä millä ne oikeesti tapahtuu sen sijaan että luottaa mitä lukee, mitä tehdään, uskottavuus on silleen kärsiny omien kokemusten osalta. Sitten mitä noita artikkeleja lukee meidän kokeiluista niin yksittäisiä tietovirheitä saattaa olla, josta sitten ehkä jonkinäköistä oikasmaa pitää tehdä. Enimmäkseen ovat menneet läpi.
- Summary Ihmiset löytää nää kokeilureitit kun on laajemmin uutisoitu – *people find these piloting routes more easily when they are widely in news* Pääosin positiivinen kiinnostus – *mostly positive interest* Todenmukainen muttei liian negatiivinen – *Realistic but not too negative* Ei valhdella tekniikan osalta että ollaan jollain tasolla missä ei vielä olla - *Not lying about the technology that we'd be on a level where we are not yet at* Saadaan välitettyä tieto asiasta kiinnostuneille – *Disseminating information to those who are interested* Ei kuitenkaan lyödä lyttyyn ettei ole järkeä, varsinaisesti – *Not directly pointing out that there is no reason in this* Juttuja on kyllä paljon tullut – *There's been published stories* Ehkä mediakin on halunnut uusia näkökulmia tuoda aiheeseen – *Media has wanted to bring new perspective to this topic* Median kiinnostus on vähentynyt jos vertaa 2016 – *Interest from media has fallen since 2016* Haluis olla paikan päällä näkemässä millä ne oikeesti tapahtuu sen sijaan etät luottaa mitä lukee – *Instead of trusting what's on the news, would like to be at site and see for myself* Yksittäisiä tietovirheitä saattaa olla – *Single cases of misinformation may occur*
- PM's actions
- Q3 Kun saatiin käyntiin niin tiedotetta laitettiin eteenpäin ja uutisjuttuja tehtiin ja sitten on tällaista paikallisempaa tiedottamista alueen toimijoiden suuntaan tehty, viestintää asukkaiden suuntaan, ei mediaan suoraan vaan muita viestintäkanavia.
- Q4 Projektipäällikkö ja Metropolian viestinnän henkilöiden vastuulla. Omassa vetämässä projektissa ei ees oo laitetty omaa resurssia viestinnän puolelle, siinä on käytetty yleistä resurssia.
- Q5 No onhan se tietysti tärkeä rooli kun sellainen henkilö projektilla on ja resursseja sille ja sitten ehkä myöskin tietää mitä hankkeessa tapahtuu niin on se merkittävää.
- Q8 Hmmm osaamista, ehkä semmosta ainakin, ulospäin suuntautunutta asennetta ja positiivista tieteenkin ja ylipäänsä että on jossain määrin tekniset kysymykset tai asiat hallussa, että osaa kertoa. Tietenkin olis kiva että osais näyttellä tai tällaista, kun välillä on kuvauksia ollu, että osais niihin heittäytyä.
- Additional comments No emmä tiä, jonkinäköistä viestintäsuunnitelmaa projektille hyvissä ajoin, näissä on vähän se muna-kana-ongelma, ennen ku asiat on varmaa niin ei viitti hirveesti uutisoida mitään mut sit taas kun reittiä jossain kuitenkin tehdään bussilla ja ihmiset näkee että bussi on liikkellää ja ne ei löydä mitään tietoa, alkaa ihmettely. En sit tiä, missä vaiheessa näistä pitäis oikeasti kertoa.

## Summary

Tiedotetta laitettiin ja uutisjuttuja tehtiin – *Made a media release and shared the news* Paikallisempaa tiedotetta alueen toimijoiden suuntaan – *More direct communications towards local actors* Omassa vetämässä projektissa ei ees oo laitetty omaa resurssia viestinnän puolelle - *My project had no resources for communications* Onhan se tietysti tärkeä rooli kun sellainen henkilö projektilla on - *Project manager is an important role* Ehkä myöskin tietää mitä hankkeessa tapahtuu niin on se merkittävää – *As the project manager knows what's happening in their project, it is significant.* Osaamista, ehkä semmosta ainakin, ulospäin suuntautunutta asennetta ja positiivista tiettenkin – *Knowhow, at least outward and positive attitude of course* Ja on jossain määrin tekniset kysymykset tai asiat hallussa – *And knows about the technical questions at least on some level* Että osais heittäytyä – *That could speak to media naturally* Jonkinäköistä viestintäsuunnitelmaa projektille hyvissä ajoin – *Some kind of communications plan for the project early enough* Ennen ku asiat on varmaa niin ei viitti hirveesti uutisoida mitään – *Before things are certain, wouldn't bother communicating anything* En tiä missä vaiheessa näistä pitäis oikeasti kertoa *I really don't know at which point we should inform others about these things.*

## Appendix C

Informant B

Media's role

Q2 Aa no median rooli on silleen merkittävä, että must tuntuu et meidän projektien suurimpia saavutuksia on ehkä se niinku, tai saavutettu sieltä median kautta suuren yleisön silmissä, et ei niinkään ehkä teknisiä saavutuksia ja se tietoisuuden lisääntyminen. Mut se rooli on kaksjakoinen sillain on työskennelty aika pitkään ja aika hartaasti sen kanssa, että se viesti menis oikein perille ja ollaan sanotaanko nyt viime aikoina saavutettu hyviä tuloksia, meillä on hyvin kuratoitua pressitiedotteita jotka on sinänsä toimittanu oikeeta tietoa, mutta sitten muista projekteista vaikka niinku tänä aamuna niin näkee puhtaan virheellisiä mediatiedotteita, otsikoituja, ja siinä se viesti hämärtyy ja vääristyy ja saattaa osaltaan haitata sitä agendaa.

Q6 Hämmästyttävän suurena. Me ajateltiin, että me ollaan poltetu meidän uutuusarvo jo 2017 loppuun. Mutta eihän siinä niin oo käyny, paljon on ollut kysyntää. Ehkä meillä on onnistuttu siinä että on noudettu uudet kulmat ja uudet lähestymistavat ja uudet tavat viestiä meidän uusista projekteista että niissä on ollut jotain ajankohtaista mitä kertoa, me on ehkä kohotettu sitä vaatimusastettakin, on mukava huomata että aihe kiinnostaa vieläkin, koko ajan odotan milloin lakkaa kiinnostamasta.

Q7 A-haa. Kyl mä ehkä periaattees helppo vastaus ois some, mutta vastaan että kyl tommonen paik-. päivittäislehtinäkyvyys ja medianäkyvyys siinä suurelle yleisölle on ollu siinä määrin merkittävää että se on helppo validoida et mikä sen näkyvyys-kattavuus käytännössä on someen verrattuna, somessa on vähän se kuplaantumisilmiö, että ne joita kiinnostaa robottibussiasiat, ne myös seuraa, niitä on suunnilleen viis, heh. Niille on kerrottu ne samat läpät moneen kertaan. Että kun me saadaan jonnekin kaupunkisanomiin tai Helsingin Sanomiin tai YLElle niitä juttuja, rikkoo sitä kuplaa. Se että tukeeko se meidän strategiaa just tämä viestintä, on vähän tavallaan silleen niinku kyseenalaista, tai no, voidaan sanoa kyseenalaista. Mä oon nähny sen että suuri yleisö on se mihin meidän kannattaa pyrkiä niinku päästä murtaa läpi ja itse asiassa viestintännässä on olennaista se että niin potentiaaliset opiskelijat ja perinteisellä medialla on se rooli siinä että päästään murtaa potentiaalisten opiskelijoiden ja heidän vanhempiansa piiriin.

Q9 Se on vähän muuttunu, on päästy alkuinnostuksesta ja sekoilusta vähän semmoseen se mitä me oikeesti pyritään tekemään, niin nykyään välittyy paremmin viestissä ja ne tavoitteet ja tarkoitukset. Ja virheiden määrä on nyt vähentynyt dramaattisesti ja et alunperin se on ollu tosi villii, tosin se on huomattu aikaisemmin kaikissa robottibusseja edeltävissäkin autoprojekteissa että kun aikaa kuluu, niin pystyy saada ydinviestiä paljon paremmin esille. Se on varmaan merkittävin muutos. On se pikkasen hiljentyny se mediamylläkkä mutta yllättävän hyvin pysynyt sitten kuitenkin se kiinnostus.

Additional comments Onko journalistit alkaneet oppia aihepiiristä? Semmonen fiilis mulla on. Sehän merkitsis sit sitä että meidän viestintä on tavallaan onnistunut koska ollaan pystytty opettamaan, valistamaan yleisöä. Sehän on tosi magee juttu. Se ois hieno vielä saatais statistisesti validoituu, todennäköisesti ei pystytä. Mutta joo semmonen fiilis ehdottomasti. Ja huomaa kyllä että mediakentässä on ihmisiä joita kiinnostaa nää asiat myös, joskus tulee sellaisia haastattelupyynnöitä jossa on tehty valtavat määrät taustatyötä niinku puolen vuoden ajalta käyty eri puolilla maailmaa ja se on todella yllättäny.

Kansainvälisessä mediassa on tapahtunu samantyyppinen muutos, etenkin Yhdysvalloissa oli ihan järkyttävä se hype, se tuli sekä medialta että toimijoilta, puhutaan se oli niinku 2016-17-18, se on niinku laantunu ja suhtautuminen on realistisempaa. Toki, isot uutistapahtumat kuten Uberin onnettomuus Phoenixissa on vaikuttanu siihen miten se uutisointi on muuttunu kansainvälisessä mediassa, sit vastavuoroisesti mun mielestä näkee enemmän sitä mitä meillä nähtiin alkuaikoina, että aihepiiri ei ole tuttu, että tulee hassuja älyttömyyksiä, myyttejä ja virheellisiä käsityksiä toistetaan siellä, toki se on laaja kenttä, mutta ne ääripää on tasottunu mutta silti niitä löytyy enemmän ku Suomessa.

Mulla on sellanen tunne että ala elää mediahuomiosta aika paljon, jotkut kutsuu hypeksi, hypesyklissä ollaan menossa alaspäin tutkijoiden mukaan tässä älykkäässä liikkumisessa, joka on tutkijoille ihan hyvä että voidaan keskittyä ydintoimintaan, toki rahoituksen saamisen kannalta vaikeampaa. Kyl se mediasuhteekin on insinöörin näkökulmasta vaikka insinöörit saaattaa niitä välillä ylenkatsoa niitä, niin on ne hemmetin tärkeitä projekteille ja hanketoimijoille, ehkä perustutkimuksen kannalta ei. Mutta meidänkaltaisten tutkimuksen ja hankkeiden kannalta on.

Summary: projektien suurimpia saavutuksia on saavutettu median kautta – *greatest achievements come through media* tietoisuuden lisääntyminen – *raising awareness* työskennelty pitkään ja hartaasti sen kanssa, että se viesti menis oikein perille – *been working long and hard to get the message through in a correct way* viime aikoina me on saavutettu hyviä tuloksia hyvin kuratoitua pressitiedotteita – *lately we've achieved very good results by well-curated press releases* toimittanu oikeeta tietoa – *delivering right information* muista projekteista näkee puhtaan virheellisiä mediatiedotteita – *other projects disinformative media releases* viesti vääristyy ja se saattaa osaltaan haitata sitä agendaa – *the message is distorted and that might harm the agenda* uudet lähestymistavat ja uudet tavat viestiä on ollut jotain ajankohtaista mitä kertoa – *new perspectives and new ways to communicate* ehkä kohotettu sitä vaatimusastettakin – *maybe we have raised the demand level* päivittäislehtinäkyvyys ja medianäkyvyys suurelle yleisölle on merkittävää, näkyvyys-kattavuus someen verrattuna – *daily newspapers coverage and media presence to the general public, is significant compared to social media presence* somessa on kuplaantumisilmiö – *social media bubbles* tukeeko meidän strategiaa just tämä viestintä, on kyseenalaista – *is this way of conducting communications supporting our strategy, is questionable* suuri yleisö on se mihin kannattaa pyrkiä viestintännässä – *reaching the wider audience is the goal* on olennaista että perinteisellä medialla on

rooli että päästään potentiaalisten opiskelijoiden ja heidän vanhempinsa piiriin – *our gateway to the potential students and their parents is the traditional media* nykyään välittyy paremmin viestissä tavoitteet ja tarkoitukset – *nowadays our goals and meanings are transmitted better* virheiden määrä on vähentynyt dramaattisesti – *the number of errors has fallen drastically* on huomattu aikaisemmin kaikissa robottibusseja edeltävissäkin autoprojekteissa että kun aikaa kuluu, niin pystyy saada ydinviestii paljon paremmin esille – *we've noticed in all of our automotive projects, before robot bus projects, that as the time goes by, the core messages get through way better than in the beginning* sehän merkitsit sit sitä että meidän viestintä on onnistunut koska ollaan pystytty valistamaan yleisöä, saataisiin se statistisesti validoitua, todennäköisesti ei – *it'd mean that our communication has succeeded if we have been able to enlighten the audience, it'd be great to validate this feeling statistically, most likely we can't* Yhdysvalloissa oli ihan järkyttävä hype, se tuli sekä medialta että toimijoilta 2016-18 – *in the USA the hype 2016-18 was ridiculous, it came both from media and the industry* suhtautuminen on realistisempaa – *now the approach is more realistic* isot uutistapahtumat kuten Uberin onnettomuus Phoenixissa on vaikuttanu siihen – *surely big news events like Uber's accident in Phoenix has effect* mitä meillä nähtiin alkuaikoina, että aihepiiri ei ole tuttu, että tulee hassuja älyttömyyksiä, myyttejä ja virheellisiä käsityksiä toistetaan – *as we've seen here in the beginning, if the subject is not familiar, there are funny nonsense, myths and false interpretations that are repeated* ala elää mediahuomiosta aika paljon – *the industry flourishes from media attention quite a bit* jotkut kutsuu hypeksi – *some call it hype* hypesyklissä ollaan menossa alaspäin älykkäässä liikkumisessa – *the hype cycle of smart mobility is going down* tutkijoille ihan hyvä että voidaan keskittyä ydintoimintaan – *for researchers it's good to concentrate on basic research* toki rahoituksen saamisen kannalta vaikeampaa – *hence getting funding might be harder* mediasuhteetkin on tärkeitä projekteille – *media relations are important to projects* insinöörit saattaa niitä välillä ylenkatsoa niitä – *even if engineers overlook them every now and then*

#### PM's actions

Q3 Meillä on ollu vähän semmonen että silloin kun ei oo tota ollu käytettävissä ammattimaisia viestijöitä niin sitten projektipäälliköt ovat keksineet oman viestintätartegiansa vaikka ei siinä strategiasta voi puhuu ku se on yleensä ollu siten aika hajanaista ja sitten on viestitty mitä on viestitty, se on ollu aika reaktiivista että se sana on levinnyt mediaan ja sitten siihen on reagoitu. Tilanne on sitten aivan erilainen kun meillä on ammattimaiset viestijät mukana, joko niinku omassa organisaatiossa, joka meillä on viime aikoina onni olla että on ollu, tai sitten kumppaniorganisaatioissa asianmukainen viestintäosasto. Meillä firmassa, Metropoliassa ei viestintäosasto varsinaisesti aktiivisesti itse etsi viestittäväää ehkä niinkään vaan tukee sitä niinku sisäsyntyistä viestintää, mut sit jos projekteihin saadaan kiinnitettyä viestijä niin se on huomattavasti ammattimaisempaa ja se on tota merkittävä se ero. Ja se ulkoinen viestintä on sitten toteutettu niinku sanoin joko tälleen aktiivisesti jos on ammattiviestijä tai jostain syystä ammattimainen projektipäällikkö. Sit jos ei, se on tämmösta reaktiivista. Ja someviestintä on merkittävä lähde.

Q4 Nollasta maks viiteentoista, ehkä kymmeneen prosenttia, veikkaisin viestintään Ja ei, ei se yleensä oo ollu riittävästi. Tilanne on ehkä on korjaantumassa, sit voidaan kysyä että mitä lisäpanostuksilla saadaan, saadaanko lisäarvoa, jos nykytilanteesta kauheesti lähetään kasvattaa nykytilasta, mutta ei oo riittävästi yleensä

Q5 Sen täytyy olla siinä määrin aktiivinen rooli, että se on yleensä sen projektin suurin ja ylin substanssiasiantuntija, yleensä, ei aina, ja sitten mutta yleensä ja jos on käytettävissä ammattimainen viestijä, täytyy olla sen viestintästrategian olla kohtuullisen selvä ja sen kommunikaatiolinkin siinä kohtaa toimia, jotta olennaiset asiat tulee viestittyä oikein ja ei viestitä asioita joista ei haluta työasioita joista kertoa, periaattessa niitäkin asioita on projekteissa välillä. Ja sitten jos ei oo käytettävissä, se on ensiarvoisen tärkeää että projektipäällikkö itse hoitaa aktiivisesti viestintää mutta on ymmärrettävää ettei se aina tapahdu. Mut projektipäälliköllä pitää olla selkee kuva siitä mitä haluaa kertoa, mitä kulumia projektista haluaa esiteltävän ja ehkä miten ja ehkä jotain visiotakin jotta voi viestinnän puoli toteuttaa sen. Toki hyvä viestijä siinä tukee.

Q8 Sanotaan että semmonen puheen tuottaminen ei oo koskaan tuottanu vaikeuksia mutta sitten ehkä se mediasuhteiden ylläpito. Ois varmaan hyvä olla tekemässä jossain mediatalossa töitä vuoden-kaks, niin ymmärtäis siitä suunnasta sitä toimintaa kun se on erilainen kenttä, ne intressit ei aina kohtaa projektipäällikön ja media-alan asiantuntijan kanssa, se on huomattu monesti. Sidosryhmäviestintä on toinen juttu mihin silleen vois pyrkiä itse hankkia lisää osaamista.

Summary: kun ei oo ollu käytettävissä ammattimaisia viestijöitä niin projektipäälliköt ovat keksineet oman viestintätartegiansa vaikka ei siinä strategiasta voi puhuu ku se on yleensä ollu sitten aika hajanaista ja sitten on viestitty mitä on viestitty, se on ollu aika reaktiivista että se sana on levinnyt mediaan ja sitten siihen on reagoitu – *when there's been no professional communications resource in use, the project managers have come up with their own communications strategies, if you can really talk about a strategy, it's usually been quite scattered and reactive, the word has spread to media and then it's been reacted to.* jos projekteihin saadaan kiinnitettyä viestijä niin se on huomattavasti ammattimaisempaa ja se on tota merkittävä se ero. Ja se ulkoinen viestintä on sitten toteutettu niinku sanoin joko tälleen aktiivisesti jos on ammattiviestijä tai jostain syystä ammattimainen projektipäällikkö. Sit jos ei, se on tämmösta reaktiivista. Ja someviestintä on merkittävä lähde – *if we get a professional communicator to our projects there is a significant difference, the communications is active and professional; and social media is important source.* ei, ei se yleensä oo ollu riittävästi – *no, usually not enough resources* täytyy olla siinä määrin aktiivinen rooli, että se on yleensä sen projektin suurin ja ylin substanssiasiantuntija – *must be an active role in communications as project manager usually is the most important substance expert* jos on käytettävissä ammattimainen viestijä, täytyy olla sen viestintästrategian olla kohtuullisen selvä ja sen kommunikaatiolinkin siinä kohtaa toimia, jotta olennaiset asiat tulee viestittyä oikein ja ei viestitä asioita joista ei haluta – *if there is a professional communicator resource, the communications strategy must be quite clear and communications link to work so that relevant stuff are communicated in a correct way or not communicated when necessary* - jos ei oo käytettävissä, se on ensiarvoisen tärkeää että projektipäällikkö itse hoitaa aktiivisesti viestintää mutta on ymmärrettävää ettei se aina tapahdu – *if there's no communications resources to use it is highly important that project manager communicates actively yet it is understandable if that does not happen.* Mut projektipäälliköllä pitää

olla selkee kuva siitä mitä haluu kertoa, mitä kulmia projektista haluaa esiteltävän ja ehkä miten ja ehkä jotain visiotakin jotta voi viestinnän puolel toteuttaa sen – *but project manager must have a clear vision about what aspects of their project they want to present and share so the communications team can do that.*

## Appendix D

Informant C

Media's role

Q2 Sehän on tosi suosittu aihe, siitä niinku tykätään jakaa uutisia ja yleensä positiiviseen sävyyn. Joka on sitten toisaalta auttanut koko toimialaa aika paljon eteenpäin ja tääkin firma siitä syntyyny.

Q6 No täytyy sanoa että KV-media on ottanu tän omakseen hyvin mutta Suomi-media odotettua vähemmän. Ehkä on ähkyä noista muista projekteista.

Q7 Varmaan projektilla on joku tavoite siinä viestinnässä että tietysti niiden ihmisten tavoittaminen, joita koitetaan tavoittaa, tavallisia ihmisiä, päättäjiä, kumppaneita, potentiaalisia kumppaneita, mitä nyt onkin.

Q9 Tuntuu että Suomi-mediassa on ähky saavutettu ja ehkä se on ihan hyvä niin se, ei sitä samaa kannata uutisoida. Ja ehkä tietynlainen skeptisyyskin on jossain jutuissa jo näkyyny, mut sillain niinku ihan hyvällä tavalla että tää maailma ei oo vielä ihan valmis vaikka kaikki Teslat onkin ens vuonna itsestäänajavia jo.

Additional comments No jos pilotoidaan niin ei oo uutuus- tai uutisarvoa, niit on jo tehty. Se on enemmänkin kun aletaan ajaa kaupallisesti jossain, millä on uutisarvoa ja ne näkyv hyvin lehdissä ku tämmösiä operaatioita pyöritellään ja siihen suuntaan pitäis mennäkin ku se pilotti on ollu vaan siihen työkalu.

Additional comments Toisaalta sit se kun tää toimiala perustuu hypeen, niin tota media on tietysti pitäny huolta siitä että sen hypekäyrän pitäis nousta joka jutussa, ja must tuntuu että nyt on menty siltä käyrältä alas ja toivottavasti kohta aletaan olla siinä reaali maailmassa paremmin.

Additional comments Hypetyksen riskit? Se antaa ihmisille vääränlaisen kuvan siitä tota, mihin se maailma on menossa ja kuin valmiita ratkasut on ja mitä odottaa.

Summary

suosittu aihe, tykätään jakaa uutisia ja yleensä positiiviseen sävyyn – *topic is popular, news are shared and usually on a positive note* auttanut koko toimialaa aika paljon eteenpäin – *has helped the industry progress* KV-media on ottanu omakseen mutta Suomi-media vähemmän – *International media has received this well but Finnish media less* Projektilla on tavoite tavoittaa ihmisiä, päättäjiä, kumppaneita, potentiaalisia kumppaneita - *Project has its goals in reaching people, the public, decision-makers, partners, potential partners* Suomi-mediassa on ähky saavutettu ja ehkä se on ihan hyvä niin se, ei sitä samaa kannata uutisoida. Ja ehkä tietynlainen skeptisyyskin on jossain jutuissa jo näkyyny, mut sillain niinku ihan hyvällä tavalla että tää maailma ei oo vielä ihan valmis – *Finnish media is saturated and maybe it's good, not worth reporting the same thing again and again. And some type of skepticism in some stories already been visible but in a good way like "the world is not ready yet"*. kun aletaan ajaa kaupallisesti jossain, millä on uutisarvoa ja ne näkyv hyvin lehdissä ku tämmösiä operaatioita pyöritellään – *when commercial driving starts somewhere it has news value and will have good coverage in papers when such an operation is rolling* tää toimiala perustuu hypeen, niin tota media on tietysti pitäny huolta siitä että sen hypekäyrän pitäis nousta joka jutussa, ja must tuntuu että nyt on menty siltä käyrältä alas ja toivottavasti kohta aletaan olla siinä reaali maailmassa paremmin – *the industry is based on hype so media has made sure the hype curve should rise in every story. I feel that we are now going down on that curve and hopefully we reach the real world soon* Hype antaa ihmisille vääränlaisen kuvan mihin maailma on menossa ja mitä ratkasut on ja mitä odottaa – *Hype gives people wrong impressions about where the world is going and what solutions and what to expect*

PM's actions 1<sup>st</sup> order

Q3 No mehän on toteutettu MUJIn kanssa viestintää muutamalla viestintäkampanjalla, ensimmäinen oli että kerrottiin yhteistyöstä ja toinen oli Gachan esittely j anissä tavoite oli kv-pressi, industry ja sijoittajat. Nyt kun meillä on näitä pilotteja käynnissä, niissä on edellisten lisäksi tavoite saavuttaa tavallisia suomalaisia koematkustajia.

Q4 Viestintähän oli pitkään haastattelijan vastuulla mutta nyt sitä vetää tällä hetkellä nimetty toinen henkilö

Q5 Sanoisin että pääosin, koska ollut helppo saada läpi, ei oo tarvinnu kauheesti investoida, oishan ton vielä paremmin-kin voinu saada läpi. Suurin haaste oli kun Suomen hallitus otti ja meni eroamaan just silloin meidän pääviestintä-eventin aikaan (8.3.2019)

Q8 No se vaatii semmosta tietynlaista pelisilmää, pitää vähän miettiä mitä sanoo ja se on helppoa, mutta sit pitää miettiä miten saa sen oman sanomansa läpi kun ei ne kuitenkaan kaikkea paina sinne lehteen ja sit miten se niinku projektin kautta firman brändi ja imago rakentuu.

Additional comments Perinteisesti ollaan tietysti vaatimattomia eikä aina niin määrätietoista se viestintä kuitenkaan niinku sen pitäis, et tavallaan miks viestiä niin pitäis olla joku isompi kuva, ihan kiva houkutelaa ihmisiä koeajamaan mutta mihin se siten johtaa... ja pitäis tehdä jotain oikeesti uutta ja sit pitäis miettiä miks niinku viestitään ylipäätään.

Summary

on toteutettu MUJIn kanssa viestintää muutamalla kampanjalla – *we have had campaigns with MUJI* - kerrottiin yhteistyöstä – *told about collaboration* - Gachan esittely – *presented Gacha* - tavoite kv-pressi, industry ja sijoittajat – *aiming to international press, industry and investors* - pilotteihin tavoite saavuttaa suomalaisia koematkustajia –

*for pilots we reach for Finnish test-passengers - viestintä oli pitkään haastattelijan vastuulla – communications was interviewers responsibility for a long period - pääosin helppo saada läpi, ei kauhea tarve investoida – mainly easy to get to news, no needs to invest - Suomen hallitus erosi meidän pääviestintäeventin aikaan – Finnish government resigned during our launching event - vaatii pelisilmää - requires strategic eye – mitä sanoo, miten saa sanomansa läpi – what to say and how to get the message through – projektin kautta firman brändi ja imago rakentuu – project is building company brand and image – ei aina olla niin määrätietoisesti viestitty – haven't always been so goal-oriented in communications - pitää olla isompi kuva – must provide bigger picture - tehdä jotain oikeesti uutta – to do something actually new - miksi viestitään ylipäätään – why communicate in the first place*

## Appendix E

Informant D

Media's role

Q2 I see there is a huge role. Just based on our experience, we realized it is a very innovative project especially for a Polish city. We were taking care of the Media relations from the very beginning, when we obtained for the funding, when we organized national legal workshop, had the bidding, choosing the winning bid. We were contacted by press even when we did not send press releases but we sent them as often as possibly in order to be in charge of the information flow and to avoid some misinformation. So as long as journalists and editors are providing the information that is checked, it is really desirable to have the media coverage for the autonomous mobility projects - because how else would we reach wider public and how else would we make people maybe not familiar, but not afraid of this type of technology and how else would we get the numbers of passengers when we have a service running if it wasn't for the media.

Q6 There are some journalists, specialists in IT, programming, mobility applications and autonomous vehicles, that try to check on me once and a while. Those more general not specialist but like local or national media, they reach out for a quote when there is something going on in the field of autonomous mobility across the country. There was also a good response to the press releases we sent, I'm not sure, I would had to check, but we have about 60 examples of media coverage so it's not bad.

Q7 Mostly local and national media, just daily newspapers, popular information sites, radio stations and TV more than specialist, it reaches more widely the public and the potential users of the service, not just the IT persons.

Q9 I'm not sure if it has changed here locally, hard to say... maybe if I had time to analyze the content and the content... maybe it has changed slightly but still you get silly information circulating. For instance, someone used our press release and changed the lead slightly, writing that there would be lower fuel consumption of the robot bus so it would be more eco friendly, and they meant conventional fuel. And then you target them and throw their attention to the fact that it is not true and they don't change it. They just want to publish quickly and move to another topic.

Additional comments

I would say we still fight the false information from spreading, yes.

Summary

Media has huge role - We were taking care of the media relations from the very beginning, contacted by press even when we did not send press releases but we sent them as often as possibly in order to be in charge of the information flow and to avoid some misinformation. - as long as journalists and editors are providing the information that is checked, it is really desirable to have the media coverage for the autonomous mobility projects to reach the wider public - to make maybe not familiar, but not afraid of this type of technology - gain the number of passengers onboard - local or national media, they reach out for a quote when there is something going on in the field of autonomous mobility - still you get silly information circulating - then you target them and throw their attention to the fact that it is not true and they don't change it - we still fight the false information

PM's actions

Q3 Other than press releases, we modified the text of these media releases slightly and published them on our website devoted to sustainable transport, it's a subpage for City Hall website. We also published some posts on our Facebook page, which is mostly dedicated to cycling. We tried to use Sohjoa Baltic Facebook page, provided by Sohjoa Baltic Marketing Management, what else... when we were having big events like European Mobility Week 2018 we tried to include some of the... events... consultations for residents on the autonomous bus route, even though we did loads of cross-marketing and asked our partners basically to share message to their channels, we had a really good reach on Facebook page posts, but not a big audience came to this consultation meeting. We had one more event devoted to the autonomous mobility during the European Mobility week and this was the National Legal Workshop, so we were trying to make Sohjoa Baltic part of larger marketing initiatives. Also we produced some pens and robotbus shaped notepads and tried to distribute them at events. I've been working closely with our press office, they are responsible for sending the press releases. Target groups are adult residents in Gdansk or those who are already in public transport users.

Q4 I think that huge part that would be difficult to calculate would be the cost of my work, probably half of the time I've devoted to the project it's been the communication, internal and external. I think it has been enough. We are not presenting the bus yet, when we are certain the bus comes to Gdansk and the presentation happens, I probably have to use more time communications and logistics. We had some resources for external services, over 5K to expenses in targeting Sohjoa Baltic to European Mobility Week, equal amount to marketing to upcoming pilot.



- Q5 I think it's very important, in the case of Gdansk it's the project manager and communications managers is the same person locally, because I wanted to take care of everything by myself as I knew the topic. Even though I had no experience in autonomous mobility, there still wasn't a more competent person in Gdansk so I had to learn. I feel in general it's really good in such a field to have both, to have sound knowledge of autonomous mobility and the awareness it's not enough to carry out the project but to disseminate your knowledge and in the case of such a new technology it has huge marketing impact, so cities or institutional organization implementing such projects must be really loud as it has really high impact on its image.
- Q9 It has been difficult to be patient for them to ask questions, for instance we chose the winning bid for the procurement of the robotbus presentation, and had only one bid and you get a journalists asking "So now it's sure the bus is coming" – you have to explain that it's never for sure, you have to sign an agreement, and still there are situations where you can not influence, it's always the service provider's responsibility. It's been difficult to... You have to have the skill to communicate in plain language and make it nicely written, understandable to everyone, not make it too complicated, not try to sound too smart. And sometimes it's been difficult to basically to check all the information as I am not engineer, not an IT person, not an expert in automation, basically make sure you know what you are talking about before you prepare a piece to media.
- Summary Other than press releases, we modified the text of these media releases slightly and published them on our website devoted to sustainable transport, it's a subpage for City Hall website – mainly project managers own work - We had some resources for external services, over 5K to expenses in targeting Sohjoa Baltic to European Mobility Week - in the case of Gdansk it's the project manager and communications managers is the same person locally, because I wanted to take care of everything by myself as I knew the topic. Even though I had no experience in autonomous mobility, there still wasn't a more competent person in Gdansk so I had to learn - in general it's really good in such a field to have both, to have sound knowledge of autonomous mobility and the awareness it's not enough to carry out the project but to disseminate your knowledge and in the case of such a new technology it has huge marketing impact, so cities or institutional organization implementing such projects must be really loud as it has high impact on image - been difficult to be patient for them to ask questions, for instance we chose the winning bid for the procurement of the robotbus presentation, and had only one bid and you get a journalists asking "So now it's sure the bus is coming" – you have to explain that it's never for sure, you have to sign an agreement, and still there are situations where you can not influence, it's always the service provider's responsibility. It's been difficult to... You have to have the skill to communicate in plain language and make it nicely written, understandable to everyone, not make it too complicated, not try to sound too smart. And sometimes it's been difficult to basically to check all the information as I am not engineer, not an IT person, not an expert in automation - make sure you know what you are talking about before you prepare a piece to media.

## Appendix F

Informant E

Media's role

- Q2 Varmasti niinkun. Riippuen tietysti että mistä näkökulmasta ja kenelle, meille niinku henkilökohtaisesti, ja syy miks meille hanke tuntui tärkeältä ja me siihen sitouduttiin ja tiimi niinku koko tiimi työskenteli tosi pieteetillä ja paljon sen ja teki sen todella hyvin, niin liitty siihen niinku tämmöseen kotikenttäyhteyteen siitä, että suomalainen pieni yritys on saanut niin hienon mahdollisuuden tämmösen mielettömän jättiläismäisen kansainvälisen ja se että me voidaan tehdä tunnetuksi suomalaista osaamista ja se et me voidaan olla edelläkävijänä ja tulla niinku sitä kautta koska tää kansainvälinen mediajulkisuus tietenkin ja mediakiinnostus tietenkin oli ilmiselvää MUJIn kautta, myös tavallaan meille se, et me päästään kertoon sitä tarinaa. No sitten tietenkin jos aattelee niinku kuluttajaa tai tulevaisuuden ihmistä jonka sitten täytyy luottaa ja uskaltaa mennä kyytiin, niin oli siinäkin meille motivaatiotekijä tehdä tutuksi ja tiettäväksi näitä asioita, että nää on niinku tässä päivässä ei nää oo mitään skenaarioita tai paluu tulevaisuuteen -elokuvasta tuttuja juttuja vaan nää ihan aidosti ja oikeesti on tässä ja nyt saavutettavissa, siellä kulkee jo bussit ja ihmiset niitä käyttää. Se oli yks kiinnostava aspekti. Luonnollisesti sitten tietysti tänkaltaan toiminta ja kehitys ja innovaatiotekeminen ja osaaminen kasvaa ja lisääntyy niin sitä kautta myös nää taloudelliset asiat, rahoittajat ja niinku ylipäänsä kehittyminen oli motivoivaa meille tässä ja mitä me uskottiin että myös mediaa kiinnostaa.
- Q6 No varmaan se utelias, tosissaan jotka niinku isot mediat, me tietenki lähetettiin kutsut ja sen jälkeen soitettiin perään ne mitkä me aidosti haluttiin aidosti paikalle ja jotka oli meille tärkeitä niin me oltiin onnistuttu aika hyvin silloin lokakuussa [2018] saada kaikki isot mediat paikalle. Ja MUJI on sen tehny muutaman kerran aiemminkin ja siitä saatiin kyllä kuulla että ollaan ennenkin olleet, eikä mitään kauheen isoa uutista ollu ja saatiin suostutella, sen myötä saatiin myös media mukavasti mukaan ja ymmärtämään, mistä on kyse. Mutta ehkä kansainvälisen median kanssa, ehkä he suhtautu siihen mittasuhteeseen positiivisemmin ja heille se oli selvä että tää on iso asia kun suomalaiselle medialle sitä piti pikkasen selittää.
- Q7 Tässä oli vähän eri se tavallaan se mediarepertuaari, kun silloin kun lanseerattiin Kampin popuppia ja sitä että MUJI tulee, mehän oltiin tosi paljon siinä lifestylessä, niinku MUJille tyyppillisessä, lifestyle, sisustus, trendit, ilmiöt, kaikki se mihin liittyy sisustaminen ja hyvä elämä, ja ehkä vähän ruokaakin, sitäkin vielä vähemmän. Ja sit nyt lähdeittiin ihan eri, oli niinku tekki, talous, IT, innovaatio, startup scaleup-skenessä, tottakai uutis- ja ajankohtais, sielläki niinku Hesarin autopuolella, olin iloinen kun sieltä olikse Ilkka Mattila ku sieltä vastas mulle. Ja se vaati vähän töitä ja selittämistä, ku heille taas sitten se yhteistyö MUJIn kanssa ei ollukaan se isoin koukku, mutta toki sit niinku Sensible 4 oli tuttu.
- Q9 No tietenkin mä haluisin sanoa että on, että olen nyt lukuun tosi paljon kyllä robottiautoilusta ja tulevaisuudesta positiivisia kuvia, mutta en mä osaa ehkä arvioida kun en ole yrittäny nyt myydä mitään aiheeseen liittyvää.
- Additional comments Uutis- ja uutuusarvoa? On varmasti, ja sitä kautta mitä reittejä ne tulee ottamaan, missä ne tullaan ne näkemään ja miten ne tulee palvelemaan, että eihän sitä oo vielä juurikaan kerrottu. Että ihan sitä konkretiaa ja tietenkin sitä käyttäjäkokemusta ja siitä saa varmasti paljonkin että miten ihmiset suhtautuu, ja varmaan niinku paljon pitää tehdä töitä vielä että siitä tulee uus normaali. Jaja luottamusta rakentaa sitä luottamusta siihen niinku tulevaisuuden autoiluun ja ylipäänsä robottibussit ja julkisen liikenteen kehittäminen liittyy vahvasti siihen että meidän polttoainemoottoroidut autot häviää tai mistä sitä tietää ja koko tää liikenteen murros tai muutos tai mitä kaikkea muuta, tän kesän hittinä tullu nää potkulaudat ja mitä kaikkea sähkövempellettä me tullaan vielä näkemään että tähän on yks isompi skaala siitä.
- Ehkä tavallaan tossa sitten että tiedotustilaisuuden ja sen mittasuhteet, se saatiin musta hienosti maaliin ja näkyvyys siitä oli todella laajaa, en nyt muista mutta siitä on jotain 170 mediaosumaa että se oli tosi iso, mutta ehkä se tavallaan se jatkumo vielä siitä, syvällisemmät jutut, ja laajemmat artikkelisarjat ja henkilöhaastattelut, ja et se toivottavasti sitä joku siellä sit tekee tai ku tulee näitä uusia vaiheita. Mut ku meidätkin ostettiin projekti kerrallaan niin me ei päästy myöskään sitä strategista suunnittelua, ja se olis kyllä hyvä olla se että mitkä ne viestinnän pisteet on ja mahdollisuudet ja miten on tunnettuutta rakennetaan pitkin matkaa, ja mitä tietenkin toimittajat ja mediat rakastaa niin sitä että ne pääsee seuraamaan sitä kehittämistä ja sitä behind-the-scenes, olis ehkä hyvä että Hesari tai vois olla hyväkin että ne tekis pidemmän seurantarepparin tosta robotiikka-asiasta, jos ajattelee mikä tulee vanhustenhoitoon liittyen ja kaikkeen, se vois olla niille iso teemakin mihin kaikkialle se tulee, että ei se ei vie meidän naisia eikä töitä, että se ei ole uhka, että siitä tulee varmaan vaan entistä parempaa, niin ehkä tavallaan mä näkisin et se vois olla valtakunnalliselle isolle medialle sellainen yhteiskuntavastuullinen teko. Se oli hauska projekti ja mulle jäi absurdeimmaksi ehkä kokemukseksi se ihana Gacha ja sen kyydissä olo ja kaikki se ilo mikä siihen liittyi siihen tekemiseen ja miten pieteetillä ja sydämellä ihmiset asiaan sitoutuu. Mutta se että itse pääsi debytoimaan bussityttönä, se oli kova.
- Summary meille hanke tuntui tärkeältä ja me siihen sitouduttiin – *felt important for us and we were committed* - voidaan tehdä tunnetuksi suomalaista osaamista – *to spread the Finnish knowhow* - kansainvälinen mediajulkisuus tietenkin MUJIn kautta – *international media presence via MUJI* - me päästään kertoon sitä tarinaa – *we get to tell the story* - tehdä

tutuksi ja tiettäväksi näitä asioita – *to get these things familiar and known* - nää ihan aidosti ja oikeesti on tässä ja nyt saavutettavissa – *these are really here now and accessible* - kehittyminen oli motivoivaa meille – *development story was motivating for us* - oli onnistuttu saada kaikki isot mediat paikalle – *had all the big media present* - kansainvälinen media suhtautu positiivisemmin – *international media had more positive attitude* - tulevaisuuden mahdollisuudet reiteistä, missä ja miten palvelevat, ei ole vielä kerrottu – *what are the future routes, sites and services has not yet been revealed* - konkretiaa ja tietenkin sitä käyttäjäkokeemusta halutaan – *concrete and user experience are wanted* - varmaan niinku paljon pitää tehdä töitä vielä että siitä tulee uus normaali – *there's lots to do before this becomes a new normal* - liikenteen murros ja isompi skaala siitä – *change in mobility in a big scale* - näkyvyys siitä oli todella laajaa – *coverage was wide* - meidätkin ostettiin projekti kerrallaan niin me ei päästy myöskään sitä strategista suunnittelua – *our services were bought one project at a time so we had no change to plan the overall strategy* - toimittajat ja mediat rakastaa niin sitä että ne pääsee seuraamaan sitä kehittämistä – *journalists and media love that they get to follow the development, behind-the-scenes*

## PM's actions

- Q3 Kun oltiin tehty tehtiin pressii Suomessa ja suomalaisissa olosuhteissa naisten päivänä 8.3., niin se ensisijainen, meillä oli tavallaan media niinku jaettu kotimaiseen ja kansainväliseen, kummatkin oli tärkeitä. Verrattain kansainvälinen kiinnostus oli helpompi herättää kuin kotimainen, joka oli niinku aika jännä. Toisaalta me myös arvattiin että näin se on, suutarin lapsella ei ole kenkiä. Ja et Suomessa niinku isotkin mediat sanoi että me ollaan kirjoitettu tästä aiheesta jo. Elieli se niinku tavallaan jouduttiin aika paljon perustelemaan, että miksi se on tärkeää että tästä raportoidaan, ja että ei, tämä ei ole MUJIn kaupallista viestiä, vaan ollaan aidosti uuden ja niinku maailman ensi-illan äärellä. Mutta kyl, kyllä se selkeesti oli tahtotila luoda se kansainvälinen ja kotimainen intressi tälle aiheelle ja luonnollisesti luoda mahdollisuuksia tulevaisuuden kokeilulle ja näille kumppanikaupungeille joista puhuttiin paljon, Espoo, Vantaa, Hämeenlinna, et tavallaan luoda, pehmentää maaperää sille tulevaisuudelle ja Gachalle itselleen. Ja mähän sitä olin esitlemässä sitten myös Lontoossa, MUJIn pressissä, elämäni ensimmäistä kertaa bussityttönä, no, kaikkea on tehty, se oli kanssa sillä tavalla mielenkiintoista että siinä projektissa yhdistyy suomalainen muotoiluosaaminen tai siis suomalainen palvelumuotoiluosaaminen ja MUJIn teknoituiluosaaminen ja tämä teknologinen osaaminen, tämä eksotinen yhdistelmä, siellä Lontoossa erityisesti yhdistelmä herätti kiinnostusta. Projektin viestintävastuu oli meillä, vastuu oli Mellakka Helsingin vastuulla, meillehän se ulkoistettiin. Ja mun mielestä saatiin, tietenki käytiin paljon keskusteluja käytiin siis sekä Satokon että Tommin kanssa, meillä oli hyvä projektiryhmä siinä, miten me sitä, koska paljon oli avoimia kysymyksiä ja oli ehkä vähän kulttuurieroavaisuuksia varsinkin tavoissa toimia ja tavoissa tehdä asioita, rohkeutta ja varovaisuutta kummallakin vähän eri asioissa, se meidän työprosessi oli semmoinen että käytiin läpi asioita ja meillä oli se vetovastuu että tehtiin asialistat ja sitten niitä käytiin läpi ja toki sitten lisäiltiin. Me johdettiin sitä viestintää ja tiedotusta, mutta siinä sitten MUJI Europe esimerkiksi auttoi siinä KV-median kanssa, luonnollisesti kaikissa maissa kun toimii niin heillä oli tosi hyvät PR-kontaktit ja toimistot ja kontaktit, heiltä saatiin apuja ja ihan toimittajaryhmiä tuli sitä kautta. Toinen oli sitten Business Finland ja sitten taas heidän erityisesti kansainväliselle sektorille ja heidän kautta saatiin Helsingin Marketingin tiedotuskanavat ja kaupunginkanslian kanavat auki ja tavallaan pormestari sitä kautta mukaan. Meillä oli langat käsissä mutta iso yhteistyö se oli. Ei sitä kukaan olisi yksin voinut kyllä tehdä.
- Q4 No se mediatyö itsessäänhan ei tarvi rahaa... Mutta siis... ja kaikkihan tuo, kutsuprosessi ja niin meni diginä, et se ei sinällään, siellä pitää olla hyvät ohjelmat ja toimivat rekisterit ja näin. Sitten taas paljon nää sidosryhmät on auttanut niinku MUJI niin paljonko on pistäny, sitähän mä en tiedä sitä kokonaisbudjettia. Ja sit oliko se itse tapahtuma, olisko siihen tapahtumallisuuteen pitäny resursoida enemmän, että se olis ollu näyttävämpi setuppina, niin siitä voidaan... tai siis mun mielestä se oli kaikessa kotikutoisuusessaan suloista ja viesti hyvin myös siitä niinku tavasta toimia, et me tuodaan vähän keskeneräisiä asioita tai me prosessoidaan ja kehitetään matkan varrella eikä niinku lanseerata niinku aina vaan valmiita tuotteita... mmm... et se oli tavallaan semmoinen voi sanoa niinku ajatuksen lanseeraus ja sitten se, mitä tällä hetkellä on valmista, mut se ei oo vielä valmis ja outgoing. Mutta ehkä siihen tapahtumallisuuteen olisin itse laittanut enemmän jos niinku ihan raha-rahaa, niin ihan näkyvyyslementeihin ja siihen kaikkeen palvelullisuuteen ja setuppiin koska siellä kuitenkin oli iso joukko yleisöä, ja tärkeitä tahoja ja paljon tota kansainvälistä ja kotimaista mediaa.
- Q5 No sen viestinnän johtaminen oli helppoa sinällään, kun me tiedettiin asiakkaan, tässä kohtaa sekä MUJIn että Sensible 4:n tahtotila ja toive, kun se oli selkee. Sithän me kyl tiedettiin, miten se tehdään, et ei siinä ihmeitä tullu, että enemmänkin sitten matkan varrella tuli niinku tietenkin aina tulee erilaisia toiveita ja täsmennyksiä vaikka sieltä Japanista, niin se oli toki. Ja si meillekin ku me ei oltu nähty Gachaa niin mittasuhteet oli vähän hakusessa. Mut sitten kun me esimerkiksi tehtiin niitä ennakkovideoita silloin aiemmalla viikolla niin jo niiden jälkeen tuli huojentunut olo, että ihanalta näyttää ja saatiin taltioitua se Suomi-tunnelma ja kaikki se kauneus mitä täällä meillä on ja mihin myös MUJI on ihastunut. Varsinkin niissä ennakkovideoissa saatiin luotua sitä omaperäisyyttä mitä täällä meillä on.
- Q8 Helppo on niinku nimenomaan olla, ymmärtää se laajempi yhteiskunnallinen merkitys ja tää tulevaisuus niinku skenaario ja niinku jollain tavalla ymmärtää se, että tässä tehdään niinku tulevaisuutta konkreettisesti. Ehkä vaikeempaa oli ymmärtää niinku tälle vaan viestintäalan ymmärtäjänä se, detaljit siihen tekniseen puoleen. Kaikki mitä siihen tietenkin liittyy niinku käytettävyyteen ja siihen ihan että miten näitä rakennetaan ja ehkä sitten vasta jälkepäin tajusi miten valtavan iso ponnistus tää on ollu Sensible 4:n ihmisille ja se oli ihanaa nähä ku ne oli niin onnellisia sen jälkeen ihan ku olis joulu tullu. Mutta tota. Se oli tietenkin semmosta että ammattiviestijänä tietenki tietty määrä tietoa riittää ja sä pystyt monistaan sitä ja muuta mutta ehkä tässä vielä syvempi sukellus sinne insightiin olis ollu, ehkä vähän siihen koko teemaan ja aiheeseen. Toki ku tuli kysymyksiä teknisiin aiheisiin me aina välitettiin ne, että me oltiin niinku sentraalisantroina, että sitten joku sai vastata niihin.

## Summary

Me johdettiin sitä viestintää ja tiedotusta – we were leading the communications - monien tahojen yhteistyö se oli, ei sitä kukaan olisi yksin voinut tehdä – it was collaboration of many organisations, no one could do it alone – tapahtuma kertoi siitä toimintatavasta että tuodaan keskeneräisiä asioita - the launching event was presenting the way of doing things, we bring unfinished products to the world - tiedettiin asiakkaan tahtotila ja toive –we knew what the clients wanted - ennakkovideoissa saatiin luotua sitä omaperäisyyttä mitä täällä meillä on – the videos were presenting the originality we have here - ymmärtää se laajempi yhteiskunnallinen merkitys ja tää tulevaisuus – to understand the wider meaning and the future - tässä tehdään niinku tulevaisuutta konkreettisesti – we make the future here, literally - vaikeampia detaljit tekniseen puoleen – more difficult were the technological details – ammattiviestijälle tietty määrä tietoa riittää – for a professional communicator, a certain number of knowledge is enough - kysymyksiä teknisiin aiheisiin me aina välitettiin ne, asiantuntija sai vastata niihin – when technological questions were asked, we forwarded them to the experts to answer

## Appendix G

Informant F

Media's role

Q2 I think media is very important and it is very important to support media, journalists with the insights so they have the right understanding where we are today and where we expect to be in 2025. We started two years ago and then it were already on the hype and now the media can see things are more challenging to implement. It's very important that we work very close to them and are very open with them.

Q6 I would say I'm very happy with the media interest I may say so it's clear dependent on us. We must understand what the media is looking for. We have but we have been many times out there in the media and told about what we are doing. I might say we have been able to get many stories of what this is about. The first time I show.. showed an autonomous vehicle in Norway was in September 2016 and the customers that I got afterwards was quite afraid they would not get any media about it. So, but.. I think in very many of cases we have been able to get media there and give them our new customers' story. So it's very important to package for the media, it's not about the technology but what the technology can give, it's not the technology itself but what technology can support and implement.

Q7 Um, to us it's two way range, it's important, as in this moment this technology is not mature we need public funding, we need to get these projects through. And then we talk to both the people on the streets and we talk to policy makers, and lawmakers those that give budgets. Then we need to talk to national TV and national radio and national newspapers so they get... so they can see that's a value to give money to these projects. We talk to I would say also researches that make research on this on the other side, that can see all can write on the critical things about our projects. I've been working on two external research projects. So, to share competence to different groups and also that the engineers have been on the topic here and also there have been all different seminars so we have been using also a lot of different communications channels.

Q9 Yes they now understand more and more what it's about and that takes time to get implemented and that's also the case we ask in our own communication. The journalists are more trained and I can see that they are able to write their own stories but I can still see they are used by some actors. So media is something that different actors uses for their case. But that is something I have to accept as what it is. So, media is more mature but still they are not mature enough.

Summary media is very important – to support media, journalists with the insights – two years ago already on the hype – now media can see things are more challenging to implement – important that we work very close to them and are open with them – media interest it's so clear dependent on us – must understand what media is looking for – very important to package for the media – not about the technology but what the technology can give, support and implement – to share competence to different groups – technology not mature, we still need projects – journalists are more trained but still not mature enough

PM's actions

Q3 Both Ingar and myself we have shared responsibility for the media. I have been working on national media, radio, television, national newspapers, Ingar also worked for the local. We've been involved on all types of media, national TV, radio, national technology papers, also the public newspapers for municipalities, The Kongsberg case has been the case where we succeed. So, I would say the stories have been on the newspaper that Kongsberg has been the case and the place where implementation of autonomous shuttles a solution has been a success. The ability to implement is what I would say the impression people get.

Q4 It's very important the role that I have. I've been able to both to describe the technology in a way that the journalists and media understand and also the readers. And we have been very open. We get question why do the vehicle drive so slow, have there been any accidents, they called me after the Vienna case with the Navya bus there, I worked very open with them what I know and what I didn't know, what I could write and what I could not write. So they get a very honest and a very ummm... so they get also information on what things they really can't write. I said to them this you could not write because it's not right for me to say it but this is an insight that you can have.

Q8 So I've been working with media for some years so in this topic it's important to know what to say and what not to say. It's also important to make our customers able to communicate with media. So, umm... We have written some press releases but we have met many media indirect in the use both. And both myself and ... also the operators who are responsible for the deployment have been in several interviews. Yes. I think it's important to know what to say and what not to say. So it's... and what people are asking for is when is this technology available, what can we do with this technology, is it for the mass market or just for the public service. I think that we stand very clearly on the sustainable goals. It's very important to be connected to sustainability and also connected safety. Whenever I've been asked when will we be possible driving any faster, I say, now it's not. As we will not have any crashes at all. And that is the question that I have been asked. And I've been very clear that is the case. Then I got a question about overriding and vehicles challenging the bus in traffic as it drives so slow. I refocused the problem to the traffic culture as a whole.

As the overrailing is a problem to the traffic safety and traffic security as a whole. Then I say you should when you're driving on the street, before overriding a bicycle or another car, you should think two times before you override... Please think how much you save time compared to the risk you take. On the communication and media here again, I try to focus outside the technology I always try to have two things in my mind: What is the value of it in the long term and what can bring this value into the traffic on a short time?

Summary

We've been involved on all types of media, national TV, radio, national technology papers, also the public newspapers for municipalities sharing our success story - It's very important the role to - Been able to both to describe the technology in a way that the journalists and media understand and also the readers - We have been very open - Also that this you could not write because it's not right for me to say it but this is an insight that you can have - Topic it's important to know what to say and what not to say - It's also important to make our customers able to communicate with media. - important to know what to say and what not to say - and what people are asking for is when is this technology available, what can we do with this technology, is it for the mass market or just for the public service. I think that we stand very clearly on the sustainable goals - very important to be connected to sustainability and also connected safety - refocusing questions to the traffic safety and traffic security as a whole - try to focus outside the technology - What is the value of it in the long term and what can bring this value into the traffic on a short time?