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**Developing and Promoting Web Communication
to Enhance City Services for International Residents**

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In the digital era, website is an effective communication tool and an interactive mass medium of communication. Espoo is a home to people with more than 150 nationalities, therefore, City of Espoo decided to create a new website in English to enhance city services to its international residents. The idea of the new website was based on the need of an information package for English-speaking residents in Espoo according to the survey report of City of Espoo. A careful plan of website development was preferably created simultaneously with City of Espoo strategy. The new website also promotes Espoo brand as an inclusive city with cultural diversity, participation and accessibility.

The objective of this thesis is to describe the process of developing and promoting a new website that provides information on city services and immigration. The major desired outcome of the thesis is a new website in English as an efficient communication tool to enhance city services to international residents. As a combination of theories, concepts review and project-based approach, the thesis is a constructive research to apply theoretical framework in real time. Based on analysing and evaluating the data, the thesis introduces the steps for the entire website creation process, namely web communication plan, information architecture, web design, development and testing, marketing and promotion, measurement and evaluation.

The thesis shows how with a limited budget, digital marketing plan can be an effective strategy of web communication, how social media plays a crucial and valuable role for promoting the new website of City of Espoo and engaging target audiences. The new website is an essential part of an ongoing effort of City of Espoo towards an equal, inclusive, diverse and international Espoo.

Key words
Public sector communication, web communication, city branding, website development, website marketing, international residents

Contents

1   Introduction

Over the last three decades, the Finnish population has become significantly more diverse and international. According to Statistics Finland (2020), the number of residents in Finland with foreign background, that is people whose both parents or the only known parent were born abroad, has increased rapidly from 37,000 as of 1990 to more than 423,000 as of 2019. The percentage of persons with foreign background to the whole population in this period has also grown from 0.8% to 7.7% (see Figure 1). Moreover, due to the high demand on skilful employees of Finnish companies, the immigration of competent workers plays a crucial role for the local labour market. Therefore, Finland continuously aims to become one of the most fantastic career destinations for international talents (Ministry of Economic Affairs and Employment and Business Finland 2019).
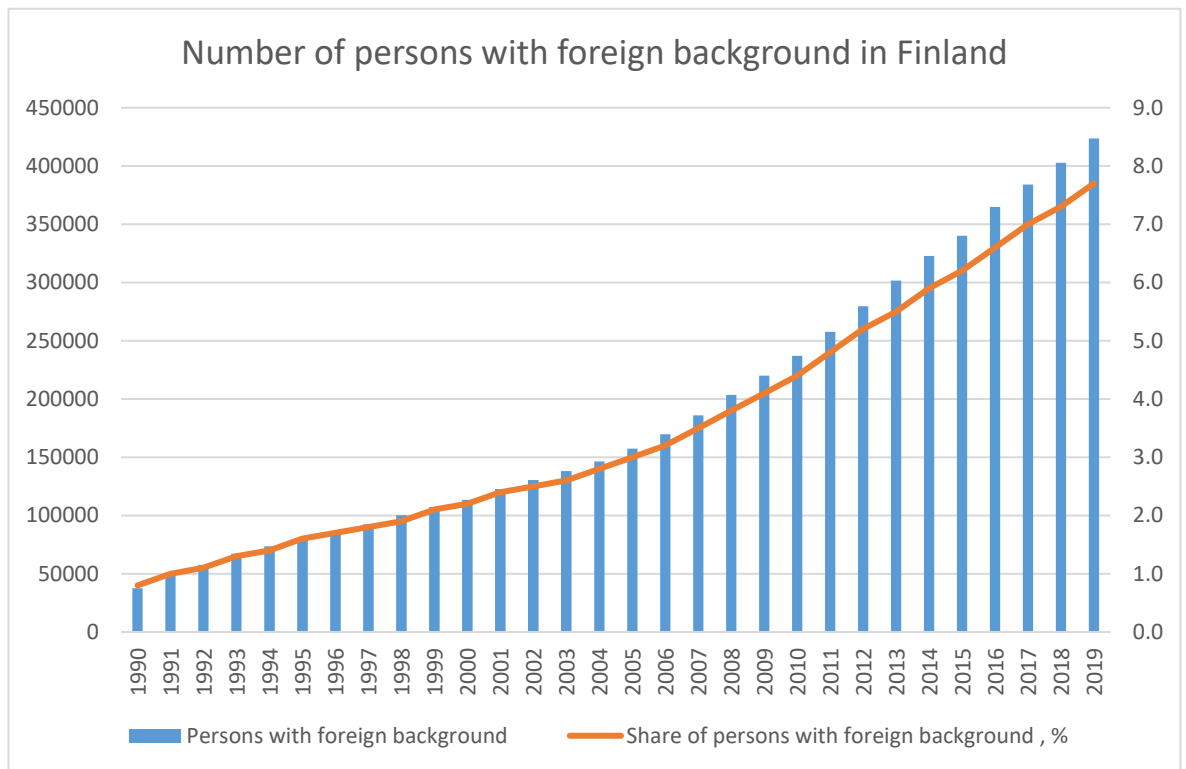
Figure 1. Number of persons with foreign background in Finland in period 1990-2019 (adapted from Statistics Finland 2020).

To encourage international talents settling in Finland and support their integration into the Finnish society, it is important both to develop public services, especially city services, and to communicate these services to foreign residents. City services include public services provided by the municipal government such as housing and environment, healthcare and social, childcare and education, employment and business services. By fulfilling

physiological and safety needs of people, supporting their living and professional activities, enriching their social life and working environment, these services play an essential role in everyday life of city inhabitants. To ensure the effectiveness of city services, they should be well informed and explained to service customers, including foreign residents who do not speak Finnish and Swedish (the two official languages in Finland).

Nowadays, digital communication is one of the most commonly used mode of information exchange and website is considered as an effective public communication tool. Indeed, in the current digital era, almost everyone owns one or more smart devices with Internet connection, so that website has become a very popular, high-accessible and practical platform to share and explore information for mass audience. In particular, many municipal organisations use website as one of major tools for distributing public information. However, it is noticed that both the quantity and quality of websites about public services in English should be significantly improved.

In this study, I conducted an end-to-end process of developing and promoting a new website to enhance public services for international residents of the Espoo city. This process is fully linked with a project of the case organisation, which is City of Espoo (the government of Espoo). Espoo is home to people with more than 150 nationalities where the share of the foreign-language population of working age is predicted to increase up to 30 percent by 2035 (City of Espoo 2020). This research addresses the crucial need on an official website in English as an interactive mass medium for communication to international residents of Espoo.

This thesis describes the main theoretical and practical aspects of the framework-based web development and promotion process of the study. The theoretical part consists of Chapters 2, 3 and 4, which examine the research problems and available resources, methods and tools for solving. The case organisation analysis, research problem, research objectives and research questions are presented in Chapter 2. The theories and concepts of web communication, city branding and place marketing are introduced in Chapter 3. The research methodology (constructive research), theoretical framework, as well as the data collection and analysis method to collect and analyse data are identified in Chapter 4.

The empirical part of this thesis includes Chapters 5, 6 and 7, which present real stages and facts of the project. Chapter 5 portrays a long running process of developing a new website that consists of web communication plan, information architecture, web design, development and testing. Chapter 6 describes an actual way of promoting the website through digital marketing plan, the key message, marketing activities with a limited budget.

Chapter 7 shows the measurement and evaluation based on the results of website traffic, social media campaigns and reports. It also outlines recommendations for further development of the website.

Finally, the conclusion of the research in the Chapter 8 highlights the research theoretical and managerial contribution, research limitation and future directions, in addition with my self-evaluation.

2   The research context

This chapter describes the target organisation, City of Espoo, and the need of a package information for English-speaking residents in Espoo. Based on the research problem and case organisation, the research objectives and questions are discussed.

2.1   Case organization – City of Espoo

Espoo is the home to people of more than 150 nationalities. The share of its foreign-language population is increasing rapidly from 8.3% (2010) to 18% (2020), of non-Finnish nationalities is increasing from 6.3% (2010) to 11.6% (2020) (City of Espoo 2020). About 50,000 Espoo residents are speakers of languages other than Finnish or Swedish such as English, Russian, Estonian, Arabic, Somali and Chinese (City of Espoo 2019). In addition, City of Espoo also predicted that the share of foreign-language population of working age in Espoo could increase up to 30 per cent by 2035 (City of Espoo 2020). It means that one in four Espoo residents is expected to have a mother tongue other than Finnish or Swedish in 2030. Therefore, city services should be developed to support international residents (City of Espoo 2020).

Aiming to improve the city services and staff competence, the City of Espoo set a goal to provide public services openly with equality, humanity and tolerance (City of Espoo 2020). In addition, it strives to be active participant in international networks. In an interview with Newsnowfinland.fi website, Markku Markkula, Chair of the Espoo City Board said about the city's ongoing strategy that "We are already talking about economic, environmental and social sustainability. But the fourth aspect is culture, including learning and English language skills" (Newsnowfinland.fi 2017).

Communication channels of City of Espoo to international residents

City of Espoo has many channels to communicate with its residents, including international ones. Most important information about city services are published on espoo.fi website and shared on social media. Furthermore, the city also has customer service systems such as service points, chat services & feedback system.

In the service points, residents can find some city services, most important city information and guidance, as well as collect tourist and outdoor recreation maps. Several service points of City of Espoo are located in urban centres in Espoo: Leppävaara, Espoonlahti, Matinkylä, Tapiola and Espoon keskus. Residents can contact service points by email, phone, or chat services. Moreover, City of Espoo has developed the concept of service centre, which offers

a range of high-quality services conveniently and cost-effectively in one place. In particular, the Iso Omena Service Centre includes a city service point, a library, youth services, an employment corner, a maternity and child health clinic, a health centre, mental health and substance abuse services, Finnish Social Insurance Institution Kela, HUS laboratory and medical imaging services.

In addition to offline communication, online communication channels are crucial and valuable for the city to engage its residents. The espoo.fi website is the most important communication channel for City of Espoo that was launched in February 2012. The espoo.fi site aims to provide reliable, up-to-date and accurate information about city activities. There is a large amount of information generated by hundreds of communication staffs from separate units of City of Espoo. Nevertheless, the city faces some challenges to provide a good information architecture and navigation system to users of the espoo.fi website. In particular, many information in English about city services is missing or difficult to explore.

The number of followers in the social media channels of City of Espoo has been increasing in recent years. As of September 2020, City of Espoo had more than 12,000 followers on Facebook, 10,000 followers on Twitter, more than 6,400 followers on Instagram, and about 600 subscribers on YouTube. Two-way interactions with social media users are improved thanks to likes, comments and shares.

English has been developing as a service language, especially for international residents

In 2017, Espoo was the first city in Finland adopting English as a service language to improve customer experience (Newsnowfinland.fi 2017). This starting point is one of the goals of the city strategy called the Espoo Story. Moreover, English-language services in Espoo help people who moved from abroad to Espoo to involve themselves in and be part of the community. "We set out to offer high-quality services to residents and clients not only in Finnish and Swedish but also in English," says Project Manager Tero Lohimäki of "English as a Service Language" development project (City of Espoo 2020).

From 2017 to 2020, City of Espoo has already provided many services in English. Its Translation Service Unit supported other city departments and units to translate professional terms and customer service phrases of official documents. Therefore, a significant number of news and press releases, key instructions, forms and filling-in instructions, surveys were translated and published into English, in addition to Finnish and Swedish. Moreover, English is widely used through various digital communication channels of City of Espoo such as websites and social media.

Whereas, there are still many challenges to serve services in English in Espoo, because English is a service language, not an official language like Finnish and Swedish. In particular, most of administrative documents and decisions are available only in Finnish and/or Swedish. In addition, as mentioned above, many people pinpointed the problem of searching and understanding English-language information about city services on the website. Therefore, City of Espoo should provide more information in English and make this information more accessible and understandable for international residents with different culture and education backgrounds.

2.2 Research problem – The need of an information package for English-speaking residents in Espoo

In order to have insights into the requirements and typical challenges faced by Espoo residents who need city services in English, from April 2018 to September 2018, City of Espoo sent a survey regarding these services to international residents through its communication channels (City of Espoo 2018). The survey results from about 600 participants (see Figure 5) provided valuable thoughts, ideas and contributions to City of Espoo. 92% of respondents confirmed that it is important for them to get services in English and they prefer to communicate in English. 93% of the respondents expected to find written materials in English on the city's official website. 86% of the respondents mentioned that they wished to have a welcome information pack when a person moves to Finland or Espoo, which explains how the system works. In general, this survey revealed a serious demand of a package information in English for English speaking-residents.

Based on many practical suggestions and solutions proposed by the survey respondents, Espoo city decided to establish a project for creating a 'welcome to Espoo' website with a comprehensive information package to help international newcomers in Espoo and improve city services in English.

It is important for me to get service in English	4,62
I prefer to communicate in Finnish or Swedish (at the moment or in the future)	2,05
I prefer to communicate in English	4,62
I prefer to communicate in my native language with the help of an interpreter (tulkki in Finnish)	1,6
I expect to be able to use English in service situations	4,46
I expect to find written materials in English on the city's website (information on services, application forms, instructions, etc.)	4,68
Getting service in English is important for a newcomer to feel at home in Espoo	4,79
Getting service in English is important when I decide whether to stay in Finland or not	4,17

■ All responses

Figure 2. The report of the 'English as a language of services' survey (City of Espoo 2018,195).

2.3 Research objectives & research questions

Based on the needs and the potential effectiveness of the web communication, this research aims to implement and describe a full development and marketing process of a new website in English that provides information on city and immigration services for international residents of Espoo city. In the other words, the desired outcomes of the study, in addition to the new website itself, are the detailed explanation and evaluation on how it was created and promoted.

Therefore, I identified the following four research questions for this study:

RQ1) What is the demand for municipal communication from City of Espoo to its current and potential international residents?

RQ2) How to develop a new website for providing information about city services to international residents?

RQ3) How to market the website to its target audiences with a limited budget?

RQ4) How to evaluate the public communication effectiveness of the website?

3   Literature review

This chapter introduces essential the theories and concepts applied to the thesis, most important of which are public sector communication and web communication. The literature review involves analysing academic books, articles and other available relevant materials and concentrates on finding various ways for sharing information to target audiences in public sector, for developing and promoting web communication. The web communication strategy described in this chapter, including website communication plan, website development and website marketing. The website development framework plays the central role of the web communication strategy and consists of a few phases such as information architecture, web design, storyboarding, etc. The website marketing is focussed on digital marketing to promote the new website of the city to international residents.

3.1 Public sector communication

Communication has been evolved naturally during the long human history and is a basic element of our society and social relationships between people (Pasquier & Villeneuve (2012, 150). Among many types of communication, public communication has specific characteristics related to efforts of providing public services and products to citizens and other target audiences.

According to Johnson (2012, 2), definition of communication basically is "to make commonly understood". Lunenburg (2010, 1) describes communication as " the process of transmitting information and common understanding from one person to another". Rigotti & Rocci (2006, 689) defines communication as the discriminatory response of an organism to a stimulus. Pasquier & Villeneuve (2012, 150) mentions communication as a fundamental component of society and the basis of social relationships between people through various forms as written, oral, visible, virtual, etc. Communication concentrates on producing, using and interpreting the messages in various media, across different contexts, channels and cultures (Johnson, 2012, 4). It is important to apply communication knowledge and skills as a technical process to conversation, relationships professionally (Johnson 2012, 4).

According to Lunenburg (2010, 2), two of the most important elements in communication are the sender and the receiver. The sender initiates the communication with desire to transfer an idea or concept to the receiver. By choosing words, symbols or gestures, the sender encodes the idea into a message, which takes the form of verbal, nonverbal or written language. The message is sent through a medium or channel such as face-to-face conversation, telephone call, e-mail, websites or written report. The receiver then decodes the received message into meaningful information. During exchanging the message, there

are noises that distorts the message as language barriers, interruptions, and attitudes. Gill (2019, part 1.2) also mentions cultural differences, communication styles, words, assumptions, judgements and emotion as the factors that may affect directly to the quality of communication. If the recipient decodes the message correctly and meaningfully, the goal of the message is done. The feedback of the recipient helps the sender to determine that the message has been received and understood. The sender, the receiver, the noise and the feedback are the key factors of the communication process (see Figure 3).
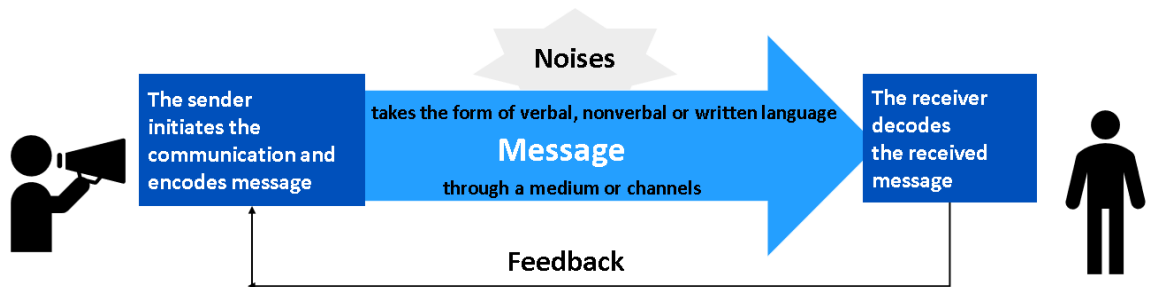

Figure 3. A simple model of communication process (Adapted from Lunenburg 2010, 2).

Public communication

Public service organization is a body that implements public policies, provides high-quality civil services for all citizens and other target audiences through coordinating available resources (Pasquier & Villeneuve 2012, 3-6). Public service organizations may have various levels such as national, regional and municipal level (Canel & Luoma-Aho 2020). Activities of public service organizations are funded by taxes or other forms of public funding are depended on the political authorities and the results of the political process (Pasquier & Villeneuve 2012, 3-6.)

The major objective of a public service organization is to make the society function effectively. It is important for a public service organization to listen its citizens, publics and other stakeholders (Canel & Luoma-Aho 2020). Therefore, a public service organization always needs to improve the capacity of collective welfare and to build the relationship between service providers and beneficiaries by means of public communication (Pasquier & Villeneuve 2012, 3-6.)

Public communications are communications used in a public-sector environment that take into account derived features such as neutrality and specific legal framework (Pasquier & Villeneuve 2012, 147-151). According to Canel & Luoma-Aho (2020), public communication has to balance the needs of engaging citizens with organizational goals. Citizens always

has the legal right to access to information held by their government and public service organization (Pasquier & Villeneuve 2012, 147-151).

Functions of public communication are informing, influencing, proving, positioning and, finally, promoting values (see Figure 4). The first and the most important function is informing and explaining government decisions and public services. Therefore, the information must be clear, accessible and accurate. The second function is influencing or attempting to change people behaviours. Lack of communication can make serious consequences or risks to individuals and to society in general. The third function is confirming and proving the organization tasks, initiatives and activities because public organization must be accountable. The fourth function is improving the reputation, positioning the image of public organization to the target groups. The last function is promoting the main values of the political system, for particular, equity, integrity, transparency, diversity, inclusion and the respect for law (Pasquier & Villeneuve 2012, 150 -153).

Function of public commununcation

- Informing
- Influencing
- Proving
- Positioning
- Promoting values

Types of public communication

- Active & Passive
- Intentional or unintentional
- Verbal or non-verbal

Target groups of public communication

- Individuals (citizens, customers)
- Groups or organizations
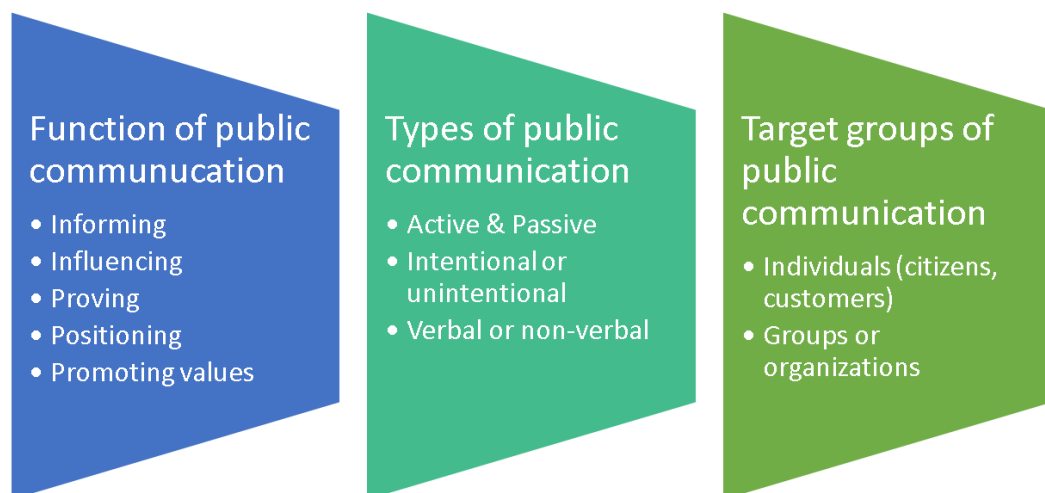
Figure 4. Elements of public communication (Adapted from Pasquier & Villeneuve 2012, 152)

Public communication has diverse target audience groups such as individuals (citizens, customers), groups or organizations (companies, associations, institutions or administrative organizations in the same and different level etc.). Each target audience group has to be analysed and reached by specific communication strategy. The transmission of communication is influenced by the typical knowledge, attitudes, opinions, expectations or behaviours of the recipients. Public communication can be active or passive, intentional or unintentional, verbal or non-verbal (Pasquier & Villeneuve 2012, 150 - 156).

In contrast to private organizations with freedom in communication, public communication has such principles as (a) depending on provision of the law and political process, (b) accounting the needs and objectives of target groups, and (c) being up-to-date and usually continuously (Pasquier & Villeneuve 2012, 152).

3.1.1 Communication strategy

Communication strategy plays a significant role in the planning and execution process for specific communication programs and campaigns (Cornelissen 2014, 89-91). It is the organizational communication effort to achieve the desired goals (Falkheimer & Heide 2018, 1). A comprehensive communication strategy specifies a strategic intent with actions and guidance.

Communication strategy is often developed by communication professionals, the leaders, managers within an organization and other stakeholders (Cornelissen 2014, 89). It often consists of three key points: "a combination of planned and emergent processes; a general direction and not simply plans or tactics; about the organization and its environment" (Cornelissen 2014, 91). Communication strategy is a comprehensive process of analysing the current situation and organization's environment, mission and vision to make a long-term and strategic direction. The goals of a successful communication are transferring a correctly understood message and building a good relationship between the sender and the receiver (Bell & Martin 2014).

In public communication, the strategy includes (a) defining the target audience behaviour and attitudes, (b) promoting solutions with value meanings (Ezhova & Zamozhnykh 2018). Information and communication technologies are used in communication strategy in public service to develop positive practices and to analyse possible risks. The effectiveness of public communication strategy is characterised by its long-term impact in society (Ezhova & Zamozhnykh 2018).

According to the municipal communication guide of the Association of Finnish Local and Regional Authorities (Suomen Kuntaliitto 2016, 6), the municipal law emphasises an interaction where citizens have opportunities to participate and influence the municipal activities. Communication starts from the needs of the citizens, not of the organization. Therefore, it is important to analyse and develop municipal communications with an effective communication strategy. In addition, the media need to be served fairly and actively. Nowadays, digitalisation offers new opportunities for communication, but it also requires vitality marketing, readiness and investments (Suomen Kuntaliitto 2016, 6).

3.1.2 Planning communication

Once the communication strategy has been created, it is time to develop a comprehensive communication plan towards target audiences. The communication plan includes communication objectives, segmentation of the target audiences, key messages, media strategy and budgeting of the communication program or campaign (Cornelissen 2014, 109-114).

Communication objectives are based on the communication strategy, the organization goals and the target audience demands. According to Cornelissen (2014, 111), communication objectives should be specific, measurable, actionable, realistic and timely (SMART model). In the public sector, one of the most important objectives of the communication plan is to increase the quality and reliability of public activities and build the trust (Suomen Kuntaliitto 2016, 22). In Espoo, it is important to ensure effective services for residents, communities and companies in everyday life (The City of Espoo 2020).

During the public communication planning process, defining different groups of residents and stakeholders is crucial and valuable that influence resident activities and municipal development (Kuntaliitto 2016, 10). According to the municipal law, residents, service users, organizations and other stakeholders must be informed about the municipality activities (Kuntaliitto 2016, 15). In City of Espoo, resident- and customer-oriented approach is the main one to develop the services and comprehensive co-operation with partners (The City of Espoo 2020). The participation of the local residents in public communication is encouraged by asking opinions and providing to them opportunities to present alternatives (Kuntaliitto 2016, 22).

After defining the target audiences, the core messages are created with creative concepts and styles (Cornelissen 2014, 96-113). First, the rational message style is defined as "superiority claim based on actual accomplishments or delivered benefits by the organization". Rational message is used to promote physical and functional differences between organization and its competitors (Cornelissen 2014, 99). Second, the symbolic association message style, in contrast to the rational message style, involves psychosocial differentiation to develop an image for the organization by symbolic association (Cornelissen 2014, 99-100). Third, the emotional message style uses emotion as symbolically oriented communication to regulate involvement and affiliation of stakeholders with organization (Cornelissen 2014, 100-101). Fourth, the generic message style is straight claim without superiority for organizations that are dominant in a particular industry (Cornelissen 2014, 101). Lastly, the preemptive message style is when generic claim with

suggestion of superiority is made and prevents competitors from saying the same thing (Cornelissen 2014, 101-102).

The next step of the communication plan is developing a media strategy by identifying the most effective and efficient media and its creative execution to reach the target audiences (Cornelissen 2014, 113). To generate awareness and engage target audiences, marketing tools in public communication includes traditional marketing tools (mass media, printed materials, outdoor advertising, etc.), digital marketing (the municipality's website, online services, social media), content marketing and public relations (Suomen Kuntaliitto 2016, 39).

The final step of the communication plan is preparing the budget towards the execution of communication campaign or program with human resource, paid media and the evaluation of results. The most effective communication plan needs to be cost-effective (Cornelissen 2014, 114). Public communication has limited budget due to public administration legislation. In particular, the website of the municipality should be a cost-effective communication channel for both local and regional authorities (Suomen Kuntaliitto 2016, 41).

3.2 City branding

There are several concepts for city branding. Ashworth & Voogd (1994, 41) use the "place marketing" term, Moilanen & Rainisto (2009, 6) describe "place branding" and "city branding". In this thesis, I use both concept of place branding and place marketing for branding a city.

According to Ashworth & Voogd (1994, 41) place marketing is a process with local activities that are related as closely as possible to the demands of targeted customers. The intention is to maximise the efficient social and economic functioning of the area concerned, in accordance with whatever wider goals have been established" (Ashworth & Voogd 1994, 41). Place marketing is a holistic process with analysing marketing opportunities, developing marketing strategies, planning marketing programs and managing the marketing effort (Rainisto 2003, 39). In the place marketing field, the term city marketing is described in place marketing as a set of urban functions to the inhabitants, businesses, and visitors to improve the quality level within the local development (Rainisto 2003, 65). City marketing refers to marketing and to urban development and needs a comprehensive approach to strategic planning in the public sector.

In addition, place branding term is used widely nowadays. Moilanen & Rainisto (2009, 6) describe the brand as an impression in a client's mind and attributes of a product or a service. Although the owner builds the brand and sends it to the audience, the brand image is developed and experienced in the receiver's mind based on personality in reality.

Nowadays, city branding is raising the term as a demand. According to Rainisto (2003, 47), the place can be branded as products or service to increase the attractiveness and to build the brand identity. Moilanen & Rainisto (2009, 7) describe place branding as a process of building and managing the place image through strategic innovation and coordinated economic, commercial, social, cultural, and government policy. An attractive city brand is an investment that brings benefits to all sectors of the city such as potential business and tourism opportunities, politics, culture, and public diplomacy.

According to Moilanen & Rainisto (2009, 12), a brand equity model consists of main factors as brand awareness, brand loyalty, brand image, perceived quality, brand associations and property rights. Perceived quality is critically important when developing a brand positioning strategy, maximizing brand value and improving audience satisfaction. Brand awareness and brand loyalty are developed based on the rational and emotional needs and expectations of the target audience. Although the city image needs long-term activities in the operation, nevertheless, good communication in the place's marketing process can promote the attractiveness and uniqueness of the city. Communication with the key message is valuable in place branding to attract the target audience. City brand needs a participant of a wide range of stakeholders, including the public sector, the business and the local community (Rainisto 2003, 47).

In addition, successful branding consists of a good brand identity, a brand differentiation and a brand personality (Rainisto 2003, 45-48). The brand identity is created by the owners to bring value proposition with functional, emotional and self-expressive benefits to the target audience. The brand image is the perception of audience as thoughts, feelings, expectations about the brand in reality (see Figure 5). The brand image needs to reflect the brand personality. If a city has a strong positive image, it could be a special and distinctive competitive advantage for a city. Therefore, brand communication is extremely important to engage the target audience and build brand position.
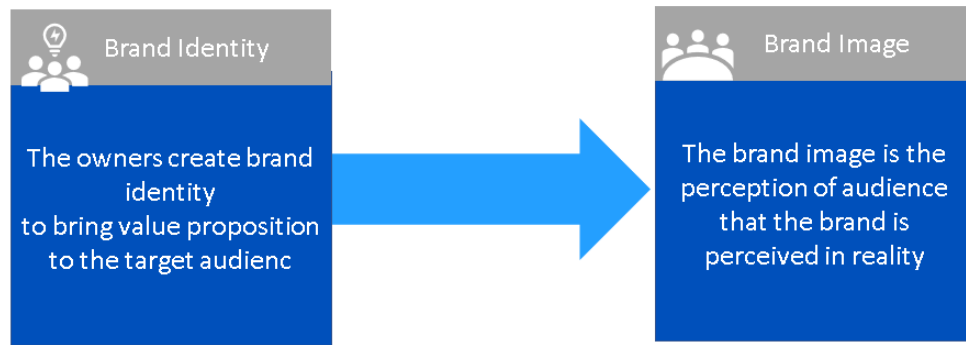
Figure 5. Building of Brand Image from Brand Identity (Adapted from Rainisto 2003, 48).

Rainisto (2003, 227-228) also presents the theoretical framework of the success factors of place branding. In place marketing, the practices are activities as the events in place marketing practices, the events in the network and the events in the macroenvironment. The perspectives of the practices connect with success factors. All the success factors of the framework connect and interact with each other to support the successful place marketing practices. Additionally, success factors explain the success or failure of place marketing practices through the ability and capacity of a location. The evaluation of success factors is based on the goal, process and outcome (Rainisto 2003, 66-72).

Figure 6. The success factors of place branding (Adapted from Rainisto 2003, 227-228).

The inner part of success factors consists of the core activities of place marketing practices (Rainisto 2003, 69-70). Rainisto explores that planning group is an organ to analyse the situation, develop a vision on long-term possibilities, create an action plan and execute the

place marketing practices of a location. Based on the profound intuition and insight of the owners and management, the planning group analyses the vison and strategy as well as defines the utmost for the place existence. In addition, place identity is the result of planned activities to create unique characteristics of place brand. When a clear concept of desired identity is created actively, the foundations of place image can be established passively in audience's mind through the systematic marketing communication process (Rainisto 2003, 73-75). The cooperation between the public sector and private sector as well as the leadership are extremely crucial to makes place's appearance, services and messages consistent with the chosen brand identity in reality. Marketing communication help to increase the perceptions and image of a place on the audience's beliefs, ideas and impressions.

In addition, political unity, global marketplace, local development and process coincidences influence the core building stones of place branding. Political element plays important role and needs to be consistent in place marketing (Rainisto 2003,79). Local development connects with global marketplace to discover new possibilities and new potential markets for the place. For particular, a city needs build local development programmes and think globally in it targeting and positioning. A city can be an international brand and to be well known as attractive location. On the other hand, process coincidences can influence positively or negatively to place branding by surprised connections or events. For instance, the rapid of digital communication are very important catalysts for public opinion and decision making. Media can help successful cities promote their attractions, build trust and relationship with target audience.

On the whole, the place marketing process includes the strategic part and practical part with strategic exploitation, organising capacity, presence of substance, measurement and follow up. Strategic exploitation is the starting point of process and leads the operative action. Organising capacity consist of the capabilities of the management and the resources of the place to implement place marketing programmes. Presence of substance supports the organising capacity. Finally, measurement and follow-up are essential to achieve the goals of place marketing (Rainisto, 2003, 227-228).

3.3   Web communication

In the digital era, website is a popular term about one major service of Internet to transfer information to a large audience in a real-time and time-shifted mode. Janoschka (2014, 17) describes the website works as "a model of online communication" for the interaction between communication partners. Through communication protocol, websites have

different valuable features as "communication and entertaining devices" and "advertising" (Janoschka 2014, 58). Website is usually an informative, easily accessible and interactive mass medium of communication.

According to Pemberton et al (2000, 4), a website has various elements such as databases, audiences, multimedia aspects, speed and interactivity. MacDonal (2011,1) also describes the ingredients of a website as web pages, a domain name, web design tools, hyperlinks, a search engine and multimedia. A website is a collection of web pages, where information that can be accessed and displayed on the computer (Bell 2009, 1). A web browser is important piece of software that connects to web server for navigating and displaying webpages. To visit the website, the users can either type the website address – the URL (Uniform Resource Locator), or use content-based searching engines, or click on hyperlinks appeared in other web pages or web advertising. Thanks to hypertext links, the web differs from other forms of communication (Pemberton et all 2000,4).
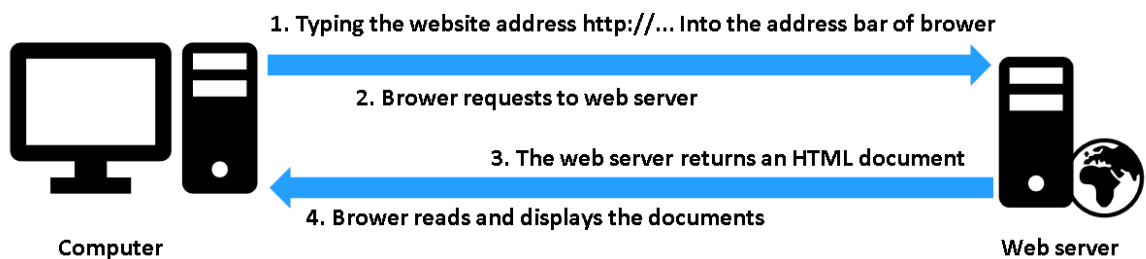

Figure 7. An example of displaying webpages process (Adapted from MacDonald 2011, 1)

Depending on the purpose, the demand and the online environment of use, there are three subcategories of website: open internet services, internal communication services (intranets) and audience-specific services (extranets) (Pohjanoksa et al 2007, 23). In this thesis, I concentrate on the website of City of Espoo as an external communication channel for interacting with its residents. Therefore, the concepts discussed in this thesis are related to public communication with specific target audiences, information, stakeholders, site map and design.

Website communication plan

Based on the communication strategy, the communication plan defines the targets, messages, actions, schedule and budget to achieve overall strategic objectives of an organization. The communication plan applies to both internal and external communication in different forms (Malaval, 2015).

According to Geest (2001,1), planning and producing a website is considered as a communication design process rather than a technical design process. Janoschka (2014, 17) also points out that it is important to look at the process of communication first in developing a website. Some organizations consider website as an important communication tool for connecting with their audiences and stakeholders. Therefore, internal and external communications play a crucial role in the creation of the websites. Developing a new website is not only picking a good design and writing solid content, but also coordinating with suppliers and organisational departments (MacDonald 2011,1).

To prepare for creating a new website, Bell (2009) outlines the steps for the entire website creation process with planning, content creating, designing, testing, promoting and maintaining. Planning is the first and the most important part of this process to define the purpose, target audience, the website's functions, human resource, and budget. When a comprehensive plan is done, creating content for a website is the next step to put ideas for unique content and excellent graphics on the website. Web design includes the site structure, navigation elements (the buttons or links) and technical details. The next step is "creating pages, editing graphics, making links, managing multimedia, and adding scripts and other elements to the server" (Bell 2009). When the website is done, the website needs to be tested to ensure that everything on the website works. Feedback is also important to improve the website. Finally, promoting and maintaining the website are the last steps to make sure the website appears on search engines and reach to target audiences.
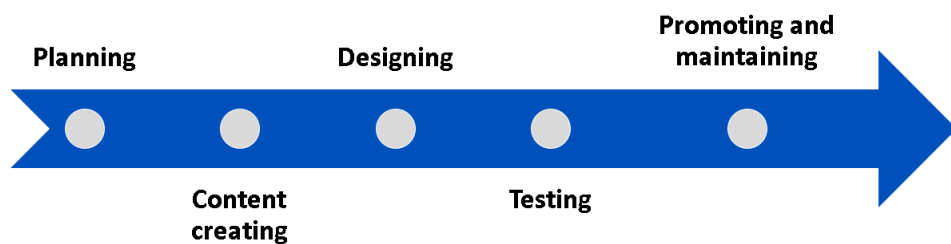
Figure 8. The website creation process (Adapted from Bell 2009)

This thesis presents the whole process of a website's development, from planning to maintaining, as a project. It is worth mentioning that the description concentrates on the communication rather than the technology aspects.

3.3.1 Website development

In the book "Web Site Design Is Communication Design", Geest (2001, 131-154) suggests the following checklists for the phase-by-phase website development process: (1) strategic

and tactical decisions; (2) creative decisions and project planning; (3) production decision; (4) approval, launch and maintenance decisions; and (5) evaluation and re-design decisions. These decisions are valuable to control the quality of the website, reduce cost and engage the target audience to the website.

During the website development, the most important phases are creating the information architecture and designing the website.

Information architecture of the website

In the book "Information architecture: for the Web and beyond", Rosenfeld et al (2015) define information architecture as a design discipline focused on making information findable and understandable. Rosenfeld et al (2015, chapter 1) states that the term Information Architecture (IA) often means: "1) the structural design of shared information environments; 2) the synthesis of organization, labelling, search, and navigation systems within digital, physical, and cross-channel ecosystems; 3) the art and science of shaping information products and experiences to support usability, findability, and understanding; 4) an emerging discipline and community of practice focused on bringing principles of design and architecture to the digital landscape".

Based on data and knowledge management, information architecture is the structural design of shared information environments and the art and science of shaping information. Balancing the demands and information-seeking behaviours of website users with the goals of organization is the key purpose of information architecture. Information architecture usually requires experience, intuition, and creativity (Rosenfeld et al, 2015, 3).

Rosenfeld et al (2015, chapter 2) outlines that information has to be collected from the data with all shapes and sizes such as documents, websites, images, people, processes and organizations. Moreover, the information should be structured into meaningful categories for user to understand and find easily. As illustrated in Figure 9, "Users, Content, Context" are the key words for practicing effective information architecture design. The content is created based on user's attitude, demographics, psychographics and the demand. Additionally, the content depends on organizational context with the strategy, the resources and procedures for design and implementation. (Rosenfeld et al 2015, chapter 2).
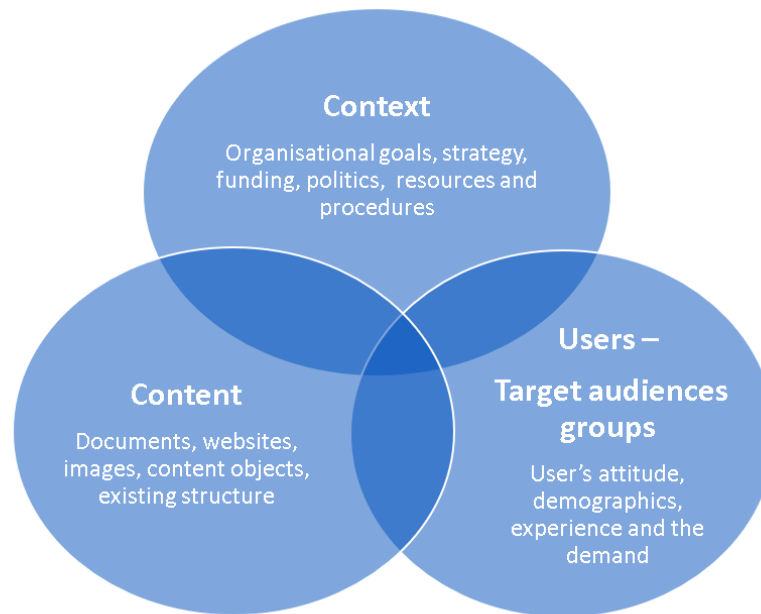
Figure 9. The infamous three circles of information architecture (Adapted from Rosenfeld et al 2015, chapter 2).

According to Rosenfeld et al (2015, chapter 5), information architecture depends on organization systems, labelling systems, navigation systems, and search systems. Organization systems describe the site's information as content categories to communicate with specific audiences. A well-designed hierarchy with the balance between breadth and depth is the foundation of good information architectures (Rosenfeld et al 2015, chapter 6). A labelling system, in interactive real-time communications as a website, is a form of representation to describe categories, options, headings, and links in a meaningful-to-users language (Rosenfeld et al 2015, chapter 7). Navigation systems are important for supporting users to move throughout the website content with the main navigation bar, sitemaps, indexes, guides, wizards, and configurators (Rosenfeld et al 2015, chapter 8). Search systems help users to search the content of website through the site's search bar or a list of suggestions (Rosenfeld et al 2015, chapter 9).

In this thesis, I focused on audience-oriented schemes to organize the information because there are three clearly defined target audiences for the new website of City of Espoo (Chapter 5).

Website Design

Website design includes both communication and technology design. A high-quality website design should be well organized, audience- and process-oriented. The design of new

website was based on User interface (UI) and User Experience (UX) as a large discipline that focus on usability to drive an enjoyable user experience (Ritter & Winterbottom 2017). User experience (UX) design is significant to understand how users interact with the website. The best user experience design needs the balance between the organizational strategy and the needs of website users.

A good website should provide various communicative functions, for instance, factual and persuasive information, features for chats. A visual website could be attractive and convey a positive and dynamic organizational image (Geest 2001, 13-15).

Visual design (or graphic design, visual communication) is essential for the website to present look-and-feel of the front end, to convey the website messages to its audiences and to engage the users. Visual design uses visual elements as branding elements, colour choices, symbols, images and videos. According to Malamed (2015, 8), visual design significantly impacts to emotions of the users.

In addition, a website storyboard is an important part of website design. A website storyboard is a visual story of a website's layout through planning and organising visual components on the website (Hagen & Golombisky 2013). According to Levy (2015), a storyboarding consists of three steps are creating a list of panels, deciding a visual format and making storyboard layout.

3.3.2 Website marketing

According to Wood (2017,3), marketing planning is the structured process based on internal and external situation analysis to a coordinated set of marketing decisions and actions, for a specific organization and over a specific period.

In the book "Web Marketing that Works: confessions from the marketing trenches", Franklin & Jenkins (2014) outlined many activities for website marketing such as social media marketing, content marketing, email marketing, event marketing. In addition, in this thesis, the place marketing and place branding concepts are also applied to website marketing for promoting the city, the city services for its residents.

Social media marketing

In the digital era, when the technology has been changing rapidly, social media also has arisen based on the need of connecting people and sharing information (Charlesworth 2017, 1). Mahoney & Tang (2017, 7-9) describes social media is "a group of Internet-based applications" that allows users to create and exchange the content. Charlesworth (2017, 3-

5) also defines social media as a collective term for the various social network and community sites including such online platforms that users can create, add and share their own content. The interaction in social networking can take many forms as posting current activities and profile, sharing and commenting photos, videos, interesting content (Charlesworth 2017, 5). Social media is always faster and cheaper than large-scale publishing, promotion by reaching and interacting target audiences directly.

In marketing field, social media marketing is an option to promote product, brand and organization. Coles (2014, 5-7) describes social media platform as an effective communication tool for engaging huge audiences in real time, finding the demand of target audiences, as well as building network and relationships. There are many choices of social media platform nowadays, for instance, Facebook, LinkedIn, Twitter, Instagram, YouTube and online channels such as blogging, webinars, Skype and podcasts (Coles 2014, 5).

Event marketing

According to the Preston (2012, chapter 1), event creation and production is a critical element to an overall marketing and communications program. Events become more popular as a marketer's toolkit in building brand awareness and creating excitement in the real-world . Events directly engage the target audience. Daniel et al (2012) also describes events as non-standard services in which the service provider's knowledge, behaviour and commitment are important. Event consists of a complex interaction of customers, event venue and design, the management system flow, volunteers, staffs to achieve the goals of the event, etc.

Strategic event marketing, therefore, has to be planned together with effective communication to achieve objectives (Preston 2012, chapter 2). In order to engage target audience, events must be interactive with flexible and enjoyable program and event promotion through direct marketing and communication (Daniel et al 2012, 5411).

3.4   Summary

This research is based on a literature review for applying to the real project. The literature review is important to acquire an understanding of the research topic and address the key issues. After the literature search to identify systematically the accredited sources, resources and methods, the literature review analyses, evaluates and synthesises all existing sources and knowledge related to the research and the research problem (Hart 2018, 3). In particular, the main theories applied and developed in this research are about the public sector communication, web communication with a web communication plan, website development and website marketing.

Communication is widely acknowledged as an important factor for organization and society. Governments, non-governmental institutions and business entrepreneurs have been investing significantly on communication to produce, use and interpret the messages across different contexts, channels and cultures to reach target audiences (Johnson, 2012, 4). A comprehensive communication plan includes communication objectives, the target audience segmentation, key messages, the media strategy and the budgeting of the communication program or campaign (Cornelissen 2014, 109-114).

This research focuses on the public sector communication, which aims to balance the needs of citizens and stakeholders with organizational goals (Canel & Luoma-Aho 2020.) Public communication has diverse target audience groups such as individuals (citizens, customers), groups or organizations (companies, associations, institutions or administrative organizations in the same and different level etc.). According to the communication guide of the Association of Finnish Local and Regional Authorities (Suomen Kuntaliitto 2016, 6), citizens must have the opportunity to participate and influence the municipal activities. In this research, the main target audiences analysed and engaged by a specific communication strategy are international residents.

Nowadays, the municipality's website is a cost-effective and easy-to-update communication channel for both local and regional authorities (Suomen Kuntaliitto 2016, 41). Website is a popular service of Internet to transfer information to a large audience in a real-time and time-shifted mode. Planning and producing a website are considered as a communication design process rather than a technical design process (Geest 2001, 1).
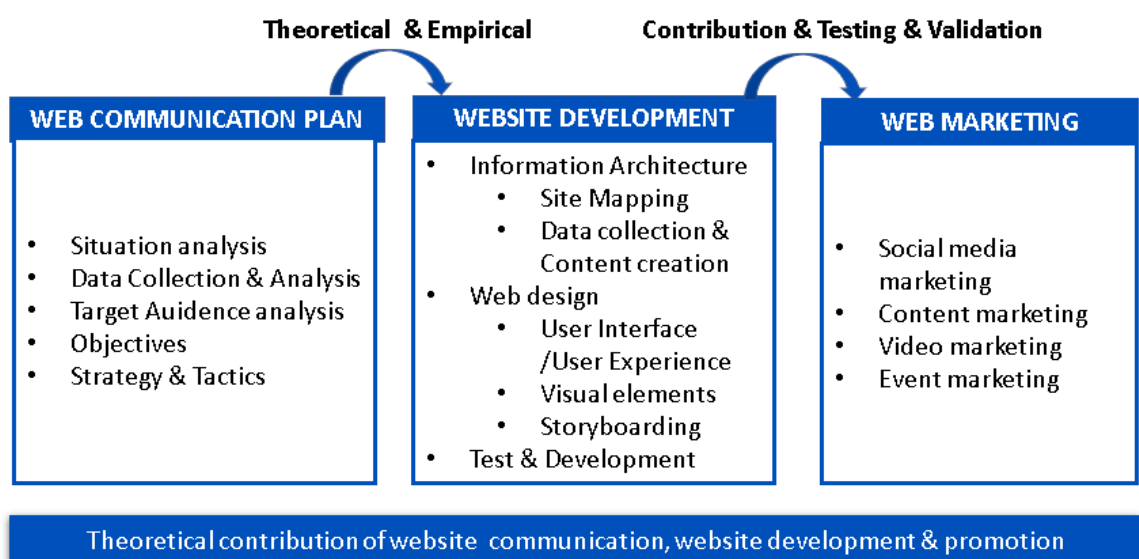

Figure 10. Theories contribution to develop and promote website in this research.

The entire website creation process consists of website planning, website development (designing, building & testing) and web marketing (promotion and maintenance) (Bell 2009). The first step, website planning, involves situation analysis, data collection and analysis, target audience research, definition of objectives, strategy and tactics (Bell 2009). The next step is website development, which consists of a few phases: from creating information architecture, to designing, building, deploying and testing the website. Information architecture is a design discipline that makes information findable and understandable (Rosenfeld et al, 2015, chapter 2) with focus on three main aspects: users, content and context. In particular, the content creation depends on the organization context and its strategy, the data to be shared, common user attitude and demand. Website design is another design discipline, which applies User Interface (UI) and User Experience (UX) as the key factors to drive an enjoyable user experience (Ritter & Winterbottom 2017). A high-quality website design must be well organized, audience- and process-oriented. The last step, web marketing, is important for promoting to the target audiences and maintaining the website after it has been deployed and tested. The marketing decisions and action plan is preceded by a careful situation analysis. The website promotion can involve many activities such as social media marketing, content marketing, email marketing, event marketing (Franklin & Jenkins 2014).

In this research, the website content is related to city services and city branding to increase the awareness and engage international residents as the main target audiences. To make the website attractive and user-friendly to the diverse user contingent, the website design focuses on visual design (branding elements, colour choices, symbols, images and videos) and website storyboard. In addition, the website marketing campaign applies the place marketing and place branding concepts to promote both the city and its new website. As can be seen, throughout the research process, literature review plays crucial role to help understanding about research problem and to provide knowledge, methods and framework that applied on the research.

4   Research methodology

This chapter discusses the research approach, methodology, and data gathering process in this thesis. The research methodology in this study adopted the methods of a constructive research approach in project management research. This thesis constructs a solution to the research problem. To develop the solution, the data is collected and analysed.

4.1   Research methodology – A constructive research

According to Oyegoke (2011, 574), "constructive research approach is a problem-solving method that both relies on different research tools and is also associated with interpretive epistemology, positivist epistemology and empiricism". The solutions are suggested to both practical and theoretical problems through the construction of models, diagrams and plans. The research questions are designed logically and connected to the empirical data to find the conclusions. The constructive research approach satisfies the requirements of applied studies research.
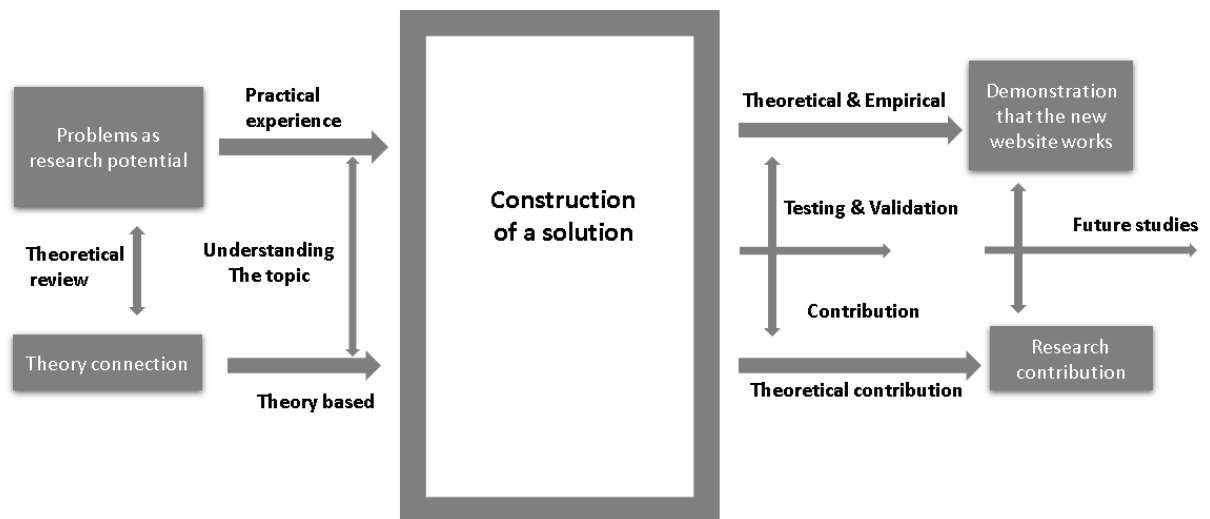

Figure 11. The features of the constructive research approach (Adapted from Oyegoke 2011, 580).

This thesis follows six interesting phases of the constructive research process that Oyegoke (2011, 580-587) describes. The first phase is finding a practical relevant problem that has a research potential. Based on the data collection and analysis, the second phase is obtaining a general to have comprehensive understanding of the topic. Then the third phased is innovating and designing a new construct as a new website. This phase is the most important part of the thesis and is described in detail with the website development framework. When the new solution is done, the fourth phase is demonstrating the new

construct or solution works. The solution combined the theoretical and practical part in the fifth phase. Finally, the sixth phase is examining the scope of applicability of the solution.

4.2   Application of constructive framework

According to the website creation process (Bell 2009), the website design as a communication design (Geest 2001, 131-154) as well as the constructive research approach (Oyegoke 2011, 580), I created the theoretical framework for the thesis.
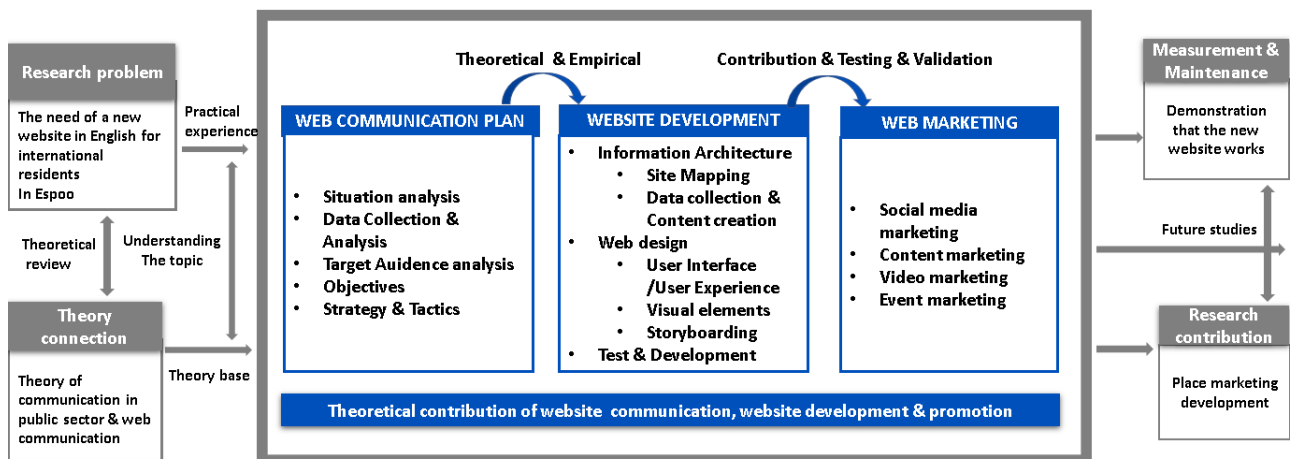

Figure 12. Theoretical framework of the thesis "Developing and promoting web communication to enhance city services for international residents"

The theoretical framework of the thesis brings a comprehensive process to develop and promote web communication for international residents. In the beginning, the thesis analyses research problem based on theory connection. In particular, the problem in Espoo is a need of an information package in English about city services for international residents. Before starting to develop a new website, I connected with theory of public sector communication, web communication and the situation of City of Espoo to have holistic insight of the project. The combination of research problem and theory is crucial to have insight about the topic, hence, to start web communication plan process.

The main three phases of the theoretical framework are web communication plan, website development and web marketing that based on theoretical contribution. These phases are described in detail in next chapters. Firstly, the web communication analyses the situation of organization with SWOT model (strengthens, weakness, opportunities and threats). The data need to be collected and analysed to understand target audience needs and to define objectives of the new website. Moreover, a communication plan needs a strategy and tactics

26

to manage the website development project effectively. Secondly, the website need to be developed comprehensively with information architecture and web design. After finalizing the new website, it is important to test the website carefully before launching. Thirdly, website marketing can be implemented to promote the website through marketing activities after validation and contribution. In particular, I launched a website marketing campaign and promoted the website on communication channels.

Finally, in order to demonstrate the effect, the website needs to be maintained and measured through website traffic and interaction on social media. The result of measuring the website was also be a part of research contribution to develop the concept of place marketing and web communication as well as future studies.

4.3 Research sample – Target group

As a qualitative research, this research aims to provide understanding of the research problem and to answer "why" and "how" question through explanations, documents, text (Marshall 1996, 522). Non-random sampling is chosen as an effective way of developing an understanding and interpreting of complex issues relating to target audience behaviour. Marshall (1996, 523) mentions that qualitative sampling usually requires a flexible approach, therefore, it is better to choose specific informants that can provide insight and understanding for the researcher. Informants need to be fulfilled the published selection criteria.

According to Marshall (1996, 522-525), there are many sample strategies for qualitative research such as convenience sample, judgement sample and theoretical sample. The situation of organization and the context of the study decide the type of sample. Convenience sample is the easiest and cost-effective technique that select the most accessible subjects, nevertheless, it is difficult to check the quality of data. In addition, theoretical samples are based on theory driven to a greater or lesser extent. Theoretical samples determine the theory through the emerging data. On the other hand, this research focus on judgement sample to select the appropriate participants for the sample based on the decision of the organization and researcher. Judgement sample is the most common sampling technique that collect the most productive sample (Marshall 1996, 523). The informants of this research are international residents in Espoo, staffs and partners of City of Espoo and other stakeholders.

4.4   Document collection and analysis

Data collection and analysis is an important step in the thesis to derive insights of the research from data. There are many data collection and analysis methods, nevertheless, this thesis concentrates on the method for qualitative research.

As a qualitative research, this thesis integrated the critical theoretical view, empirical knowledge and the perspective of insiders in social contexts (Lapan et al 2011). Therefore, the research methods refer to the kinds of techniques used to collect and analyse data in a qualitative research. In this research, the methods were appropriate to the research objectives and research question as well as agreed and accepted by the city of Espoo.

There are secondary and primary sources to collect data in a qualitative research. Secondary data involves using already existing data such as websites, books, studies, researches, report and documents related the topic (Ghauri & Grønhaug 2010, 90-98). In this thesis, I collected various secondary data sources. There were internal documents and reports as City of Espoo organization chart, Espoo introduction presentations, 'English as a language of service' survey report 2018, English service final report 2018, Net Communication content management system guideline and City of Espoo websites. In addition, external sources included national websites, websites of partners, published books and journal articles related to relocation, web communication, place marketing and city branding. These internal and external secondary data sources are much more cost-effective than primary data sources. Information from internal secondary data sources, especially from reports and websites are accurate, real, authentic and influence the perspective of the research topic. Secondary data sources helped me to save the time, cost to analyse current situation and understand research problem. On the other hand, I also collected data from primary data sources during the process of the research. In the research, I used collection techniques as observation, experiment and communication that focus on group discussion to answer the research questions and solve the research problems. The journey of exploratory data collection and analysis will be described in next chapters.

4.5   Validity and reliability

The reliability and the validity are important for the research to test the trustworthiness of the research findings and results. Accordingly, Carmines & Zeller (1979) describes the reliability fundamentally concerns the extent of reproducing the results when the research is repeated under the same situation and conditions. The reliability is checked through the consistency of the results from repeated measurement across time and different observers. In addition, the validity is the extent measuring that they are really supposed to measure

through checking correlation of the results with established theories and other measures (Carmines & Zeller 1979). A valid measurement determines the accuracy and reliability of the results.

As constructive research, the results of this research are believable, relevant and familiar with the phenomenon and the context study. The essence out of the phenomenon is analysed in the research. In this research, the current situation of organization is analysed through SWOT-analysis that refers to Strengths, Weaknesses, Opportunities and Threats of organization. This research used existing data such as websites, books, studies, researches, report and documents related the topic to analyse the situation. It enables a better insight of organization and make right decisions and choose effective processes.

The whole research process concentrates on developing and promoting a new website as a valid and reliable solution to solve the research problem. Firstly, in order to answer the first research question (RQ1) regarding to the demand of municipal communication to international residents, this research analysed data based on knowledge on concept of public sector communication, communication strategy and planning communication. Secondly, answering the research question (RQ2) regarding developing a new website, this research analysed the gathered data through literature review on web communication, website planning and website development. Observation, experiment and group discussion were used to answer the research questions and solve the second research question. Thirdly, after developing a new website, the third research question (RQ3) related to website marketing was answered through many marketing activities such as social media marketing, content marketing, email marketing, event marketing and city branding. Finally, the effectiveness and validity of web communication was measured by the results of social media campaign, website traffics and other measurement to answer the fourth research question (RQ4). Based on the data that applied and practically tested, the results are authentic. Throughout the research, the process of website development and website marketing were simple, understandable, detailed and easy to apply for other cities. If the research is repeated under same conditions and situation, the results of the study is expected to be the same.

5   Developing the website of the city for international residents

This chapter starts the acting part of the thesis and describes the website development process, which, according to the constructive framework described in Chapter 4.2, included website communication planning, information architecture, web design, development and testing. The website content management was based on the information architecture outlining, site mapping, information collection and content creation. The web design was considered as a communication design process with focus on user interface, user experience, visual design and storyboarding.

The development and testing steps involved deployment to a content management system, focus group discussion, function and content improvement, website optimization and domain name's registration. The final step was testing and last-time verification before the launching and promoting phases.

5.1   Phase 1: Web communication plan

The new website development starts with the planning phase with a few steps such as analysing situation, collecting data, studying target audience, identifying website communication objectives, formalising strategy and tactics for website development and promotion.

Situation analysis

Situation analysis was extremely important to understand the current status for making right decisions and choosing effective processes. A good thing to start with in such cases is a SWOT-analysis that helps to identify Strengths, Weaknesses, Opportunities and Threats of the organisation. According Bensoussan & Fleisher (2013, chapter 12), SWOT is a common method to investigate the situation of an organisation through internal resources and external possibilities. A SWOT analysis enables a better insight of organisation and support decision maker.

	Helpful	Harmful
Internal origin	**Strengths** • City strategy • Resident- and customer-oriented approach • Domain knowledge • Communication channels	**Weaknesses** • Low budget • Limited human resource • Lack of technical knowledge
External origin	**Opportunities** • City brand • Information demand of customers • Cooperation and interest of city stakeholders (public sectors, universities, companies, etc.)	**Threats** • Website security • Data correction and protection • Changeable information

Figure 13. A SWOT analysis of the situation to develop a new website for international residents in Espoo.

Strengths and weaknesses are internal factors of the organisation. The advantages of City of Espoo is its clearly defined strategy based on humane principles, good domain knowledge on the services it provides and good internal communication channels. The city strategy called The Espoo Story (City of Espoo 2020) is a key ingredient to achieve the long-term goals by all its sectors and units. There are various projects and measures to implement objectives outlined in The Espoo Story and to ensure that services respond to the demands of residents. According to The Espoo Story, the city aims to be an equal, human and tolerant place for everybody to live, learn and work. Resident- and customer-orientation is regarded as the fundamental principle for developing city services and comprehensive co-operation with partners. Furthermore, Espoo has a goal to be a responsible and humane pioneer in economic, ecology, social and cultural sustainability. Therefore, both international residents and partners are important audiences for city services. As a particular example of equality, the creation of the new website in English allows English-speaking residents to access to accurate information and city services regardless of their Finnish or Swedish language skills. In addition, the new website could be an effective communication tool for engaging international residents. The disadvantages of City of Espoo regarding the website creation are low budget, limited human resource and lack of technical knowledge. In the project, I was the only one in charge for the full development and promotion process of the website. To solve these challenges, I regularly collaborated with the head of international affairs and the marketing and communication manager to brainstorm, create strategy and develop the best website outcomes.

Opportunities and threats are external possibilities of organisation. The favourable circumstances for creating the new website in English is the well-known brand of Espoo, the high demand of foreign residents on improving city services in English, the great interest of city stakeholders on city branding over the world and engaging international talents to Espoo. City of Espoo has good partnerships and cooperation with many stakeholders including public sectors, city units, universities, companies and other organisations. Nevertheless, there are always technical risks for public websites with high number of users such as website security, data correction and protection. In addition, the public information of city is changeable and can easily become out-of-date. Therefore, all website links and content should be checked and updated regularly.

Target audience research

The next, most crucial, step of the planning phase was identifying the target audiences based on their behaviour, emotions, decision-making and other interests. To understand the need of the target audience, I defined groups of English-speaking residents in Espoo and their needs according to the report 'English as a language of services" (City of Espoo 2018). Each group has specific demands with respect to their time of relocation to Espoo (see Figure 14).

The first target audience group is newcomers recently moved to Espoo for living, studying and working. Depending on settlement and balance of their life in Espoo, they will decide whether to live here temporarily or permanently. To fascinate and retain international talents, it is important to support their arrangement, for example, by providing them necessary instructions, guides, checklists and forms, mostly in English as the most popular language of newcomers.

The second target audience group is international residents already living in Espoo, but not using Finnish for everyday life and work. It is time to engage residents with their new home city through city services, work-life balance, community and social integration. Learning Finnish and Swedish language takes long time; hence, the English-language services are still important for their life adaptation.

The last target audience group is potential residents currently living outside Espoo. They can be experts, investors, entrepreneurs, potential students and other international talents. The attractiveness of the area can influence their relocation decision. Therefore, before moving here, they want to be acquainted with Espoo, receive an information package about the city and its services and a moving checklist for facilitating their relocation.
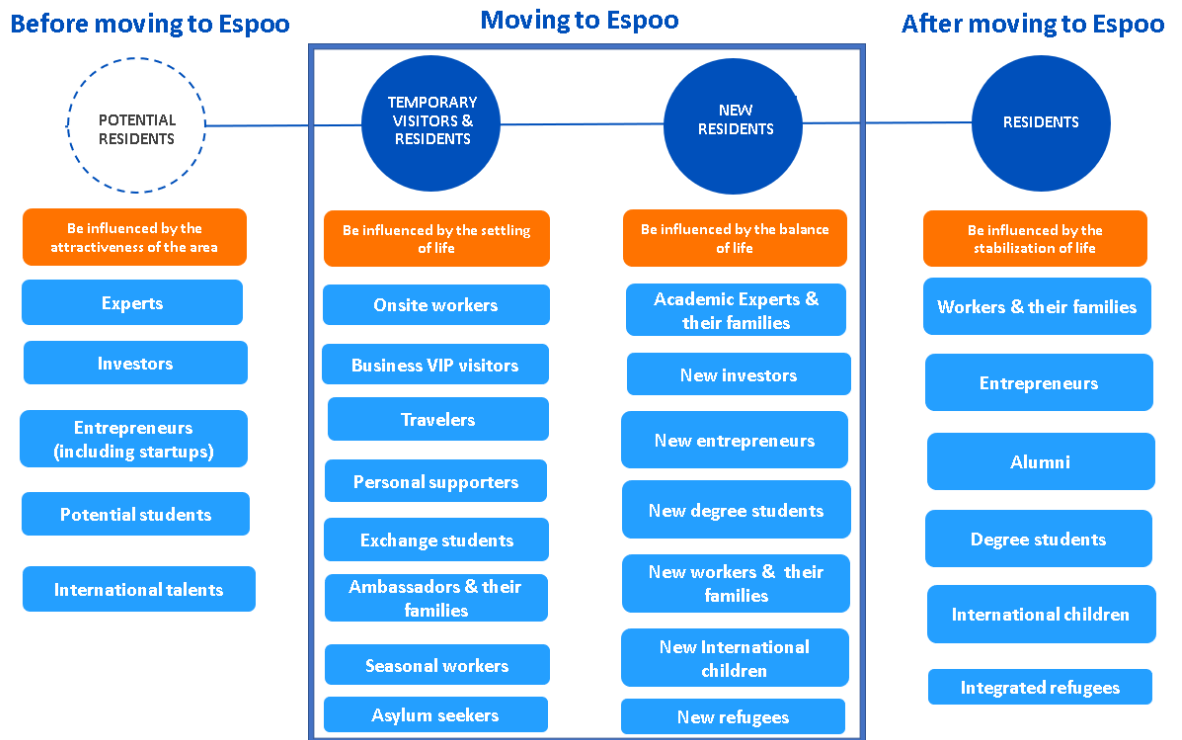
Figure 14. Target audience groups analysis of the new website.

Identification of website communication objectives

The goals of the websites as a public communication tool were defined based on the target audience analysis, which revealed the need of an information package in English for international residents in Espoo before, during and after moving to Espoo. The new website aims to be 1) a welcome information package for newcomers of Espoo; 2) a comprehensive information package that offers necessary knowledge about city services, news, events in English for international residents; 3) an attractive information package for potential residents about Espoo as a great place for global citizens. In addition to the main objectives, the new website also supports international partners, including companies, universities, NGOs, associations and organisations, both by communicating information of city services to their English-speaking members and by serving as a platform for attracting new international talents to work in Espoo. As a business card of the city, the website should bring the first impression of Espoo and enhance cooperation with strategic partners.
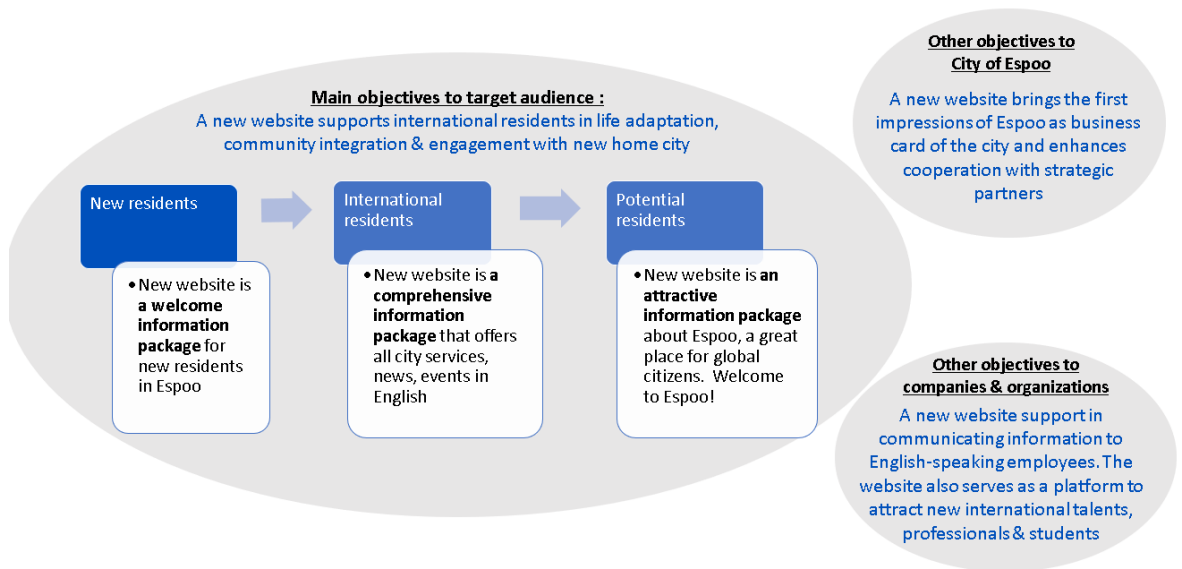
Main objectives to target audience :
A new website supports international residents in life adaptation, community integration & engagement with new home city

New residents
- New website is **a welcome information package** for new residents in Espoo

International residents
- New website is **a comprehensive information package** that offers all city services, news, events in English

Potential residents
- New website is **an attractive information package** about Espoo, a great place for global citizens. Welcome to Espoo!

Other objectives to City of Espoo
A new website brings the first impressions of Espoo as business card of the city and enhances cooperation with strategic partners

Other objectives to companies & organizations
A new website support in communicating information to English-speaking employees. The website also serves as a platform to attract new international talents, professionals & students

Figure 15. Objectives of a new website for international residents in Espoo.

Strategy formulation for website development and promotion

Strategy formulation is building one of the most critical paths of the web communication plan to achieve the best possible results despite of known limitations. According to the report 'English as a language of services' (City of Espoo 2018), nowadays website is often the first kind of information sources that most of international residents will seek for to get more information about city services (see Figure 16). Nevertheless, the key question is how to make the new website to be an effective communication tool for building, transmitting and distributing information of City of Espoo. The website effectiveness is defined by its quality and popularity, taking account the fact of low budget, limited human resource and lack of technical possibilities revealed in the situation analysis.

"The problem is that there is no clear information in the first place about services' availability."

Service process - Overview

Before

USING THE SERVICES

After

Finding the service and first contact

Interaction during using the services

Transition Steps

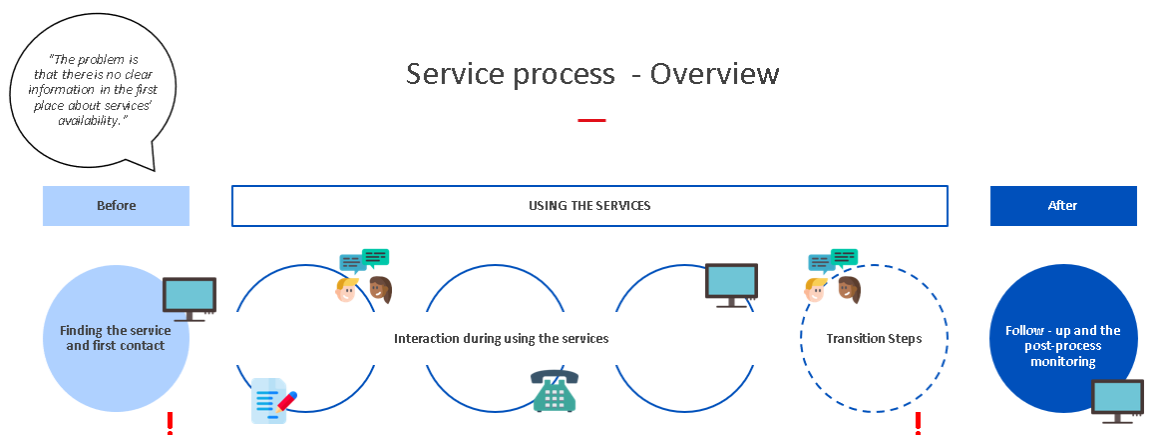Follow - up and the post-process monitoring

Figure 16. The service process from the report of the "English as a language of services" (City of Espoo 2018).

The website quality is affected by the three major aspects: information architecture, content and design. The information architecture needs to be well structured, consistent, easily accessible and manageable. In the other words, it should support website users quickly find information that they are interested in. The website content should be accurate and relevant to target audiences. In addition, it should be clear and simple enough for people with average English skills. Information architecture and content creation are described in more details in Chapter 5.2. The website design should be attractive, user-friendly and well aligned on different screen sizes (e.g. laptop, tablet or phone). However, due to the limited resources, I had to narrow the number of information sources for content creation to digital data available on national and municipal websites. In addition, I had to use an existing content management system for fulfilling content and designing the website, despite of its known limitations. Furthermore, to ensure the highest possible communication efficiency, I considered the web design as a communication design rather than a technical design process (see Chapter 5.3).

The website popularity is depended not only on its quality, but also on its marketing image and campaign. The website image is usually associated with its title, domain name and logo. Therefore, I decided to name the new website as "Hello Espoo" because it is shorter, easier to remember, more novel than, for instance, "Welcome to Espoo" or "International Espoo". In addition, I registered a domain name www.helloespoo.fi for the website. The website logo and primary colours are blue and white, according to the logo of City of Espoo. To promote the website, the marketing campaign ideally should cover as much potential audiences as possible. Nonetheless, because of project constraints, I mainly focused on low-cost website promotion via digital communication channels.

The timeline plan was to develop the website in around four months from May to September 2019, to launch a marketing campaign in October to November 2019 and finally, to evaluate the website achievements in 2020.

5.2 Phase 2: Information architecture – content development

After the planning phase, I started defining the website information architecture for support users to quickly explore and correctly understand the necessary information. Information and knowledge are crucial for people in utilising ones abilities for achieving their goals. Although nowadays information is ubiquitous, even excessive, there is a big challenge on how to find and interpret the information in a correct way. This problem can be partially solved with good information architecture and content creation principles. The process of building information architecture described in the following paragraphs is based on literature review.

Information architecture

Figure 17 shows the three main aspects of the information architecture: Context, Content and Users. The context is related to the city strategy, the main stakeholders and the existing content management system as the major website creation tool. The content is about a comprehensive information package in English of available information about city activities and services regarding visiting, working, studying and living in Espoo. The users are the three target audience groups identified in the previous phase.
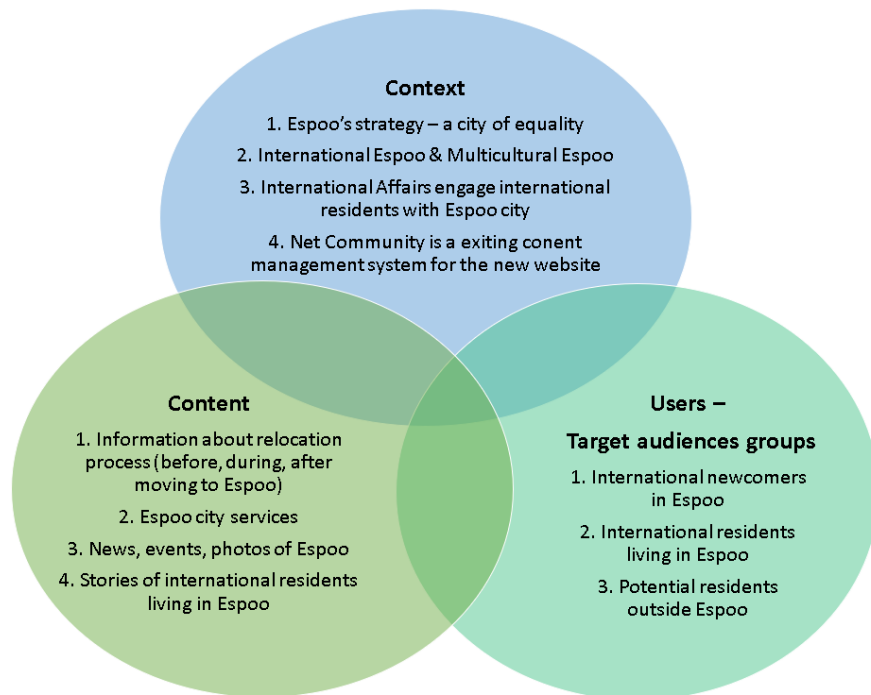
Figure 17. The three circles of information architecture of the new website to enhance Espoo city services to international residents.

The main purpose of the website is to offer accurate and meaningful information for the three target audience groups with different information demands. The core idea of building the information architecture was about creating three checklists for the three target audience groups, named 'before moving to Espoo', 'arrival in Finland/Espoo' and 'after moving'.

The checklist 'Before moving to Espoo' provides links and advices for potential residents who are moving to Espoo and make their relocation process easier. Currently, the Espoo brand is less familiar to newcomers compared to Helsinki. Thus, there is a need of a relocation checklist, up-to-date information on city services and daily life stories of international residents for potential newcomers. In particular, the checklist consists of

information about all city services such as health services, education, housing services needed to prepare a new life in Espoo. In addition, the information package should mention about Espoo as a diverse and international city.

The second checklist is a welcome package information for international newcomers who just come to Espoo. It offers a settlement support and a navigation for newcomers to start a new life in the new home city. The new website offers all information on national and local services, Finnish courses, culture activities, news and events to help international newcomers to adapt with a new environment and community.

The last checklist supports international residents who already live in Espoo and feel Espoo as their home city, but do not know Finnish and Swedish enough well. The website offers community and social integration as e-services, services for families with children, employment services, city planning, trade unions and unemployment funds, Finnish citizenship achievement and the Finnish pension system. Through timely and proactive promotion of services, international residents can feel on the same line as a native Finn and decide for staying in Espoo.

In addition, the information architecture of the website main page was designed so that it could allow all target audiences to easily find all city services, news, events, updated photos of Espoo city and testimonials videos of international residents.

Site mapping

The sitemap is the most widely known and reflects the information architecture of the website. A site map is a representation of the content on the website that influences the final website, in terms of navigation and usability (Jenn 2018). Therefore, I created a new sitemap of the new Hello Espoo website as a list of pages and shows the hierarchy of a website. A hierarchical listing of the pages was designed according to the target audience groups. The interest and the demand of target audiences is the centre of information architecture of the new website. Through a logical sitemap, users of the Hello Espoo website could navigate and find exactly expected information. Navigation systems of the website was simple to find, and content management was efficient and essential. The new website concentrated on user-friendly navigation to support international resident in finding information.

Therefore, in the homepage of a new website, I introduced a big picture about Espoo as a great place for studying, working and living. Highlight numbers of Espoo helped users of the

website easier to remember. A portlet 'Why Espoo' brings an overview of Espoo and a PR text of Espoo city. Three checklists about before, during and after moving to Espoo are in the centre of the main page as the main concept of the website. Espoo news and events in English is up-to-date information of Espoo and offers culture activities for international residents. Moreover, I combined our current seven video testimonials to be one video. The video not only includes stories of international residents but also offers interesting features of Espoo city. The impact of video testimonials about one's experience significantly gain popularity and empathy.

Sitemap of new Hello Espoo website

Hello Espoo website
Homepage – Level 1

'Before moving to Espoo' portlet — Level 1
'First steps in Espoo' portlet — Level 1
'Living in Espoo' portlet — Level 1

Checklist – Level 2
Checklist – Level 2
Checklist – Level 2

IMAGE 1 – HIGHTLIGHT OF ESPOO — Level 1
IMAGE 2 – HIGHTLIGHT OF ESPOO — Level 1
IMAGE 3 – HIGHTLIGHT OF ESPOO — Level 1

Espoo news — Level 1
Why Espoo? — Level 1
Espoo events — Level 1

Instagram of City of Espoo – updated pictures/ videos - Level 1

Video testimonial of international residents in Espoo - Level 1

Website footer – About us, Follow us & Contact us - Level 1

Figure 18. Sitemap of the new Hello Espoo website.

According to the main idea of the website, there are three subpages with three checklists. These checklists depend on the need of the target audience. After analysing, I indicated that the main target audience - newcomers in Espoo could be influenced by the settling and the balance of life. Hence, the 'First steps in Espoo' checklist for newcomers should be included useful information and links about relocation to answer the question 'What are needs in starting a new life in Espoo?'. Therefore, a to-do-list could consist of registration information, social security, tax office, bank account, mobile and internet, transportation, city services on healthcare and education, Finnish courses and culture activities, library and emergency situations. The secondary target audience group is international residents who need the stabilization of life. To answer the question of what could be done to make Espoo

38

as a welcoming place for international talents, I provided information about living in Espoo in the long-term. The information consists of E-services of City of Espoo, social services, trade unions and unemployment funds, Finnish pension system, Finnish citizenship and city planning. Finally, I recognized that international talents outside Espoo could be influenced by the attractiveness of the area and they need information about immigration process and resident permit. In order to attract talents to Espoo, the checklist would provide the way to find a job, a study program or start a business. If they want to bring their family to Finland, information about education, housing, health services, etc is important. And getting familiar with Finnish language would help them adapt to the new environment quickly.

What information/services are missing?

1	Have a big picture of immigration process
2	Get a resident permit
	2.1 Find a job
	2.2 Find a study program
	2.3 Start a new business
3	Find a home
4	Bring your family to Finland
5	Bring personal belongings
6	Get acquainted with Finnish languages
7	Useful links

BEFORE MOVING TO ESPOO

Which are needs in starting a new life in Espoo?

1	Register as a resident
2	Register social security
3	Register at the tax office
4	Open a bank account
5	Get mobile & internet subscription
6	Start using public transport
7	Get familiar with health services
8	Apply for kindergartens, schools and courses
9	Apply Finnish courses
10	Make a new friends
11	Get a library card
12	Join culture activities & outdoor recreation
13	Emergency situations
14	Useful links

FIRST STEPS IN ESPOO

What could be done to make Espoo as a welcoming place for international talents?

1	Use E-services of the City of Espoo
2	Get benefit from services for families and children
3	Get other social services
4	Enjoy learning
5	Let the city of Espoo help you to find employment
6	Join trade unions and unemployment funds
7	Join Finnish pension system
8	Apply for Finnish citizenship
9	Get information on city planning
10	Enjoy leisure activities & sports
11	Useful links

LIVING IN ESPOO

Figure 19. Main content creation of the new Hello Espoo website.

Information collection & content creation

After defining information architecture and site map of the website, I started to assemble a collection of information and links of national and city services related to international residents. I created a Word-file for the content details.

According to the success factors of place branding and Espoo's strategy that I described on the previous chapters, I emphasized Espoo band on the main page of the website. If city marketing is a process that includes a wide set of activities, city branding concentrates on people's perceptions and image. An image of a city depends on residents' satisfaction. Therefore, I mentioned recognition of an international and attractive Espoo through awards

of Espoo such as "pioneer and enabler of lifelong learning" (UNESCO institute for lifelong learning 2015), "the most sustainable city in Europe" (The City of Espoo 2017), "the most intelligent community in the world" (Intelligent Community Forum 2018) and "the Finnish capital of innovation" (The City of Espoo 2019). Moreover, there are positive numbers of Espoo that 52% of Espoo residents over 25 years old hold a university degree. This information was confirmed by Espoo Marketing Company in focus discussion (20.8.2019). I also mentioned that Espoo is a home to people from 150 nationalities and there are 680 international companies in Espoo. These numbers were to enhance an image of Espoo city as an attractive place to live, study and work.

In order to engage international residents, the Hello Espoo website emphasized residents in the heart of activities, public services and the city development. Therefore, video testimonials with international resident's stories on the website were a comprehensive highlight information of Espoo city from residents' perspectives. Instagram of City of Espoo also displayed on the new Hello Espoo website to provide updated pictures without requirements of understanding Finnish or Swedish. Finally, on the footer of the website, I bring useful links about us with the official websites of City of Espoo. Users could 'follow us' via social media links and 'contact us' via links of International Espoo, Immigration Services and feedback.

After creating the content for the main page, I created the content for the subpages as the most important parts of the website. Due to a wide variety of information sources, I collected all information and links regarding services for international residents before, during and after moving to Finland and Espoo. In order to make a clear checklist with up-to-date information, the main idea is collecting links of national and local websites that are regularly updating and maintaining. Information sources came from national websites, city websites, websites of universities, companies, organizations and associations.

After reading and analysing the information from sources, I wrote the content of the website at the Word-file. The content followed the checklists, which step-by-step guide for relocation and integration process. I used a simple English language to write the content and to reach a large amount of target audience, who have different language skills. I tried to keep only relevant information with the target audience and avoid ambiguity. There is a large amount of information, hence, I wrote shortened sentences, minimize paragraphs. I also added videos or pictures to help the information to be more attractive.

Based on Espoo story and Espoo brand, citizen - centric public services is an approach that I applied for content of the new website. A delivery of efficient, effective and citizen-centric public service could be a strengthened city brand.

Figure 20. A table of the content of the Hello Espoo website on Word-file.

5.3   Phase 3: Web design as communication design

The International Affair of City of Espoo decided to use the same Net Community content management system (CMS) with espoo.fi website, hence, I didn't need to find a software company to code a new website. My task in web design was using the current Net Community content management system to visualize the content of the new website. I had a lot of new ideas and I sent a design proposal to the owner of espoo.fi website. Nevertheless, after analysing the CMS of the espoo.fi, there were many challenges to apply my new design ideas to the new website. The current CMS has limited functions, accessibility and layout. Therefore, I created a new plan to design the new website based on the current CMS.

User interface & user experience

The design of new Hello Espoo website was based on User interface (UI) and User Experience (UX). According to Ritter & Winterbottom (2017), UX is a large discipline that focus on usability to drive an enjoyable user experience. User experience (UX) design is significant to understand how users interact with the website. At the new Hello Espoo website, the best user experience design is based on the balance between the objectives of the city and the needs of website users.

In order to enhance the effectiveness, efficiency, and satisfaction, the Hello Espoo website was used user interface (UI) design of the website as the process of human-computer interaction to make the website efficient and user-friendly. The Hello Espoo concentrated on the looks or style of the website and used various types such of UI design as graphical user interface, menu-driven user interface and natural language interface.

Based on the NetCommunity content management system, I identified some key points of UI design. The website used a bento menu with grid items. Information within the new website was searchable quickly with search icon. In addition, icons were also used in three checklists with an intuitive symbol to help users to navigate. The Net Community system also allowed users to share content of the website as news and events on user's Facebook and Twitter. This social application was a recent trend in web applications to encourage users, promote interaction and build communities.

In addition, I designed the layout of the website based on user experience design. I designed emotional pictures about a peaceful and happy city to reach the target audience. I checked regularly the text on the website to ensure the correction of information. Sometimes there were issues, in particular, the text was too small or too big, hence, I edited the text on the coding page of the content management system. Moreover, video was

displayed on a website as a key point of user experience design. I also checked the website in different screen sizes to ensure the website fits on a computer, laptop and mobile phone.

Visual design

To engage the target audiences, I defined the key visual elements of the Hello Espoo website were images, video, logo of City of Espoo. The website used a consistent style. White and blue of the logo of City of Espoo were the theme colours of the new website to bring city brand awareness. Moreover, high-quality images gave a website a professional look and feel, mobile-friendly and build brand awareness. Therefore, I chose pictures from the photo bank of the city and designed banners for the new website with key messages.
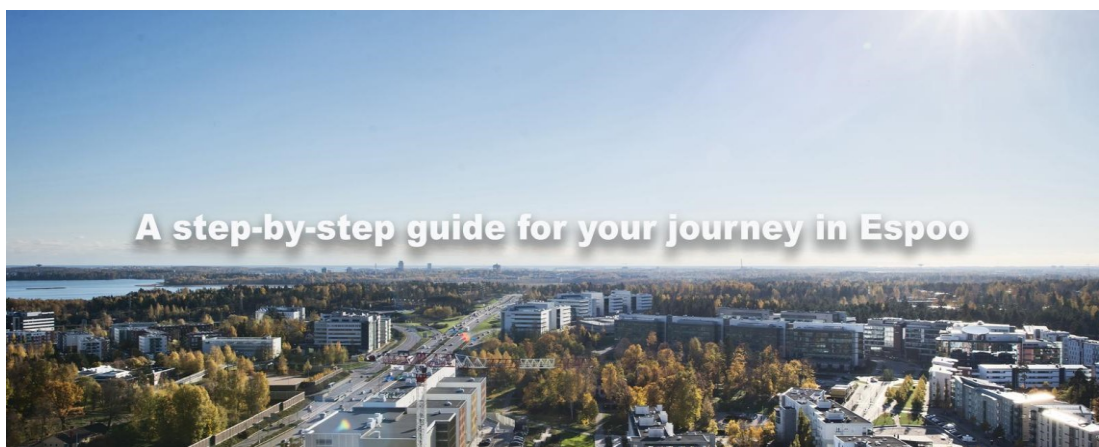
Figure 21. Banners of the Hello Espoo website.

To highlight information of Espoo city, I designed pictures with numbers. It enhanced the message of Espoo city in the text and conveys vital messages without people even needing to read. Hence, target audiences could remember information Espoo city easily.

Figure 22. Numbers of Espoo city on the Hello Espoo website.

I also chose and designed suitable pictures for checklists. The questions of the checklists were friendly with users.

Figure 23. Pictures of checklists on the Hello Espoo website.

At the bottom of the website, I edited and put a video testimonial, a combination of seven stories of international residents in Espoo. I also designed a YouTube video thumbnail image to visualise the video on the website.

Why you should live, study and work in Espoo?
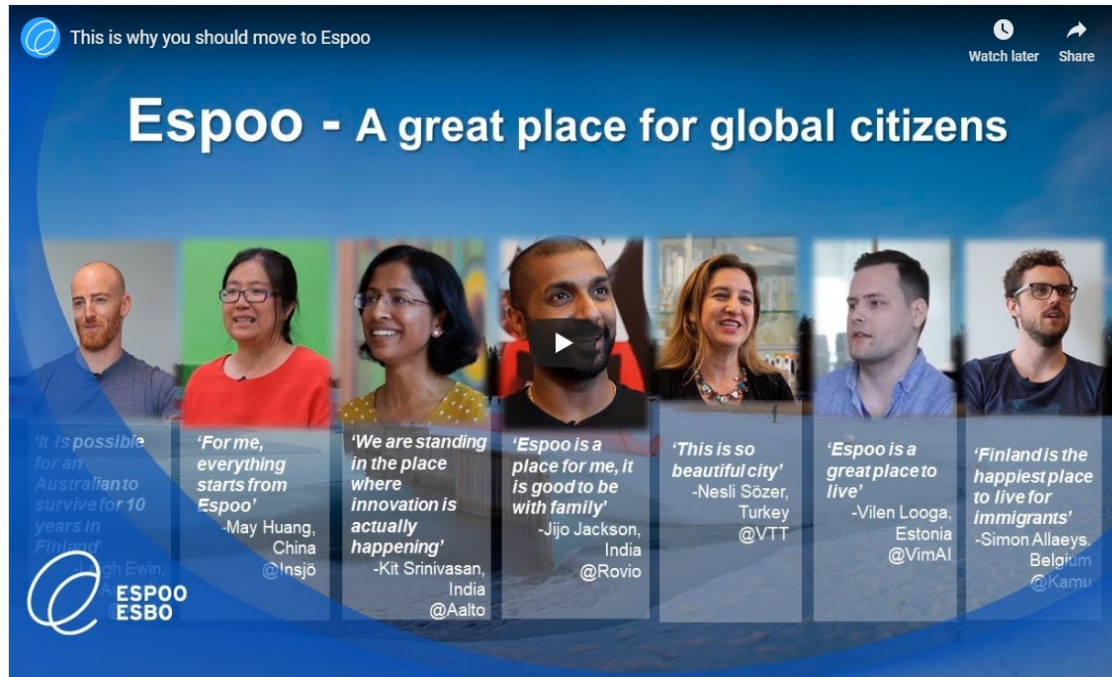
Why not watch some videos from global citizens to know why Espoo is a great place to live.

Figure 24. Video testimonial on the Hello Espoo website.

On the subpages, I also put videos on the left side of subpages and on the checklist to visualise the information.
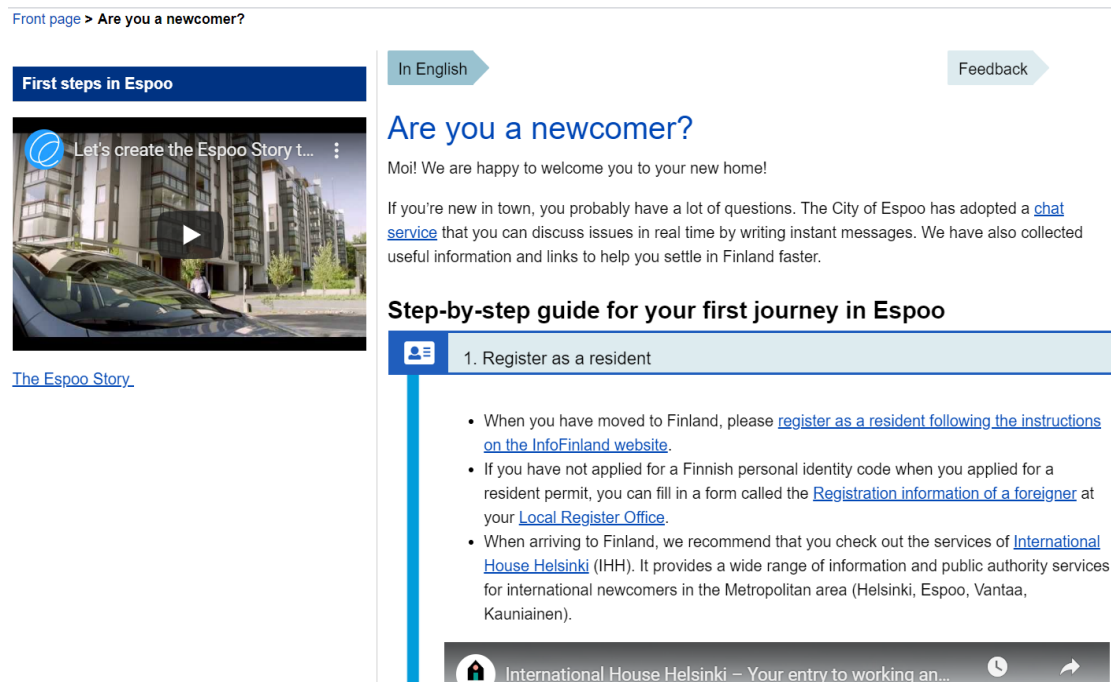
Figure 25. Subpages design on the Hello Espoo website.

Storyboarding

The Hello Espoo storyboard is a visual story of an inclusive, diverse, equal and international Espoo. It applied the information architecture to the website in an easy way to see, understand and interact with the website's structure. I chose the most valuable information regarding to ranking of the city, city services, immigrant integration to show the progression of the entire experience of international residents. I used Photoshop tool to mash up interface ideas as graphics. The elements and principles of design are important tools to illustrate the best concept of storyboard. I designed and used pictures with the colour, size, texture based on graphic guideline of city of Espoo and based on the principles of contrast and balance. I also added interactive map of Espoo to the website that can increase engagement and improve user experience (see Figure 26). Pictures and videos are effective ways to visualise the storyboard emotionally.
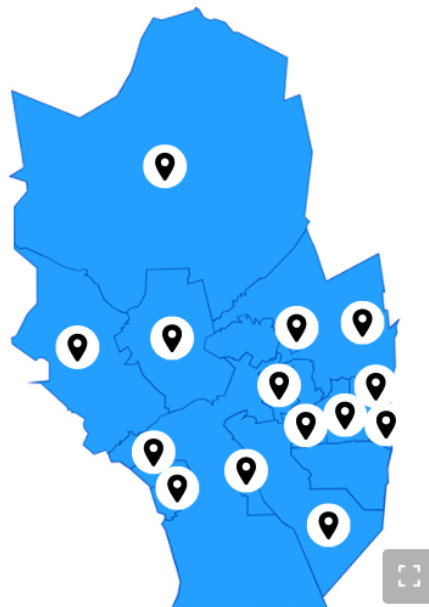
Click to see the city districts on a map

Espoo is the second largest city and the fastest-growing city in Finland, located next to the capital city of Helsinki. A diverse city of more than 289,000 people, Espoo is a home to 150 nationalities and 680 international companies (2019). The City of Espoo serves its residents in Finnish and Swedish, and also increasingly in English.

Figure 26. Interactive Espoo map on the Hello Espoo website.

helloespoo.fi website
Level 1

BANNER - IMAGES - HIGHLIGHTS OF ESPOO

1. Step-by-step guide for your journey in Espoo
2. Simple steps for settling into Espoo
3. Espoo, one of the best education systems
4. Espoo, an ideal place for families
5. Espoo, a green city for a healthy life
6. Espoo, a great place for global citizens

(SUBHEADLINE - TEXT - INTRODUCTION OF WEBSITE)

If you want to visit, live and work in one of the most innovative, sustainable, intelligent and happy cities in the world - you are warmly welcome to Espoo!
Hello Espoo website is a step-by-step guide for your journey before, during and after moving to Espoo, a great place for global citizens.

IMAGE 1 - HIGHLIGHT OF ESPOO -Level 1	IMAGE 2 - HIGHLIGHT OF ESPOO- Level 1	IMAGE 3 - HIGHLIGHT OF ESPOO - Level 1
Before moving to Espoo Picture + text - Level 2	**First steps in Espoo** Picture + text -Level 2	**Living in Espoo** Picture + text -Level 2
Espoo news List of news - Level 1	**Why Espoo** Interactive map of Espoo - Level 1	**Events** List of events - Level 1
Link to Espoo services Picture + text - Level 1	**Link to Espoo services** Picture + text - Level 1	**Link to Espoo services** Picture + text - Level 1

City of Espoo instagram - Updated pictures - Level 1

Testimonial videos - This is why you should live, study and work in Espoo
Level 1

ESPOO ESBO

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ABOUT US
City of Espoo
History of Espoo
City of Espoo map service
Locate in Espoo
Business Espoo
Espoo Innovation Garden
Visit Espoo

FOLLOW US
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Twitter: @EspooEsbo
Instagram: Espoon
kaupunki
Youtube: Espoon kaupunki
LinkedIn: Espoon kaupunki -
City of Espoo
SoundCloud: EspooEsbo

CONTACT US
International Espoo
Immigration Services
Espoo Service points
Feedback

Figure 27. Storyboard of the Hello Espoo website.

5.4   Phase 4: Development & testing

This phase portrays the final step to finalize the website. The well-prepared content and visual components of the website were deployed to the server through Net Community content management system. After the first version of the website was done, many meetings with focus groups were held to test and give feedback to the website. Thoughts, ideas and feedback from city services, partners are essential and valuable to develop the website effectively.

Content management system

The content and design of the website are usually uploaded on a content management system (CMS). CMS is a way to create, edit, publish and manage large amounts of web-based information. A content management system is an interface that allows optimize visitors' digital experience (Bradford & Ndubisi 2006, 5).

From 2013 to 2020, City of Espoo has been using NetCommunity content management system that developed by Fujitsu Finland (City of Espoo 2016). NetCommunity is used widely in the government sector (Fujitsu website 2013). Based on Microsoft technologies, NetCommunity CMS supports a responsive layout that adjust itself according to the device as mobile phone, tablet or laptop. NetCommunity allows to upload images, videos to the server and display them on the website.

After attending NetCommnity course of City of Espoo and reading NetCommunity guidelines, I started to deploy the content and the visual design as images, videos to the server through NetCommunity CMS. The content of the website was arranged structurally based on information architecture and site map. A pre-defined user interface framework allowed me to check the layout of the website and adjusted the content and design.

Focus group discussion

A new website of City of Espoo required a tremendous information of city services. Hence, the website development was a cooperation with stakeholders to make sure the accuracy and update of the information. A stakeholder could be any group or person who is affected by or can affect the research achievement (Freeman 2010, 46). According to the linkage model (Rawlins 2006, 4), I identified four linkages in stakeholder relationships to the research. It contains enabling linkage, functional linkage, normative linkage and diffused linkage.

Rawlins mentioned the enabling linkages are stakeholders who have some control and authority to the research (Rawlins 2006, 4). These enabling linkages of the research are governmental legislators and regulators in Finland and City Council. Therefore, the enabling linkage of this research is City Council as the highest decision-making authority for the operations and finances of City of Espoo. The Council decides on the annual budget, the strategic policies of the city and the grounds for organising administration. The Espoo Strategy is defined by City Council to guide the city's operations better and more clearly toward a fair, inclusive and international Espoo.

In addition, functional linkages are one of the most important stakeholders that make the research works in real life. Functional stakeholders include input functions that provide labour and resources and output functions that consume the services (Rawlins 2006, 4). Main stakeholder of functional linkage is Economic and Urban Development Unit with International Affairs and Immigration Affairs. Moreover, the research is supported by units of City of Espoo such as Social and Health Services, Education and Cultural Services, Technical and Environment Services, Visit Espoo, Business Espoo. All information from these services is important to international residents, therefore, Marketing and Communication Managers of these services were the main stakeholder communication for my project.

Local government officials
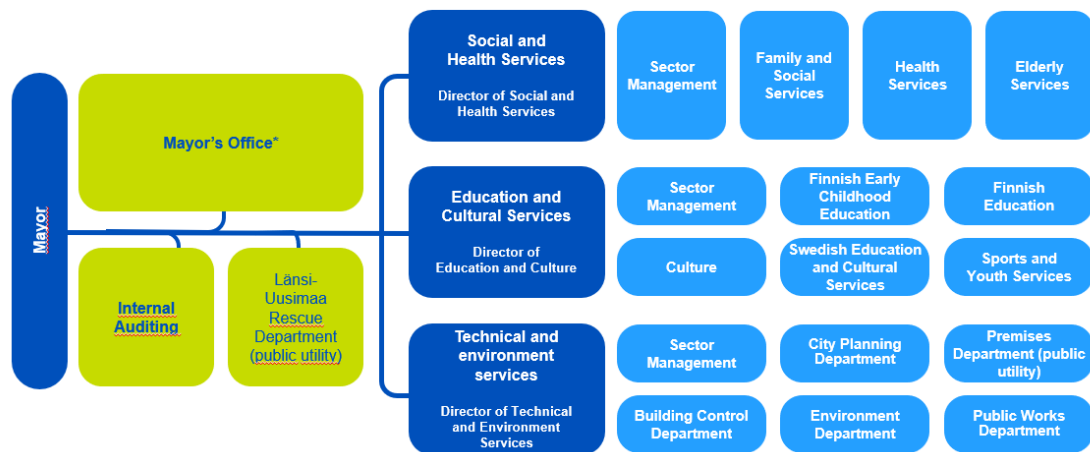
* Mayor's Office: Administration and Legal Matters, HR Department, Financing and Economy, Strategy Services Development

Figure 28. Local government officials of the City of Espoo (The City of Espoo 2020).

Normative linkages such as strategic partners, associations and community that have a common interest are recommended as stakeholder. They were universities and

organizations such as Aalto University, VTT Technical research centre of Finland, Info Finland website. Finally, diffused linkages are stakeholders who do not have frequent interaction with the organization but become involved based on the actions of the organization (Rawlins 2006, 4). These diffused linkages of my project were the media and the public, which were related to foreigners in Finland.

The feedbacks of stakeholders on the new website are essential and valuable to the research. Hence, I had focus group discussion with these stakeholders to develop and finalize the website. The focus group is a particular type of qualitative data to get closer to participants' understanding and perspectives of certain issues. In a focus group discussion, two interrelated forms are the group process and the content. The group process includes interaction and communication within two different levels as intrapersonal (thoughts, feelings, attitudes and values of the individual) as well as intragroup (the way to communicate with each other in group). The moderator plays an important role to control focus group discussion (Brewerton & Millward 2001)

From May 2019 to September 2019, I had opportunities to discuss with focus stakeholder communication of the research. The main questions of focus group discussion are what information/services on the Hello Espoo related to international residents are missing, how to improve the content and design of the website, how to promote the website to our target audiences. Head of International Affairs played the moderator role to connect people and manage discussion.

Focus group discussion	Topic	Time	Participants
Discuss with the City of Espoo's staffs	The concept of Hello Espoo website	14.5.2019, 19.6.2019, 25.6.2019, 26.6.2019, 6.8.2019, 19.8.2019	Head of International Affairs
	Cooperation between espoo.fi and helloespoo.fi NetCommunity content management system	13.6.2019, 19.8.2019	The owner of espoo.fi
	Content of the Hello Espoo website Marketing plan for helloespoo.fi	9.5.2019, 24.5.2019, 19.6.2019, 6.8.2019, 16.8.2019, 28.8.2019	Marketing & Communication Manager of Economic and Urban Development Unit
	Social Media plan for the Hello Espoo website	6.9.2019	Social Media Communications Specialist
	Introduction about Hello Espoo website	6.9.2019	Marketing and Communication Manager Network (17 participants)
Discuss with representatives of the City of Espoo's units	Feedback on Hello Espoo website related to Espoo Marketing Oy	26.6.2019, 20.8.2019	Espoo Marketing Oy (5 participants)
	Feedback on Hello Espoo website related to Immigration services	24.6.2019, 19.8.2019	Manager of Immigration Affairs Head of Economic Development Head of International Affairs
	Feedback on Hello Espoo website related to Culture Espoo	23.7.2019	Cultural Manager of the City of Espoo
	Feedback on Hello Espoo website related to Health and Social services	9.8.2019, 16.8.2019	Marketing & Communication Staffs of The Social and Health Services (4 participants)
	Feedback on Hello Espoo website related to the Education and Cultural Services	16.8.2019	Marketing & Communication Staffs of The Education and Cultural Services (9 participants)
	Feedback on Hello Espoo website related to Technical and Environment Services	28.8.2019	Marketing & Communication Staffs of Technical and Environment Services (11 participants)
	Feedback on Hello Espoo website related to Espoo service points	5.9.2019	Service Specialist of Espoo service points
	Feedback on Hello Espoo website related to Visit Espoo	24.9.2019	Content Manager of Visit Espoo
Discuss with partners	Introduction about Hello Espoo website and cooperation between Hello Espoo website and Aalto University and VTT Technical research centre of Finland	28.6.2019, 13.8.2019	Representatives of Aalto University and VTT Technical research centre of Finland
	Introduction about Hello Espoo website and cooperation between Hello Espoo website and InfoFinland website	21.8.2019	Communications Officer of InfoFinland

Figure 29. Focus Group Discussion related to the Hello Espoo website.

Focus group discussion provided significantly meaningful information and ideas about influential services for the website. My colleagues were supportive and helped me to understand the City of Espoo management and services system as well as what kind of services we are offering to Espoo residents. Moreover, these new services for international residents were shared in group discussion and highlighted on the Hello Espoo website such as 1) Moniku, the service of maternity and child health clinics for multilingual families 2) The

map services of Technical and Environment Services helps residents easily find all early childhood education providers, schools, hospital or health centres and dental clinics 3) The webpage "learning opportunities in English" of the Education and Cultural Services provides information from early to higher education in English. In addition, the discussion with Service Specialist of Espoo Service Points created an initiative that a chat service of service point could serve on the Hello Espoo website. This idea was crucial to support international residents and to improve interaction on the Hello Espoo website.
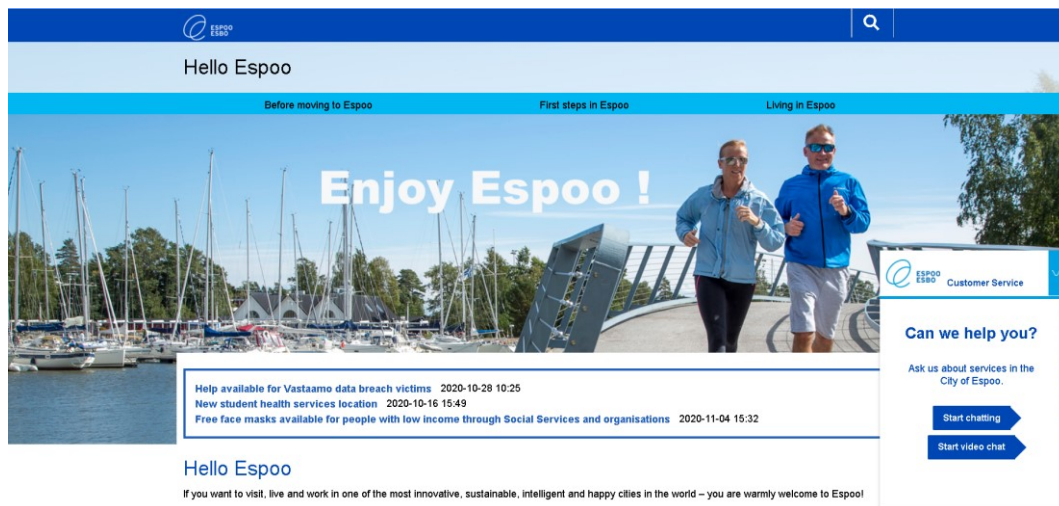
Figure 30. The idea of chat service on the Hello Espoo website was established from group discussion with Service Specialist of Espoo service points on 5th September 2019.

In conclusion, focus group discussion also provided ideas and feedback on the design of the website. Based on the feedback from different perspectives, I updated the content and design of the website to be more attractive, correct and relevant to the target audiences.

Website optimization through SEO

Search engine optimization (SEO) is one of strategies of the website to enhance website visibility and increase website traffic that comes from user searches for a key word or phrase (Ledford & Baldwin 2007). Therefore, in order to improve the level at which Hello Espoo web site that is ranked in the results from search engines, defined a key search words which are relevant to the target audiences of the website such as 'Hello Espoo, moving to Finland, Espoo, first steps in Finland, living in Espoo, global citizens, international companies, relocation, etc'. I also created high-quality content that relevant and engaging the target audience to SEO. Up-to-date news and events related to international residents and Espoo city are crucial and important to enhance SEO. At the Hello Espoo website, I also used keywords and links that concentrate on immigration. Therefore, when searching some key

words such as Hello Espoo, moving to Espoo, etc. , the Hello Espoo website is appeared on the top in search engine results,

Domain name & URL link

All websites need a domain name, hence, I contacted and discussed with our IT department, owner of espoo.fi and a technical company to register the new domain 'www.helloespoo.fi' as a subdomain of espoo.fi. The new website is a part of the website www.espoo.fi and the new domain of the Hello Espoo website is pointed to the www.espoo.fi server. IT department of City of Espoo supported me to complete a URL (Universal Resource Locator) with Hypertext Transfer Protocol Secure (HTTPS) for the Hello Espoo website. HTTPS (https://www.helloespoo.fi) is important for the website to authenticate the accessed website, protect the privacy and integrity of the exchanged data and protect attacks. HTTPS provides a reasonable assurance to protect eavesdropping and tampering of the communication between a user and serve. In addition, the owner of espoo.fi also created a new link from espoo.fi for the new Hello Espoo website https://www.espoo.fi/en-US/City_of_Espoo/Information_about_Espoo/International_Espoo/Hello_Espoo.

Testing & Verification

Before launching the website, testing is necessary to verify the quality of the website. I tested the Hello Espoo on different browsers and mobile devices to check the screen-responsive of the website. I sent the content of the website to an interpreter of the City of Espoo to check all English language on the website. I also checked all links within the website to ensure that links are working.

It is better to have many testers to review the website for content and formatting. In addition, I sent an email about testing the Hello Espoo website to Marketing and Communication Managers of City of Espoo and they checked the correction of information from their services. Espoo Marketing Oy also required all employees to test the Hello Espoo website. Our partners also sent feedback for me to update the website.

In addition, user acceptance tests are the final phase of testing that end users can interact with the website, point out some issues. I also sent an email about testing the Hello Espoo website to partners with City of Espoo, hence, they forwarded the email to their company's employees.

All feedback about the Hello Espoo website from many sources was valuable and meaningful to test and verify the website. New ideas and useful feedback are updated on the website.

6   Promoting the website to international residents

This chapter explores the step-by-step to launch a marketing campaign for the website to engage target audiences. I created the marketing campaign plan with a marketing strategy. The marketing campaign for the Hello Espoo website was launched through various marketing and communication channels such as earned media, paid media, owned media and shared media from October to November 2019.

6.1   Marketing strategy for website launch campaign

When the new website was ready to be published, the next step was launching the website with a marketing campaign. Following the Espoo strategy, the Hello Espoo website responded to the need of English services in Espoo. It was also extremely important to promote the website and inform international residents about Espoo and city services. Hence, I created a marketing plan as a result of careful planning, preferably planned simultaneously with City of Espoo strategy.

Objectives

The objectives of the marketing campaign were to make the new website be well-known with a low budget. Strategy used video marketing and content marketing through digital communication channels as well as event marketing to promote the new website during a two months period.

Key message

In order to communicate with target audience, it was a need of a clear, consistent, and empathetic message. According to the target audience analysis, the core messages addressed the target audience's demand and the benefit of the Hello Espoo website. Therefore, I created the key message as "The Hello Espoo website is a step-by-step guide for the journey before, during and after moving to Espoo".

Tactics

Emerging digital marketing tactics could be essential for the execution of a marketing strategy. According to the report of Someco Oy, the most social media channels used in Finland is Facebook with 2.6 million users in 2016 and 2.8 million users in 2020. Instagram is increasing from 1.2 million users in 2016 to 2.4 million users in 2020. The largest group using social media is men and women between the ages of 16 and 44 years (Someco Oy, 2017).

Due to the limited budget, tactics of the marketing campaign for the Hello Espoo website concentrate on social media as the main and cost-effective communication channel to communicate with target audiences. In addition, other communication channels such as websites, LCD screens, office, email marketing and event are also used. I also designed printed marketing materials such as posters, roll up and flyers to promote the website. The marketing campaign was launched during 4-8 weeks from October to November 2019.

Figure 31. Marketing Strategy for marketing campaign 2019 of the Hello Espoo website.

Marketing activities

I created both an internal campaign and an external campaign to promote the new Hello Espoo website. The internal campaign includes meeting, posts on internal communication channels (Yammer, Microsoft Teams), online and printed posters in offices, etc. The external marketing campaigns consist of email marketing, social media, event marketing and LCD screens at metro station, libraries, offices, etc. All activities were created in a timeline with different channels. The key activities were posting video marketing on social media and organizing an event for international residents and their families in Espoo.

MARKETING CAMPAIGN – helloespoo.fi

#HelloEspoo "Do you know...?"

Activities	Time	Channels	Partners	Receivers
Meeting	Aug – Sep 2019 before launch	Office	1. Team 2. City of Espoo 3. Partners	City of Espoo employees, Partners
Intranet YAMMER, Microsoft Team	1 weeks before official launch (1.10)	Online	Marketing & Communication Manager	City of Espoo employees
Email marketing	During 1- 2 weeks before launch	Email	City of Espoo, HR of companies, InfoFinland communities,	Organization members
Publish PR announcement & banners ads	The first week of launching (1-7.10.2019)	Websites, shared media	Espoo.fi, visitespoo.fi, businessespoo.com, HS magazine & others	Website visitors media audiences
Online and printed marketing materials	During launch (Oct-Nov 2019)	Office buildings, events	Public services, service points, libraries, organizations, ect.	Office visitors/ event participants
LCD screen	During launch (Oct-Nov 2019)	Metro stations, city of Espoo office, Opinmäki, libraries	Departments in city of Espoo	Visitors
Social media with images/videos & hashtags	During launch (Oct-Nov 2019)	Social media	Social network pages/ FB Group/Linkedin/ Advertising	Social media users
Event for target audience	During launch (Oct-Nov 2019)	Face-to-face event	VTT & Aalto University, City of Espoo & other stakeholders	International residents and their families

Internal campaign / External campaign

Figure 32. Marketing activities of marketing campaign 2019 for the Hello Espoo website.

6.2 Internal marketing campaign

Internal stakeholders, who contribute to the Hello Espoo project are important and valued. They are International Affairs team, Head of Economic Development, Marketing and Communication Managers and specialists of departments and other staffs of City of Espoo. Internal campaign for internal stakeholders consisted of many activities through internal communication channels such as meetings, intranet, Microsoft teams, social networking site and marketing activities at workplaces.

Meetings are often held for most business and organization operations and also especially for marketing. Therefore, I organized many marketing meetings as an effective way to spread key messages of the new Hello Espoo website directly to stakeholder communication. Marketing meetings were at the workplace, or by video conference. Through meetings, internal stakeholders could note the key milestones as the launching day of the website and could support the marketing campaign. For particular, marketing and communication managers of departments of City of Espoo committed in the meeting that they could publish information of the Hello Espoo on their communication channels.

City of Espoo has many digital internal communication channels such as intranet, Yammer - a social networking site, Microsoft team, skype for business and others. I defined that Microsoft Teams & Yammer as the most effective collaboration tools for the internal campaign. These internal tools could reach various departments or groups of internal

stakeholders at the same time. Many employees in group at Microsoft Team and Yammer were active and influential. It was important to inform and engage them with the new Hello Espoo website. Therefore, I and Marketing and Communication Manager created an internal PR announcement of the new Hello Espoo website in Finnish for target groups at Microsoft Team such as 'Viestintäverkosto - Communication Network', 'Ryhmä KiKyKv - Kilpailukyky ja kansainväliset asiat - Competitiveness and International Affairs'. Moreover, I also published internal PR announcements on Yammer at group 'Konsernihallinto - Mayor's Office' and 'Kansainvälinen Espoo - International Espoo'.

Figure 33. Internal PR announcement of the Hello Espoo website on Microsoft Teams and Yammer.

In addition to digital channels, printed marketing materials was also an efficient channel for the marketing campaign of the Hello Espoo website. Print has unique advantages that are deeply personal and make an emotional impact. Printed marketing materials often use in events and offices. Therefore, I designed and printed one roll up stand, 200 posters and 1000 flyers with a low cost. These flyers and posters were sent to different workplaces of the City of Espoo such as City Council, Mayor's Offices, Libraries and Service Points. I also created a digital version of the poster to put on the LCD screens.

Espoo office – Otakaari 5

Espoo office – Virastopiha 2

Espoo office – Valtuustotalo
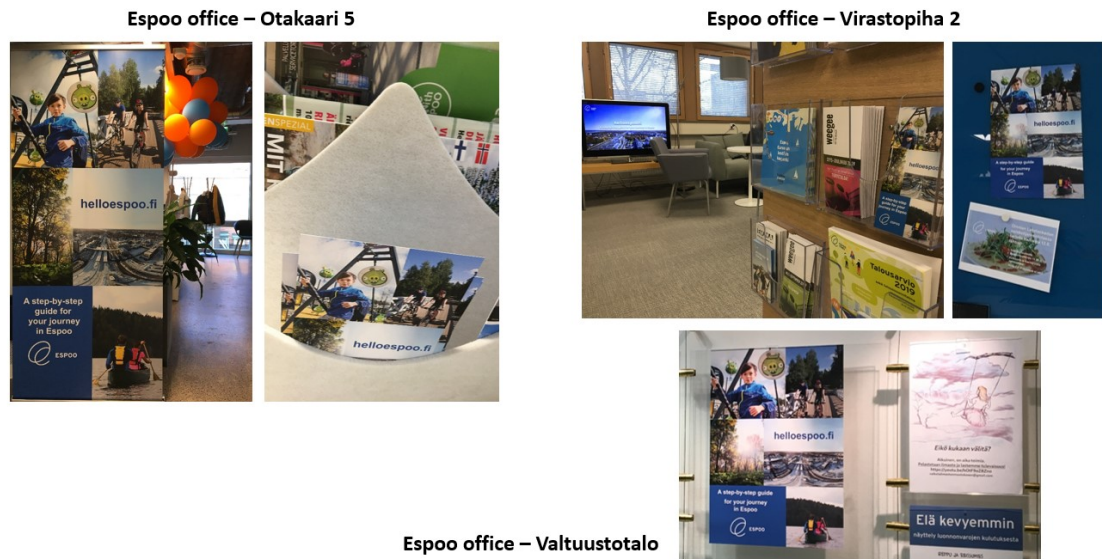
Figure 34. Online and printed posters and flyers of the Hello Espoo website at City of Espoo's workplaces.

6.3   External marketing campaign

The main part of marketing campaign is to inform externally city services to international residents. Due to the limited budget, the Hello Espoo external marketing campaign used owned media and shared media as cost-effective media tools to maintain the brand awareness and drive steadier flow to the site. In City of Espoo, there are several kinds of owned media such as city websites, brochures and other printed materials. The social media channels of City of Espoo are also effective channel to engage international residents.

PR announcement

PR announcement for the launch of a new website is an official press release that the website starts working. This traditional marketing tool should be entertaining, meaningful and catchy to drive large quantities of traffic. In the digital era, PR announcements could be published online, on websites or social media to boost the probability of attracting more people to the website and support with SEO (Search engine optimization).

I discussed with the Marketing and Communication Manager of City of Espoo and we decided to publish PR announcements on the main page of the website espoo.fi and its subpages such as 'International Espoo' page, 'Culture and Sport' page, 'Childcare and education' page, 'Housing and environment' page, 'Job and enterprise' page as well as

other websites of the City of Espoo such as 'locateinespoo.fi', 'visitespoo.fi' 'businessespoo.com'. PR announcements were created in Finnish and translated in Swedish and English. We also added a video testimonial to the PR announcement to engage the audience.

Figure 35. PR announcement of The Hello Espoo website in Finnish, Swedish and English.

Banner advertising

While posting PR announcements, banner advertising or display advertising on city websites was also a communication tool of the Hello Espoo launch campaign. I designed the digital banner advertising. Marketing and Communication Managers of City of Espoo and Visit Espoo supported to post banner advertising on the espoo.fi and visitespoo.fi website for free. The Hello Espoo banners were placed in high-visibility areas on high-traffic websites such as espoo.fi, visitespoo.fi, businessespoo.fi. Banners attracted traffic to the Hello Espoo website by linking from the host websites.
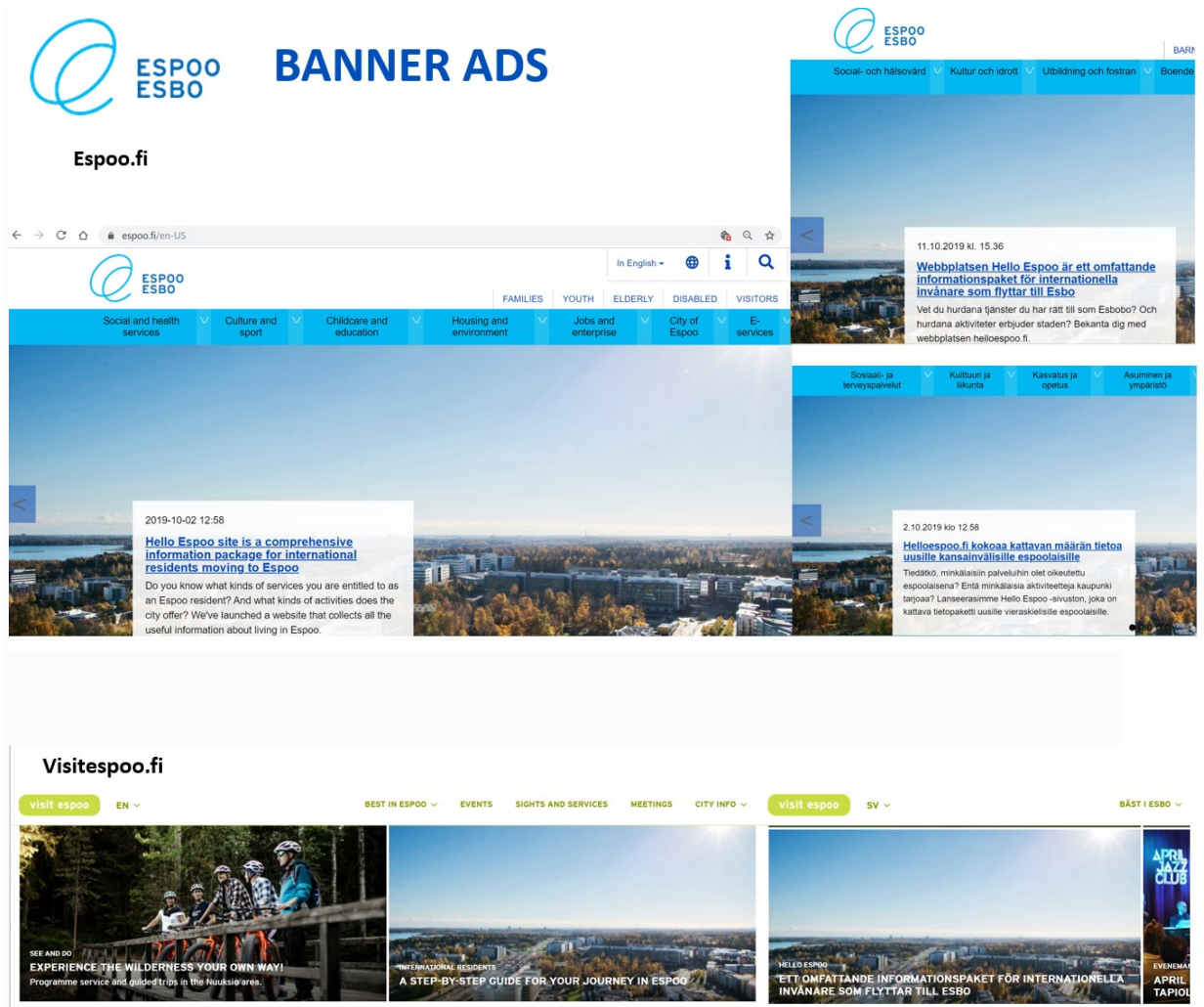
Figure 36. Banner ads of The Hello Espoo website on Espoo.fi and visitespoo.fi

Moreover, the banner advertising of the Hello Espoo website was not only displayed on the website digitally but also was advertised on the first English page of HS Espoo magazine. A professional designer of City of Espoo designed the banner. This advertising was decided by Director of Communications of City of Espoo as a recognition of the Hello Espoo website's benefits to international residents.

Figure 37. PR announcement of The Hello Espoo website on HS Espoo Magazine.

Social media marketing

Social media is the main digital communication channel of the Hello Espoo website launch campaign. Social platforms such as Facebook, Instagram, Twitter, YouTube, LinkedIn are effective tools to compose and post content to a potential audience of millions.

The audience on social media channel of the City of Espoo is increasing in the recent years. Facebook of City of Espoo has more than 10 200 followers, Instagram has more than 5000 followers in 2019. Number of followers on YouTube channel and Twitter channel of City of Espoo is increasing from more than hundred in 2016 to more than five hundred in 2019.

I discussed with Communication Specialist, who is responsible for social media channels of the City of Espoo and Marketing and Communication Manager of Economic and Urban Development of the City of Espoo. We decided to post seven video testimonials of international residents on social media channels to promote the Hello Espoo website as well as engage them with Espoo city. These videos were made in 2018. Moreover, in July 2019, I edited these seven videos to one testimonial video that offers a big picture of city services from different point of views. During the marketing campaign, #helloespoo was used as the hashtag of the Hello Espoo launch campaign. A post schedule was created.

	Date	Content
FB	1.10.2019 *	PR announcement
	3.10.2019	Testimonial video
	10.10.2019	A story of Leigh Ewin from A Grid
	17.10.2019	Simon Allaeys's story from Kamu
	25.10.2019	A story of Jijo Jackson from Rovio
	31.10.2019 *	A story of Nesli Sözer from VTT
	7.11.2019	A story of May Huang from Insjö
	14.11.2019	A story of Kit Srinivasan from Aalto University
	21.11.2019	A story of Vilen Looga from VimAl
Instagram	4.10.2019	Testimonial video
	11.10.2019	A story of Leigh Ewin from A Grid
	17.10.2019	Simon Allaeys's story from Kamu
	1.11.2019	A story of Nesli Sözer from VTT
Twitter	1.10.2019	PR announcement
	17.10.2019	Simon Allaeys's story from Kamu
	24.10.2019	A story of Jijo Jackson from Rovio
	31.10.2019	A story of Nesli Sözer from VTT
	7.11.2019	A story of May Huang from Insjö
	14.11.2019	A story of Kit Srinivasan from Aalto University
	21.11.2019	A story of Vilen Looga from VimAl

Figure 38. Social media posting schedule of the Hello Espoo website's marketing campaign.

Email marketing

Email marketing is one of the fastest and the most flexible and incredibly powerful marketing tools. Email marketing is immediately and directly reaching the target audience. Therefore, it was also a marketing and communication channel to promote the Hello Espoo website. I created the email marketing about launching the new Hello Espoo website and Head of International Affairs of the City of Espoo sent the email marketing to city partners network such as Aalto University, VTT Technical Research Centre of Finland, HR network of international companies in Espoo. HR managers forwarded this email to their employees. This email marketing also was communication tools to communicate with international employees about city services.

Online and printed marketing materials

City of Espoo has various service points, libraries, schools and bus/ metro stations which provide information about city services for international residents. Therefore, I could use online and printed marketing materials of the new Hello Espoo website on LCD screens, notice boards, shelves of workplaces and service places of the City of Espoo. Designer of the City of Espoo also made a video for the Hello Espoo website and I sent it to international

schools, Tapiola Station, and libraries. Our strategic partner - Aalto University also put video of the Hello Espoo website to their LCD screen at AGrid building. Online marketing materials were shown during the period of marketing launch campaign 1.10.2019-31.11.2019.

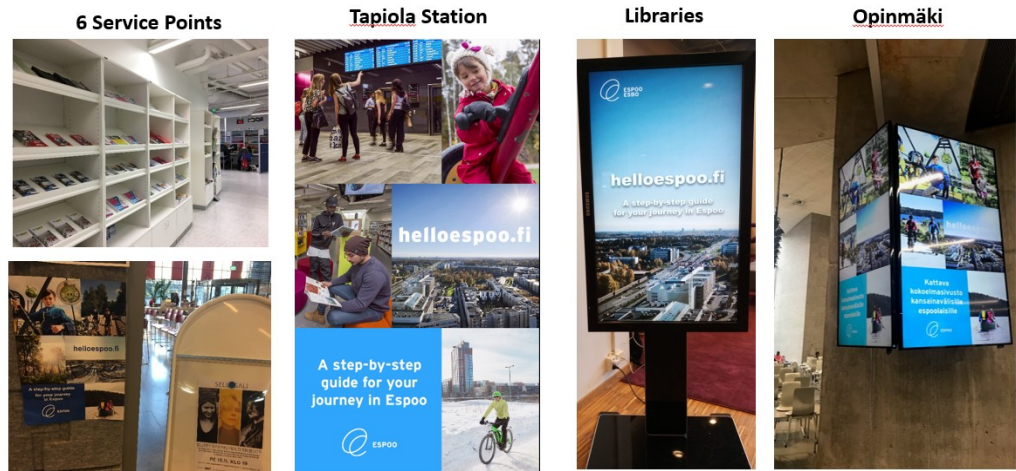Figure 39. Online and printed marketing materials of the Hello Espoo website.

Figure 40. Online and printed marketing materials of the Hello Espoo website.

Event marketing

In a meeting with Aalto University and VTT Technical Research Centre of Finland, City of Espoo decided to organize the Hello Espoo event for international employees and their families in the Autumn 2019. This also was a chance to promote the new Hello Espoo

website. To plan the event, a discussion with the Cultural Manager and Event Coordinator of City of Espoo was held to brainstorm the event concept. Five 'W' questions were used based upon reasonable enquiry to determine whether an event is feasible, viable and sustainable.

The first question was 'Why do we organize the Hello Espoo event' to define objectives of the events. The event was an opportunity for two-way communication between the city and its international residents. In the event, international residents explored the kind of services, activities and Finnish culture available in Espoo.

The second question was 'Who' to identify target audiences. They were about 100-150 international employees and their families (spouses and children) with different backgrounds about geographic, demographic and psychographics. Nevertheless, all target audiences needed information about city services, networking and activities in a diverse event. The best time (When) to organize the event was on a Thursday at the end of October 2019 after working hours.

Venue of event (Where) was a cultural and large place in Espoo city. Hence, we decided to organize the first Hello Espoo event in WeeGee Exhibition Centre, a unique event venue and home to four museums (EMMA – Espoo Museum of Modern Art, KAMU – Espoo City Museum, the Finnish Toy Museum Hevosenkenkä and the Finnish Museum of Horology). Located in Tapiola, Espoo, the WeeGee exhibition centre is easily accessible by bus or metro. WeeGee's lobby, meeting and restaurant spaces good spaces for exhibitions, fair, presentations and workshops.

Agenda of the event (What) combined presentations, fair, workshop and exhibitions in a family friendly environment. These activities is created for all families to enjoy the event. In addition, there were welcome speech from City of Espoo and music performances from International Music School of Finland.

CONCEPT OF THE HELLO ESPOO EVENT

Figure 41. The Hello Espoo event concept.

To implement this event concept, the cooperation was the key of success. I coordinated with WeeGee Exhibition Centre, EMMA – Espoo Museum of Modern Art, KAMU – Espoo City Museum to book the venue and the exhibition programs for participants of the event. The event participants were children and adults, hence, it was also important that the event staffs have first aid certificates. Finnish Toy Museum Hevosenkenkä provided a Finger Animals workshop for kids. Lumière restaurant offered food and drinks for participants of the event. I sent a fair invitation to all Espoo services and partners as Aalto University, VTT Technical Research Centre of Finland, Omnia, The Joint Authority of Education in Espoo Region. International Music School of Finland offered a music program with music performances on the stage and classical background music from international talents.

The event team was established to implement a lot of detailed tasks. Event manager was the person in charge of the event and handled almost all tasks of the event such as event management, logistic, PR, fair setting up and workshop checking. The Head of International Affairs was responsible to connect co-organizers of the event and presented information of Espoo city and the Hello Espoo on the stage. Two colleagues and two volunteers supported to set up the event at the venue and welcome guests to the event. Two volunteers took photos and produced video for the event. Photo and video permission were informed to target audience before, during and after the event on the event page, invitation, noticeboard and by email.
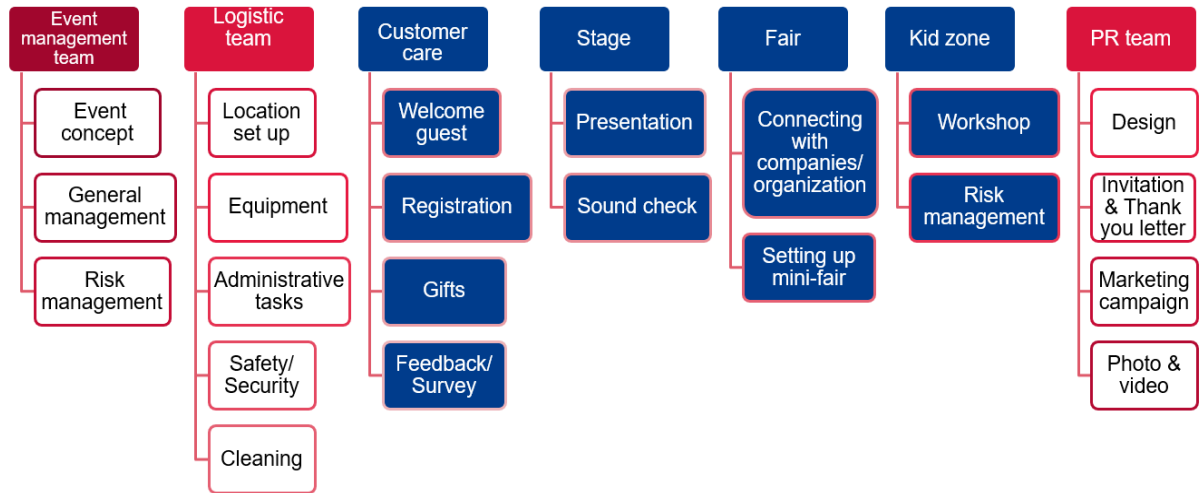
THE HELLO ESPOO EVENT TEAM

Figure 42. The Hello Espoo event team with four staff members of City of Espoo and three volunteers.

The event invitation was published on the Eventilla website with registration links, programs of the event, contact details and the way to come to the event (eventilla.com 2019). An invitation to media was also published on sttinfo.fi website (sttinfo.fi 2019). To invite target participants – international employees in Espoo, the event invitation was also sent through email by our network as Aalto University, VTT Technical Research Centre of Finland, HR network of international companies in Espoo. 209 people with 155 adults and 54 kids registered to attend the event. The target audiences were interested in the event and sent good feedback to us. These feedbacks demonstrated the need for multicultural events for international residents in Espoo.

THE HELLO ESPOO EVENT

#	Confirmed registration on Eventilla	Check in
Adults	155 (97 staffs, 58 spouses)	107
Kids	54	34

Greetings to the organising team

Hello Espoo

Hello, please to meet you all at the event.

Thanks for having us

Hello team! ;-)

Thanks for oraganizing such a wonderful event!

Thanks for organizing such a meaningful event, I have lived in Espoo for more than 10 years but there are many things I still dont know about the city.

Best Wishes and we are also happy to Promote Espoo to the international community in all possible ways

The programme sounds great! :-)

Can't wait!

Thanks for organising this event

Looking forward to this event!

Thanks in advance!

All the very best

Thanks for organizing the event !

Nice event! Im excited!

Thanks for the Opportunity to learn more about Espoo.!!!

Thank you for organizition!

Kiitos in advance :)

Thanks :D Looking forward to seeing what Espoo has to offer!

Registration → Welcome guest → Mini –fair → Music performances → Workshop → Museum exhibitions → Feedback

Figure 43. Feedback by participants when registering the Hello Espoo event.

The event was well-organised and successful with public services exhibitions, music performances from ISM Finland and exhibitions in 4 museums. I created and sent a thank you letter to all participants with photo links and a survey link of the event. I produced the video highlight of the event and published it on City of Espoo's Youtube (The City of Espoo 2019), video link on Instagram, Twitter and the Hello Espoo website. I also posted information about the event on our internal communication channel such as Microsoft Teams and Yammer.

HELLO ESPOO EVENT – 24.10.2019 – THE WEEGEE EXHIBITION CENTRE

Figure 44. Highlight pictures of the Hello Espoo event 2019.

69

The Hello Espoo event received a lot of good feedback and ideas to develop the concept of the event. Participants of the event and international employees of the City of Espoo mentioned on the feedback form that the event should be held for a broader group of people such as international employees of the City of Espoo and everybody who are interested in Espoo. The event could cooperate and integrate with other events to offer different interesting experiences for families, especially families with children. After the success of the first Hello Espoo event, the Head of Economic and Urban Development of City of Espoo decided to make the event as a traditional and annual event.

In 2020, the Hello Espoo event was also held on 24th September 2020 as an online event due to the coronavirus pandemic. The Hello Espoo online event 2020 was for all English-speaking residents. Experts from the Education and Cultural Services of City of Espoo presented culture and library services, sport and exercises, youth centre activities and Finnish education in Espoo (see Figure 45). The organising team were Master of Ceremonies, speakers from the Education and Cultural Services of City of Espoo, a moderator of Q&A chat, a person who responsible for "Viestiseinä – Message Wall" as interactive platform with participants, two person to show to content and manage the event as well as supporters. The event 2020 was also a chance to promote the Hello Espoo website.

Figure 45. The program of the Hello Espoo online event 2020

In order to promote the event, an event page was created on the Hello Espoo website (City of Espoo 2020). I made poster of the event and a video trailer to attract target audience of the event and published the video trailer on the City of Espoo's Youtube

70

channel (City of Espoo 2020). In addition, a Facebook event page was created under City of Espoo's Facebook page (https://www.facebook.com/events/690937881630825). A Facebook advertising was also launched on 5 days to promote the event with low budget. In addition, the invitation of the event was sent through email to City of Espoo partners and partners supported to send it on their internal communication.

The online event was successful with great experience at Microsoft Teams Live Event. 114 people registered on the registration link, 156 people were interested in the event on the Facebook page and 55 participants joined the event at Microsoft Teams Live Event. The Facebook advertising for the event reached 14 700 people. Participants were very active at the event. They sent many questions to the City of Espoo in advance on the registration link and during the event at Q&A chat box. Due to the limited time on the event, all question was collected and answered by the Education and Cultural Services of City of Espoo. The Hello Espoo event 2020 video was published on the City of Espoo's Youtube channel (City of Espoo 2020). Answers to participant's questions was published on the Hello Espoo website (City of Espoo 2020). A lot of good feedback from participants and the organising team members were sent to the Hello Espoo event 2020 as a chance to inform city services to international residents. The Hello Espoo website also was mentioned before, during and after the event as a communication channel for international residents.

7 Analysis & Discussions

When the process of website development and website marketing was done, it is important to measure and analyse the result as well as discuss about further development of the website. This chapter describes the effectiveness of web communication through the results of social media campaign, website traffics and other measurements. In addition, there are still many potential opportunities for new initiatives to develop the concept of the website, build city brand and engage target audiences.

7.1 Measurement and evaluation

Blanchard (2011, chapter 14) described the ultimate triple-value measurement in the social media space that evaluate the success of marketing campaign in real time, hence, organization can adjust the operation to achieve objectives and the desire future. The measurement and evaluation in the social media are implemented on four distinctive and important elements as monitoring, measurement, analysis, and reporting. The process of measurement is completed also through observation, data collection and analysis to gain the insights. Monitoring social media and measuring the interaction of launch marketing campaign are also useful to understanding user insights, especially for the new website as the Hello Espoo website.

In order to measure the success of the Hello Espoo website, it was significant and meaningful to monitor and analyse website traffic, report of the launch marketing campaign such as interaction on social media, feedback from event's participants. These results figured out the engagement and affection of the website to the website users.

After two months of posting on social media, the results of the social marketing campaign for launching the Hello Espoo was tremendously valuable. Combining storytelling and content marketing in video marketing was a successful approach to engage and interact with the target audience. According to the report of the Hello Espoo website campaign on social media by Marketing and communication manager of Economic and Urban Development of City of Espoo, Facebook had 31 274 people reached, 2075 clicks, 538 reaches & comments; Instagram had 5238 people reached, 8053 impressions and 161 likes; Twitter had 28598 impressions (see Figure 46). Twitter and Facebook were the best-reaching channels of the Hello Espoo launch campaign.

	Date	Content	Reach/ Kattavuus	Clicks/ Klikkaukset	Engagement/ Sitoutuminen
Facebook	1.10.2019 *	PR announcement	5387	678	205
	3.10.2019	Testimonial video	7726	640	139
	10.10.2019	A story of Leigh Ewin from A Grid	2584	58	18
	17.10.2019	Simon Allaeys's story from Kamu	2141	10	7
	25.10.2019	A story of Jijo Jackson from Rovio	2984	65	24
	31.10.2019 *	A story of Nesli Sözer from VTT	5646	532	152
	7.11.2019	A story of May Huang from Insjö	1806	31	16
	14.11.2019	A story of Kit Srinivasan from Aalto Univer	1852	32	11
	21.11.2019	A story of Vilen Looga from VimAl	1148	28	11

	Date		Reach/ Kattavuus	Impressions/ Näyttökerrat	Likes/ Tykkäykset
Instagram	4.10.2019	Testimonial video	1266	1906	39
	11.10.2019	A story of Leigh Ewin from A Grid	1424	2171	49
	17.10.2019	Simon Allaeys's story from Kamu	1311	2071	36
	1.11.2019	A story of Nesli Sözer from VTT	1282	1905	37

	Date		Impressions/ Näyttökerrat	Media views/ Median näytöt	Retweet/ Uudelleen twiittaus
Twitter	1.10.2019	PR announcement	6680	x	10
	17.10.2019	Simon Allaeys's story from Kamu	5818	714	11
	24.10.2019	A story of Jijo Jackson from Rovio	2042	328	11
	31.10.2019	A story of Nesli Sözer from VTT	5102	908	1
	7.11.2019	A story of May Huang from Insjö	4216	454	6
	14.11.2019	A story of Kit Srinivasan from Aalto Univer	2302	339	8
	21.11.2019	A story of Vilen Looga from VimAl	2438	308	8

Figure 46. Social media report of the marketing campaign for the Hello Espoo website.

In addition, two Facebook advertisements were also created for target audiences inside and outside of Finland. Target audiences are men and women from 18-50 years old, who are living in Finland and target countries such as Estonia, Russia, Sweden, China, India, Somalia, Vietnam, Thailand. It was the first time City of Espoo advertised outside of Finland. The Facebook advertisements just launched for 8.5 days, nevertheless, it reached 383 872 people with 22 003 clicks. Paid advertising reached the right target audience (Report of the Hello Espoo website campaign on social media by Communication Specialist of City of Espoo).

Statistics of the Facebook page of City of Espoo mentioned the Hello Espoo website attracted attention. Through storytelling with resident stories, the communication supported the widespread awareness about the Hello Espoo website widely (Report of Communication specialist of City of Espoo, 2019). Based on the ratio of comments, reactions and shares posted to impressions, the reports also mentioned that posts of the Hello Espoo website launch campaign were on top 3 engagement rate and lifetime engagement of the Communication of City of Espoo in October 2019.

On shared media, I also connected with HR Communications Manager of City of Espoo to promote the Hello Espoo website on LinkedIn. Currently, LinkedIn channel of City of Espoo has more than 11 000 followers and is a good communication tool to engage international talents, who are living in Espoo or plan to move to Espoo.
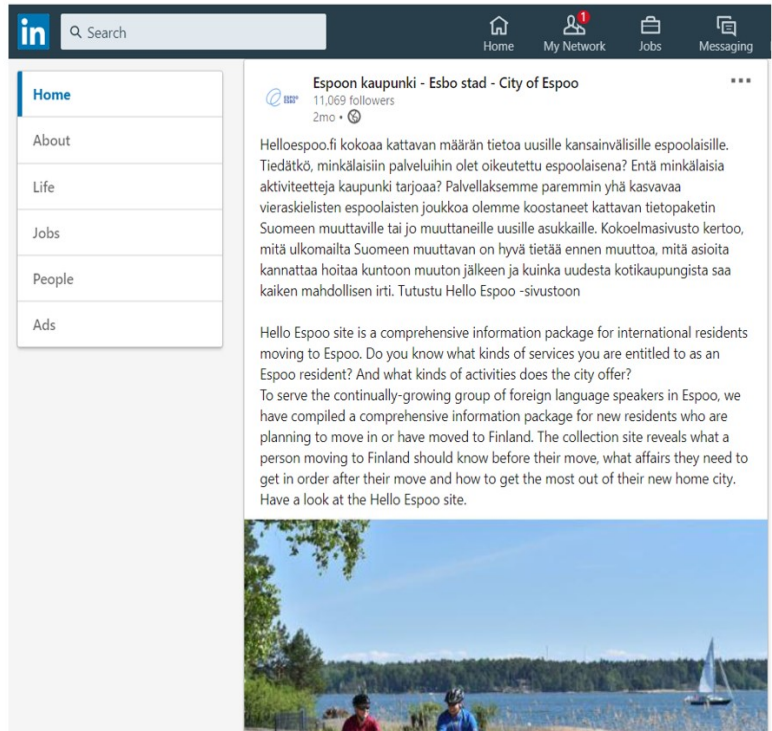
Figure 47. Report of the Hello Espoo launch campaign on LinkedIn.

In addition, website traffic is a key metric, which provides the number of people visiting the website to measure the visibility of a newly launched website. In City of Espoo, Marketing and Communication Manager is using Snoobi tool to analyse website traffic. Snoobi could analyse unique visitor behaviour, page tracking. From 9.2019 to 9.2020, there were 16 236 visits by 13 744 visitors to the Hello Espoo website. The number of visitors and visits was increased during the period of marketing campaign from October to November 2019.
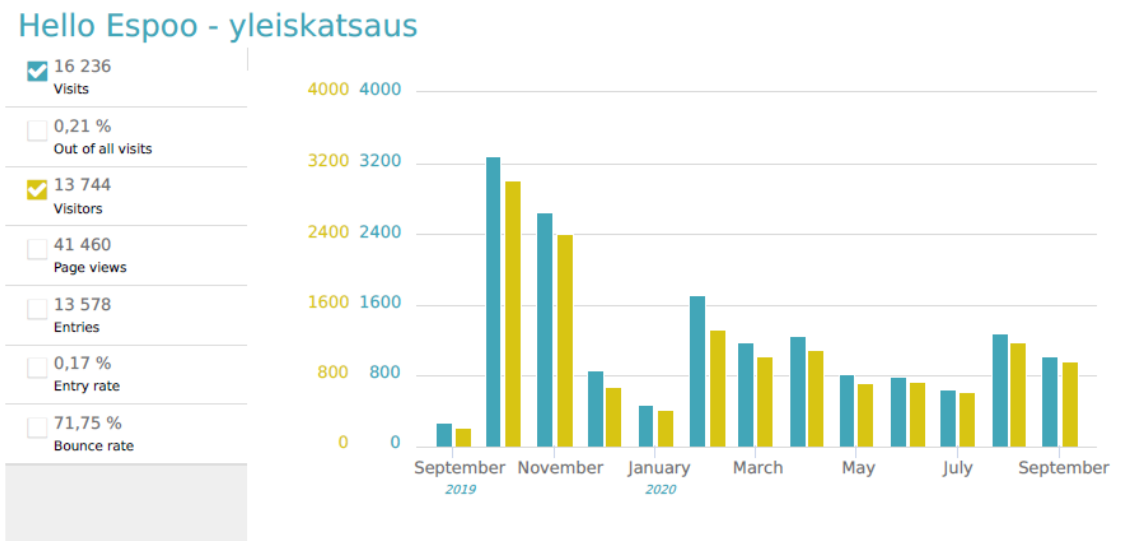
Figure 48. Report of Snoobi about the Hello Espoo website traffic (19.9.2019-19.9.2020)

The Hello Espoo website was also promoted and supported through partnership, media relation, publicity mention and backlinks. InfoFinland shared information of the Hello Espoo website on their website and their newsletter 05/2019. Many stories about Hello Espoo website were shared at Twitter by GoodNewsFinland, Niittykummun school and City of Espoo's units. A blogger called "the elephant mum" also mentioned the Hello Espoo website as "a goldmine of information, tailored for newcomers and international residents" (The elephant mum 2020). News Now Finland website published an article about the Hello Espoo website and the Hello Espoo event.

Figure 49. The article about the Hello Espoo website was published on newsnowfinland.fi

In the meeting of Economic and Urban Development of City of Espoo, the Hello Espoo website was recognized as a good and successful initiative to support international residents. The marketing campaign for the Hello Espoo website was also evaluated by Marketing and Communication Managers as a successful campaign. The report 10.2019 of City of Espoo's Facebook channel mentioned "the Hello Espoo website attracted special attention in top 3 engagement rate and top 3 lifetime engagement. The Hello Espoo website seems to have been interesting and has responded to the demand. Videos and personal stories are effective ways to engage the website's users". These ranking rates explains the percentage of the total people a post reached through the number of comments, shares, clicks.

7.2 Recommendations for further development of the website

Even through the Hello Espoo website was measured and evaluated successfully, it is still crucial and valuable to create new initiatives to develop the concept of the website and engage more target audiences. The website needs to be maintained regularly, updated user interfaces, accessibility and user experience as well as involved with the cooperation between city of Espoo's units, public sectors and strategic partners. In desire future, the Hello Espoo can be built as a brand of International Espoo to support international residents.

Maintenance

All websites should be updated regularly to check issues, mistakes and keep the information of the website up-to-date and relevant. Website maintenance also encourages continued traffic growth and engages current and potential users.

On the Hello Espoo website, there are a lot of numbers and links as well as news and events. It is important to do a maintenance checklist for the website to ensure that the website is up-to-date and well-designed. I created a maintenance plan for the Hello Espoo website that I update news/events related to international residents on the website daily and check pages loading without errors. Monthly I check all links on the website if there are any broken links and analyse website statistics from the previous month. Quarterly, I check and update all information on the Hello Espoo website if there is new information from national services and city services. Graphics, banners and images of the website will be designed quarterly or occasion. Yearly I check the website design and structure.

Figure 50. Maintenance process of the Hello Espoo website

A new website design

City of Espoo is planning to change the content management system of the city websites in 2021, hence, the website concept needs to be developed and the design of the website needs to be more attractive and user-friendly.

76

The target audiences of the Hello Espoo website have various expectations, needs, levels of English proficiency, computer skills and knowledge on the Finnish reality, therefore, it is important to modify content or apply modern user interface/user experience design and best practices. The new design needs to be improved each use case scenario in terms of usability, clarity, effectiveness, user-friendliness, accuracy, readability, accessibility, responsiveness, consistency, etc.

The new content management system should support to apply different templates as layouts, styles for different pages in one website. The user experience of the website could be improved if the website has video banner, flexible header menu content, and special features such as voice recognition, text to speech, contrast theme colours, etc.

A part of international community

In the desire future, the Hello Espoo website could be a part of the ecosystem for building inclusive and international Espoo. Firstly, the Hello Espoo website could be integrated with new espoo.fi to be a comprehensive information package for international residents. Secondly, the Hello Espoo Facebook group that was built from April 2020 as a potential platform to promote the Hello Espoo website and build international community. The Hello Espoo Facebook group offers all English-speaking residents a welcoming, positive and diverse space for sharing news and events, information about city services in English and the opportunity to discuss common experiences and the development of the city. After 6 months until 10.2020, the Hello Espoo Facebook group has more than 1200 members with many posts and activities. Finally, the Hello Espoo annual event is a chance for international residents to explore city services and Finnish culture. The Hello Espoo event is also a place to promote the Hello Espoo website. Finally, The Hello Espoo Network is a cooperative network between City of Espoo units, strategic partners and international talents to achieve City of Espoo's goals for building a diverse, fair and inclusive Espoo.

8 Conclusions

The major desired outcome of the study was a new Hello Espoo website in English that provides comprehensive information and useful guide for international residents before, during and after moving to Espoo. Throughout the thesis, I explained in detail a long running process of developing and promoting the website, thereby answered the four research questions identified in Section 2.3:

RQ1) What is the demand for municipal communication from Espoo city to its current and potential international residents?

RQ2) How to develop a new website for providing information about city services to international residents?

RQ3) How to market the website to its target audiences with a limited budget?

RQ4) How to evaluate the public communication effectiveness of the website?

Firstly, the thesis emphasised the significance of municipal communication and the necessity of website creation for communicating services of City of Espoo to its international residents. On the one hand, Espoo is the home to people of more than 150 nationalities. Its foreign-language population is increasing rapidly from 18% in 2020 to estimated 30% in 2030 (Section 2.1). As other citizens, they have the legal rights to access to information of public services (Section 3.1). On the other hand, website is a cost-effective communication tool to provide up-to-date public information (Section 3.3). However, before this research there was a lack of a special website in English for foreign citizens of Espoo (Section 0).

Secondly, the Hello Espoo website development (Chapter 5) relied on the recent findings in public sector communication (Section 3.1), web communication (Section 3.3) and on the current situation of City of Espoo (Sections 2.1, 0). It contains of four phases: web communication plan (Section 0), information architecture (Section 0), web design (Section 5.3), development and testing (Section 5.4).

Thirdly, the website marketing was conducted successfully with a marketing strategy (Section 6.1) and involved both internal and external marketing campaigns (Sections 6.2, 6.3). In addition, it applied a few best practices of place marketing and place branding (Section 3.2).

Finally, the effectiveness of the new website was evaluated through the results of a social media campaign, website traffics and other measurements. The social media campaign reached tens of thousands of people in various social media channels of Espoo. The

Facebook advertisement approached about 400,000 users. The website traffic after one year of launching achieved more than 13,000 visitors (Section 7.1).

This final chapter describes and examines the theoretical and managerial contributions of the study, its limitations and potential directions for further research and development. Among the highlighted contributions, in addition to the Hello Espoo website highly recognised by City of Espoo, it is worth mentioning a constructive framework that I created and used as a research process structure. The constructive framework allowed joining my literature review results, mainly in public communication and web communication, with my project activities in a common process for achieving the required outputs. The constructive framework, along with the experiences City of Espoo and I gained during the process implementation, is supposed to be a relevant and useful case study for similar projects in the future.

The chapter ends with my self-evaluation and acknowledgements. Thanks to this research, I had a great chance to contribute to the success of City of Espoo, bring my little benefits to the society, and obtain a lot of important knowledge and experiences for myself. Therefore, I would like to express my deepest gratitude to my supervisor and other people, without whose trust and support I could not have undertaken my duties.

8.1   Theoretical contributions

The constructive research approach (Oyegoke 2011, 580) was selected for this research because it is a systematic problem-solving method that combines current theoretical findings with practical implementations to facilitate the creation of new methods, tools and techniques (Figure 9). In particular, it requires the construction of theoretical models and plans as well as the logical connection of research questions with experimental data to reveal solutions (Section 4.1).

In this study, I built a specific constructive framework for web communication development in public sector (Figure 10 and Section 4.2). The central part of the framework, construction of a solution, is a comprehensive process that covers the analysis of the demand on municipal communication to international residents (needed for answering RQ1), the website creation and promotion steps (RQ2 and RQ3), and its effectiveness measurement (RQ4). The two main disciplines applied during this process were public sector communication and web communication with regard to the target organisation – City of Espoo.

Public communication differs from other forms of organisational communication by its requirement on balancing the organisational goals and citizen needs (Canel & Luoma-Aho 2020). The most important function of public communication is to inform and explain government decisions and public services to its residents (Pasquier & Villeneuve 2012, 147 -153) who must have opportunities to participate and influence the municipal activities (Suomen Kuntaliitto 2016, 6). In this research, I defined a public communication strategy according to the goals of City of Espoo and the most typical information demands of international residents as the main target audiences (Section 3.1).

Web communication, or web-based communication, is one of ubiquitous types of digital communication that nowadays plays a crucial role in public communication. The most essential function of web communication is to produce and publish content on the Web, a prevalent service of the Internet, in the forms of websites. Website is a popular kind of platform to transfer information to a large audience in a real-time and time-shifted mode. A website used in public communication represents a set of related web pages that every citizen can access with a web browser application from a smart device connected to the Internet.

This research applied the whole website creation process suggested by Bell (2009). In general, this process includes such steps as website planning, website development (designing, building & testing) and web marketing (promotion & maintenance). However, following the recommendation of Geest (2001,1) to consider the planning and designing steps as a communication design process rather than a technical design process, a greater part of Chapter 5 about the development implementation concerns the examination of web content, web design and user satisfaction. To ensure that the new website will facilitate the overall city strategy and address the target audience needs, both the internal and external data were analysed carefully with support of theoretical findings, organisation guidelines and qualitative focus group discussions. Then, the success and efficiency of the recently created website was evaluated by its stability, accessibility, usability and integrity of information. This assessment, in addition to organisation and user feedback reports, showed that the new website meets the organisation and end users expectations and significantly benefits them by saving their time, efforts and costs.

As shown, this study systematically integrated various theoretical findings into practical implementation in order to (a) produce a constructive framework, and (b) develop and promote a new website for public communication. However, to widen the potential outcome effectiveness, it is recommended to study and apply the place marketing and city branding disciplines deeper in the future researches.

8.2 Managerial contributions

This research emphasises the role of the strategical vision and management activities of City of Espoo as a public organization in developing digital communication with its English-speaking international residents. Espoo is a diverse city with more than 150 nationalities. The percentage of its foreign-language speakers to the whole population of 290 thousand people is 18% in 2020 and estimated to be 30% in 2035 (The City of Espoo 2020). In 2017, aiming to continuously improve and provide public services openly and fairly to all citizens, the City of Espoo decided to adopt English as a service language, in addition to two official languages – Finnish and Swedish. One year later, Espoo conducted a special survey regarding its services in English and it revealed some challenges of utilizing the services to citizens. In particular, most of 600 respondents mentioned a need of a package information in English for English-speaking residents.

In 2019, City of Espoo assigned me to manage a project with the following primary goals: (1) detailed examination of the information demand of city international residents; (2) data collection from various sources, re-creation and preparation for further publishing; (3) development and promotion of an online information-sharing platform based on the existing city resources; (4) the platform evaluation and maintenance. The activities to achieve the project goals are described briefly below, with a focus on the management point of view. Although many of these activities were carried out simultaneously, they are listed here in a logical order.

Firstly, I divided the target audiences into three categories and defined the information types that they desire, or the city wants them to know. This helped to follow the fundamental requirement of public communication on balancing the organisation goals and the crowd expectations, and to filter quickly unnecessary data.

Secondly, I defined an information architecture and a visualisation style, then collected and prepared data. The information architecture and the visualisation style makes the website more user-friendly, attractive and emphasises the organisation identity. The data were gathered from numerous sources: the official websites of public organisations and institutions, existing documentations, published studies, etc. Based on the classified and pre-processed input data, I created new diverse, interesting and understandable text, image and video contents, which fit to the selected information architecture and visualisation style.

Next, I developed a new website with an existing content management system and conducted a marketing campaign to promote the website. Since 2012, City of Espoo owns

a license to use a content management system (CMS), a web application for creation, modification and automatic conversion of website content into web pages with predefined templates and styles. Despite of certain constraints of the old-fashioned CMS, I could produce a website that is as nice-looking and user-friendly as possible. Then, with a very limited budget and available resources, I executed a successful marketing campaign for the Hello Espoo. The campaign strategy was focused on cost-effective digital marketing (social media, email advertisements, web banners, etc.). Furthermore, with support of the city partners, I organised a low-budget promo event for face-to-face introduction and discussions with an interested contingent of 140 people.

Finally, I evaluated the effectiveness of the website and frequently upgraded its content as necessary. According to the measured results of the web traffic in one-year, social media campaigns and reports, the Hello Espoo website has been determined as an effective marketing communication tool for City of Espoo to inform city services to its international residents. Meanwhile, it requires almost daily update to reflect the latest news and information.

Throughout the project, I used various communication methods and computer tools for improving the work performance. I regularly cooperated with multiple stakeholders of City of Espoo to exchange opinions and information. Most stakeholders were my colleagues from different departments of City of Espoo and from city partner organizations. The prevalent form of interaction was focus group discussion, which involves gathering people (online or offline) to discuss specific topics of interest. This way allowed me to review the project progress, receive feedbacks and potential ideas for the future steps. In addition, I used internal communication tools and data platforms for teamwork and sharing data. Besides, I used various software for designing and editing the text, image and video contents.

As can be seen, even with very limited resources and budget, a well-organised project with a carefully prepared plan based on a constructive framework, with right tools and methods can enables achievement of the desired results. Moreover, aligned with the overall strategy of Espoo, the new Hello Espoo website does not only enhance the municipal information services, but also supports the city identity as a unique, positive, diverse and international city. In particular, the website serves as a beautiful business card of Espoo frequently mentioned by many others in several websites, traditional and social media. Furthermore, the website marketing campaign is considered as a good city branding facilitator and a good experience in engaging international residents in general.

8.3 Research limitations and directions for future research

Although the results of the research were recognised by City of Espoo as a real success, it had three notable limitations that should be improved in the further efforts.

First, the website development should use a better content management system (CMS) than the one that City of Espoo has a license to use now. In 2021, City of Espoo is planning to migrate all its official websites, including the Hello Espoo website, to a new platform based on a state-of-the-art CMS. The new CMS is expected to allow the creation of more modern website templates, styles and themes, and support trending Internet features such as integration with social media platforms, user-customised theme and portfolio, video banner, live video broadcast, file sharing, flexible menu, dynamic charts, online meetings and chat, network building, voice recognition, etc. In this case, comparing to the current Hello Espoo website version, the new one would meet much higher digital communication standards, become much more effective, attractive and user-friendly for both website editors and end users.

Second, the website marketing campaign should be provided with a larger budget and involve more diverse activities. That would allow City of Espoo to create more professional and expensive promo videos, spend more money on various paid media (e.g. Google Advertising, SEO), organise more exciting events and, as a result, reach a larger amount of target audiences and engage deeper them.

Finally, the website marketing campaign should involve more fundamentally city branding and cover a wider geographical area. On the one hand, the Hello Espoo website supports the city identity and makes good first impressions of Espoo. Moreover, the website promotion activities facilitated the city branding by engaging international residents of Espoo. On the other hand, if the place branding concepts and theories could be applied more systematically, starting from the strategy building stage of the marketing campaign, it would enhance better the city brand image and loyalty. Especially, if the marketing campaign could cover other countries, then (1) it could reach more potential newcomers, attract more strategic partners and talents to come here, and (2) the city brand awareness could appear more globally.

In general, I would like to emphasise that the city situation and the target audience expectations are always diverse, changeable and require quick adaptation. For achieving the city strategic goals, the municipal communication must continuously strive to understand, approach and meet the people needs. This research could be a case study for

applying by Espoo and other cities to engage effectively their residents and build a good city branding in the future.

8.4   Self-evaluation and acknowledgements

Thanks to the research work at Haaga-Helia University of Applied Science and the interrelated project at City of Espoo, I had a unique opportunity to gain a significant amount of knowledge and experiences. First, I discovered for myself many concepts and theories in public sector communication, web communication and city branding, and realised a reliable way to apply them together in a multidisciplinary project. Second, I mastered in practice how to conduct public communication and marketing campaigns to reach target audiences, how to develop a website with the focus on creating information architecture, user interface and user experience (UI/UX) as a communication, rather than a technical design process. Third, I learnt to manage a project throughout a full project lifecycle: from initiation and scope definition to monitoring and closing. Fourth, I had been continuously improved my management, event organisation, communication, teamwork and other soft skills. In particular, I strengthened my speaking and writing skills in both English and Finnish. Fifth, I sharpened my skills of using many software tools for project management, website development and measurement, photo and video editors, online sharing and collaboration, event management, social media, etc. Finally yet importantly, I experienced working at City of Espoo, a large public organisation with more than 14,000 employees and many strategic partners, for enhancing the city information services and boosting the image of Espoo as a multinational and attractive city for both Finnish and non-Finnish residents.

Taking into account the very limited knowledge and experiences of mine before the research, the constrained resources and budget of the project I managed, the high recognition and good feedbacks the project received, I believe that I have done a successful research and development work. Meanwhile, I certainly know that I must improve significantly my communication abilities as well as other hard and soft skills to become a high-qualified professional working in the marketing and communication domain.

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