

**STATE OF AFFAIRS AND STRATEGIC
COMMUNICATIONS OF MUSIC THERAPY
- A FINNISH PERSPECTIVE**

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<p>Abstract</p> <p>Music therapy is effective in care and rehabilitation of different symptoms and illnesses. Both Finnish music therapy research and training have high quality and are acknowledged globally. Music therapy is among the most used therapies in Finland, but there are several challenges concerning the lack of professional recognition. The Finnish Society for Music Therapy's main goal is to promote professional music therapy activities, and it has a crucial role in music therapy -communications in Finland. Strategic communications is a term describing strategic actions related to public relations, marketing and health communications. This grounded theory research is aiming at defining the current state and challenges of music therapy in Finland and, related to these, the main focus of strategic communications. The data consists of a focus group interview, SWOT-analysis, literature and participant observation. In addition to the state of affairs and challenges, it has been defined that the main focus of strategic communications should link to national external communications. It should be targeted for the critical stakeholders via the most reaching channels and scientific research content in a condensed form should be emphasized. National visibility should be increased, so that valuation and the strategic position of music therapy in Finland would improve.</p>	
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Tiivistelmä Musiikkiterapia on vaikuttavaa erilaisten oireiden ja sairauksien hoidossa ja kuntoutuksessa. Alan suomalainen tutkimus ja koulutus on laadukasta ja kansainvälisesti tunnustettua. Musiikkiterapia on Suomessa yksi käytetyimmistä terapioidista, mutta ammatillisen tunnustamisen puute aiheuttaa useita haasteita alalle. Suomen musiikkiterapiayhdistys ry:n päätavoite on edistää alan ammatillista toimintaa ja sillä on tärkeä rooli alan viestijänä Suomessa. Strategisella viestinnällä kuvataan strategista toimintaa, joka liittyy tiedotus- ja suhdetoimintaan, markkinointiin ja terveystietoon. Tämä grounded theory -tutkimus tähtää määrittelemään alan nykytilan ja haasteet Suomessa sekä strategisen viestinnän pääpainopisteitä näihin liittyen. Aineisto koostuu pääosin fokusryhmähaastattelusta, SWOT-analyysistä, kirjallisuudesta ja osallistuvasta havainnoinnista. Alan tilanteen, viestinnän ja haasteiden lisäksi on määriteltävä, että strategisen viestinnän painopisteiden tulisi liittyä kansalliseen ulkoiseen viestintään kohdistettuna kriittisille sidosryhmille, tavoitettavimpia kanavia käyttäen ja etenkin tieteellisen tutkimuksen sisältöjä tiivistetyssä muodossa painottaen. Kansallista näkyvyyttä tulisi lisätä, jotta musiikkiterapian arvostus ja sitä kautta alan strateginen asema Suomessa kohenisivat.	
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With great gratitude,
Anne Takamäki

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1 INTRODUCTION

Music therapy can be considered effective and it is used for several types of symptoms and illnesses (Gold, Voracek & Wigram, 2004; Kamioka, Tsutani, Yamada & al., 2014). It is carefully planned, professional and goal-oriented working towards prevention, treatment or rehabilitation (Saukko, 2008). Finnish music therapy research is well recognized globally (e.g. Erkkilä, 2016b). In addition, Finnish music therapy training is versatile (Erkkilä, 2013) and has gained positive attention in other countries (c.f. Ala-Ruona, 2015a). In Finland, music therapy is among the most used therapies for the severely disabled persons with the costs covered by the National Insurance Institution of Finland (e.g. Autti-Rämö, Heino & Toikka, 2015; Erkkilä, 2016a). It is also paid for other patient groups by the same governmental institution and for other patient groups by for example hospitals (e.g. The Social Insurance Institution of Finland, 2017b).

Finnish music therapy can be considered as having high quality and long traditions in terms of research, training and professional work. Despite of all this, there are some problems in Finland in the field of music therapy. Most of these problems are related to the lack of professional recognition (e.g. Hilpinen, 2015; Ala-Ruona & Tuomi, 2015). Quite much has been done in the past years by the Finnish Society for Music Therapy, which has the main aim of pursuing the professional recognition of music therapy in Finland (Ala-Ruona & Tuomi, 2015). Even the Social Insurance Institution of Finland has stood up for the profession (The Social Insurance Institution of Finland, 2017c) along with some members of the Finnish parliament (Ala-Ruona & Tuomi, 2015).

It seems that at the moment it is necessary to explain more visibly the research-based effectiveness and unique possibilities of music therapy as a means for rehabilitation. This need might be not only related to convincing critical stakeholders such as decision makers, but also important stakeholders such as the purchasers of the services even more. There is also need for keeping the possible and existing clients of the services informed of the possibilities of music therapy and exploring the possibilities of music therapy with new client groups. Fortunately, there is quite much high-quality research-based information available, even more than with some other quite often used therapies in Finland, but the question is more about how to serve it with

efficiency and to whom. What are the means of getting the right instances to have interest in issues related to Finnish music therapy enough to make corrections to the existing problems?

Obviously it could be, that the problems the field is facing are not due to not delivering the message right, since there is years and years of hard work and a large amount of careful planning and even consulting lawyers behind the actions of for instance the Finnish Society for Music Therapy (e.g. Ala-Ruona & Tuomi, 2015). Still a question arises, whether any advancement with this matter could be achieved by utilizing strategic communications, which is a concept that has become popular during the last few years. It is a term used of actions related to for instance public relations, marketing and health communications (Hozhausen & Zerfass, 2015) and it is communicating purposefully to advance the organizations mission (Hallahan, Holzhausen, van Ruler, Vercič & Sriramesh, 2007, 4). Would this help Finnish music therapy in lifting its profile? For this purpose, there is a need for describing the state of affairs of Finnish music therapy and its challenges as well as defining the main focus of strategic communications for influencing these issues. No matter how well the delivering of a message is planned it is always up to the receiver whether to receive it or not and of course there might be several different disturbances while the message is being delivered (e.g. Juholin, 2013). Still planning of the strategic communications should at least make the communications related to music therapy more efficient and coordinated.

As a researcher I have a personal interest in the topic for several reasons. Firstly, I am working as private practitioner of music therapy, as entrepreneur and have personally experienced some of the problems regarding the professional recognition of music therapy. Secondly, being a member of the board of Finnish Society for Music Therapy for several years and being also a convener of the Marketing and Media Team, I am also one of the actors of music therapy -related communications of Finland. Since many of the communications-related work is conducted by volunteering music therapists and there are not many funding resources available for such non-profit organizations, the planning of the communications is highly valuable to do the best work possible with the resources that exist. As a member of the board I also have an easy access to information from Finnish top experts of music therapy, which both makes information seeking easier and also adds to the value of the research. There is hardly previous research available concerning exactly the same subject as this research. However, there is of course research about music therapy as well as communications available and some international literature available on professional recognition of music therapy and actions related to it.

The research questions of this study are: 1) What is the state of affairs of music therapy in Finland? 2) What kind of challenges the field of music therapy is facing in Finland? 3) What should be the main focus of strategic communications related to these issues? The research aim will be pursued using qualitative research and

grounded theory method, where theory is formed by the basis of the information acquired from the data (Metsämuuronen, 2011). The data collection consists of literature review, focus group interview, SWOT analysis and participant observation, and ACT! Questionnaire and some classified material as supplementary data. The data has been analyzed with grounded theory analysis.

An up-to-date description of areas related to Finnish music therapy, or parts of it, can be used as part of education material as such, but this description also provides a solid base for defining the key points of Finnish music therapy and its challenges at the moment. In addition, the research process gives a description of the current state of communications of the Finnish Society for Music Therapy. This base along with communications-related literature and the research data can also be further used to define the focus of strategic communications of music therapy in Finland. On a further note, parts of the data and the findings of this research can also be used as a base for creating or defining a communication strategy for The Finnish Society for Music Therapy or for music therapy in Finland.

The long-term implications of the research will be the increased effectiveness of music therapy communications in Finland (e.g. Korhonen & Rajala, 2011). More effective communications can have a positive impact of increased awareness of music therapy and its effectiveness in the eyes of the stakeholders and on a further note, this can enhance the strategic position of Finnish music therapy in terms of credibility and appreciation. This could in the long run also have a positive impact on the professional recognition of music therapists as health care professionals in Finland.

2 LITERATURE REVIEW

The literature review of the research consists of both published literature as well as other materials. For purpose of concentrating on the state of affairs in Finland, there is literature concerning the Finnish research, training and professional work and also information regarding the Finnish Society for Music Therapy and its communications-related efforts. In the review of literature, there is also discussion of the challenges in the field of music therapy in Finland (e.g. Ala-Ruona & Tuomi, 2015) and some reflection to the situation of other countries for example in Europe and Canada (Letulé & Ala-Ruona, 2016). Regarding the subject of the research, information regarding communications-related issues such as strategy, communications, strategic communications and communication strategy has been gathered.

2.1 Music therapy in Finland

Music therapy is carefully planned, professional and goal-oriented working towards prevention, treatment or rehabilitation (Saukko, 2008). Finnish Society for Music Therapy defines music therapy as a rehabilitation and treatment form, which is based on scientific research. In music therapy, the elements of music such as melody, harmony, rhythm, tone and dynamics are used as a means for interaction for achieving the individually set goals. (Finnish Society for Music Therapy, 2020a.) According to Pitkäniemi, Sihvonen, Särkämö and Soinila (2020) music is an easily accessible and inexpensive element of treatment, which can be individualized for rehabilitation purposes.

Music therapy can be considered effective and it is used for several types of symptoms and illnesses (Gold, Voracek & Wigram, 2004; Kamioka, Tsutani, Yamada & al., 2014). It can be used to achieve positive results in the treatment of psychological, neurological, social and physical symptoms and illnesses and it can be used for all age

groups. The traditional uses of music therapy have been psychiatry and the rehabilitation of the disabled and it is also used for communication disorders and neurological problems as well as problems with substance abuse, pain (c.f. Pitkäniemi, Sihvonen, Särkämö & Soinila, 2020) and work-related fatigue. Music therapy can be conducted individually or within a group setting. (Finnish Society for Music Therapy, 2020a.) A group setting can be used for example if the clients would benefit from the group's social interaction. The goals of a music therapy process can vary depending on the client's needs and they are usually formed together with the client after an assessment period.

Lehtonen has stated, that the meanings involved in music and the psychological working influenced by that, are the forms of growth producing and healing functions of music. Music functions as a multifaceted and mutual means of communication between the therapist and the client. (Lehtonen, 1995.) The opportunities music has to offer for shared attention and meanings between the therapist and the client can develop the insufficient social interaction skills of the client. Lehtonen has also stated, that by listening and performing music it is possible for an individual to gain significant experiences of self-control, which can build his self-image, identity and self-esteem (Lehtonen, 2007). In fact, according to Maratos, Gold, Wang and Crawford (2008), music therapy has been used with mental disabilities. According to Erkkilä (1995), music therapy is the most powerful method for handling emotions especially if the client's problems are within this area. Erkkilä, Punkanen, Fachner, Ala-Ruona, Pönttiö and al. (2011) have stated that individual music therapy is effective for depression among the working-age population and it is a valuable enhancement to depression treatment practices due to its special qualities.

In Finland, the systematic use of music therapy begun in 1960's (Finnish Society for Music Therapy, 2020a; Tynys, 2019) and the first longer professional training was organized in 1984 (Tynys, 2019). Currently music therapy has been mentioned for a possible treatment for depression in the Finnish Current Care Guidelines (Finnish Medical Society Duodecim, 2016a). It is also stated in the Current Care Guideline for Schizophrenia that music therapy along with other treatments might diminish the symptoms and enhance the social functioning of a schizophrenia patient (Finnish Medical Society Duodecim, 2016b). In the Current Care Guideline for memory diseases such as dementia, music therapy is mentioned as a non-pharmaceutical treatment option for behavioral symptoms (Finnish Medical Society Duodecim, 2017). The Current Care Guideline for alcohol problems mentions music therapy as a psychosocial treatment option (Finnish Medical Society Duodecim, 2018) and Current Care Guideline for MS Disease refers to music therapy as a therapy option (Finnish Medical Society Duodecim, 2020). Music Therapy can be used and is being used in Finland also for several other symptoms and illnesses than those mentioned in the Current Care Guidelines.

Along with the developmentally disabled, a very large client group within the governmentally paid 'demanding rehabilitation for the severely disabled' are people who are on the autism spectrum (c.f. Carlson & Erkkilä, 2020) which is also maybe the largest music therapy client population worldwide. Music therapy can be also used for instance as post-stroke rehabilitation. Along with the listening of music, for example different tapping or drum patterns can be used to train both sides of the body and brain to enhance the functioning of the injured side (c.f. Forsblom, 2012; Haapsaari, 2012 & Ruotsalainen, 2013). This is based on the plasticity of the brain and the music's effects on the recovering brain, which help the re-learning of motor skills.

According to Maratos & al. (2008) active music therapy methods such as clinical improvisation, are more widely used in Europe, whilst receptive or combined approaches are preferred in the United States. The methods used in music therapy can be based for instance on listening to music, the use of voice, playing and improvising music, making music, music and movement, low frequency sound vibration, functional music therapy, therapeutic discussion and other methods (Savolainen, 2017). Clinical improvisation is based on the spontaneous interaction between the therapist and the client by using different musical instruments, such as simple drums, xylophone-type mallet instruments or human voices (Erkkilä & Tervaniemi, 2012). In Finland, clinical improvisation is a quite common method, especially within music psychotherapy settings, and it is one of the methods used in many Finnish music therapy research projects. However, also for example receptive methods and functional music therapy methods are used widely.

2.1.1 Research

Several research surveys and meta-analysis of music therapy have been published and music therapy can also be found in the Cochrane database (e.g. Ala-Ruona, 2015b; Wheeler, 2005), which is a very important source of information in terms of making general medical guidelines as well as individual treatment decisions. According to Wheeler (2005), only a part of researches in the field of music therapy are published in music therapy journals, but information of the field can be found increasingly in medical publications related to for example rehabilitation, neuropsychology and nursing. Music therapists are also publishing research articles in cross-scientific publications as well as journals related to psychotherapy, psychology, education and special education. (Wheeler, 2005.) Finnish music therapy research is very active (c.f. Tynys, 2019) and well recognized globally, and the Finnish researchers train their models abroad (e.g. Erkkilä, 2016b). Most of the Finnish music therapy research is done at University of Jyväskylä (Finnish Society for Music Therapy, 2020b) whereas research of music and brain functioning, which is in connect with music therapy, is conducted more at University of Helsinki. In University of Jyväskylä, where is also the only music

therapy professorship in Finland, there are doctoral and post-doctoral research and some funded research projects by different researchers as well.

Finnish music therapy researchers have done high quality research related to for example depression (c.f. Erkkilä, Punkanen, Fachner & al., 2011; Fachner, Gold & Erkkilä, 2013; Punkanen, Eerola & Erkkilä, 2011; Erkkilä, Brabant, Saarikallio, Ala-Ruona, Hartmann, Letulé, Geretsegger & Gold, 2019). In fact, depression is one of the key research areas of music therapy in University of Jyväskylä, Finland. The research “Individual music therapy for depression: randomised controlled trial” by Erkkilä & al. (2011) was selected as “NHS Choices” by the National Health Service of United Kingdom as one of the best health news and effective researches of the year 2011 (Ala-Ruona, 2015b). It is also referred in the Cochrane Review of Music Therapy for Depression as the only study involved in the review, which used extensive training for the participating music therapists to ensure the reliability of the provided intervention. The same Finnish research by Erkkilä & al. was also mentioned as the only study involved in which the effects of the intervention were measured also at medium-term, whereas the researchers in general have mainly considered short-term interventions and have provided less information about the long-term effects of their studies. (Aalbers, S.; Fusar-Poli, L; Freeman & al., 2017.) The research of Erkkilä, Punkanen, Fachner & al. (2011) was also selected, from several leading research articles concerning depression, for the internationally valued Clearvue Health -internet page, where it is presented in a clear visualized form and reaches millions of readers worldwide. (Finnish Society for Music Therapy, 2020e; Clearvue Health, 2019.)

There are at least 16 doctoral theses made in Finland covering several different subjects regarding music therapy (Finnish Society for Music Therapy, 2020b) as well as several master’s theses, most of them at University of Jyväskylä. The subjects of the theses vary from for instance invented models of music therapy to the use of music therapy in post-stroke rehabilitation (2012) and the goals of music therapy in a child’s music therapy process (Saukko, 2008). In Finland, there is also ongoing high-quality research of music and the brain and other subjects related to music and health. This provides relevant information for music therapy clinicians, trainers and researchers and adds to the effectiveness knowledge of music therapy.

2.1.2 Training and education

The Finnish education system for music therapy builds up from entry level courses and basic studies at the open university until doctoral studies. Music therapy education has been in the university system since 1984 (Erkkilä, 2013). Music therapy can be learned in entry level courses of using it as ‘therapeutic use of music’ in other professions as open university courses or additional training courses by Eino Roiha Institute or other organizations (e.g. Erkkilä, 2013). This is a practical way for one to try if music therapy would be a suitable profession to study or just to have new tools for managing

other client work. As a new opening, Jyväskylä University of Applied Sciences in collaboration with Eino Roiha Institute, has started new university diploma studies of music therapy with a title 'Therapeutic use of music', which contains both music therapy -related subjects as well as health related subjects (Jyväskylä University of Applied Sciences, 2020). This can also serve as additional education for other studies or for aiming at professional studies of music therapy.

For becoming a music therapist, one has to have a former profession and an occupational degree from vocational school, university of applied sciences or university. The degree can be for instance from the field of social and health or from education or music. There has to be also a certain amount of musical skills for a person to succeed as a music therapist, but it is not mandatory to have a vocational degree of music. At the moment Eino Roiha Institute is the only institution in Finland offering the professional training of music therapy. The training program is currently offered in the cities of Jyväskylä and Tampere. (Eino Roiha Institute, 2017.) The study program lasts for three years part-time and is very similar to a psychotherapist training in Finland, with mandatory group therapy and clinical supervision along with practicing client work and studying music therapy basic and subject studies as well as clinical work -related studies. Erkkilä (2013) notes, that a music therapist needs a theoretical, clinical and musical basis for becoming a practicing professional. The studies are not governmentally supported and there are costs of the student of professional studies, both fees for Eino Roiha Institute and additional fees for open university for basic and subject studies.

After completing music therapy professional training, one is qualified to work as music therapist in hospitals or other institutions or have a private practice and pursue a contract from the Social Insurance Institution of Finland and a local hospital district. Some continue to master's degree whereas those, who have no former university degree have to do first a bachelor's degree of music therapy with some additional courses depending on the student's former studies. The bachelor studies in Finland are done via Open University of Jyväskylä and the master's degree in University of Jyväskylä. Finnish music therapy training is versatile (Erkkilä, 2013) and the clinical training model of music therapy used and developed in University of Jyväskylä has even drawn positive attention in other countries (c.f. Ala-Ruona, 2015a). University of Jyväskylä has offered master level studies in the field of music therapy until the year 2018, beginning with studies in Finnish and turning it later into an international master study programme conducted in English. The international master study programme of music therapy has been on a break since 2018 and is officially ending at December 31, 2020. Instead, in the coming year there is beginning a new master's programme with 'applied music and arts therapy research' as a specialization possibility of the music science programme (University of Jyväskylä, 2020). There is also a doctoral study programme of music therapy as well as post-doctoral research and

research in general being done at University of Jyväskylä. The doctoral study programme is possible for both Finnish and international students.

Many music therapists decide later to have additional training such as becoming a clinical supervisor or psychotherapist (c.f. Erkkilä, 2013). The latter is especially useful whilst working with psychotherapy clients of all ages, because at the moment, the Social Insurance Institution of Finland is covering the costs of music psychotherapy for just adolescents aged 16-25 (c.f. Social Insurance Institution of Finland, 2017b) if the therapist does not have additional psychotherapist training. By acquiring the title 'psychotherapist', it is possible to widen the range of clients for all ages. However, this does not concern the Demanding medical rehabilitation for the severely disabled, where the costs are covered for persons under the age of 65. As a relatively new opening, University of Jyväskylä has started a new music psychotherapist study programme, which gives the healthcare field's protected title of psychotherapist (Ala-Ruona & Tuomi, 2015). This training is organized as additional training with costs for the student, as it is usual in Finnish psychotherapy trainings. However, there have been questions in public discussion, if it would be possible to lower the costs of the Finnish psychotherapy trainings with governmental support. This would increase the availability of the training for more individuals and it would benefit the increasing demand of psychotherapists.

In Finland, there is a development group for music therapy trainings, SUMUKE, which consists of training program leaders. It's main task is to develop common criteria for the Finnish trainings and also enhance collaboration between different training institutions. (Ala-Ruona & Tuomi, 2015.) While therapists seek to receive a contract of service providing for the Social Insurance Institution of Finland, it is checked that their training meets the SUMUKE criteria.

2.1.3 Professional work

There are about 500-600 clinically trained music therapists in Finland. Most of them are working with patients having neurological disorders, mental health problems or mental disabilities and some in medical contexts, preventative work or with families. (Ala-Ruona & Tuomi, 2015.) Most Finnish music therapists are working as private entrepreneurs, although there are a few larger music therapy companies and some therapists are employed by for example hospitals and foundations for disabled persons (e.g. Hilpinen, 2015). There are about 50 music therapist positions in public healthcare of Finland (Ala-Ruona & Tuomi, 2015). Both the Social Insurance Institution of Finland and different hospitals cover the costs of music therapy based on agreements with private music therapy practitioners, with the exception of a music therapist working full time or part time as an employee in that particular hospital.

In Finland, music therapy is mostly paid by Social Insurance Institution of Finland and hospital districts (c.f. Keränen & Takamäki, 2019) and music therapy is

among the most used therapies with the costs covered by the National Insurance Institution of Finland (e.g. Autti-Rämö, Heino & Toikka, 2015; Erkkilä, 2016a). Governmentally paid music therapy is usually intended for people with severe disabilities or illnesses as well as mental disorders. The main purpose and goal of governmentally paid music therapy for children, adolescents and adults is usually aiming at enhancing the individual's ability to participate in daily activities such as working or studying and thus being an active member of the community. This can mean for instance being able to communicate or interact better, have more social skills, have better mental health, being able to concentrate more or having better neurologic or motor functioning. With progressive illnesses the goals of therapy can also be related to maintaining the abilities of the patient regarding for instance motor functions and communicating. The Social Insurance Institution of Finland's (2017a) Therapy Standard - manual for the medical rehabilitation for persons with severe disabilities (translated by the writer) states the following:

The goal of music therapy is to support the rehabilitating person's physical, psychic and social development and functioning abilities by musical means. Music therapy can be used for supporting interaction, body awareness, structuring of one's own actions and environment as well as focusing and maintaining attention. The purpose of music therapy can also be supporting of mental wellbeing or enhancing skills of self-expression, emotional life, self-awareness, self-confidence and the quality of life. The individual goals are determined regarding the patient's age and strengths as well as the nature and severity of the problems in collaboration with the patient. (p. 25)¹

The Social Insurance Institution of Finland is also covering the costs of music therapy as rehabilitative psychotherapy of adolescents age 16-25 (The Social Insurance Institution of Finland, 2017b). Other instances covering the costs of music therapy for different symptoms, illnesses and disabilities are for example hospitals, social service centers of communities and insurance companies.

In the level of European Union, music therapists had in 2016 the professional recognition in Austria with music therapy and in UK, Latvia and Lithuania with arts therapy including music, art and theatre therapies (Letulé & Ala-Ruona, 2016). The music therapists working in Finland are facing several challenges regarding the lack of professional recognition (e.g. Erkkilä, 2016b; Hilpinen, 2015). These challenges can include for example paying more value-added taxes than other therapists or some other music therapists, not getting a patient insurance but a liability insurance instead and not getting listed as health care professionals to certain health care registers. This inflicts also an unfair situation between different therapists working as private entrepreneurs in the same field. (e.g. Hilpinen, 2015.) Finnish Society for Music Therapy has done over 20 years of hard work trying to affect these issues (c.f. Tynys, 2019). The Social Insurance Institution of Finland (2017c) has also made a public statement for the professional recognition of music therapists or changing their tax protocols in the

¹ The Social Insurance Institution of Finland, 2017a.

development portfolio of legislation. Some members of the Finnish parliament have also made official requests for the professional recognition of music therapy (Ala-Ruona & Tuomi, 2015), but any results have not yet been achieved.

There is an existing ethical code for Finnish music therapists, which has been drawn together in collaboration with the most distinguished experts in ethics, Martti Lindqvist and Leevi Piispa, and there is also the existence of a 'MUS -report base' in the patient's care report system. Finnish Society of Music Therapy and its members have on international level committed to European Music Therapy Confederation (EMTC) standards for both training and professional actions. The situation in 2004 was, that music therapists are producing a yearly amount of over 130 000 client sessions in addition to several consultation, counselling and guidance sessions and network meetings. (Ala-Ruona & Erkkilä 2004, 39-40.)

The everyday work of a Finnish music therapist is on the other hand demanding, but yet very rewarding. The music therapy professional training, along with individual former education, gives a solid base for building up professional skills. However, the work itself teaches many issues and it is a profession of life-long learning. The daily work of a music therapist entrepreneur, which is in Finland the most common way of employment in music therapy, consists of meeting clients at office or in different facilities, documentation, assessing, evaluation, counselling parents, multi-professional network meetings with health care professionals and learning facilities personnel (c.f. Ala-Ruona & Erkkilä, 2004, 39), billing and other office duties. Some music therapists also have shared therapy sessions with other therapists, such as occupational, physio or speech and language therapists. Music therapists often acquire additional training involving certain methods or clientele or for instance AAC (augmentative and alternative) communication methods. Many Finnish music therapists want to network with other professionals of the field and thus join the Finnish Society for Music Therapy.

2.1.4 Finnish Society for Music Therapy

The Finnish Society for Music Therapy can be considered as the cornerstone of Finnish music therapy. It was founded in 1973 to promote professional music therapy activities in Finland and an important task of the society is to share information about music therapy. The society is giving declarations and also taking part in public discussions about music therapy. There is cooperation between the society and other healthcare, educational and social organizations in Finland as well as with international music therapy associations. (Finnish Society for Music Therapy, 2020c.) The most important goal of the society is still the fortification of the professional status of music therapists. In the year 2016, a collaboration with arts therapists and dance-movement therapists was begun with the aim of acquiring a joint professional recognition; this process is ongoing. (Finnish Society for Music Therapy, 2020d.)

On European level, music therapy associations have had a significant role in discussion about the profession with the government and other institutions and demonstration of the professional image for the public (Letulé & Ala-Ruona, 2016). The Finnish Society for Music Therapy is a member of the World Federation of Music Therapy as well as the European Music Therapy Confederation (Finnish Society for Music Therapy, 2020c) and has representation in their business meetings and activities. Currently Dr. Esa Ala-Ruona, a senior researcher, music therapist and psychotherapist from The University of Jyväskylä and a member of the board of the Finnish Society for Music Therapy, is acting as the president of the European Music Therapy Confederation (University of Jyväskylä, 2016).

In Finnish Society for Music Therapy, there is an executive committee consisting of the chair, vice chair, treasurer and executive director, who prepare issues for the board meetings, which are held several times during a year. There are several board members and vice members, mostly professionals of the field but also some students, who are elected by members for a period of two years. Several board members have also different roles within the organization, such as Instructor for Professional Issues, Convener of Marketing Team, Editor in Chief of *Musiikkiterapia* [Music Therapy] journal, webmaster etc. (e.g. Finnish Society for Music Therapy, 2020d.) Several of the board members have roles which demand communications either inside or outside the organization.

An important task of the Finnish Society for Music Therapy is keeping a register of trained music therapists in Finland. The Society is organizing biannual national seminars, where music therapy professionals meet each other and learn about new research and other information or skills concerning their work. The Finnish Society for Music Therapy also publishes the journal called '*Musiikkiterapia*' [Music Therapy], which is a professional journal following the sciences related to music therapy and demonstrating music therapy work in practice. Books and booklets are also published by the Society. (Finnish Society for Music Therapy, 2020c.) There is also a member bulletin '*Musteri*' published 2-3 times a year as well as internet pages, public social media pages in Facebook and Instagram and a member's conversation group in Facebook. Currently the Finnish Society for Music Therapy's main task is to pursue the professional recognition of music therapy in Finland (Ala-Ruona & Tuomi, 2015). For this purpose, there is some collaboration with lawyers and other experts as well as work between different committees of the Society.

2.2 Communications in the context of music therapy

The field of communications is wide and therefore it is necessary to concentrate on the issues relevant to this research. For this purpose, the concepts strategy,

communications, strategic communications and communication strategy as well as some terminology relevant to understanding this research purpose have been defined. These add to defining the main focus of strategic communications concerning the state of affairs and challenges of Finnish music therapy.

2.2.1 Strategy

The word *strategy* comes from the Greek word 'strategos'. This means a general and comes from the words 'stratos' which means an army and 'agein' which means to lead. (Karlöf 2004, 19.) The term strategy is mostly used in business when considering succeeding in competition and having a competition advantage. For instance, Henderson (1989) has brought strategy as a goal-oriented action plan, which brings and develops the company's competition advantages. In business it is common to draw up both business strategies as well as strategies for different areas such as production, marketing or communications. (Henderson, 1989.)

Karlöf (2004, 7) has defined strategy as 'decisions and actions made at the present moment to ensure future success and taking advantage of opportunities'. Henry Mintzberg (1983, 13), the developer of strategic thinking, organizations and leadership, sees strategy as a mediating force between organization and its environment; therefore strategy formulation involves the interpretation of the environment and the development of consistent patterns in organizational decisions to handling it. Kuusela and Neilimo (2010) present strategy as the common thread guiding all actions of an organization and its basis is in the mission statement. The organizations actions are assessed on the grounds of the mission statement and the strategy shows the strengths on which the actions are developed as well as outside opportunities or restrictions involved in the actions. In the strategy, the leaders of the organization are trying to combine the resources and outside opportunities of the organization. (Kuusela & Neilimo, 2010, 11.)

A common view is that strategy describes the means, with which the organization reaches its goals. Strategy usually includes strategic goals. Traditionally, strategy describes more the intended strategy rather than how it actualizes. Often strategy actualizes in interaction with the environment, and due to for instance surprises it is formed into something other than what was originally intended. This is called emergent strategy (c.f. Minzberg, 1989).

The concept of *mission* is close to the concepts of business idea and the purpose for action. Business idea is in fact often mentioned as 'mission', which is commonly understood as the justification for the organization's existence and purpose. Mission is a more compact version of business idea, which often includes the description about how the organization is executing its purpose. However, the mission should be presented with a customer-oriented approach and keeping in mind what are the customer's needs the organization is aiming at fulfilling. (c.f. Karlöf, 2004, 40-42).

The mission of Finnish Society for Music Therapy is to advance the professional, legal, financial and social position of its members as well as their working conditions and advance the awareness of music therapy. The main goal of the Society is strengthening the professional position of music therapists and achieving the professional recognition of music therapy. (Finnish Society for Music Therapy, 2020d)

2.2.2 Communications

The Communications is a complicated phenomenon with implications that are not easy to predict (Juholin, 2013). Åberg (1997, 27) defines it as 'exchanging messages between the sender and recipient' and it is also a matter of exchange. Juholin (2013) even claims, that an organization does not exist without communications and that it is involved in all actions of a business company, public corporation, society or a loose collaboration network. It is a strategic action, which nowadays belongs to everyone in an organization, not just for communications professionals. (Juholin, 2013, 23.)

Korhonen and Rajala (2011) agree that communications consist of internal communications, financial communications, media communications, crises communications and situation control, image and identity as well as business advertising. In addition to these, at least in Finland there is also the concept of 'society communications', which has to do with the communications of societies, associations and other third sector organizations. Korhonen and Rajala note, that *internal communications* can consist for instance of member bulletins and e-mail lists, events for information and training, intranet and online message boards as well as the organization's internal rumours. *External communications* – on the other hand – can consist for instance of internet pages, advertising and brand management, publicity outside of the organization and events. (Korhonen & Rajala, 2011.) According to Juholin, currently there is not such clear a division between internal and external communications in an organization anymore. Instead, all members of an organization can be considered as actors of communications. (Juholin, 2013, 23.)

Koskinen (2016) interviewed several communication leaders of organizations of different sizes and different sectors. The goals of communications mentioned by the informants were securing the organization's existence, supporting common strategy, strengthening the brand and reputation of the organization, serving the public and maintaining relationships and getting the message delivered right to the right recipients. (Koskinen 2016, 55.)

Stakeholders are those, to whom the organization's actions and undertakings have some effect or those who should change their thinking or actions due to the organization or its project or undertaking (Korhonen & Rajala, 2011). Juholin (2013) states that the better an organization can regard the expectations of its stakeholders, the better it succeeds. The stakeholders also reform networks among themselves, thus the division to internal and external communications does not function. It is vital for an

organization that its stakeholders have been identified and that the organization is aware of their goals and thinking, and that the organization is seeking to respond to their expectations and fill their needs. This does not demand just communications but also interaction. (Juholin, 2013, 51-53.)

For reaching different stakeholders, there can be several *channels*, with which the message can be delivered to the recipients. Åberg (1997, 28) states that currently a channel and a medium are almost the same and medium is the technical method for transferring the messages. These can be different channels used in an organization, for instance publications, different media platforms, face-to-face communication situations, bulletins and so on. *Content* is a term used about the messages and their qualities. *Targeting*, on the other hand, is happening when the message, the content is formatted in such a manner and sent via such a channel that it has the best possible opportunities of being received and getting noticed in a positive manner (c.f. Argenti, Howell & Beck 2005, 87). Åberg states that attitudes, values and needs effect the interpretation of messages. New communications theories see recipients as active subjects rather than passive objects, and they can do whatever they choose to the messages they receive. (Åberg 1997, 29-30.) This is why it is crucial to assess, what would be the form and channel of messages, so that there would be a better opportunity to the receiving to produce a positive result. Juholin (2013, 326) mentions social media platforms as being more precise in terms of targeting.

The Finnish Society for Music Therapy is a major actor of music therapy -related communications in Finland. The communications of the society are conducted by several people and several committees, such as the executive director, chair or vice chair of the board, the law committee, the professional affairs -committee, the marketing and media team and so on (Finnish Society for Music Therapy, 2020d). The communications-related tasks are mostly executed by volunteering music therapists, who are either members of the board or certain committees or teams. The executive manager working in the Society is mostly handling the internal communications with the exception of the member bulletin 'Musteri', which is composed by the convener of the marketing and media team together with executive director. The external communications are at the moment more divided between at least the executive director, the chair and vice chair of the board and the convener of the marketing and media team as well as the editor in chief and the editorial board of 'Musiikkiterapia' journal and the webmaster. Other instances executing music therapy -related communications in Finland are for instance University of Jyväskylä, Eino Roiha Institute and individual music therapy companies and therapists.

2.2.3 Strategic communications

Strategic communications is a concept that has become popular during the last few years. There have been attempts to define it – often in such a way that the reader is left wondering, how strategic communications differs from communications in general. The new concept has been made to underline the pivotal role of communications in an organization, especially in developing and executing its strategy. Holzhausen and Zerfass (2015, 3) state, that strategic communications is a term used for actions related to for instance public relations, marketing and health communications. Krook (2010), on the other hand, says that it is communications about strategic issues such as for instance strategy, vision, policy and values; what we do and how and what is our aim. It is aimed at gaining a common understanding about the course of action as a part of everyday actions and talks. (Krook, 2010.) Finnish News Agency STT (2020) states that that the strategic role of communications is based on executing it purposefully with a goal in mind. Since there are different interpretations of the concept, it is necessary to look at it more thoroughly.

According to Juholin and Rydenfelt (2020) strategic communications is defined by the relationship of communications to the organization's strategy and its execution. The most cited definition of strategic communication is presented by Hallahan, Holzhausen, van Ruler & al. (2007) who state that strategic communication is communicating purposefully to advance the organizations mission. They also state that the executors of strategic communications can be the leaders as well as employees and different communications professionals (Hallahan & al.; 2007, 4). This is in harmony with Johnston and Everett (2015, 157-158), who see strategic communications as an outcome of deliberate communications within an organization and encapsulating intentional and transactional activities of the organization's communications practitioners, leadership and members for responding to a change in the environment. The inclusion of several executors of communications applies well for a non-profit society, where the communications actions are divided between several individuals.

Falkheimer and Heide (2014, 132) think that all conscious communications efforts of an organization are aimed at helping an organization to reach its goals and therefore strategic communications could contain all communications. However, for being strategic, the communications should be aligned with the organization's strategy (Steyn, 2009, 175). According to Argenti, Howell and Beck (2005), strategic communications should be aligned with the organization's overall strategy so that its *strategic position* could be enhanced. Ström interviewed communications managers of publicly traded companies and asked them, what kind of effects strategic communications can have. Their answers stated that it supports and fortifies the organizations mission, it engages the organization's members and stakeholders, enhances the business operations and enables the actualizing of the strategy. (Ström, 2019.) Juholin (2013)

seems to define communication strategy in this sense. Strategic communications is, of course in line with the organization's strategy and supports its main goals.

Koskinen (2016) compared the definitions of strategic communications and found, that there are four main focuses. These are supporting the strategy and reaching goals, strategic actors, overall competence in communications as well as dynamic environment. It was also noted, that strategic communications is communications happening within the whole organization and it both creates and enhances the actualization of the organization's strategy. (Koskinen 2016; 55, 57.) Koskinen also found, that in several research studies as well as interviews involved in the research, a place in the executive committee of an organization for an actor of communications was a strong correlation for the communications being strategic. This is due to easing the communications while allowing the access to the first source of information. (Koskinen 2016; 21, 57.)

2.2.4 Communication strategy

There are many differences in communication strategies of organizations, from broad policies to very detailed planning (Juholin, 2013, 86). A Communication strategy should consist of the current state of communications, the plans regarding its development and explanations why certain actions or lines of strategy have been chosen (e.g. Juholin, 2013; Korva, 2015a). It also includes of a description about how communications support accomplishing the strategy, the responsibilities of communications as well as rights and obligations and it also draws lines for action even if the executors are very different (Juholin, 2013; Korva, 2015a; Åberg, 2011). The communication strategy of an organization is a frame, which guides the communications leaders and they have to know who they are aiming the message at, where those recipients can be found and what does the organization want from them. There can be different goals and underlying objectives for different target groups and stakeholders and different means and channels for reaching them. There are several different channels and tools and there should be consideration about who is targeted for influencing and what is the aim of the communications. (Finnish News Agency STT, 2020.)

For the process of developing a communication strategy, an initial assessment of communications is usually conducted in a certain organization where the development is required. This includes for instance information about who is involved in the communications, how the work is divided, which are the main challenges related to communications, what the stakeholders of the organization should know better and so on. (Korva, 2015a.) By developing the organization's communications it is possible to for instance enhance the efficiency of communications, achieve cuts in costs, unify the communications and the message of the organization, achieve enhancement of quality and minimize risks and uncertainty (Korhonen & Rajala, 2011).

According to Juholin there are sometimes communication strategies, which are based on thinking that the information is just informed to the recipient and it produces straight-forward results according to the goals – if not, then the communications are to blame. This can lead to expecting impossible results from even professional communications personnel. (Juholin, 2013.) Sometimes it happens, that an organization thinks the best result with communication strategy comes with just purchasing professionals to do it with minimal involvement from the organization itself. Juholin states that the communication strategy should be made in collaboration of the leadership, communications personnel, other personnel, clients and networks and it should be handled with conversation throughout the organization. It is also vital for the board to be involved in a visible fashion, so that they are committed to the goal determining process and also motivate others in participating. (Juholin, 2013, 128-129.)

The success of communications can also be *measured* and based on the results, it is possible to strengthen the role and status of communications in an organization and its leadership (Finnish News Agency STT, 2020). Measuring can differ in different organizations and also regarding different communications-related actions, what are the actions and issues, which are measured. In a strategic sense, there can be for instance some aspects of the organization's strategic position, which are measured. Such aspects can be for instance visibility, how the communications efforts are reaching the public in for instance social media, what is the level of awareness of the subject in a certain group of respondents and so on.

3 RESEARCH AIMS AND RESEARCH QUESTIONS

For this research purpose, the field of music therapy and its challenges in Finland have been described. Although a lot has been done to solve the existing challenges, there is still the question, whether strategic communications could help with promoting Finnish music therapy and in the long run advance its strategic position and thus the possibilities of gaining the professional recognition. There is no previous research done in Finland, in the context of strategic communications in the field of music therapy. However, there are both high quality communications and music therapy research done for example at University of Jyväskylä.

The Finnish Society for Music Therapy has a major role in the music therapy - related communications in Finland. Since the board of an organization has the most responsibility of communications (Juholin, 2015), it has been useful for this research purpose to conduct an initial assessment of communications (e.g. Korva, 2015a) as well as a SWOT analysis of communications (c.f. Juholin 2013, 138-139; Kehusmaa 2010, 71, 217; Lindroos & Lohivesi 2006) within that group of people. These were to assess the current state and needs for developing the communications and defining the main focus of strategic communications related to the challenges of the field. This initial assessment and defining the strategic goals are usually done among the board and communications personnel of an organization, and the process can at a later stage be widened to have other instances, such as members or stakeholder involved (c.f. Juholin, 2013). Strategy consists of 'decisions and actions made at the present moment to ensure future success and taking advantage of opportunities' (Karlöf 2004, 19). Strategic communications, on the other hand, are actions related to for instance public relations, marketing and health communications (Holtzhausen & Zerfass, 2015) with the purpose of advancing the organization's mission (Hallahan, Holzhausen, van Ruler & al., 2007).

It is usual in different organizations, that an outside expert is invited to conduct an assessment of communications and to form a plan for its development with the executives of the organization (e.g. Juholin, 2013). In this case, it is determined that the

initial assessment will be conducted and the focus of strategic communications (to the extent of this research) will be researched and determined by an insider, a member of the organization. The idea of qualitative research is that it is important to consider the interaction between the researcher and examinees (Wheeler, 2005). It is an advantage for the researcher to have an easy access to information from the Finnish top experts of music therapy as well as some privileged information not available to people outside the organization. It is also possible, that in for instance interviewing situations, people might share more with a member of the same community and a person they already know. Regarding for example professional issues, it is also an advantage that as a private music therapy practitioner, the researcher is already aware of the traditions of the field. To avoid the research being too biased or subjective, there is also a spectrum of literature. This versatility of literature and triangulation of data add to the reliability of the research.

Saaranen-Kauppinen and Puusniekka (2006) agree that whilst defining a research problem, a scratch of surface from a large subject should be avoided but more detailed information from a more concise division should be pursued. In this case the subject seems quite broad at first. Still defining the research questions to handling the field of music therapy, its current state and problems in Finland as well as the main focus of strategic communications regarding these issues, narrows it down quite effectively. To begin with, it is obvious that this research does not aim in solving all the challenges or issues of Finnish music therapy. Nor does this research claim that all these issues are not already solved due to communications -related matters. However, the purpose of this research is to serve as the starting point of utilizing more effective tools to try affecting these issues positively in the future.

The research questions of this study are:

- 1) What is the state of affairs of music therapy in Finland?
- 2) What kind of challenges the field of music therapy is facing in Finland?
- 3) What should be the main focus of strategic communications related to these issues?

This qualitative research aims in providing a description of the state of affairs of Finnish music therapy. In addition to the state of affairs regarding research, training, professional work and the Finnish Society for Music Therapy, this research provides a description of the acute challenges (e.g. Ala-Ruona & Tuomi, 2015; Hilpinen, 2015) in the field of music therapy in Finland. As mentioned before, the description of the state of affairs can act as educational material or a part of it as such, but in addition to the description of the society's current communications, it is also needed for determining the main points of emphasizing while developing the communication strategy (e.g. Juholin, 2013). With careful consideration and analysis of information provided by literature and interviews, it will be pointed out, what should be the main focus of

strategic communications related to the state of affairs and challenges of the field in Finland. In a nutshell, this research is aiming at creating a description of Finnish music therapy and its acute challenges and utilizing strategic communications to promote music therapy and to enhance its strategic position in Finland.

4 RESEARCH IMPLEMENTATION

4.1 Methodology

This research will be conducted as *qualitative research*. According to Metsämuuronen (2011), it is hard to define qualitative research clearly. Coolican (2014) suggests that qualitative research emphasizes experiences, meanings and descriptions. This research is aiming at formulating a thorough description of the state of affairs of music therapy in Finland. This is why qualitative research is the suitable option. Wheeler states that qualitative research includes a wide spectrum of methods. In qualitative study, the idea is that everything cannot be measured, and it is also important to consider the interaction between the researcher and examinees. (Wheeler, 2005.)

Phenomenology is a philosophy and a researcher utilizing it is interested in phenomena and their research. By applying these methods, it is possible to describe and understand the phenomena. Phenomenology is intended for trying to form a theory of a phenomenon which has no previous theory. (Metsämuuronen 2011.) However, some third sector organizations have defined their strategies and the field of communications seem to gain more and more interest in various organizations internationally. For example in the U.S., advocacy is a common subject related to the promotion of music therapy; although, it seems not so common in theses and scientific articles but more in discussion and actions related to professional organizations. Nevertheless, it seems that the combination of these subjects, music therapy and strategic communications, has not been researched before.

According to Bruscia, research in the field of music therapy can be divided into three main categories. These are discipline, profession and foundational research. *Profession research* topics can include for instance research on music therapists, employment practices, professional training, professional standards, history and culture

as well as legislation and public relations. (Bruscia, 2005.) This research fits best into the profession research category as it covers many of the research topics mentioned by Bruscia (2005). Although “public relations” is mentioned here, it is not as common a subject in researches related to music therapy as some other types of subjects in Finland or worldwide.

The *grounded theory* -method represents research based on data, whereas several other methods are based on theory. This means that in grounded theory, the theory is formed based on the information acquired from the data. (Metsämuuronen 2011.) Grounded theory is commonly used in health-related research (Kylmä, Vehviläinen-Julkunen & Lähdevirta, 2017) and it is an option especially when the aim is to research a phenomenon, of which there is less or no previous research done (Saaranen-Kauppinen & Puusniikka, 2006). This is suited well with the subject of this research, where there is no previous research on the same combination of concepts.

Grounded theory is a theory represented by Glazer and Strauss in 1967. It was developed as an answer to the need for data-based research. GT is sometimes called the constant comparative method (Hirsjärvi & Hurme 2001, 166). It is an approach, which is aiming at capturing the ground or the basis of the phenomenon that is being researched, and in its best, it can be an instrument of developing a new theory. Grounding means that the research is grounded most of all in its data. The name of the method can lead to thinking that it is also a theory rising from the data. However, in practice, the conception rising from the data cannot always be characterized as theory, but more of a model. After some following research, it can in some cases develop into a theory.

There are different modifications and approaches to the method (c.f. Metsämuuronen 2008, 24-25). In any case it is a matter of qualitative, data-based research. Empiricism is emphasized and some new viewpoint or theory of the researched phenomenon is sought by comparing and coding the data. In GT, there is usually three kinds of coding: open, axial and selective coding. According to Koskennurmi-Sivonen, the basic idea of the grounded theory approach is to read and then again read a textual database, such as field notes, and discover or label variables called categories, concepts and properties and their interrelationships. The ability to perceive variables and relationships is termed ‘theoretical sensitivity’ and it is affected by a number of things including one’s reading of the literature and use of techniques designed to enhance sensitivity. (Koskennurmi-Sivonen, 2007.)

The method can be used as ‘pure’ grounded theory, when the researcher does not have any previous theory of the phenomenon under research. Another situation is when the researcher has some previous theory in mind, which describes the phenomenon. This is common in theses, where the researcher is usually expected to have a literature review, an analysis of relevant concepts. An experienced researcher might relate to the theories more freely, as another piece of data (c.f. Koskela 2007, 99). Saaranen-Kauppinen and Puusniikka state, that instead of induction or deduction, theory

based on mainly data or mainly theories, it is possible to do grounded theory research by abduction. The main emphasis is the thinking of the researcher but accepting the fact, that reasoning does not happen in a void without any clues or theories. (Saaranen-Kauppinen & Puusniekka, 2006.) This thought applies well into this research study, where there is existing theory of some relevant concepts, but not the phenomenon as a whole.

4.2 Data collection

In qualitative research, the most common means for data collection are interviews, observation and the use of literature. The *literature* can consist for example of letters, journals or narrations and the goal is to read up on them critically and to estimate its suitability as scientific research data. While reading the material it is also important to consider, whether the writer has an objective or subjective approach and for whom and why the material is written. (Metsämuuronen, 2011.) The data usually consists of what people have specifically said as well as neutral describing of the observed situation (Coolican, 2014).

In different methods of qualitative research, it is possible to use one or more methods for collecting the data (Metsämuuronen, 2011). According to Amir (2005) the data sources for grounded theory can be participant observations, documents, letters, protocols, transcriptions of interviews as well as audio or video material. Grounded theory is a useful research method when there is various data used in the study (e.g. Croucher & Cronn-Mills, 2014).

In this research, the data has been collected by several means, such as literature, participant observation, documents (e.g. SWOT analysis sheets), a questionnaire (ACT!) as well as transcriptions of recordings and videos of a focus group interview. Grounded theory method offers the possibility for triangulation of data (c.f. Anttila, 1998). It is not only possible to use different kinds of data in the research but also to have contrary results co-existing. In a qualitative research using various data, it is possible that for instance there arises a different result on the same subject based on the analysis of interview data and other data. In this research, triangulation for increasing the validity of the research has been pursued, in addition to using various ways of collecting the data, for instance by collecting the data at different points in time, comparing different viewpoints of the respondents as well as viewing multiple theoretical perspectives whilst interpreting the data (e.g. Cohen, 2006).

An *interview* can be structured, semi-structured or open (e.g. Croucher & Cronn-Mills, 2014) and the length of it can vary between five minutes and several days. A semi-structured interview fits well into situations, when there are sensitive subjects or

weakly acknowledged subjects under research. (Metsämuuronen, 2011.) Coolican (2014) states that a semi-structured interview is unofficial in nature but still guided.

In this research, a semi-structured interview as *focus group interview* has been used. Focus groups are used commonly in research related to for instance marketing or health (e.g. Croucher & Cronn-Mills, 2014). This applies very well for a situation, where both the field of music therapy and communications regarding it are being researched. In a group interview or reflection, it is useful to have at least some kind of a structure for getting some answers to the topics needed. However, there might be some even surprising information available from the group discussion, if the borders are not too strict. According to Juholin (2013, 437) that with focus group interview, it is possible to gain even more knowledge than what was intended, and the deepness of the interview is usually the strength of this method.

In this case, focus group interview was used for defining the situation of communications in the context of Finnish Society for Music Therapy as well as the field of music therapy in Finland. The interview was conducted in June 2017 for the members of the board of Finnish Society for Music Therapy, who were present at a board meeting. A list of issues to be mapped during an initial assessment of communications (c.f. Korva, 2015b), used usually for the purpose of forming a communication strategy, was somewhat altered and used as questions (Appendix 1) of the focus group interview for this research. According to Korhonen and Rajala (2011) the most common problems in communications that are related to management are that the organization does not understand its role in communications, there is insufficient collaboration between the management and the executors of communications or there is a lack of coordination or the board is not committed to communications. Most common problems related to execution of communications are the lack of the lack of time and resources, the time is spent with daily routines, there is no time for development, there is insufficient understanding of the organization's operation, the quality of communications is varying, there is overlapping of tasks or deficiency in managing information. (Korhonen & Rajala, 2011.) This list of 'claims' along with some basic information about communications were also used as part of the focus group discussion during the initial assessment of communications (Appendix 1). The basic information was for making sure that the participants understood the terminology used in the questions and the claims for gaining more detailed information as well as for provoking conversation about issues which could have not surfaced otherwise.

After the focus group interview, for enriching the assessment of the current state of communications and the needs regarding it, a *SWOT analysis* was conducted for members of the board present at another board meeting in October, 2018. SWOT has been widely used in business from the 1960's and it has been spread also to other areas of life. The term SWOT includes S for strengths, W for weaknesses, O for opportunities and T for threats. It can be used to the analysis of both broad and narrow subjects. Often it has first been used by individuals or smaller groups, after which the

individual inspections have been combined to the SWOT analysis of a larger unit, a common understanding (c.f. Lindroos & Lohivesi 2006, 217). SWOT is often presented in four fields, but the fields are not necessarily fully apart from each other. It is possible that the same issue can be both a weakness and strength as well as a threat and an opportunity. There is also certain dynamics in SWOT analysis: The weaknesses and strengths are concerning the present moment whereas the threats and opportunities the future. The SWOT analysis leads to thinking whether it is possible to eliminate the weaknesses, diminish them or even turn them into strengths. The threats can also sometimes become opportunities. The SWOT analysis is a commonly used and easy instrument of analysis (c.f. Kehusmaa 2010, 71). It can be used to gain a clearer image of how individuals are seeing the organization's strategic position or some particular actions of it. Juholin (2013, 138-139) has mentioned SWOT analysis as a good instrument for determining the current state of communications. SWOT can also help in determining main focus points of strategy, for instance it is possible to consider the strengths of the concepts mentioned or think, whether it is possible to turn the weaknesses into strengths or threats into opportunities. Santalainen presents a simple formula, with which it is possible to search for the focus points of the strategy: $SA = O / (S - W)$. In this formula SA stands for a Strategic Alternative. It can be found, considered and valued when the most interesting strategic opportunities (O) is divided with the difference between the organization's strengths (S) and weaknesses (W), with its readiness to implement the alternative. (Santalainen 2009, 74-75.)

In the board meeting, where the SWOT analysis was conducted, were some participants present, who were not involved with the focus group interview. Also, some, who participated the focus group interview, were present and some absent at the meeting of the SWOT analysis. Almost all board members, having a specific task regarding communications, were able to participate in at least one of these, either the interview or the SWOT analysis or both of them. In the beginning of the SWOT analysis, the participants were reminded about the context of the research and purpose of the analysis and then given blank papers and the directions to divide the paper in four sections and write the letters S, W, O and T for strengths, weaknesses, opportunities and threats to the paper. The participants were then asked to fill the analysis individually with music therapy - related communications of the field and of the society in mind. The participants were also in this case asked to fill in their names and possible communications-related present or previous tasks in the organization so that different viewpoints of various tasks and experience could be better compared during the analyzing of the data.

An *ACT! Advocacy Capacity Tool -questionnaire* (Bolder Advocacy, 2020) was also filled in October 2020 by the writer as one of the executors of music therapy related communications in Finland. This was for the purpose of mapping or updating the existing situation and also for examining the tool and to determine, whether it could give any additional information or verify any of the subjects arising from the data. The

Advocacy Capacity Tool (ACT) is a self-assessment tool for non-profit organizations to assess their advocacy capacity and resources (Bolder Advocacy, 2020). Although the questionnaire was filled as objectively as possible, reflecting on the situation of communications within the Finnish Society for Music Therapy, its results would not be as subjective if it were filled by several board members or if it had been done in a group situation. Due to finding this questionnaire and filling it out by only the researcher, the results of the questionnaire remain as supplementary data. However, this questionnaire still seemed to serve a purpose for this research by, for instance, giving some ideas and is worth mentioning.

In this research, there has been also *participant observation* used as a means for collecting the data (e.g. Croucher & Cronn-Mills, 2014). Since the researcher is also executing a part of the communications of music therapy in Finland, there is also the participatory knowledge available. Both Metsämuuronen and Coolican mention that the researcher can also observe while participating. Then either the role of a researcher or the role of an actor can be emphasized. (Metsämuuronen, 2011; Coolican, 2014.) In this case the role of an actor has been emphasized more since it is natural for the researcher in the context of Finnish Society for Music Therapy. The researcher is practicing participant observation within the field of music therapy and related communications, as a member of board of the only professional association of the field in Finland, as a person responsible for some of the communications within the work of the association and on the other hand as a private practitioner of music therapy and also a master student of music therapy. As part of the participant observation, was for instance monitoring the social media and seminar conversations of music therapists, who are members of the Finnish Society for music therapy.

4.3 Analysis of data

The data collection and analysis of qualitative research data happen usually simultaneously. It is the aim of analysis to be able to deal with conclusions in a theoretical level. The data from for instance interviews has to be first transcribed, written down. (Metsämuuronen, 2011.) It is also possible to use computer programs such as ATLAS.ti to analyze qualitative data (Metsämuuronen, 2011; Amir, 2005), but in this case there was a choice of using already familiar software due to for instance time resources available. This allowed also switching between different software and even using colored pens and printed paper at some points of the analysis.

Grounded theory analysis is organized and intensive and the notes and interviews are analyzed from sentence to sentence (Hirsjärvi, Remes & Sajavaara, 2007; Metsämuuronen, 2011). There can also surface new questions when analyzing the data, which can only be answered by collecting more data. In grounded theory, indicators

perceived from the data are compared. The indicators can be for instance behavior or incidents. The researcher can notice some similarities or differences between the indicators, and they will be marked as categories. The categories will have new indicators until nothing new arises from the data. (Metsämuuronen, 2011; Amir, 2005). As the research is conducted using the grounded theory method, it is natural to use the same method in the analysis, unless there arises a need for additional other analyzing methods. The data collection as well as the analyzing can be stopped at the point, when saturation is reached (Anttila, 1998).

4.3.1 Focus group interview data

The video and sound data of the focus group interview, the initial assessment of communications, was first transcribed into a Word document. Because the interview lasted for several hours and the document would be long, it seemed convenient to add a clear line between each comment so that the text would be easier to read and mark during the analyzing process. The interview was conducted in Finnish for Finnish participants and it seemed convenient to first handle the data in Finnish. Some initial markings were done already on the Word file with the 'add comment' option of the software. This was to note some very important issues and some parts of the text, which seemed worth referring to in the research.

Some coding was made regarding the listings of for example internal and external communications of the association as well as other things, which could be later made into a chart – either for the purpose of this research or for later continuing to the development of communication strategy. The most important parts of the text, which could possibly be quoted in the research report, were bolded. In addition, some comparing was done about who of the respondents made which comments, to compare different viewpoints as well as different organizational tasks and experience of the participants. Certain themes and categories also started rising from the data and these were written down on a different file. On that same file, some notes were made while analyzing and some interaction chains between themes and categories were drawn and written down. The parts of the text containing the most relevant issues for strategic communications were also marked.

4.3.2 SWOT analysis data

After analyzing the interview data to some extent, the SWOT analysis data sheets were then transcribed into an Excel file, the transcription was also first done in Finnish. The transcribing was conducted in a way, that each respondent was handled separately and all the strengths (S), weaknesses (W), opportunities (O) and threats (T) were written down separately. After transcribing, these were copied into a different sheet, where categories were started to form. While moving these responses under different categories, there was always a letter (S, W, O or T) behind each comment. This way it

was possible to see, that under a category there might be both negative and positive comments on the same issue. The categories were then moved under three different categories: 'Resources', 'Communications' and 'Music therapy' and coded with three different colors. Of each of these three categories, separate charts were made into a Word sheet. Then the comments were moved to the sheets marked with S, W, O and T, transformed into a more compact form and translated into English. These sheets were then printed out.

4.3.3 Comparing and combining the data

At this point, it seemed purposeful to revisit the interview data and compare the initial themes and categories to the SWOT analysis categories. The interview data was also printed out and coded with the same three colors as the SWOT data categories, then compared to the SWOT data and some common content was found. There were also some comments about comparing the categories made to the sheets by handwriting. However, it seemed at this point that the 'resources' category was diminishing due to moving some subcategories elsewhere. The interview data was again coded with colors and explanations with two main categories in mind. At this point, the SWOT data was revisited and revised into two main categories, with work titles 'The field of music therapy' and 'Planning of communications' and including the data from the 'Resources' category into these two categories. Then four subcategories were formed under each of the two main categories. Under the main category 'The field of music therapy' were categories 'Music therapy', 'Organization', 'Resources' and 'Strategic position'. The main category 'Planning of communications' were categories 'Strategy', 'Responsible staff', 'Channels' and 'Targeting and content'. The SWOT analysis comments were then divided under these subcategories.

After this, the shortened comments from the interview categories were translated into English and added under the subcategories. At this point, there were still the S, W, O and T -divisions as indicators on the sheets and the four sub-categories under each of them. The interview data was, however, quite easily moved under these same letters. Having gone through the data several times, the researcher was already quite familiar with it and from the transcribed data, it was quite easily seen if a certain comment was mentioned as a positive or negative aspect and if it concerned the present moment or the future. After this the comments were again simplified to concepts. Each concept was marked with + if it was a strength or an opportunity and with - if it was a weakness or threat. Under the same sub-category, for example 'Strategy', the strengths and weaknesses were then combined to the same listing under a category 'Present'. This was also done for the opportunities and threats and combined to the same listing under a category 'Future'. Some concepts were mentioned in different categories and some concepts together formed a theme, these were then coded with different colors for different indicators.

4.3.4 Supplementary data and saturation

During the last part of the analyzing process, it seemed that the two categories, 'Planning of communications' and 'Music therapy' became one larger category. The sub-categories and concepts were moved under this same category and the order of the categories was altered to follow a certain logic of the assistive questions what, how, who, qualities of 'who', with what, where, in which form and why to test the logic. There was also the question 'to whom' which led to listing the stakeholders. At this point, it was quite obvious that certain themes started rising from the data. The analyzed data was once more printed out and color-coded to clarify the themes. These were compared to the literature and it was determined that the data was saturated. The core category was determined as 'Influencing strategic position'. It was determined to keep the categories marked with plus and minus signs, in case there would be a need for executing some comparing SWOT analysis in the future. This would be also useful in the future, if there would be the need for using the SWOT analysis formula as suggested by Santalainen (2009, 74-75).

In this case, the ACT! questionnaire (Bolder Advocacy, 2020) was filled as supplementary data. This questionnaire was found at a very late stage of the research process. Due to trying out this questionnaire as well as a lack of time resources at the time this questionnaire was found, it was at this point filled out only by the researcher as a practitioner of music therapy related communications. The results of the questionnaire were then compared to the analyzed data of the focus group interview and SWOT analysis, to see if they confirmed the data or if there should arise any new issues to consider. Due to this questionnaire was only filled by the researcher, it presents quite subjective a perspective. Thus, the results of the questionnaire are not estimated closely in this research but remain mostly as supplementary data.

The themes, categories and concepts arising from the interview and SWOT analysis data were then prioritized and a visual model of the forming theory was drawn. After the analyzing process, the data was compared to the literature and the results were formed.

5 RESULTS

5.1 Answers to research questions

For this research purpose, it is mandatory to understand the state of affairs of Finnish music therapy, consisting also of its greatest successes at the moment, described in the section 5.1.1 to be able to understand the related challenges described in the section 5.1.2. Answering these two questions gives valuable information as such, but it also builds the base for the purposed main focus of strategic communications regarding these issues, as described in the section 5.1.3. Reflection as well as some proceedings, either already executed, under development or suggested, are handled separately in the section 5.2.

5.1.1 The state of affairs of music therapy in Finland

Because the state of affairs of music therapy in Finland is already quite thoroughly described in the section 2.1, in this section is a brief summary of such information, arising both from the literature as well as from participant observation of the researcher. For this research purpose, the analyzing process also gave some results in the form of themes, categories and concepts arising from the focus group interview and the SWOT analysis data. These themes, categories and concepts relevant to answering the first research question are mentioned in this section. Although the research question is mostly concerning the current situation, the data gives also insight of the participants on future directions. These surfacing from the data are handled within each of the themes, because they are also building a base for answering the other two research questions.

Music therapy professional work

Music therapy is carefully planned, professional and goal-oriented working towards prevention, treatment or rehabilitation (Saukko, 2008) and it can be considered effective for several types of symptoms and illnesses (Gold, Voracek & Wigram, 2004; Kamioka, Tsutani, Yamada & al., 2014). Music therapy is a rehabilitation and treatment form, which is based on scientific research (Finnish Society for Music Therapy 2020a). Currently music therapy has been mentioned for a possible treatment for depression, schizophrenia, memory diseases, alcohol problems and MS disease in Current Care Guidelines of Finland (Finnish Medical Society Duodecim 2016a, 2016b, 2017, 2018 & 2020). Music Therapy can be used and is being used in Finland also for several other symptoms and illnesses than those mentioned in the Current Care Guidelines. The Cochrane database also includes music therapy (e.g. Ala-Ruona, 2015b; Wheeler, 2005), and it is a very important source of information in terms of making general medical guidelines as well as individual treatment decisions.

In Finland, the systematic use of music therapy began in 1960's (Finnish Society for Music Therapy, 2020a; Tynys, 2019). After completing music therapy professional training, one is qualified to work as music therapist in hospitals or other institutions or have a private practice and pursue a contract from the Social Insurance Institution of Finland and a local hospital district. There are about 500-600 clinically trained music therapists in Finland, most of them working with neurology, mental health and mental disabilities patients and some in medical contexts, with families or in preventative work (Ala-Ruona & Tuomi, 2015). Most of them work as private entrepreneurs, but there are a few larger companies, and some are also employed by hospitals and foundations (e.g. Hilpinen, 2015). In Finland, music therapy is mostly paid by Social Insurance Institution of Finland and hospital districts based on agreements (c.f. Keränen & Takamäki, 2019), and music therapy is among the most used therapies with the costs covered by the National Insurance Institution of Finland (e.g. Autti-Rämö, Heino & Toikka, 2015; Erkkilä, 2016a). Other instances covering the costs of music therapy for different symptoms, illnesses and disabilities are for example hospitals, social service centers of communities and insurance companies.

Finland has its own music therapy nomenclature (Savolainen 2017) which can be used in documentation to ensure cohesive structure. Ala-Ruona and Erkkilä (2004) note, that there is an existing ethical code for Finnish music therapists and also the existence of a 'MUS -report base' in the patient's care report system. Finnish Society of Music Therapy and its members have on international level committed to European Music Therapy Confederation (EMTC) standards for both training and professional actions. The situation in 2004 was, that music therapists are producing a yearly amount of over 130 000 client sessions in addition to several consultation, counselling and guidance sessions and network meetings. (Ala-Ruona & Erkkilä 2004, 39-40.)

Research and science

Finnish music therapy research is well recognized globally, and the Finnish researchers even train their models abroad (e.g. Erkkilä, 2016b). The Finnish research of music therapy for depression has succeeded well in providing evidence-based results of effectiveness and has gained international acknowledgements (e.g. Ala-Ruona, 2015b, Erkkilä & al. 2011; Aalbers, S.; Fusar-Poli, L; Freeman & al., 201; Clearvue Health, 2019; Tynys, 2019). The theme 'research' is very actively present in both the focus group interview and SWOT analysis data. Table 1 shows the categories found in the data, some concerning the present moment and some concerning the future. The plus and minus signs show, if the category is presented as positive (strength in the present moment, opportunity in the future) or negative (weakness in the present moment, threat in the future).

TABLE 1 Categories regarding the theme 'research'

Present	Future
Applicability of research + Interdisciplinary research + Visibility of research + Quality of research + Appreciation of scientific articles + Involvement in research publications +	Amount of scientific research + Investigating potential clientele + More researches published by Social Insurance Institution of Finland + Scientific basis + Alienation from science - Alternative content vs. scientific facts -

The foundation of research seems to highlight in the data in a very positive manner. It is quite clear, that the theme 'research' is a part of the main focus of music therapy communications actions in terms of content. The Finnish research is considered applicable to everyday therapy work, it is considered as high quality and quite visible considering the amount of music therapists being involved in the research. Scientific articles of the field are appreciated both by therapists as well as people from outside the field. The involvement in research publications is considered a strength as well as interdisciplinary research, which gives important information for music therapists also. As future directions, it is seen as an opportunity to yet increase the amount of scientific research and continue investigating also possible new methods and clientele. Also being involved and having more researches published by Social Insurance Institution of Finland is an opportunity, because the information published by it reaches different stakeholders very well. It is seen very important to keep building on the scientific basis and the biggest threat is seen in alienating from science and combining in alternative content compared to scientific facts. A member of the executive committee states in the focus group interview [translated by the researcher]:

Our strength is also the interdisciplinary research about music and the brain, music semiotics, music psychology and so on. There is very much such information available and it is our

strength and it should be emphasized greatly in our marketing and communications. We can define music through research, whereas some other fields do not have the same advantage.²

In addition to having high-quality interdisciplinary research, there actually seems to be even more high-quality research behind music therapy compared to some other more used therapies in Finland. Thus, the research base is quite solid.

Education, training and knowledge

In Finland, the first longer professional training was organized in 1984 (Tynys, 2019). The Finnish education system for music therapy builds up from entry level courses and basic studies at the open university until doctoral studies. Music therapy education has been in the university system since 1984 (Erkkilä, 2013) and there are both master and doctoral level studies available (University of Jyväskylä, 2020). There is also a professorship of music therapy in University of Jyväskylä, and Dr. Jaakko Erkkilä holds the position of the professor of music therapy.

For becoming a music therapist, one has to have a former profession, for example related to health, social or educational field, and an occupational degree from vocational school, university of applied sciences or university. This is part of the attributes, of why music therapists are so well trained to begin with. In addition, the versatile training of music therapy professional studies builds a basis of theoretical, clinical and musical attributes and the training is very similar to psychotherapy studies with mandatory group therapy, supervision and clinical practicing (Erkkilä, 2013). It also includes the basic and subject studies of the university curriculum, these are altogether 80 ects. Many music therapists also acquire individual methods or clientele training, the training of supervisor or a (music) psychotherapist or continue to master and even doctoral studies.

In addition to Finnish music therapy research, Finnish music therapy training is highly valued abroad. Finnish music therapy training is versatile (Erkkilä, 2013) and has even drawn positive attention in other countries (c.f. Ala-Ruona, 2015a) and Finnish experts train their models abroad. The most important resource of an organization in terms of communications are people and their know-how and professional skills (Juholin, 2013). In the field of music therapy, this can be mostly considered as professional knowledge and substance regarding music therapy and related skills from possible other professions or educations. However, in the context of this research, the communications -related skills of personnel are also important. This is why these are included in table 2, which shows the categories related to 'education and knowledge' found in the data.

² A member of executive committee in Focus group interview in June, 2017.

TABLE 2 Categories regarding the theme 'education and knowledge'

Present	Future
Professorship + Master & doctor level education existing + Music therapy training + Professional substance + Music therapy -knowledge by the personnel / volunteers of FSMT + Knowledge of professional issues of staff + Training in communications -	Quality of music therapy + Quality of 'product' + Diversity of backgrounds & specialization topics - Quality of professional behavior affects all - Appetite for development and learning + Music therapy knowledge + Training in communication +

There seems to be high level of appreciation both from the board of Finnish Society for Music Therapy, who took part in the focus group interview and the SWOT analysis, regarding education and knowledge -related issues of music therapy. The informants point out that we do have a professorship of the field as well as master and doctor level education. The music therapy professional training was also mentioned as positive as well as professional substance and knowledge of music therapy, by both members as well as staff and volunteers of the society. Only 'training in communications' is seen as a weakness and also as an opportunity for future development. Quality of music therapy and thus 'the product' is seen as an opportunity in the future as well. There was a concern raised about the varying backgrounds and specialization topics of the field, it is seen as a threat to the field presenting itself in a concise manner to the outside world. It is also mentioned as a threat, that bad quality of a single therapist's professional behavior can possibly inflict problems to the whole field, although it is quite rare in the field that any such issues would present themselves. An actor of music therapy communications states in the focus group interview [translated by the researcher]:

Every music therapist represents the field in their own work. There have been issues at times... The one thing, which comes is affecting everyone. It has went surprisingly well, there are quite few such issues. It can be noted in the fact that there has not come many cases for the ethical board that somebody would have messed up in the field.³

Appetite for development and learning was seen as an opportunity for the future as well, also acquiring training in communications.

Finnish Society for Music therapy

Finnish Society for Music Therapy can be considered as the cornerstone of Finnish music therapy and it was founded in 1973 to promote professional music therapy activities in Finland. It has an important task of sharing information about music therapy and giving declarations as well as taking part in public discussion about the topic.

³ An actor of music therapy communications in the focus group interview in June, 2017.

(Finnish Society for Music Therapy, 2020c.) The most important goal of the society is still the fortification of the professional status of music therapists (Finnish Society for Music Therapy, 2020d). The Finnish Society for Music Therapy is a member of the World Federation of Music Therapy as well as the European Music Therapy Confederation (Finnish Society for Music Therapy, 2020c) and has representation in their business meetings and activities. Currently Dr. Esa Ala-Ruona, a senior researcher, music therapist and psychotherapist from The University of Jyväskylä and a member of the board of the Finnish Society for Music Therapy, is acting as the president of the European Music Therapy Confederation (University of Jyväskylä, 2016).

In the Finnish Society for Music Therapy, there are the executive committee and board as well as different teams and sub-divisions. Some teams or tasks handled in the organization are more involved in communications than the others. The Finnish Society for Music Therapy is a major actor of music therapy -related communications in Finland. The communications of the society are conducted by several people and several committees, such as the executive director, chair or vice chair of the board, the law committee, the professional affairs -committee, the marketing and media team and so on (Finnish Society for Music Therapy, 2020d). The communications-related tasks are mostly executed by volunteering music therapists, who are either members of the board or certain committees or teams. The executive manager working in the Society is mostly handling the internal communications with the exception of the member bulletin 'Musteri', which is composed by the convener of the marketing and media team together with executive director. The external communications are at the moment more divided between at least the executive director, the chair and vice chair of the board and the convener of the marketing and media team as well as the editor in chief and the editorial board of 'Musiikkiterapia' journal and the webmaster. Other instances executing music therapy -related communications in Finland are for instance University of Jyväskylä, Eino Roiha Institute and individual music therapy companies and therapists.

TABLE 3 Categories regarding the theme 'organisation and profession'

Present	Future
Size of profession (generally) - Existence of organization + Size of organization + - Size of profession (reaching via internal communications) + Size of board + Amount of staff - Existence of Marketing and media team +	Size of profession - - Quantity of operators +

The size of the music therapy profession is considered a weakness at the present moment in general, but in terms of reaching members of the Finnish Society for Music

Therapy via internal communications, it is considered a strength. However, the size of the profession is considered a threat in the future by multiple respondents. The existence of an organization is considered a strength, but the size of it is considered both as weakness and strength by the participants. The strength aspect is in relation to knowing one another, which is useful at least in terms of collaboration or networking. The size of the board is considered as positive as was also the existence of Marketing and media team, but the amount of staff is seen as a weakness. However, the quantity of operators is also seen as an opportunity in the future.

From the data, the qualities and attitudes of operators of the field also are surfaced as a theme 'qualities of operators'.

TABLE 4 Categories regarding the theme 'qualities of operators'

Present	Future
Productivity +	Productivity +
Responsibility +	Activity +
Efficiency +	Volunteering +
Cautiousness (in communications) -	Attitude of someone else dealing with issues
Rigidity (in communications) -	--
Affectivity (in communications) --	Reacting +
Responsiveness -	Responsiveness to problems -
Dedication +	Consistency -
Commitment +	Subjectivity -

The operators, concerning mostly communications-related operators and volunteers of Finnish Society for Music Therapy, are seen as productive, responsible, efficient, dedicated and committed; they are considered as a strength. However, it is seen that there is rigidity, cautiousness and unresponsiveness in communications as a weakness. From the present moment, the most negative statement seemed to be the affectivity in communications since it is mentioned by multiple respondents. This is mentioned in a sense that an action related to communications is done in a way, which reflects a negative emotional attitude. It is yet unclear, whether this statement refers to executors of communications or the professionals in general. Subjectivity is also seen as a threat and it is recommended to try to see issues also from the viewpoint of others or to be precise, the stakeholders. In the future, as the biggest opportunities are mentioned productivity, activity, volunteering and reacting. However, responsiveness to problems is also mentioned as a threat, in terms of not reacting when it is needed. This could be, for instance, a matter of crisis communications. Subjectivity and the lack of consistency are seen as a threat, in addition to the attitude of someone else dealing with issues, which is mentioned by multiple respondents.

The resources of the organization or the field in general are, of course an issue, which came up during both the focus group interview and also the SWOT analysis. Concerning the here-and-now -situation, almost all participants in the focus group interview agree that lack of time and financial resources are almost 'chronical'. These

two categories are present also in the SWOT analysis. When thinking about a non-profit society, this is understandable. There are not necessarily a lot of income to the society and not many grants available, thus there is just a limited amount of staffing and a part of them are volunteers, who also have their daily jobs elsewhere. As a result, there is a limited amount of time available for different chores such as communications, which often demand both careful planning as well as quick reactions. 'Technical issues' is a category, which surfaces many times during both the focus group interview as well as the SWOT analysis. It is seen both a weakness and also a threat in the future. This is mostly on discussion due to recent problems in e-mail systems of the society, which is later been dealt with. Some comments concern issues such as lack of software, which could ease some of the tasks and save time.

5.1.2 Challenges in the field of music therapy in Finland

The answer for the second research question arises both from the literature and participant observation of the researcher as well as from the data of the research. In addition to literature and the data from the focus group interview and SWOT analysis, there have been several documents and discussions within the Finnish Society for Music Therapy, which have been available for the researcher but remain as background material due to confidentiality issues. During the summer 2020, the researcher has also been able to take part in both EMTC (European Music Therapy Confederation) and WFMT (World Federation of Music Therapy) business meetings as the Finnish representative. These have also given some international perspective on the challenges, which the Finnish music therapy field is facing at the moment, although the discussions and materials of these meetings remain also in the background material.

Professional position

Despite the high appreciation of Finnish music therapy regarding for example research and training, Finnish music therapists are struggling with problems due to the lack of professional recognition (e.g. Ala-Ruona & Tuomi, 2015; Erkkilä, 2016b; Hilpinen, 2015; Tynys, 2019). Even the Social Insurance Institution of Finland have stated, that music therapists should have the professional recognition or be at least exempted of value-added taxes (The Social Insurance Institution of Finland, 2017c.) There have been already over 20 years of work and several attempts made by the Finnish Society for Music Therapy to try to solve these issues (e.g. Ala-Ruona & Erkkilä, 2004; Erkkilä, 2013; Erkkilä, 2016b; Tynys, 2019), and it is the main task of the society at the moment (Ala-Ruona & Tuomi, 2015; Finnish Society for Music Therapy, 2020d).

At the moment in Finland, the music therapists having a former degree in health care can get registered as health care professionals to certain health care -registers (e.g. Hilpinen, 2015) and do not have to pay value-added taxes (Tax Administration, 2019).

In addition, some music therapists with a master's degree in music therapy, graduated from University of Jyväskylä during a few specific years, could have registered as psychotherapists in the health care registers and are also given exemption of value-added taxes. On the other hand, those music therapists with a former education in another field are required to pay the value-added taxes (Tax administration, 2019). This inflicts also an unfair situation between different therapists working as private entrepreneurs in the same field. (e.g. Hilpinen, 2015.) The Social Insurance Institution of Finland (2017c) have stated in their development portfolio of legislation (translated by the writer) the following:

Music therapy is a form of treatment with plenty of research-based evidence of effectiveness. It has been proved to be an efficient treatment form for instance autism and depression... Music therapists are not health care professionals according to the related law. This is problematic for example because music therapists do not get a patient insurance or exemption from value-added taxes. The obligation to pay these taxes might raise the fees of music therapy services in a way, which also raises the costs of the rehabilitation paid by The Social Insurance Institution of Finland. In addition, this obligation for paying value-added taxes might raise the prices of music therapy as rehabilitative psychotherapy in a way that the clients cannot afford to acquire the therapy needed due to the high amount of excess share. It is the opinion of The Social Insurance Institution of Finland that the law concerning the healthcare professionals should be altered so that music therapists would be health care professionals with a protected term of classification. SUGGESTION: To change the law concerning healthcare professionals so that music therapists will be healthcare professionals, or to give exemption from value-added taxes to music therapists. (pp. 56-57)⁴

The situation is somewhat difficult also for The Social Insurance Institution of Finland, because they are not able to reduce the value-added taxes in their purchases if they are paying higher prices to certain entrepreneurs due to these taxes, it is causing them extra costs. (The Social Insurance Institution of Finland, 2017c.) The problems also include those music therapists, who have no former education in health care, not getting a patient insurance (e.g. The Social Insurance Institution of Finland, 2017c), but a liability insurance instead, which does not cover all the same issues as a patient insurance does. This also inflicts an unfair situation compared to others doing similar therapy work. Some problems have occasionally arisen with some stakeholders regarding these issues.

For instance in 2004, Ala-Ruona and Erkkilä, authorized by for instance Finnish Society for Music Therapy, wrote a statement, which was sent to the Ministry of Social Affairs and Health, Ministry of Education and Culture and the current National Supervisory Authority for Welfare and Health, Valvira, and it was also published in the journal 'Musiikkiterapia'. It stated, that the professional recognition -issue has been pending since 1998, but any official decisions have not been made. The educated professionals, who are following ethical standards, are first and foremost concerned about affairs concerning patient safety and mutual inequality. It was also described, what kind of problems and juridical faults there are due to not protecting the title 'music

⁴ The Social Insurance Institution of Finland, 2017c.

therapist' and due to the lack of supervision. Ala-Ruona and Erkkilä also describe the problems with value-added taxes and state, that throughout the whole process of aiming for professional recognition, there have been invent contradicting advice from different authorities as well as interpreting laws differently and there seems to be also a lack of communication among themselves regarding the situation of music therapy. There is also an equally solid base of research-based evidence compared to other therapies having the professional recognition. (Ala-Ruona & Erkkilä, 2004, 38.) This statement was one of many written over the years, and despite the evidently high quality of fact sheets and articles produced, there is still no improvement in regard of the professional recognition. The high quality of the message does not guarantee it is received according to the intention of the sender. As Åberg (1997, 29-30) states, recipients of messages are active subjects rather than objects and they can do whatever they choose to the received message; Åberg even uses the 'paper airplane' -analog in this context. The recipient's reaction is definitely not always what is hoped for, no matter how well the message has been formed and delivered. Alho (2016) found in her research regarding the use of information in decision making of social and health politics, that research-based information is not always used in decision making, for instance if there is lack of time or if the information is politically unfavourable. Yet the members of parliament described themselves being committed to decision making, which is based on information and that they are using many types of information in the process. (Alho, 2016.)

A member of the executive committee crystallized the problem of sending and receiving in the focus group interview [translated by the researcher]:

Then there is the fact, that information technology does not change. Human as a receiver of information has not changed at all. It could be, that a hummer truck bringing a message is driven through the living room windows and it can still happen, that the message is not read. So, the problem is not getting the message to the receiver...The problem is, that the receiver is not interested about the information and does not read it. And that is not solved by any information systems. You just have to send that kind of information, which is important and interesting to the receiver. It is the only way to ensure it is being read.⁵

The problems of the field are evident also in the data from the focus group interview and SWOT analysis. From the analysis of the data a very clear theme of 'professional position' is standing out. In table 5, there are categories from the data of the theme 'professional position'.

⁵ A member of the executive committee in the focus group interview in June, 2017.

TABLE 5 Categories regarding the theme 'professional position'

Present	Future
International appreciation + Quite good position in therapy field + Professional status within health care - Credibility - Appreciation - Awareness of music therapy - -	Attitudes of authorities - Regulations of authorities - Position within health care - Interest of others in music therapy - Attitudes of others - Respondent´s reactions -

It was marked that Finnish music therapy field has a lot of appreciation from the international field. Due to years of hard work by pioneers and professionals of the field and since 1973, Finnish Society for Music Therapy, it was mentioned, that music therapy has gained a quite good position in therapy field. Still it was evident that professional status within health care is the biggest weakness and it affects negatively in terms of credibility and appreciation of others as it was also marked on the data. The awareness of music therapy was seen as a weakness by multiple respondents. The most pressure was built to the future, as only threats surfaced under this category. These were attitudes and regulations of authorities, position within health care, interest and attitudes of others in music therapy as well as respondent´s reactions concerning the messages delivered to certain stakeholders (c.f. Ala-Ruona & Erkkilä, 2004).

Awareness of music therapy

Carlson (Carlson & Erkkilä, 2020) did a questionnaire for the members of Finnish Society for Music Therapy, who are practicing music therapists having clients of ASD, which is the most served client group worldwide. Of the total of 37 respondents of the survey, more than half (52%) disagreed somewhat and 4% strongly with the statement 'music therapy is known in Finland'. Quite many of them (almost half) also agreed strongly, that lack of public awareness is the biggest challenge of the field in Finland at the moment. (Carlson & Erkkilä, 2020.) In the research of Hilpinen (2015), Finnish music therapists also expressed that the lack of valuation and awareness of music therapy among the sending facets adds to the quantity of work and makes creating a good professional identity harder. Among other things, they also felt they need more abilities in justifying their work as well as information and skills regarding collaboration with the other facets. They also wished for more research-based evidence to be given to the sending facets. (Hilpinen 2015; 57, 65, 68.)

The Finnish Society for Music Therapy has done years of hard work trying to solve these issues. Some members of the Finnish parliament have also made official requests for the professional recognition of music therapy (Ala-Ruona & Tuomi, 2015), but any results have not yet been achieved. It is quite common, that for instance the executive board and the professional issues team and advisor of Finnish Society for Music Therapy receive ad-hoc tasks regarding problematic issues arising from the

professional field. The issues can relate to for instance contract conditions, which seem unfair or attitudes and decisions of single health care professionals. Handling these issues demands a lot of hard work and professional knowledge as well as communications skills, and the reactions to the issues usually have to come quickly.

A good example of such issue was in 2018, when Health care service selection council (Terveysthuollon palveluvalikoimaneuvosto PALKO) stated to have left music therapy and other therapies out of the service selection for psychotherapies and other psychosocial treatment and rehabilitation methods. They stated to have done this 'to limit the examination for methods based on the psychological interaction of the therapist and patient'. This, of course seemed to be due to lack of knowledge, because the music therapy training and professional practice in Finland have their roots in, for example, psychodynamic and humanistic psychotherapy approach and currently also integrative psychotherapy. The latter is also the foundation of the current music psychotherapist training in University of Jyväskylä and the Finnish research concentrates with great success, on the treatment of depression with music therapy. (c.f. Erkkilä, 2018.) The everyday work of a music therapist also consists of interaction and psychological interaction with the patient, especially when the challenges of the patient are in psychological area. Sadly, these crisis communications do not always produce the result which is hoped for. Yet, luckily this service recommendation still mentioned music therapy as a possible treatment of substance abuse -related problems and it is stated in the actual recommendation, that it does not exclude any therapies or treatments, which have effectiveness proven by research supporting them.

During the end of this thesis writing process, there is the world-wide COVID-19 pandemic, which has, of course, demanded a lot of crisis communications in terms of several ad-hoc assignments due to the rapidly changing situations, restrictions and directions. This acute situation has also had the therapists to rapidly familiarize themselves with teletherapy as well as disinfection and hygiene issues such as wearing masks, which in most cases has not been the situation previously.

5.1.3 The main focus of strategic communications

The main focus of strategic communications is, also in this context, a multi-level issue. There are several strategic themes arising from the data. These themes resonate well with both the theoretical content in the literature review and also with interpretations concerning questions 1 and 2. For understanding the interaction of the issues regarding the research question 3, the model (Figure 1) based on the research results is presented. This figure explains the interaction and makes it more visible. The basic idea of the model is, that the main goal is influencing the strategic position, hence that is the most challenging factor of the field at the moment. There is a mission and goals in an organization and some priorities included in those. Then there comes strategy, including the planning of communications and defining the stakeholders of the field

and means for reaching them. In this organization’s case, it is mostly external national communications, which are done with a promotional attitude. There should be modern means, high visual quality and high content quality, of course. The content of such communications should emphasize mostly research-based effectiveness and other scientific information, in a concise format, written in Finnish. High-quality education and professional substance could also be involved in the content. This information is sent to the critical stakeholders via the most reaching channels, and the communications should be active and visible. Whilst via strategizing and targeting the messages are hoped to be better received, they will enhance the awareness of music therapy and thus, the strategic position, which also includes valuation and credibility. While the strategic position is influenced in this way, the field gains more visibility and among these processes, the professional recognition process is also advanced. There is also ‘internal communications’, which is aimed at the members, but through them the information is also sent to the clients and stakeholders of the field. There are also aspects of such information determined. There is networking among the stakeholders happening and some collaboration existing already. These will multiply the voices of the field and add to its visibility and thus enhance the strategic position. Throughout the processes, there is strategic communications happening according to the plans made based on the organization’s strategy.

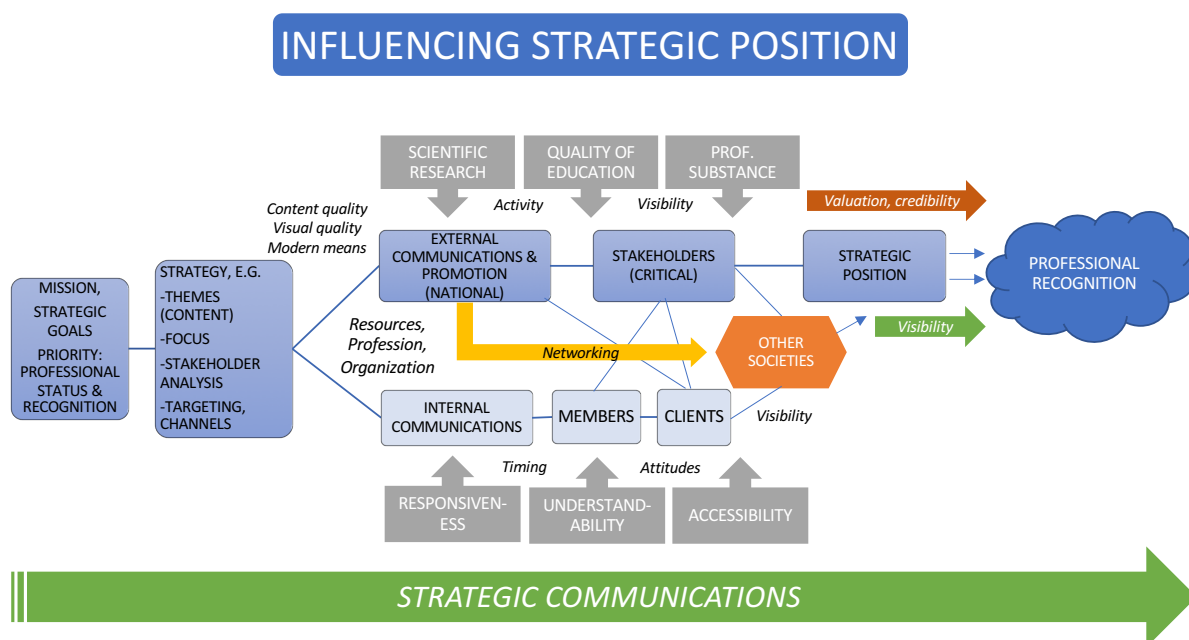


FIGURE 1 Research results concerning research question 3.

When the data analysis of the focus group interview and SWOT analysis data has been determined as saturated, the core category is named as ‘Influencing strategic position’. The majority of the data points to the direction, that by determining the strategic goals,

with careful planning and strategic communication actions it is possible to affect positively on the strategic position of music therapy and thus enhance the visibility and credibility of the field and advance the possibility of gaining professional recognition. 'Strategic position' seemed to be the gathering theme of main concerns and thus the biggest challenges of the field among the respondents as described in the section 5.1.2. In figure 1, strategic position is what we are trying to influence, such as the core category's name suggests. The figure model ('theory') is, as it is aligned in the research purpose and questions, handling the communications-related issues on a national level. It also aligned with the strategy and the mission, main purpose of Finnish Society for Music Therapy (2020d). There are, of course important international stakeholders such as EMTC and WFMT, who assist the Finnish Society for Music Therapy markedly by for example by producing information and material, but who are not marked in the figure. This is due to the content of the data as well as the logic of the figure arising from the data.

Mission and strategic goals

The mission of Finnish Society for Music Therapy is to advance the professional, legal, financial and social position of its members as well as their working conditions and advance the awareness of music therapy. The main goal of the Society is strengthening the professional position of music therapists and achieving the professional recognition of music therapy. (Finnish Society for Music Therapy, 2020d) When aiming at influencing the strategic position, there has to be a purpose for actions (a mission) recognized and something that is sought to achieve (strategic goals) defined. Since the 'lack of awareness about music therapy' was the main concern of respondents in Carlson's recent questionnaire for Finnish music therapists (members of Finnish Society for music therapy), this is definitely something to consider. It is not always a matter of the message being formed or delivered right, if the respondent, whether the stakeholders or the general public does not hear it or receive it (c.f. Åberg, 1997, 29-30). Still this raises a thought, whether this should be emphasized more in the communications of the society, whether it is a matter of quantity or quality. At least strategizing with this aspect in mind, should lead to more effective communication actions as them being more concise, active and targeted for the specific stakeholders of the field.

Related to the mission, there are strategic goals, which make this more concrete. In this case, the goals and priorities are 'strengthening the professional position of music therapy' and 'achieving the professional recognition'. According to Kuusela and Neilimo (2010), the organizations actions are assessed on the grounds of the mission statement and the strategy shows the strengths on which the actions are developed as well as outside opportunities or restrictions involved in the actions and in the strategy, the leaders of the organization are trying to combine the resources and outside opportunities of the organization (Kuusela & Neilimo, 2010, 11). Sometimes the

strategy can be emergent, as stated by Minzberg (1989). This happens when environmental conditions affect the goals and changes them into something other than what was intended. The COVID-19 pandemic situation is a good example of this. The good purpose for the year 2020 might have been promotion or some other activity of an organization, but sudden and massive changes in the environment alters the course of communications more into 'survival mode' and crisis communications.

Strategy and planning

Strategy is carefully taken notice of while planning the organization's communications, which should be aligned with the strategy (Steyn, 2009, 175) and advance the organizations mission (Hallahan, Holzhausen, van Ruler & al., 2007) for advancing the organization's strategic position (Argenti, Howell & Beck 2005); here is the essence of strategic communications. The theme 'strategy and planning' from the data, including purposeful planning, rises quite clearly as a need (weakness) as well as an opportunity.

TABLE 6 Categories regarding the theme 'strategy and planning'

Present	Future
Mission +	Development and processing of communications +
Strategy -	Communication strategy +
Communication strategy - -	Planning -
Planning - -	Division of workload +
Division of tasks exists +	Authorization of volunteers +
Clear roles -	Prioritizing messages +
Internal auditing (revising of texts etc.) +	Division of communications (for different individuals, in terms of consistency) -
Timing of publications -	Innovations +
Ideas + +	Targeting + +
Actualization of ideas -	Renewing -
Targeting +	
Updating -	

In the categories regarding 'strategy and planning' the need for communication strategy surfaces strong with multiple respondents stating either the lack of planning or lack of communication strategy or even strategy. It is possible for instance to enhance the efficiency of communications, achieve cuts in costs, unify the communications and the message of the organization, achieve enhancement of quality and minimize risks and uncertainty by developing the organization's communications (Korhonen & Rajala, 2011).

In the data, the most strength is found in ideas, although it is mentioned that they are sometimes left unexecuted. The need for defining the roles, timing of publications and updating are mentioned as weaknesses. Strength is found also in internal auditing (revising), targeting and the opinion that a division of tasks exists. Future

opportunities are seen with development and processing of communications, communication strategy, division of workload, authorization of volunteers, prioritizing messages, innovations and, most of all, targeting. The last was suggested by multiple respondents. The most threats are seen with planning and renewing as a lack of them. Also, division of communications for different individuals was seen a threat in terms of consistency. There are many differences in communication strategies of organizations, from broad policies to very detailed planning (Juholin, 2013, 86). Communication strategy should consist of the current state of communications, the plans regarding its development and explanations why certain actions or lines of strategy have been chosen (e.g. Juholin, 2013; Korva, 2015a). It also includes of a description about how communications support accomplishing the strategy, the responsibilities of communications as well as rights and obligations and it also draws lines for action even if the executors are very different (Juholin, 2013; Korva, 2015a; Åberg, 2011).

Stakeholders

The strategic planning process usually includes determining, who are the stakeholders and what they should know better. In this research, the listing of stakeholders was done as part of the initial assessment of communications, the focus group interview, and then continued by the researcher. However, there can be also a stakeholder analysis made, which aims at explaining more thoroughly the qualities of the stakeholders, different channels for reaching them as well as prioritizing the stakeholders. In terms of this research, it is determined that those who have the most impact on the strategic position of the field are the most crucial stakeholders. It is evident both from the data as well as the literature of this research, that the most problematic stakeholders are the those decision makers of the governmental ministries and institutions, who are not reacting to the professional recognition issues or are even trying to diminish or disregard the field when it comes to solving the inequalities and challenges of the field in terms of regulations. Other critical stakeholders are for instance members of parliament, doctors on the decision-making level of for instance hospital districts, or officers of Social Insurance Institution of Finland or others either involved in legislation or purchasing of the services. However, not all of the mentioned are assumed as 'hostile' or 'unresponsive', and nevertheless, communications should be executed in a professional and respectful manner. There is, for instance, very good collaboration and interaction with Social Insurance Institution of Finland and Finnish Society for Music Therapy and this is an example of a stakeholder, which has also defended music therapists in their efforts. Other stakeholders of the field are for example doctors, who are making referrals for clients, clients and their families, social welfare personnel, other health personnel, other rehabilitation personnel and so on.

Targeting

Targeting is happening when the message, the content is formatted in such a manner and sent via such a channel that it has the best possible opportunities of being received and getting noticed in a positive manner (c.f. Argenti, Howell & Beck 2005, 87). There can be different goals and underlying objectives for different target groups and stakeholders and different means and channels for reaching them. There are several different channels and tools and there should be consideration about who is targeted for influencing and what is the aim of the communications. (Finnish News Agency STT, 2020.) Juholin (2013) states that the better an organization can regard the expectations of its stakeholders, the better it succeeds, and it is vital for the organization to identify its stakeholders and their goals and thinking. It is equally important to also aim at responding their expectations and needs and this is best done by interaction. (Juholin, 2013, 51-53.) For instance, with Social Insurance Institution of Finland, the Finnish Society for Music Therapy has this kind of interaction.

As a basic thought, the communications of the Finnish Society for Music Therapy, as the main communicator of music therapy in Finland, are divided in internal and external communications, although, as stated in other sections of this research, the situation is not always clear. This division is kept here in the results due to explaining the targeting of messages in this sense. This division between internal and external communications was made also during the focus group interview and the SWOT analysis, however, there are channels such as 'Musiikkiterapia' [Music therapy] journal, which serve both. Regarding the society's mission and main strategic goals, the external communications on a national level are evidently the most important. The external communications consist at least of basic communications such as notification of issues such as conferences, timetables and contact information, professional issues communications in terms of taking part in discussion with the stakeholders, crisis communications in case of a problematic situation and promotional communications as well as media communications. These happen via several channels, of which a part was mentioned in the data. In addition to those channels mentioned already in other themes, such as scientific publications and articles, there were some channel-related categories in the data.

Communications, channels and collaboration

A member of the executive committee states in the focus group interview [translated by the researcher]:

The problem is not that there is no communicating. Communicating is happening all the time, but the message is not received.⁶

There are several actors of communications as well as several existing channels of communications in the organization. There is also ongoing collaboration and networking, which are advancing the communications activities of the organization. In table 7, there are the categories regarding the theme ‘communications, channels and collaboration’ from the data.

TABLE 7 Categories regarding the theme 'communications, channels and collaboration'

Present	Future
Amount of external communications - National level external communications - Seminars and conferences + Doing research and then communicating about it + Promotion + Networking within organization in social media + Interaction within subdivisions + Interaction with clients + Therapist agency service + Versatility of channels + Presentation videos - Media bulletins + Member bulletin - Advertising options for members + Existence of cooperation + Collaboration with other arts therapies + Networking +	Amount of communications + Insight on communications and stakeholders - Distribution of information + Activity of communications + Activity of publishing + Influencing + Promotion + Advancing professional communications + Activity in social media + Amount of means available + Visibility with other art therapy societies + All members as communicators +

In the theme ‘Communications, channels and collaboration, it is evident that the amount of external communications on a national level is considered a weakness, supported by the fact, that the individual theme ‘visibility’ also reflects visibility outside the organization. Seminars and conferences were thought to be a strength as well as possibilities of doing research and communicating about it. It was also thought that there is, to some extent, promotion happening, so there is not a total lack of it. Promotion was also seen as a future opportunity. Networking possibility within organization in the social media was thought to be a positive, as well as networking in general. Interaction within subdivisions and with clients and the therapist agency service were also seen as positive. The stakeholders of the organizations reform networks among themselves, thus the division to internal and external communications does not function (Juholin, 2013). This is evident with, for example the members of the Finnish Society for Music Therapy networking among themselves, with clients and also with

⁶ A member of the executive committee in the focus group interview in June, 2017.

other stakeholders such as health personnel. In the year 2016, an ongoing collaboration with arts therapists and dance-movement therapists was begun with the aim of acquiring a joint professional recognition (Finnish Society for Music Therapy, 2020d). This is also mentioned in the data. Art therapy leaders have also engaged in some promotional activities, such as publishing in medical journals (Erkkilä & Rankanen, 2020).

It was seen as a strength that there is a versatility of channels already used in the communications of the society and of the field. Media bulletins, sent mostly about seminars and conferences, were mentioned as a strength as well as advertising options for members. The existence of cooperation was seen as a strength as well as collaboration with other arts therapies, which was also seen as an opportunity of gaining more visibility in the future. Other future opportunities were seen as amount of communications, distributing information, activity of communications and publishing, influencing, advancing professional communications, activity in social media and the amount of means available. It was also thought as an opportunity to view all members as communicators in the future. The weaknesses mentioned were the lack of member bulletin, which was on a break at that time as well as the lack of presentation videos. The most threat was seen in the future with no or less insight on communications and stakeholders. It was also mentioned in the data, that a part of external communications and promotion happens via individual therapists and researchers of the field executing their own work as well as promoting their own businesses.

Content

The strategy includes also the main focus as well as definition of the most purposeful content regarding the stakeholders. Targeting, which is mentioned previously, includes also editing and formatting the content into such a form, which is more appealing and interesting to the respondents and could thus have a better reception. The categories describing the content from the research data are described in the table 8.

TABLE 8 Categories regarding the theme 'content'

Present	Future
Appropriate content +	Popularization +
Summarization -	Speed +
Information about research & effectiveness in Finnish -	Timing +
Targeting in web pages -	Delivery -
Layout of web pages -	Accessibility +
Visual layout -	Professional recognition -content -
Colours -	Layout +
Language -	Unity -
	Messages remaining distant -

The respondents thought appropriate content as a strength but felt that there is a lack of summarized information, which could be needed for instance for the very busy doctors searching for information. This is confirmed for instance by Pekka Mustonen, the CEO of Finnish Medical Society Duodecim, who says that web users, such as doctors seeking for medical information, stay on professional websites about five minutes at once and the issue they are seeking should be clear in less than a minute. Also, Manhattan Research has found that the doctors' expectations of websites are that the information is read in less than five minutes, it is constantly updated, useful in terms of their work, the content is available round the clock and it is searchable and usable interactively. (Kaartinen 2007.) The need for summarized information is important also when considering decision makers such as members of parliament. Alho (2016) found that the most useful information for the members of parliament is reliable, wide in terms of different viewpoints and is presented in a clear and compact form. For the same reason, the lack of time resources of the stakeholders, and to serve for instance the doctors, the amount of information about research and effectiveness -related content in Finnish was thought to be a weakness. This is also confirmed by Renko, Soini, Halila, Rantala, Tapiainen, Pokka and Uhari (2013), who examined the young doctors' skills for developing their expertise. They found, that young doctors read medical texts approximately three hours a week and databases in Finnish language are their most important source of information. The doctors read only very small amounts of international literature, and rush and time management issues were the most significant obstacles in searching for information and reading. (Renko, Soini, Halila, Rantala, Tapiainen, Pokka & Uhari 2013.)

There were also many comments in the data about the web pages in terms of lack of targeting, and layout were thought as a weakness. Also, visual layout, colors and language were thought to be weaknesses. In terms of opportunities, popularization of music therapy information as well as speed, timing, accessibility and layout were seen as positive. Delivery of messages sent, the lack of professional recognition -content as well as lack of unity of content were seen as threats in the future.

External communications for critical stakeholders

The major gap in external communications seemed to be the promotional communications, which are targeted to the most critical stakeholders. There are, of course, promotional communications done for instance by the researchers of the field as well as some actions by the society, such as producing and handing out flyers or publishing in the social media, and most importantly the several professional recognition -related efforts there have been made over the years. In addition, in 2009 a Music Therapy Services -booklet (Ala-Ruona, Saukko & Tarkki, 2009) was published, with the purpose of handing it out to doctors and health personnel. This was for the purpose of advancing the awareness of the field and the use of music therapy services in health

care and rehabilitation. However, there seems to be some shortage of executing promotional communications, especially those which aim at gaining more awareness, systematically and in a more strategized manner as well as more frequently. There was, for instance, a piece of conversation about this in the focus group interview [translated by the researcher]:

A member of executive committee: "The best external communications is not what we communicate, but what we do and how we communicate that...It is very good, how we portray ourselves on the international level. But, the problem is external communications on national level. Our resources have not been sufficient for that due to so few people involved in the actual researching and managing the related international communications. »

The interviewer, an actor of communications: "Isn't it so, that it says in our website that our mission as a society is to promote the awareness of music therapy in Finland?"

A member of executive committee: "Now you are in the core! Now you are exactly in the core, that task has not been handled sufficiently."⁷

A part of the society's external communications seems to be related to crisis communications, reacting when it is needed due to a problematic issue or situation, which is different compared to promotional activities. This was quite evident in the data. Involving the content of external promotional communications, it was determined that the content should be of high quality regarding both text and visual appearance and it should be formed in a concise format and by using Finnish language.

The emphasis of the content should be most of all on the high-quality scientific research, which, in addition to high quality and level professional training and education, is the solid base of high-quality music therapy professional practice. The most important stakeholders such as decision makers of the social and health field, other decision makers and doctors, are all best convinced by showing the research-based evidence, but in a compact form and using Finnish language (c.f. Alho 2016, Kaartinen 2007; Renko, Soini, Halila & al. 2013). These stakeholders can best affect to the strategic position of music therapy, including the position in health care, in therapy field as well as valuation and credibility of the profession. By increasing the activity and visibility of such reaching promotion, the awareness of music therapy can be influenced and increased. The theme 'visibility' was the most presented category in the data, and in the results, this forms a theme on its own. Visibility highlighting so clearly in the data, confirms the theory, that it is mostly external communications there is the need to fortify. The increase of awareness and otherwise the strategic position, can result in both higher valuation and credibility as well as higher visibility and thus inflict also the advancement of the professional recognition process.

⁷ A member of executive committee and the interviewer in focus group interview in June, 2017.

Internal communications for members

There is also the line of internal communications in the figure 1. This is of course first reaching the members of the society, but in addition to external communications, also the clientele of music therapy. As Juholin (2013) states, all members of a society are actors of communications. Here it happens in a way, that internal becomes external, because the internal first reaches the members, by which also the clientele as well by members and clientele, some stakeholders of the field as well. This is best understood when thinking about for example network meetings including therapists, doctors and clients, but also other everyday situations in the therapy field. Thus, for instance responsiveness in case of questions arising from the field or other issues, is very important. Regarding the content, it is crucial that the information is available and accessible enough to serve the members in promoting the field as sort of ambassadors in their everyday work. The attitudes visible in both the information sent by the society or of the professionals of the field in their communications are equally important. This is also a matter of professionalism. According to Finnish news Agency STT, communications is for instance openness, taking part, reacting, grabbing the opening communication windows, seeing possibilities and taking part in them. Still the improvising and seamlessly airy reacting holds in the control over the wholeness and goal as well as good groundwork, these reform a plan. (Finnish News Agency STT, 2020.)

From the data, there rises concerns about the size of the field and the organization, which of course limits the abilities of becoming visible in addition to the limited resources of a non-profit society. However, the amount of enthusiastic and committed volunteers are somewhat reducing this effect. There rises also the collaboration and networking theme from the data and the collaboration with other art therapy associations has been mentioned as well. It is mentioned, that in collaboration with others it is possible to become more visible and thus attempt to improve the strategic position of the field or of these fields together.

5.2 Reflection on the results

Why should communications be planned? Korhonen & Rajala state that this is beneficial for giving a coherent image of the organization, acquiring unified policies and clearing roles and responsibilities, boosting communications and moderating the quality, systemizing of the routine tasks so that there is time left for other issues, instructing those who communicate in addition to their own work and controlling communications even outside geographical borders (Korhonen & Rajala, 2011). The demand of defining the strategy related to communications is evident in the data and the literature of the research supports the idea that there is much to gain if this is done.

Professional position

'Professional position' seems to be the strongest negative in the data, as it is seen that there is lack of awareness, credibility and appreciation of music therapy and the professional status within healthcare is seen as a weakness. On the future, there is only threats to be seen in terms of authorities' attitudes and regulations, the position within health care, the respondent's reactions to our messages as well as attitudes and interest of others in music therapy. In addition, the members of the Finnish Society for Music Therapy felt that lack of public awareness is the biggest challenge of the field (Carlson & Erkkilä, 2020). Advancing for instance the professional position of its members and advancing the awareness of music therapy is the mission, and strengthening the professional position is the main goal of the Finnish Society for Music Therapy. According to Argenti, Howell and Beck (2005), strategic communications should be aligned with the organization's overall strategy so that its strategic position could be enhanced. Thus, it is clear that in terms of this research, influencing the strategic position should be the main focus of strategic communications. Other themes that are under evaluation within the results, shed a light on to whom the strategic communications should be targeted, by what channels and in which form, so that it would be best received, and the influencing would happen and result in the direction of the aim.

Mission, strategy and planning

The organization has a clear mission and the main goals. There is planning done in terms of division of tasks, revising of texts, some targeting and so on. Still there is a great need for updating the existing channels, clearing the roles, timing the publications and actualizing the part of useful ideas which is left undone. There is great opportunity seen in development as well as planning of communications and there is a threat seen in not doing the necessary renovations or planning to make the communications concise and effective. The proposition is, that the material from this research is used in creating a version of a communication strategy. There is a variety of material available for non-profit organizations to process their communications to at least some extent. Of course, this demands collaboration. As a minimum there should be for instance additional focus group conversation about the results and whether some of these proposals are taken into consideration and what are the resources for the execution of them. To go through the results thoroughly, there should be at least a day or two reserved to communications -related planning. The plan is always subject to change, and it should be updated on regular basis. Thus, having some kind of a plan and putting the best efforts of the board and personnel to it is definitely better than having no plan whatsoever. Of course, there is always the possibility of contacting an outside communications professional, but this also demands collaboration from the

board and actors of communications as well as some financial resources. This is a matter of further negotiation with the board. However, even though there should be an outside professional to produce the communication strategy, a part of the work is already done, and this should, at least save some finances in terms of less working hours to pay for.

External communications, channels and content

The data shows several strengths in communications and channels, seminars and conferences, the promotion that is already being done, networking inside and outside the organization, cooperation and versatility of channels. There are also some challenges seen regarding communications and channels, for instance the largest gap seems to be the amount of external communications on a national level. With the fact that the concept 'visibility' forms a theme in itself as it is seen all over the data in several issues, it is clear that visibility outside the organization should be increased. This would best affect the professional position, although keeping the quality of internal communications and with networking the effect should be yet increased. With more visibility and, most of all, enhancement of strategic position, the field of music therapy will grow bigger and be even more visible!

It is clear from the data, that some pressure is also built on the content of the communications. This is in terms of adding the amount of scientific information in Finnish, targeting and layout as well as language, and updating pressure is put mostly on the website of the society. The communications targeted for the critical stakeholders of the field could be sent using different channels. There are, of course channels already in use such as the website or the journal 'Musiikkiterapia'. There could be new channels brought to use. This could be for instance a media bulletin sent more actively on other issues than just seminars and conferences, there could be a regular bulletin either in print or via e-mail for doctors and other health care professionals sent for example two or three times a year. Or it might be possible to regularly take a few articles from 'Musiikkiterapia' journal and send them in a compact form to certain stakeholders. There could be also a yearly free webinar of just a few quite short professional lectures, aimed at the stakeholders on or near European Music Therapy Day or World Music Therapy Day. This could also contain some amount of interaction, as it is currently, in addition to networking, an evolving theme of communications in general. Ideas could be many. This is a matter of further discussion and thought, what are the resources and best approaches for the organization.

There are seen opportunities in popularization of information related to music therapy as well as for instance in improving accessibility, which is of course an important issue to consider in terms of serving the music therapy clients better. When thinking about the website currently, there is basic information about what music therapy is, how it can be studied, national therapist listings, a catalog of doctoral

theses made in Finland, information about music therapy for certain client groups, information about the publications of the society as well as information about the organization and some current matters. In terms of what should be emphasized according to the findings of this research, is the scientific information, research-based effectiveness -related information, which should be available in Finnish and edited into a compact form. This information should be found and read fast. If there should be some problem in the field, music therapists could always suggest to finding the information on the website instead of waiting for a member of the board or a researcher of the field to write some kind of a briefing about the subject. This information could be, for instance, also easily found by a doctor seeking for information. There could also be a general briefing or a bulletin on the same subject, which could be available for members to use in their promotional work or in case of noted misunderstandings of others. In the field, this kind of material would be very welcome. In terms of content – this is different to what the society already has – the general flyer or the booklet aimed for the doctors about music therapy services. Of course, adding to the website in terms of usability and layout, this is a modern era default. There are also inexpensive ways of executing this and it could be done also without using a professional, at least to some extent. This also is a matter of further discussion. Targeting, on the other hand could be done on the website in such a fashion, that concise and accessible information could be found on the same place than the more scientific and longer information. This is an option, if there is an aim for targeting but it is not actualized in such a way, which could separate ‘professionals’ and ‘clients’ for example. The Cochrane database (c.f. Aalbers, Fusar-Poli, Freeman & al., 2017) shows a great example of this.

Internal communications become external

In addition to the communications content targeted for the stakeholders about for instance research-based effectiveness, there should be also similar contents aimed for the members or via them to the stakeholders and clients. This is due to the members being communication actors as well (c.f. Juholin, 2013). It should be in such a form, that the information would be understood by both the members as well as clients and stakeholders. There could be also some training in advocacy for the members of the organization, music therapists, as it is done by some organizations in the U.S. (c.f. Moore, 2015). Falkheimer and Heide (2014, 132) think that all conscious communications efforts of an organization are aimed at helping an organization to reach its goals and therefore strategic communications could contain all communications, but according to Steyn (2009, 175), they should be aligned with the organization’s strategy. This exactly what is suggested here.

Korhonen and Rajala mention as attributes of an organization successful at marketing the following: There is quality and effectiveness within everyday communications, everybody takes responsibility as communicators, information is shared about

things related to own territories, active information searching from different channels and networks, informing those responsible for communications about important issues to communicate and giving feedback about need for information and successful communications. (Korhonen & Rajala, 2011.) Finding issues to communicate is not just the business of actors of communications, but it is very important, that members also share their findings with the communicators, too, so that there is more interesting content shared in for instance social media platforms. This is underlined especially within a non-profit organization, where there are no full-time employees for communications. There are also still music therapists in Finland, who are outside of the organization. Some might be working in other fields, but some might be working in the field. Maybe it is possible to grow the organization by serving the members even better than so far, but also by making this visible outside the organization. For instance, we could share a story on social media about a successful sub-division meeting where the executive manager is visiting. This would show the members as well as individuals outside the organization, that the leadership of the organization is involved and takes action. This would also give faces to the actions of the organization. There is also the possibility of sharing stories in the social media about successful events and such, which are done by sub-divisions of the society. This can also inspire others to take action. In addition to the general marketing video of music therapy, which is already being planned in the society, there could be other promotional videos as well, for instance a video about music therapy professional training. That would be a possibility to make visible some aspects about what music therapy is and what kind of education do the therapists have, along with giving more faces to the field in this form also.

Organization

Radulovic (2015, 104-105) suggests, that national music therapy associations, which are aiming for the professional recognition should take, for instance, the following steps in terms of promotion:

- make continuous contact with the media, professional circles and public about music therapy
- promote music therapy in collaboration with celebrities
- use available or produce own web channels such as blogs, specialized pages, forums & portals, but being aware of the regulations of advertisement on channels produced by others
- motivate the members in collaborating with other professionals, present music therapy research on an interdisciplinary level
- begin education and specialized work groups which will increase the knowledge and develop capacities
- connect to other institutions such as universities, institutions, hospitals and so on, which have more credibility; this can increase the possibility of the organization receiving grants

These are goals, which are easily agreed upon and mostly supported by the data of this research. However, for example continuous contact making demands a lot of

efforts, thus requiring a lot of time or multiple persons executing the action. Financial or personnel resources are usually scarce. Thus, these actions need to be planned and organized accordingly and some consideration has to be made about who are the persons who are allowed to contact the media on behalf of the organization. Even using celebrities as faces speaking for music therapy seems interesting an idea. Here partnership propositions could be made for example to already familiar celebrities or reach for others, but it should be kept in mind, how the celebrity in question resonates with the brand image that the organization wants to present. Such as in the data of this research, here multi-professional collaboration is also recommended. The Finnish Society for Music Therapy is already in collaboration with for example University of Jyväskylä and HUS Helsinki University Hospital with The First International Children's Music Therapy Conference in June 2021. Of course, at the moment the president of Finnish Society for Music Therapy is the professor of music therapy at University of Jyväskylä, thus the connection exists also in general. In the society, there is the Marketing and Media team already existing and it is developing its actions in communications and promotion.

In terms of education, there should be some communications -related training included in the music therapy professional trainings. In other therapy fields, this type of training is built into the structure with the name 'professional communications' or similar. However, regarding music therapy in addition to writing reports and other documentation, this should contain also some advocacy training. Possible themes of the training could consist of for example understanding your own role as a communicator of the music therapy field, how to do marketing as a private practitioner, how to network with others in and outside of the field, how to handle network meetings related to therapy work, reporting as an instrument of marketing, how to do promotion of the field for the stakeholders and so on. The attitude training also begins here, in the professional training phase. There could also be a communications guide, either a booklet or a web page, for music therapists containing the same type of information but aimed for the practitioners of the field. This type of information could also be produced as a part of further research on the subject. In addition, adding to the training of the actors of communications in the organization, whether it is longer and even professional additional education or short trainings of some certain channels or instruments, this definitely would add to the quality of the communications.

The size of the organization in general and the amount of staff are found weaknesses in the data. Quantity of operators is, however, found a strength. The strategic planning should be realistic in terms of personnel resources and time management. It came evident in the data, that a smaller organization can act bigger! This is in terms of how the field is presenting itself, it is legitimate to be proud of the fine achievements of for instance Finnish music therapy research. The field should, no matter how small it is, present itself in a high-quality professional manner. The strategic operators in the organization are seen as productive, efficient, responsible, dedicated and committed.

Also, future opportunities are seen with productivity, activity and volunteering. The executive director of Finnish Society for Music Therapy has changed since the data collection phase of the research. Since the executive director is one of the actors of communications, a very central one, there might be some changes to the situations already due to different special know-how and personalities of different individuals. The current executive director has a mind for marketing and as a general approach, is very active in advancing the awareness of the field. Also, some members of the board are changing yearly, but there are many who have been involved for several years and the general situation seems quite the same than at the time of the data gathering; except there are, of course, some projects advanced during this time.

However, in relation to communications, there can be too much cautiousness, rigidity, affectivity, subjectivity and lack of consistency; as these are seen as threats. This is a matter of gaining more experience, then the promotional expression comes more naturally. The impression that is sought, would be professional, but not rigid. It is true, that for instance stories and images of people can produce more emotional effects in the recipients, but there is also the matter of ethical borders in terms of showing patients in photographs or handing out confidential information. Regarding too much affectivity, in terms of negative reactions or portraying it in messages: It is obvious that there might be stressful situations at times, especially for those yet not so experienced in the field. Nevertheless, situations should be handled with professionalism and have mutual respect with others, whether colleagues, clients, stakeholders or others. Consistency, on the other hand comes with strategizing the communications and with communication actors keeping the same consistent alignment. However, related to the actors of communications, the different personalities and ways of expressing themselves can be taken advantage of in terms of thinking about the best possible channels of communications for each. The workload needs different actors in the future as well, and this is or would be taking advantage of opportunities. There could be also channels targeted for different recipients and regarding this, having some personality in the communications is not necessarily bad. Nevertheless, keeping the strategy in mind. Subjectivity is reduced by listening to others, such as members, clients, stakeholders etc. and making interactional communications with them when possible. A certain amount of healthy self-criticism and the attitude of development will also reduce this. For instance, when making the communication strategy, it is usually good to think also, what are the others doing better than us and how can we learn from it, what we could do better.

Networking

It is an interesting idea, with whom to network with. It is natural to think that we should network with the most important stakeholders and other stakeholders, including members and clients. For example, there is ongoing collaboration with the art

therapy associations, which is a very positive issue. Together we have more voices and it is in fact with other art therapies, that Latvia and Lithuania gained the professional recognition (Letulé & Ala-Ruona, 2016). Still there is a question, who is already heard better than us? Who is heard better by our most critical stakeholders, those who are able to affect most on our strategic position? The answer here is probably not the other arts therapies, hence they do not have a better position in health care compared to music therapy, no matter how good and productive the collaboration is otherwise. Who is heard better than us, is it other therapies? Is it clients? The general public? Or maybe organizations for patients or regarding different illnesses? The organizations of health personnel? This is definitely a matter of further consideration and discussion with the board. However, the suggestion is that when this kind of instances or networks are found, there should be active networking done and some planning, how would it be possible to benefit each other. There is, for instance, the possibility of joining networks of organizations in the social and health field or exchanging support memberships with other organizations. There could be, for example speakers from the organizations visiting each other's seminars or writing to journals or advocating in collaboration for some mutual interest. This should also enhance the visibility of music therapy and it could be possible to find others who could speak positive on music therapy's behalf. In terms of visibility, this could add new voices to the choir and thus advance the awareness of music therapy and thus influence positively on its professional position.

A very good example of the above might be a recent article published in a Finnish medical review. The article by Sätälä, Ruhalahti, Hilpinen and Luukkonen (2020) is about music therapy in the neurological rehabilitation of children and the collaborating writers are a pediatric neurologist, two music therapists and a language and speech therapist. At least it is quite clear that generally doctors are heard quite well by both decision makers and the general public. Language and speech therapists have a significantly larger market than music therapists in Finland. In addition to our other stakeholders and art therapists, this kind of collaboration might be fruitful, whether it is done by individuals or societies.

Networking is quite easy in the social media and it is very easy to share interesting content of others and by this, it might be possible to gain even more visibility. One thing regarding to stakeholders, channels and networking is to think, where the stakeholders 'hang out' in terms of web behavior. For instance, Social Insurance Institution of Finland as well as many members of parliament and other politicians are very active on Twitter. Thus, one proposal is to establish an account there especially for the purpose of targeting the stakeholders with some promotional information; content and format made according to the findings of this research.

Proceedings

A lot has already been done within the Finnish Society for Music Therapy in terms of developing the communications, which has also been an ongoing project during this research. Many ideas have been brought straight to use or are under planning already. For instance, the researcher went through some communications training aimed at non-profit societies to understand the field of communications better. There is also a public Facebook page established, with which current news and promotion of the field are already published. Some contents of the web pages have already been developed regarding to texts, but the web page is still under development. There is a plan of producing a presentation video about music therapy to YouTube. The annual plan of communications has been updated with some dates and issues along the way and it is under constant development. There have been some international materials provided by EMTC (European Music Therapy Confederation) and WFMT (World Federation of Music Therapy) translated and shared with the members and in the social media and web platforms. The general brochures of the organization have been renewed, the member bulletin 'Musteri' is brought back to life, some technical issues have been repaired or developed and there is an Instagram account established. In addition to what has already been done and what are the other proposals in this section, it would be wise to measure the development of the communications in the future. This could be done, for instance, by executing another SWOT questionnaire or using the Advocacy Capacity Tool (ACT!) (Bolder Advocacy, 2020). Other measuring formats could also be researched.

The long-term implications of the research will be the increased effectiveness of music therapy communications in Finland (e.g. Korhonen & Rajala, 2011). More effective, strategic communications might have a positive impact as increased awareness of music therapy and its effectiveness as well as credibility in the eyes of the stakeholders. This could have a positive impact on the strategic position of music therapy in Finland and thus also enhance the procedure of recognition of music therapists as health care professionals in Finland. This would change the work of the music therapy professionals in many ways. To mention some changes, music therapists would be allowed to join health professional registers and would have an exemption of value-added taxes (c.f. The Social Insurance Institution of Finland, 2017c). The professional recognition and lowered tax obligations would also possibly increase the use of music therapy as rehabilitation in Finland and open possibilities for yet other client groups to benefit from it. This, on the other hand would definitely increase the amount of employment opportunities, both in institutions and as private practitioners, and make the work more secure in terms of future employment stability and opportunities as well as increase the profitability of music therapy companies. The possibility of gaining patient insurances would be appreciated, as an assumption, both by professionals as well as their clients and health care personnel. Of course, there would be new issues

to consider, such as increasing amount of monitoring by different government officials, but this would be welcomed in the field as a quality improvement issue as well as a credibility enhancement. Of course, this would change the operation of Finnish Society for Music Therapy, for instance the number of members could be increased due to the increase in the profitability of the profession. At that stage there could be more focus on other types of communications content, for instance aiming at gaining new client groups to be served via music therapy.

6 CONCLUSIONS

This research seems to be useful for fulfilling its research purpose, defining the state of affairs and challenges of music therapy in Finland and the main focus of strategic communications related to these issues.

Reliability

According to Eskola and Suoranta (2000, 210), the starting point of evaluation of reliability in qualitative research is admitting the fact that the researcher is a central instrument of research and is subjective. In terms of this research, this is definitely accurate, given the fact that the researcher is also a part of the phenomenon or the actors related to that, which is under research. One aspect of reliability is the concept of transferability (c.f. Eskola & Suoranta 2000, 211). There was no intention of such generalization capabilities for this research as are for instance in large-scale quantitative studies. The fields of communications and music therapy are evolving in time and each organization and country has its own qualities to consider. However, this research model can be used as a starting point of defining another field's or non-profit organization's state of communications and main focus of strategic communications, when the specific qualities of such an object are involved in the process. Written in English, this might also be of help to another organization in another country in a similar situation, aiming for enhancement of communications and the strategic position of the field or organization. At the time of the publishing of this thesis, it has been two or three years since the main data collection has happened. If the data collection happened at this moment, the results might be partly different due to development of communications, changes in the environment and other issues. However, it has been noted in the proceedings-section of the report, which issues have already evolved. In addition, similar data collection, for instance SWOT Questionnaire, can be used from time to time to assess the current state of affairs, as a sort of meter of development.

Eskola and Suoranta (2000, 212) state, that verification of the research is achieved by having confirmation of the results from other researches of the same phenomenon. Since there is not known to be research of exactly the same combination of phenomenon, this is achieved by having other research and scientific articles confirming the applicable parts of the research results. In the research, there should be internal validity present and this means having balance between the concepts and theories of the research and there should be a logic between methods, concepts and the theoretic-philosophic baseline. (Eskola & Suoranta 2000, 213.) This balance is sought in this research. In terms of external validity, there has been an aspiration towards qualification between the data and interpretations and conclusions of this research, as suggested by Eskola and Suoranta (2000, 213). Also, the collection of the data during different points in time, regarding the focus group interview, SWOT analysis and participant observation, is adding to the reliability of the research by affirming the phenomenon is being more stationary (c.f. Eskola & Suoranta 2000, 213-214). Using triangulation of the data (c.f. Tuomi & Sarajärvi, 2009) as it is done in this research, is also adding to the reliability. There are, for example different points in time when the data has been gathered, there is theory triangulation with theories involving strategic communications and there are different methods used for gathering the data. The time spent on the field was also long enough to create a thorough participant observation process. There is also the aim of using a wide variety of literature in this research. Via being able to reference others' researches there are also some opinions available on part of the subjects highlighted in the data by also other groups of people than the respondents of this research. The saturation of the data is also a part of the reliability, which confirmed that there is enough data to ensure the theory of surfacing in a sufficient form regarding the extent required from this sort of research.

Limitations

It is typical for a grounded theory research project to change to its final form during the research process (e.g. Anttila, 1998). In this research, the initial intention was to conduct other focus group interviews as reflection of the process, but this plan changed due to an increasing amount of clinical working of the writer as well as the increasing amount of communications related tasks in the society. In addition, the COVID-19 pandemic took its toll during the process, and all the board meetings were held online and handling mostly acute issues. In a way, some reflecting on communications related issues has happened on several occasions during the process whilst handling acute needs for communications as well as professional recognition issues during the regular board meetings. Several steps of developing the communications have also been made along the way, regarding for instance the member bulletin 'Musteri', social media platforms, translating communications materials from international associations etc. However, the reflection with the board can happen in a more

organized matter also when the processing of communications continues, hopefully with creating a communication strategy in the future. This is also practical in terms of the scope of this research, because the amount of data from the focus group interview and SWOT analysis was already quite extensive and grounded theory analysis is very time consuming. Since there was the aim of conducting the initial assessment of the communications and search for the main focus of strategic communications related to the challenges of the field, this research fills its purpose as such.

Data collection

It seems the data collection of the research brought useful information and almost surprisingly minor amounts less useful information. That might be due to the informants being insiders. The focus group interviewing took several hours and there might have been some tiredness involved with some participants, which resulted in for instance joking. Yet the researcher was well organized with themes and questions for the interview, and listening to the interview tapes it was evident, that it was still possible to return the participants to the subject when the conversation got too far from it. The questions and claims used as themes in the interview seemed to be relevant and provide sufficient information, for which also the SWOT analysis added quite significantly. The low quantity of less useful information from the data speaks also about the saturation of the data when analyzing. However, even the useful themes and categories found in the data can be separated as primary and secondary themes, which also serves the purpose of this research. In terms of defining the current state of music therapy -related communications as part of the state of affairs of music therapy in Finland, many of the themes are relevant. Only a few themes, however, are relevant in defining the challenges of the field at the moment. Of course, this was mostly known as a presumption before the research, but the data supported the perception in addition to the literature. There were a few primary themes considered when answering questions one and two, and in addition a few primary themes in answering question three, which were the most relevant to the model, which evolved as a result of this research data and process.

Music therapy and strategic communications

Finnish Society for Music Therapy (2020a) defines music therapy as a rehabilitation and treatment form, which is based on scientific research. The addition of the words 'based on scientific research' to the definition visible on the society's web pages, was actually proposed by the researcher of this thesis, at a board meeting some years ago. Already then it seemed an attribute worth emphasizing, and this research also confirms it. Also, there was the initial perception about the state of affairs and challenges of the music therapy field in Finland, since the researcher is a practicing music

therapist and as an active board member, has access to the current information continuously. However, in addition to confirming the initial perception, the researcher's impression of these aspects has deepened and the knowledge about communications has increased during the research process. This will hopefully result in practicing more effective communications in the future.

The clearest novel information of this research is not just about answering the questions 'what' and 'why' in terms of strategic communications, since these were, up to certain extent, the initial perception. However, this research clarifies those aspects as well. When thinking about this research project and its output, the issue of importance is in answering the question 'how'. There is the most new and relevant information for planning and executing the strategic communications of the field in the future. Who should be targeted, by which channels and how the content should be formed to that it would be best received by the recipient. And who could help us in getting the message through. How should strategy be enabled and reflected throughout the communications process, so that it would best affect the strategic position, to promote achieving the main goal(s) of the Finnish Society for Music Therapy? Here the model, "the theory" rising from this research is useful.

The board members having communication-related roles within the organization, have a responsible task at hand: Of which issues to inform the members and what is the right form, how to get the message across so, that it also moves along from the members (respondents) to their networks in a way that the message itself does not get distorted along the way? In Finland, many of us have played a game called 'Broken Telephone' as a child. Somebody starts a message by whispering it to another, then that one to the next and so on, until the final respondent says it out loud. Usually the game ends up in great fun and laughter, because the messages are usually strongly distorted from the original form. This is what very easily happens with communications, no matter how well the message is being formed or sent. The respondents may not hear correctly, understand the message, or they might have strong feelings related on the issue at hand or just some other things distracting their thinking at the moment. There is also the variety of respondents we are facing if working as private practitioners in the field of music therapy. For example, how to form the texts about music therapy on a web page so that they are professional enough for doctors or other health care staff but still clear and simple enough for the clients and their families? Or should there be different information intended for different types of readers? In addition to many others, this kind of questions have sought to be answered in this research.

Further research suggestions

The field of communications is wide and researching always produces more questions, of which some might be left unanswered. Communications is also a transforming phenomenon, the field of communications changes in time as well as the concept in which

it is being executed in, in this case the field of music therapy in Finland. In this research, the main focus of strategic communications related to the challenges of Finnish music therapy have been sought mostly by interviewing and collecting information from the members of the board of Finnish Society for Music Therapy. The data has been analyzed and by reflected with the literature and other information available.

The nature of strategic communications includes the idea that it is considered, what would be the type of information the recipients, such as the most important stakeholders, would be interested of. Or the consideration: by which channels the most important stakeholders would be best targeted. These are also determined up to a point in terms of this research, but the stakeholder's own perspective has not yet been included. Juholin (2013, 437) states that thematic interviews of the external stakeholders could be crucial for the strategies and alignments of the organization. Whereas this research defines the main focus of strategic communications related to the challenges of the field in Finland, as well as the initial assessment of communications for the basis of building a communication strategy, the strategic communications can be sharpened by having interaction with the stakeholders. Since this research was quite wide as it is, the interviewing of the stakeholders, such as doctors or decision makers, as well as involving more the members and partners of the organization to the planning and strategizing process, would be an equivalent place for further research. Maybe also the viewpoint of patients or their parents could be considered. This could be done for instance by action research and during the process also produce the materials needed for taking the strategic communications on the next level. There should be further research about the effectiveness of the communications related to the field of music therapy. Research about the awareness and valuation of music therapy as well as the reasons for the biggest obstacles in the professional recognition process could be involved as well, whereas awareness and valuation are something which are aimed at influencing positively and professional recognition is the most challenging issue in the Finnish music therapy field currently. Although this has been an issue for over 20 years, there is still hope that the field of music therapy in Finland will see a new dawn with this issue, at some point in the future.

Epilogue

Strategy is a military concept to begin with. After that, it has been developed most noticeably in business. It is natural, for this type of research, that there can be pressure of including all sorts of things to the communications as it is done in the field of business. However, it is quite clear, that a non-profit organization cannot execute and employ all the same ideas due to limited resources. The Finnish Society for Music Therapy is very active, and a lot has been done over the years, mostly in addition to the executer's daily jobs. It has been the aim of the researcher to present, that in addition to the already executed actions before the research process and during it, that there

are still issues to be considered and actions to be taken, which can be developed in the future. There are things that are thought of very well, such as the mission of the society. However, in terms of strategy, there is less phrasing done and instead it is more the implicit knowledge, a common understanding of the actors of communications. Also, in a smaller organization, planning is crucially important to optimize the minimal resources available. While there are no communications professionals employed in the organization, there can be the positive effect of authorized actors and volunteers of growing within their tasks. As a subjective view of the researcher, this has already happened, and the process still continues. Hopefully this will show also in increasing fluency of strategic communications.

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APPENDICES

APPENDIX 1

Questions of the Initial assessment of communications of Finnish Society for Music Therapy

1. What are the communications activities of Finnish Society for Music Therapy at the moment?
 - a. Internal communications
 - b. External communications
2. What kind of resources there are regarding communications?
3. What are the biggest challenges of communications at the moment? Where is development needed?
4. Who are the most important stakeholders? What are the channels for each stakeholder?
5. What are the main goals and focus of Finnish Society for Music Therapy at the moment? What are the planned communication actions regarding these issues?
6. What are the strengths and weaknesses compared to the 'competitors'? (Also so-called non-direct competition, that is, from whom the purchaser of services can buy services instead of music therapists.)
7. What are the most problematic stakeholders and why is this?
8. What should those stakeholders know or understand better? How should they change their actions?
9. Possible other issues concerning the subject:
10. Some claims about communications for discussion, if they are true or false:
 - a. the organization does not understand its role in communications
 - b. there is insufficient collaboration between the management and the executors of communications
 - c. there is a lack of coordination
 - d. board is not committed to communications
 - e. there is the lack of the lack of time and resources
 - f. the time is spent with daily routines and there is no time for development
 - g. there is insufficient understanding of the organization's operation
 - h. the quality of communications is varying
 - i. there is overlapping of tasks
 - j. there is deficiency in managing information

Questions partly based on Korva (2015b) and especially the claims based on Korhonen & Rajala (2011)

APPENDIX 2

THE MODEL OF RESULTS OF QUESTION 3,
FIGURE 1 IN SECTION 5.1.3

