

**INTEGRATED APPROACH TO ANALYSIS OF
COMMUNICATION IN ISSUE ARENAS:**

**BUILDING A BALANCED COMMUNICATION
STRATEGY PORTFOLIO**

Case: Paperinkeräys Oy

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<p>Abstract</p> <p>The purpose of this study was to review how integrated approach to issue arena analysis could bring added value to strategic reputation management in practice. The research was performed as a case study. The case organization was Paperinkeräys Oy, which is a nation-wide company offering recycling and environmental services.</p> <p>The aim was to analyze communication in issue arenas that are relevant to the case organization's functioning and existence. Following research questions were formed to approach the research topic: 1) which topic fields of public debate are relevant to Paperinkeräys' functioning and existence, 2) how various actors interact on issues within the relevant topic fields for Paperinkeräys in a place of interaction where the case organization is so far not active, 3) what strategic guidelines can be formulated from the results of integrated analysis of Paperinkeräys' communication in issue arenas?</p> <p>The research had a qualitative approach. A desk research with semi-structured interviews and going through organizational publications was performed before social media monitoring, which was the primary research method. Data for textual analysis was collected in Twitter between April and June 2014. The analytical model of communication in issue arenas (Vos et. al, 2014) was combined together with the reputational risk factors in online environment (Eccless et. al 2007; Aula 2010) to form a data extraction table for qualitative textual analysis.</p> <p>Various relevant issue arenas were identified, digitalization of graphic and printed paper being the most active of them along with debate on environmental technology and cleantech. Several actors such as competitors, other organizations, politicians, celebrities and individual citizens took different roles in the debate that was mostly located in Twitter, although in some cases the issues spread to Twitter from other places of interaction. Factors that might cause emerging risks facing corporate reputation were also recognized in textual analysis.</p> <p>Based on this research the data extraction table that was formed for this thesis could be used as a monitoring tool to bring added value to corporate communication strategy planning in various scenarios. The importance of balancing various participation strategies was also pointed out based on literature and the outcomes of this research.</p>	
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<p>Tiivistelmä</p> <p>Tutkimuksen tarkoituksena oli selvittää, miten integroitu teema areena -analyysi (issue arena analysis) voisi tuoda lisäarvoa strategiseen maineenhallintaan käytännössä. Tutkimus toteutettiin tapaustutkimuksena. Kohdeorganisaationa tutkimukselle toimi Paperinkeräys Oy, joka on valtakunnallinen kierrätys- ja ympäristöpalveluja tarjoava yritys.</p> <p>Tutkimuksen tavoitteena oli analysoida viestintää julkisen keskustelun areenoilla, jotka ovat olennaisia kohdeorganisaation toiminnan ja olemassaolon kannalta. Aihetta lähestyttiin seuraavilla tutkimuskysymyksillä: 1) mitkä julkisen keskustelun aihealueet ovat olennaisia Paperinkeräyksen toiminnalle tai olemassaololle, 2) kuinka eri osapuolet vuorovaikuttavat Paperinkeräykselle oleellisilla keskusteluareenoilla paikassa, jossa kohdeorganisaatio ei ole toistaiseksi aktiivinen, 3) millaisia strategisia linjauksia voidaan johtaa integroidun analyysin tuloksista Paperinkeräyksen viestinnälle julkisen keskustelun areenoille?</p> <p>Tutkimuksessa oli laadullinen lähestymistapa. Puolistrukturoidut haastattelut ja pöytälaatikkotutkimuksen sisältänyt esitutkimus suoritettiin ennen sosiaalisen media luotautusta, joka oli tutkimuksen päämetodi. Sisällönanalyyysissa käytetty aineisto kerättiin Twitterissä huhti- ja kesäkuun 2014 välisenä aikana. Keskusteluareenoiden viestinnän analyttinen malli yhdistettiin verkkoympäristössä olevien maineuhkien kanssa sisällönerittelytaulukoksi laadullista sisällönanalyyysia varten.</p> <p>Tutkimuksessa tunnistettiin useita olennaisia keskusteluareenoita, joissa keskustelu painetun ja paperin digitalisoitumisen sekä ympäristöteknologian ja cleantechin ympärillä oli kaikista aktiivisinta. Useat osapuolet kuten kilpailijat, muut organisaatiot, poliitikot, julkisuuden henkilöt sekä yksityishenkilöt ottivat erilaisia rooleja keskusteluissa, joista suurin osa sijaitsi Twitterissä, vaikkakin joissain tapauksessa aiheet saivat alkunsa sen ulkopuolella. Sisällönanalyyysissa tunnistettiin myös tekijöitä, jotka voivat aiheuttaa maineuhkia.</p> <p>Tutkimuksessa muodostettua sisällönerittelytaulukkoa voitaisiin hyödyntää sosiaalisen median luotausvälineenä tuomaan lisäarvoa organisaatioviestinnän strategiseen suunnitteluun eri tilanteissa. Tutkimuksen kirjallisuudessa ja lopputuloksissa korostettiin myös erilaisten osallistumisstrategioiden tasapainottamisen tärkeyttä.</p>	
Asiasanat - Keskusteluareenat, Teema-areenat, Maine, Sosiaalinen media, Luotaus, Mainehukat verkossa, Paperinkeräys Oy	
Säilytyspaikka - Viestintätieteiden laitos	
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1 INTRODUCTION

Fast development of the new media environment and social media has changed the field of corporate communications (Vos et. al 2014). Organizations are no longer the center of communication, so the traditional models of organizational communication are becoming outdated. The focus has long been in stakeholders having their stake in an organization. From there the focus should instead be forwarded to issues that various actors may have their stake in. The new media environment is also harder to control by organizations (Aula 2010, 44). All this leads to issues taking the central role in corporate communications. (Luoma-aho et. al 2013, 240.)

The new media generates new opportunities for corporate communication strategy planning (see e.g. Aula 2010, Gilpin 2010). It also generates new situations where corporate reputation is at risk and threatened. According to Aula (2010, 44) "reputation risk has been added to the list of business risks that organizations must take seriously."

Strategic reputation risk management should be taken into account in

communication strategy planning, but it has to be proactive. The possible threats need to be taken into account before reputation crises emerge. (Aula 2010, 46.) In the new media environment ongoing environmental monitoring can facilitate participation strategy planning of an organization, but in order for the organization to maintain clear identity the strategies cannot be out of balance (see e.g. Flynn 2006, Luoma-aho et. al 2013, Vos et. al 2014).

The thesis is made in collaboration with Brunnen Communications, one of their clients acting as the case organization of the study. The case organization is Paperinkeräys Oy which functions within the energy industry. The organization and its' business will be further introduced in Chapter 5.

The aim of this study is to find out whether integrated issue arena analysis would add value to the strategic reputation risk management of Paperinkeräys Oy. This is done by analyzing the case organization's communication in issue arenas that are relevant to its' functioning and existence and then how various actors interact on these arenas in a place of interaction where the case organization is not so far active. According to Vos, Schoemaker and Luoma-aho (2014) organizations need to develop a portfolio of various communication strategies that are in balance in order to maintain their corporate identity (Flynn 2006), *a balanced communication strategy portfolio*. Therefore, the results of the integrated analysis of communication in issue arenas will be used to formulate new guidelines (as implications) -for the case organization's communication strategy, aiming at creating balanced portfolio of (multiple) communication strategy choices.

First, the key terms and concepts for the theoretical framework will be reviewed. The main focus of the literature review will be on corporate reputation management and an integrated approach to communication in issue arenas. After this follows the presentation of the research gap and questions that were formulated for the research part of the thesis. The case organization Paperinkeräys Oy and methodology used for the research and analysis will be introduced as well. Finally, the results and conclusions including implications for future practices and research are presented.

2 CORPORATE REPUTATION MANAGEMENT

Corporate or organizational image and reputation are terms that are widely used among scholars within the field of communication science. According to Barnett, Jermier and Lafferty (2006, 26), the role of corporate reputation in communication research has intensified significantly during the last decades. Despite the increased volume of research on reputation and image, these terms still seem to lack universal definitions and conceptualizations that would be agreed among all communication scholars. They are also often used interchangeably or in contradictory ways. (Barnett et. al., 2006; Gilpin, 2010.) Due to the existing confusion about the two concepts, their meaning in this study needs to be clarified. Developments in the media environment also have effect on image construction and corporate reputation.

According to Steyn (2003, 168) not all communication practitioners have always understood the meaning of strategy. This has been the case, even though within the corporate communications industry it has been acknowledged that strategy should be integrated into all communication programs. Instead, the word 'strategy' has long been well known in management theory and practice. (Steyn 2003, 168.) Strategy itself does not make concrete things happen, but it can be seen

as a guideline in the management of organizations. Communication strategies support pursuing communication objectives, such as the promotion of knowledge, attitude or behavior (Vos & Schoemaker 2011, 224).

Jones, Temperley and Anderson (2009, 928) have stated that there is a growing need for organizations to implement procedures and practices to be able to manage their reputation online. The risks involved also need to be addressed when engaging with the wider community or public in the social media. Strategic corporate reputation management becomes crucial for businesses when stakeholders are able to share business information and actively take new roles in the online environment. (Jones, Temperley & Anderson 2009, 928.)

2.1 Definition of corporate image

The word *corporate image* has its roots in Latin words 'corpus' and 'imago'. The word 'corpus' stands for body, which refers to an organization as a whole. 'Imago' could be seen in this case as a mental picture of the organization that forms in one's mind. Corporate image has been defined as the public perception of an organization's various publics and refers to the organization as a whole. (Vos & Schoemaker 2006, 14-15.) To this Gray and Balmer (1998, 696) add that the mental picture which the various audiences have is immediate. Therefore, corporate image could be seen as everything that comes to mind immediately as one, for example, sees the logo or hears the name of an organization, which makes corporate image highly time linked. Image can change either swiftly or gradually based on changes in the organizational environment or the organization itself (Vos & Schoemaker 2006, 17). In this thesis corporate image is also referred to with *organizational image*.

All associations and impressions of an organization form an image in the public's minds. The exact characteristics of corporate image are not widely studied or presented in organizational communication and public relations literature, but

experiences of the various publics could be used as one basic definition to what image consists of. (Vos & Schoemaker 2006, 16.) The experiences might be either personal or indirect (Vos & Schoemaker 2011, 49). Barnett et al. (2006, 34) agree to the basic definition of image by stating that image should be treated as general impressions of 'a corporation's distinct collection of symbols' that an observer might have, whether the observer is an internal or external part of the organization.

It might seem confusing to discuss about an organization's various publics without clarifying that these publics or audiences can be seen as both internal and external groups of individuals. Vos and Schoemaker (2006, 16-17) state that even though the corporate image is personal and can vary from one person to another similar variations are likely to be found in different public groups of an organization. This is because the relationships between an organization and different groups are diverse rather than homogeneous. An organization might serve multiple publics differently and their level of involvement with the organization or its functioning varies as well (Vos & Schoemaker 2011, 49). Therefore, an organization can not be seen as having just one but rather multiple images (Vos & Schoemaker 2006, 17).

Brown, Dacin, Pratt and Whetten (2006) have described the traditional corporate image by dividing the concept into different viewpoints of an organization. According to them, these organizational viewpoints are intended image and construed image among organizational or corporate identity. They state that the conceptual thought of organizational identity refers to perceptions of an organization among its internal stakeholder groups and that organizational members need to be separated from other type of stakeholder groups because they are what embodies the organization. (Brown et. al. 2006, 102-103.) They view the organization from a different position than external stakeholders and are themselves part of it.

Vos and Schoemaker (2006, 61) have argued that corporate identity is often confused with an organization's self-image which might also be called internal

image. It is the image that the internal stakeholders of an organization have of their own organization (Vos & Schoemaker 2006, 60). They state that the organizational or corporate identity should be seen as the set of actual and existing characteristics of an organization (Vos & Schoemaker 2006, 48). This would differentiate the concept of corporate identity from the combination of intended and construed image. Unlike image, identity is not based on perceptions but existing of tangible and intangible characteristics of an organization (Kitchen, Tourky, Dean and Shaalan 2013). According to Puusa (2009) corporate identity has both external and internal levels.

Vos and Schoemaker (2006, 50) also highlight the role of corporate culture as an important part of the identity. Corporate culture could be seen as an encompassing system of values, norms, opinions and meanings referring to the organization as a whole and its history. Different elements of a culture may vary in visibility as for example symbols or working clothes are more tangible in comparison to values, norms or believes that exist among organizational members. (Vos & Schoemaker 2006, 48-50.)

Gilpin (2010, 267) defines image construction as an organization's self-presentation processes used to build and maintain particular sets of perceptions in relation to organizational identity. According to her, organizations aim to project an image that is based on their perceived identity and this is done because they are hoping to influence their overall reputation. Image construction is a social process because, even though it originates from the organization, the organizational environment is dynamic and changing constantly (Luoma-Aho & Vos 2010, 315; Gilpin 2010, 267). Therefore, organizations need to be able to adapt and respond to feedback or changes in their social environment (Gilpin 2010, 267).

2.2 Changing views on corporate image and reputation

Corporate image is linked to the concept of *corporate reputation*. According to Barnett et. al 2006) they might even be used in contradictory ways among communication scholars. Still, the concept of corporate reputation often refers to the reflection that stakeholders have of an organization's actions and initiatives (Vos & Schoemaker 2011, 53). Some authors stress images and different perceptions of public groups (e.g. Williams & Moffitt 1997, Wan 2007, Vos & Schoemaker 2011), while literature on reputation from an organizational point of view stresses the added value of a good reputation for organizations (e.g. Yang 2007, Aula 2011). In later years the concept of reputation seems to be used more often, while research into the topic further diversified, differentiating various elements.

Gilpin (2010, 265) suggests that organizations aim to influence, maintain or create reputation through various self-presentation activities. These activities collectively express the organization's identity. To conceptualize reputation more broadly, it could be seen as combining stakeholder perceptions and representations by media or other third parties into organizational self-presentations. (Gilpin 2010, 265-266.)

Aula (2011, 29) introduces four different approaches to the concept of reputation: assessments, relationships, position and social capital. One way of viewing the impact of online communication environment to corporate reputation is to take a look at it in the framework of these four more traditional approaches to reputation. This refers to reputation management where the role of the online environment is considered. (Aula, 2011, 29.)

The first approach of Aula concerns assessment. Even though reputation is an abstract concept, it could be operationalized in the context of valuing different aspects or properties of an organization that are linked to corporate reputation (Aula 2011, 29). Aula (2011, 29) states that an organization could be *reputationalized* for example by viewing the feeling how it is run, the product or

services the organization offers or valuing the quality of its strategy. Aula and Heinonen (2002) have introduced a structural model of reputation, the reputational wheel that describes dimensions of reputation that can be used to operationalize corporate reputation. These dimensions of reputation are organizational culture and leadership, products and services, success, corporate or community responsibility, public perception and an organization's ability to change and develop. The last dimension could also involve an organization's support for innovation, as Aula and Harmaakorpi (2008, 536) state that "an innovative milieu is a possible foundation for a reputation".

The second approach to corporate reputation according to Aula (2011, 29) is reputation as relationships. In the context of this approach reputation is the result or consequence of the relationship and its success between an organization's management and stakeholders (Aula 2011, 29). In other words, reputation is the outcome of public relations. Aula (2011, 30) states that the reputational advantages related to an organization's stakeholders can be operationalized or made concrete by linking the concept of relationships to position and social capital which I will next introduce.

Aula's (2011) third approach to reputation is reputation as positions. Reputation always has a communicational dimension, because instead of being concrete it can be seen as something that is talked about and related to (Aula 2011, 30). This is what Aula and Harmaakorpi (2008, 526) have called the communication principle of reputation. Reputation also involves qualitative assessments that are linked to the subject of discussion (Fombrun 1996; Fombrun & Shanley, 1990, according to Aula 2011, 30). This can be called the evaluation principle of reputation (Aula & Harmaakorpi 2008, 526). According to Aula (2011, 30) corporate reputation could be evaluated by reviewing these qualitative assessments or perceptions of different features of the organization. In addition to the communication and evaluation principles, Aula and Harmaakorpi (2008) have also introduced the distinction or differentiation principle of reputation. What this means is that reputation differentiates subjects or in this case organizations from one another (Aula & Harmaakorpi 2008, 526). This could be

seen as the base of decisions that are made in favor of an organization and to the expense of another (Aula 2011, 30).

According to Aula (2011) the fourth approach to the concept of reputation is reputation as social capital. One way to look at corporate reputation is that it is built on stories formed and spread, also including other shared meanings, in networks by organization's stakeholders. Thus it is an integral part of an organization's intangible assets, social-cognitive capital. Luoma-aho (2013, 279) adds that the concept of social capital explains how corporate reputation adds to the intangible value of an organization. In the new media landscape the role of communication is emphasized because social capital is made more visible there than in traditional media. Thus according to Luoma-aho (2013) corporate social capital can be seen as the "future of reputation" in the new media landscape. Within this framework corporate social capital and reputation can be seen linked to each other (Luoma-aho 2013, 279).

Trust becomes central in the concept of social capital as a foundation for reputation, because social capital might lose its value in settings where trust does not abound (Luoma-aho 2013, 282-283). Aula (2011, 30) agrees that trust is part of an organization's relational capital and connected with reputation. He also highlights that it is not enough for an organization to be known as having a good reputation, but that in order to have a good reputation an organization has to be trusted and identified with (Aula 2011, 31). Aula and Harmaakorpi (2008, 527) add to this that a good reputation also creates trust and brings esteem towards an organization.

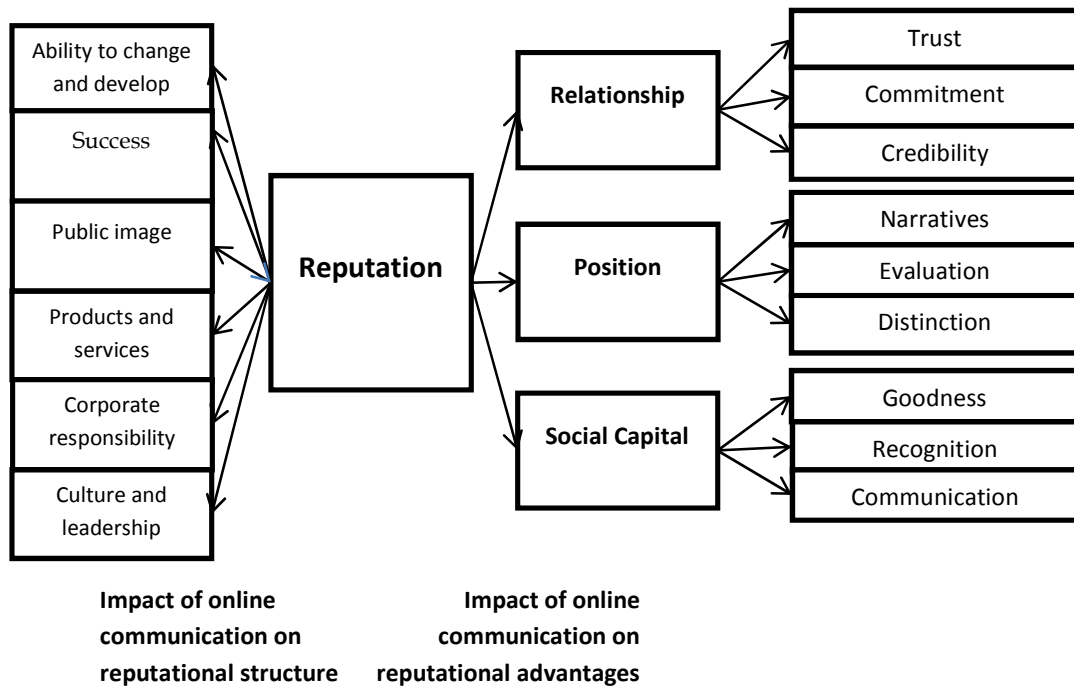


FIGURE 1. Conceptual model of the interdependencies between online communications, the structure of reputation, and reputational advantages (Aula 2011, 31).

Aula (2011, 30) has stated that the reputation principles of communication, evaluation and distinction can add to an organization’s intangible assets in online media environment. In the new media environment online communication “can be seen as creating positional advantages for the organization in relation to other actors based on messages, assessments, and differentiation” (Aula 2011, 30). Gilpin (2010, 266) adds that the new way in comparison to traditional view on reputation is that instead of a systematically managed resource, reputation must be constantly negotiated between organizations and their stakeholders. New media sets up new starting points for reputational advantages to be used up to their full potential. As presented in Figure 1, Aula (2011, 31) defines reputational advantages of an organization in online communication as reputation relationship, position and the creation of an organization’s relational, structural and cognitive social capital.

2.3 Reputational risks in online environment

Aula (2010, 44) has defined *reputation* or *reputational risk* as “the possibility or danger of losing one’s reputation” and that it might threat organizations in multiple ways. Jenny Rayner (2003, 19) instead states that there are no such things as reputational risks but only risks to reputation. Still, using the term reputation risk and thus categorizing threats to reputation as a subcategory of any kind of risks that organizations face might help to catch the managements’ attention. Therefore, reputational risks are mainly operative risks that have been added to the business risks that organizations need to take seriously (Aula 2010, 44). Rayner (2003, 20) also adds to Aula’s (2010, 44) definition of reputational risk that a risk to reputation could be any action, event or circumstance that have the possibility to impact organization’s reputation. According to her significant reputational risks are to be taken seriously especially because usually they are risks that threat the organization’s whole business’s existence. (Rayner 2003, 19-20.)

It is important to acknowledge the risks facing corporate reputation, also because trust has been offered to be a core element in gaining corporate social capital and reputation (Luoma-aho 2013, 279; 282-283). Laaksonen, Falco, Salminen, Aula, Ravaja, Ainamo and Neiglick (2012, 20) have stated that the loss of corporate reputation might emerge as both internal and external distrust among an organization’s stakeholders. This might cause for example increased expenses for monitoring (Laaksonen et. al. 2012, 20). Trust is not the only asset that organizations could lose as a result of reputational risks. Losing reputation might also affect an organization’s competitiveness, positioning, media relations and legitimacy, which refers to its right to exist. Operative risks such as poorly functioning internal actions, systems, people or events that occur in the external environment of the organization might also take the form of the loss of reputation, because they can cause direct or indirect losses to an organization’s assets (Aula 2010, 44). In some cases, even the existence of a reputation risk might cause a threat to reputation. Reputation risks do not only affect individual organizations. They can also cause harm to an industry as a whole. In that case those organizations with the strongest reputation risk management programs are the ones that are able to maintain good position in the market. (Aula 2010, 44-45.)

Eccless, Newquist and Schatz (2007) have identified three types of reputational risk factors that organizations and their management should acknowledge in their business (according to Aula 2010, 45). Aula (2010, 45) has criticized these three reputational risk factors of Eccless et. al (2007) for not taking the role of social media and online media environment into account. According to him social media widens the spectrum and boosts dynamics of reputational risks in online media environment (Aula 2010, 45).

The first of the reputational risk factors according to Eccless et. al (2007, 107) refers to an increasing reputational risk when the gap between organizational reputation and reality grows. Corporate reputation is based on stakeholder perceptions (Vos & Schoemaker 2011, 53). There is a gap between reputation and reality, when the organization's identity and performance do not match with the perceptions of their stakeholders. When this gap exists, there is a possible risk to organization's reputation. (Eccless et. al 2007, 107.) In addition to the challenges facing this factor in traditional media, in social media and networking individual users generate unverified information and may spread ideas about organizations. There could be a possible reputational risk in the online environment when the ideas put forth about an organization differ from what the organization itself shares with its public. (Aula 2010, 45.) According to Tennie, Frith and Frith (2010, 486) corporate reputation "taking its own life" and diverging from actual behavior is not always harmfully intended but may also occur unintentionally.

The second risk factor according to Eccless et. al (2007, 106-107) acknowledges changing or evolving expectations of an organization's stakeholders' and whether the organization can meet them with its performance and actions. These expectations can also affect the corporate reputation-reality gap (Eccless et. al 2007, 107). According to Aula (2010, 45) "social media fuels new expectations or beliefs about organizations, to which organizations should respond." When considering the interactive nature of social media (discussed further in Chapter 3.1), the importance of a two-way dialogue between the organization and its stakeholders should be acknowledged in the transformation of expectations. In social media stakeholders may share opinions on what organizations should

focus on in the future, question responsibilities and administration that require transparency or even display organizational irresponsibility (Aula 2010, 45).

The third reputational risk factor can also affect the gap since it considers the organization's internal coordination and the quality of it (Eccless et. al 2007, 107). Problems in internal coordination or organizations' own communication actions may be revealed to a wider public in online environments. These problems may, for example, include reactions to claims that are presented in social media or organizations being caught manipulating the facts for their own benefit in blogs or online encyclopedias such as Wikipedia and other online media platforms. (Aula 2010, 45.) Creating a distorted reality to strengthen or maintain corporate reputation harms an organization's reputation when revealed because, according to Luoma-aho (2013, 282-283), distrust may cause loss of organizational social capital.

As stated, the role and characteristics of social media can be seen as presenting possible reputational risks to an organization. Social media services are dynamic online environments, where content can be neither controlled in advance nor managed in the same way as in traditional media. This implies that basically it is impossible for organizations to control discussions about themselves. (Aula 2010, 44.) The online environment also requires transparency and accountability from stakeholder engagement in order to operate effectively and with impunity, because there people are actively taking part in discussions and they are also more skeptical and demanding (Jones, Temperley & Anderson 2009, 928). Even though transparency is required from organizations, social media provides a greater degree of anonymity to its users (Tennie, Frith & Frith 2010, 484). The phase and speed of communication also varies drastically in online environments compared to the traditional media. The possibility to publish or share information and content within seconds creates more possible risks for reputation (Jones, Temperley & Anderson 2009, 928).

2.4 Strategic reputation risk management

Greene et. al (according to Steyn 2003, 170) have defined strategic management as “a continuous process of thinking through the current environmental conditions, and then combining these elements by setting forth a guide for tomorrow’s decisions and results”. The process of strategic management includes environmental analysis, strategy formulation and next strategic planning, implementation and control (Steyn 2003, 174-175).

Using strategic management as a framework, corporate communication strategy can be seen as a functional strategy providing the link between an organization’s strategies and communication functions. In other words, corporate communication is a strategic management function. Corporate communication strategy should also be conceptually linked with the organization’s enterprise or business strategy. (Steyn 2003, 178-179.) To state that corporate communication is a functional area (Vos and Schoemaker 2011) or functional strategy (Steyn 2003) implies that it provides recommendations and guidelines for the management and practitioners to plan, implement and maintain communication in line with the organizational principles of functioning. According to Steyn (2003, 182) it is highly important for practitioners to understand the business and societal issues of an organization, in order to be able to formulate a successful communication strategy. Aula (2010, 44) adds that the role of social media in terms of corporate communication is to be taken into account as well, because it has implications for the corporate strategy. According to Jones, Temperley and Lima (2009, 927-928) the guidelines for engagement with stakeholders in social media should be explored from the viewpoint of how they contribute to, damage or strengthen corporate reputation. In Chapter 3.1 the role of social media and online media environment will be discussed further.

The importance of communication and reputation has been underlined in Chapter 2.1 and, therefore, it could be stated that the same principle of understanding the operational environment and societal issues exists in

reputation management of organizations. As discussed in the previous chapter, reputation risks might threaten an organization's existence (Steyn 2003, 20). Therefore, risk management should be well-integrated into an organization's communication strategy and further reputation management.

Eccless, Newquist and Schatz (2007, 107) state that managing reputation risks effectively, begins with acknowledging reputation as a matter of perceptions. This links reputational risks to strategic reputation management. According to Eccless et. al (2007, 110) successful reputation risk management consists of several steps, that include assessing the organization's reputation among stakeholders, evaluating the organizations real character which is refer to as organizational identity in this thesis, closing gaps between reputation and reality of the organization's characters, monitoring changing beliefs and finally putting the organization's management in charge.

Aula (2010, 46) states that social media is not just a channel for distributing organizational communication but an arena of participation for organizations and its stakeholders. Interaction in the arena creates perceptions and, therefore, needs to be acknowledged in strategic reputation risk management. According to him, strategic reputation management should not concentrate on achieving short-term goals and interests but concentrate on ethics. Organizations seek to form relationships with stakeholders with collective expectations that are likely to vary among different groups and over time. (Aula 2010, 46.) To satisfy stakeholder expectations organizations need to tailor their self-expressions and communication. (Gilpin 2010, 267.) A clear line between communicating organizational goals and maintaining guidelines on how to behave in order to live up to stakeholder expectations needs to be set on the strategic level of corporate communication. Ethically questionable communication actions create reputational risks that should be avoided in the online environment. "In other words, in social media, an organization cannot just look good; it has to be good." (Aula 2010, 46.)

According to Aula (2010, 46) another aspect to be taken into account, in terms of strategic reputation management in online settings, is the presentation of collective truth that may exist in social media. Internet users have their own perceptions of an organizations and that picture is shared with others. This is when the subjective truth of an individual becomes the collective truth of stakeholders about the nature of and expectations towards an organization. In these conditions undesirable opinions about an organization might be difficult to correct and, therefore, reputation risk management should begin before the corporate reputation crisis. (Aula 2010, 46.) In other words, strategic reputation risk management planning should always look forward and acknowledge possibilities about what risks corporate reputation might face.

3 INTEGRATED APPROACH TO COMMUNICATION IN ISSUE ARENAS

Today's media landscape is changing rapidly and the boundaries that used to exist between the traditional and new media are currently blurring. An example of this is that newspapers monitor social media and blogs constantly. (Gilpin 2010, 269.) Social media tools such as microblogging services (e.g. Twitter) are not media that could be controlled easily and thus pose challenges to organizational communication and public relations or other corporate communication practitioners. This changing nature of the media landscape is why public relations theory and practice need to adapt to their environment. (Gilpin 2010, 284.)

Traditional stakeholder theory has seen organizations at the center of communication (Luoma-aho & Vos 2010, 324). Now this traditional way of thinking is becoming outdated, as the development of new communication technologies and the new media landscape has affected organizations' social engagement with their stakeholders (Luoma-aho & Vos 2010, 315). Organizations need to react to various changes in the stakeholder environment constantly (Gilpin 2010, 267).

3.1 Moving on to new stages of discussion: The new media landscape

Communication practitioners have long relied heavily on traditional tools of communication such as press releases, to communicate with an organization's stakeholders (Diers & Donohue 2013, 252). Gilpin (2008, 9; 2010, 267) agrees to this by adding that news releases have been the traditional tool used to construct organizational image and thus influencing overall reputation. News or press releases have been a relatively cost effective communication tool compared to many other traditional forms of corporate communication. However, the role of press releases has changed because of the changes in the media landscape. In today's media environment new low-cost means and tools of communication are replacing traditional news releases. This is because many of them offer organizations an opportunity to bypass the mainstream media and engage in direct contact with their stakeholders. (Gilpin 2010, 268.)

What most models of reputation have been criticized for is that they assume a world in which organizations communicate with one voice only and that their "stakeholders have limited access to image-construction information beyond their own experiences with the organization and its representation in mainstream media" (Gilpin 2010, 269).

The new media environment has different characteristics. For example, in comparison to traditional media or even web pages on the Internet, social networking media form a different kind of network structure. According to Aula (2010, 43) social media could be characterized through interactivity. Individuals that function in social media may freely send, receive or process content for use by others.

Social networking is not the only form of social media, thus content such as video and photo producing or sharing services, virtual worlds, blogs and "the distribution of services and websites that are collectively constructed by users" exist as well. (Aula 2010, 43.) These different sites or platforms may have multiple authors, accounts and participants that could all be involved or associated with

one certain organization. (Gilpin 2010, 269.) This presents new opportunities for organizations' communication thus challenges it at the same time. More precisely, the management of multiple voices online may create opportunities for organizations to expand their networks of stakeholder relations but also challenges image and reputation management (Gilpin 2010, 269). Aula (2010, 43) states that because social media has achieved such popularity it is a forum that cannot be ignored.

Social media provides new possibilities for stakeholders to take action in the media environment. Jones, Temperley and Anderson (2009, 928) see the new media environment as a tool for consumer and citizen empowerment. Stakeholders of organization are actively involved in online discussions and sharing industry information. They may also take new roles "as consumer watchdog, investigative journalist, and opinion influencer." (Jones, Temperley & Anderson 2009, 928.) The online media environment also makes it possible to set up new identities, as one individual may now establish various identities online (Tennie, Frith & Frith 2010, 485).

The new environment has moved communication with and among stakeholders to new stages outside the control of organizations. Issues and topics of discussion have now taken their place in the center of communication instead of organizations. This has broadened the role of corporate communication in the context of organizational survival (Luoma-aho & Vos 2010, 315-316.)

3.2 The concept of multiple issue arenas

Luoma-aho and Vos (2009) have introduced the concept of communication in multiple *issue arenas* in their work. The theory has been created to describe the central role of issues in dynamic social environments. Previously an organization-centered type of thinking had been common in the field of corporate communication that now is becoming outdated because the communication

between organizations and stakeholders has moved and continues to move on to new stages of discussion (Luoma-aho, Tirkkonen & Vos 2013, 240).

Issue arenas resemble stages or platforms (Goffman 1959, 61). They are defined as places of interaction where organizations involve in discussions and public debate on issues with their stakeholders (Luoma-aho & Vos 2010, 316). In this framework the term 'arena' can refer to a concrete place (e.g. a debate hall) or medium. Thus primarily an issue arena could be seen as an abstract concept including all the places where public debate or exchange of views on an issue takes place (Vos, Schoemaker & Luoma-aho 2014) Public debate in the issue arena might take place in multiple locations. These locations may be tangible, traditional media or the new, virtual media. One of the places might be dominant, but due to the dynamic nature of issue arenas an issue might spread from one place to another. During time a new place might become dominant and replace the other. (Luoma-aho & Vos 2010, 319.) There may also exist several issue arenas simultaneously that should be taken into account by an organization (Luoma-aho & Vos 2010, 321).

Ideas and issues that are in common interest between an organization and various stakeholders are discussed in issue arenas (Luoma-aho, Vos & Tirkkonen 2019, 241). For each arena several potential actors might exist. They might either want to have their say in the issue or be left in the audience to follow the debate. Thus the role they take may be active or passive, and it can change over time. Their success to have a say on an issue depends on their timing and stance to take part in the debate. (Luoma-aho & Vos 2010, 319.)

Issue arenas are dynamic and in constant change. The nature of issue arenas is a result of ongoing interactions between the participants and the developments in the social environment. (Luoma-aho & Vos 2010, 319.) It is typical that an issue arena forms around a topic, incident or shared interest. Issues and ideas that are discussed are of interest to both the organization and its stakeholders (Luoma-aho & Vos 2010, 319). If one party perceives the issue in an early stage, there exists a possibility for that party or participant to become the dominant voice on the

issue. This happens when the party has been able to establish enough credibility in the discussion, leaving others in the audience of it. (Luoma-aho & Vos 2009, 120.) If an organization fails to participate in the discussion and give out its opinion or point of view on an issue, it will not take long until other stakeholder opinions dominate the arena (Luoma-aho, Tirkkonen & Vos 2010, 241). Therefore, timing and stance on an issue might determine the role of the organization in the arena.

Aula and Mantere (2008) have discussed about the concept of reputation arenas as places of interaction where corporate reputation is created through organization's social engagement with its publics. What differentiates issue arena theory from reputation arenas is the focal point. According to Luoma-aho and Vos (2010, 319) the concept of reputation arenas overemphasizes the role of organizations. Whereas it is the organization in reputation arena thinking, it is the issue itself that is central to those interacting in issue arenas. (Vos, Schoemaker & Luoma-aho 2014.) However, the concept of reputation is highly linked to issue arenas because corporate "reputation is mutually negotiated there" (Williams & Moffit, 1997; according to Luoma-aho & Vos 2009, 121.)

3.3 Virtual issue arenas

Luoma-aho, Tirkkonen and Vos (2013, 240) have referred to the new media with the term new stages. New stages or platforms are places where organizations' interaction with their stakeholders has been moving due to the development of technology (Luoma-aho, Tirkkonen & Vos 2013, 240). Aula (2010, 45-46) agrees by stating that social media can be seen as an arena for participation between an organization and its publics. Therefore, different social media platforms are "places where users can actively participate in the ongoing process of influencing assessments of corporations (Aula 2010, 46)."

The new stages might complement the legacy media but can also take over as

central or dominant arenas in public debate (Luoma-aho, Tirkkonen & Vos 2013, 240). Communication practitioners have only recently been active in structurally monitoring and participating in debates in the new virtual arenas. In the online environment commonly used tactics have recently been, for example, search engine optimization and blog measurement (Luoma-aho & Vos 2010, 321). Virtual arenas require increased monitoring from the practitioners, because issue-contagion is faster in the online environment and the possibility for an issue to move from a private concern to public is more likely (Coombs 2002, 216).

Just as in any other social platform, location or environment, there are many topics for the participants to choose from online. It is easy for various publics to find each other and network on almost any possible topic or theme of discussion in the new media environment. The topics and issues discussed online are usually related to a participant's life in one way or another. (Juholin 2008, 76.) According to Forsgård and Frey (2010, 46) people who are a part of online communities feel the need to discuss about brands or services even if the organizations were not available or attending. The public is simply too impatient and this leads to situations where private persons act as initiators of public debate.

Virtual issue arenas may also affect the way corporate image constructs. Corporate image and reputation have been defined and further discussed in Chapter 2. Gilpin (2010) suggests that different online media channels may contribute divergently to corporate image construction. First of all, most of them allow organizations to bypass traditional media. This enables them to engage directly with their stakeholders in various public discussions. (Gilpin 2010, 265.)

According to Gilpin (2010, 268) blogs and microblogging are two of the most used platforms for organizations to build their relationships online. Blogs contain longer posts that users can subscribe to receive. Microblogging consists of short messages that can spread to various platforms in different formats all the way from cell phone texts to status updates or instant messages. The most known and popular microblogging service online Twitter that according to Freeman (2010, 8) could be described as "an open email to the world." Messages on Twitter are

limited to 140 characters and they are called *tweets*. (Gilpin 2010, 268.)

3.4 The analytical model of communication in issue arenas

Organizations do not interact solely within one but various issue arenas that differ in many ways. The differences might be according to the issue, different participating or involved actors in the debate and the course of the debate. The characteristics and context of the issue and the actors and the roles taken by them influence the debate. Issue contagion, the discourse and the features of the media, network theory, issues management and agenda-setting theories.

Vos et al. (2014) have introduced an analytical model of communication in issue arenas that can be used to analyze stakeholder interaction. The model combines insights from stakeholder thinking, network theory, issues management and agenda-setting theories.

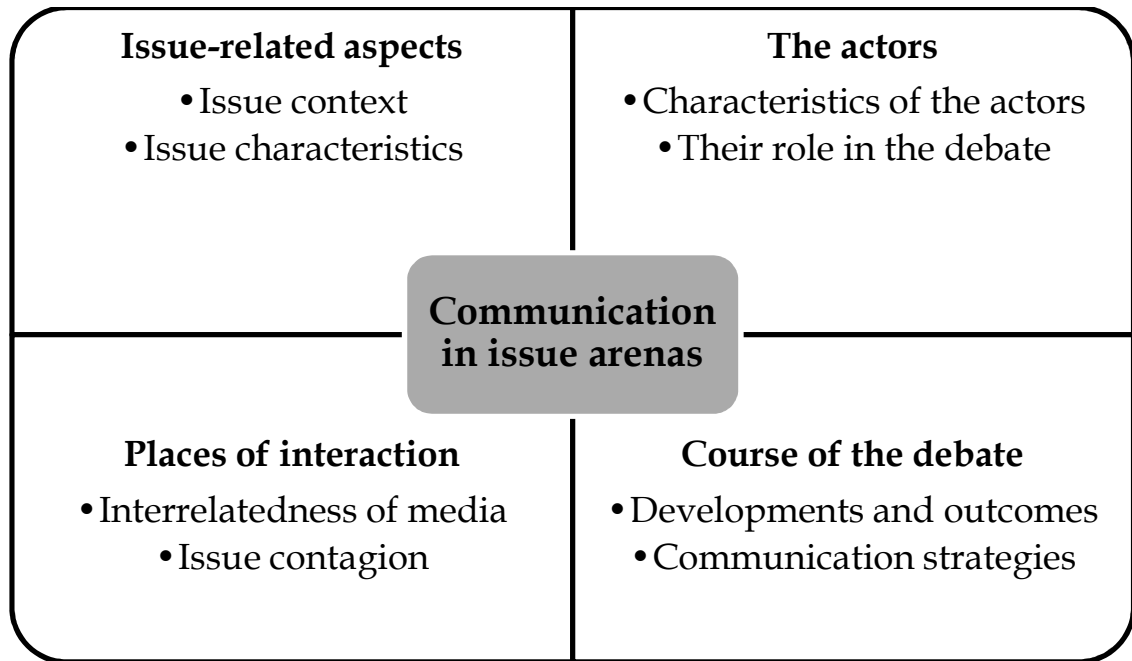


FIGURE 2. Analytical model of communication in issue arenas (Vos, Schoemaker & Luoma-aho 2014).

The analytical model of communication in issue arenas is presented in the Figure 2. The model suggests four different levels of analysis of communication in issues arenas that might explain organization's behavior in the public debate and facilitate strategy planning of communication because it acknowledges the changing dynamic environments in which organizations interact. (Vos et al. 2014, 206).

The first level of the model comprises issue-related aspects. The context and characteristics of an issue are likely to differ issue arenas from one another. The context presents the stage for arena interaction and helps to create possibilities for framing the issue (Meriläinen & Vos 2013, 306). It also explains the relation between an issue and the actors' organizational policies. The issues historical background and associations can explain perceptions of it. Issues can differ from one another from case-specific to a broad collection of issues. This implies that a wider themed issue may also have sub-arenas debating additives in particular subjects. Insights from stakeholder theory could help understand the relation

between issues and stakes, and issues management could be used to review the link between issue framing and organizational policies. (Vos et al. 2014, 207.) The traditional stakeholder theory basically suggested according to Donaldson and Preston (1995, 87) “a descriptive observation that ‘organizations have stakeholders’.” These stakeholders are groups that have a specific stake or interest in the organization’s functioning or business (e.g. Donaldson & Preston 1995, Freeman 1984).

The second level of the analytical model by Vos et al. (2014, 207) acknowledges the actors taking part in the debate. This includes taking their characteristics and role in the discussion into account. In issue arenas, only a few or many stakeholders may be actively involved. It has been suggested that the most important characteristics of various actors would be credibility, legitimacy and power (Lukes 1974; Coombs 1992; Druckman 2001; according to Vos et al. 2014, 207). Actors may have a motive to participate in the debate, but they can also be drawn into it by accident or the course of the events. Their role within an issue arena may differ from initiators to mediators and also have to do with their inter-relatedness to the issue itself. Insights from network theory might help to understand the roles of the actors, whereas stakeholder theory can help to better understand their inter-relatedness in an issue arena. (Vos et. al 2014, 207.) Rowley (1997, 887) has suggested before that to better understand organizations’ relation and respond to individual stakeholders, various stakeholders’ relation to simultaneously existing interactions need to be addressed.

Public debates on issues may take place in several locations within the physical or virtual environment. The level three of the analytical model includes these places of interaction. The debate might take place in settings that provide the opportunity for people to exchange views and opinions in direct or technology supported contact but also in the media, including the tangible traditional media and virtual media such as discussion platforms and social media or networking. Each possible location for discussion has its own particular features and characteristics. The actors need to take these features into account. The news media, no matter whether it functions in the traditional or new media environment, normally focuses on celebrities and prominent actors, but social media creates possibilities for expression to almost everyone. (Vos et al. 2014,

208.) According to Coombs (2002, 216) issues may easily spread from private to public sphere in the online environment. Issues may also spread from one location to another when media attention to an issue is followed by public attention or vice versa (Meriläinen & Vos 2013, 307). Agenda-setting theory may be used “to understand how attention is drawn to issues and how issue debate spreads from the social to the news media” (Vos et al. 2014, 206). The traditional agenda-setting theory has focused on the media’s role in building issue arenas (Scheufele & Tewksbury 2007, 9).

The fourth level of the model for analyzing communication in issue arenas is the course of the debate. The phase or the emphasis in the debate may change over time. Several factors may influence the course, development and outcomes of a debate. Individual actors and organizations may for example use different types of strategies to participate in the debate. (Vos et al 2014, 208.) The challenge of these strategies of participation will be further discussed in Chapter 4.1. Insights and knowledge from issue management and issue life cycle may help in following of the course of the debate (Vos et al. 2014, 208). Issue life cycle perspectives may include e.g. the process of issue emerge, evolution, socio-political settings and various actors shaping and defining issue agenda (Mahon & Waddock 1992).

4 PURPOSE OF THE STUDY

4.1 Theoretical justification

Communication professionals need to be able to organize and balance different communication activities with various actors in order to achieve organizations' overall goals (Linke & Zerfass 2013, 270). Organization's ability to function may be maintained by communication practitioners with the process of finding the right issue arenas and then easing and opening the door for public debate that takes place in these arenas. Thereby, what they manage is not just the conversations and debate taking place in issue arenas but organizational reputation. (Luoma-aho & Vos 2010, 316.) Luoma-aho and Vos (2010, 316) suggest that instead of starting with the identification of stakeholders in all strategic and operational planning processes of communication, identifying issues should precede. Corporate reputation management has been reviewed further in the Chapter 2 of this thesis.

Environmental monitoring means investigation of the social environment and observing or scanning any possible developments in it (Vos & Schoemaker 2006, 89). To make the social media an ongoing action, environmental monitoring studying the environment and anticipating weak signals is required (Luoma-aho et al. 2013, 242). This has also been suggested to be the first step in the

communication strategy planning or online participating in discussion and debates by organizations (Vos & Ruggiero 2014, 106). It also involves tracking the developments in the environment. According to Vos and Schoemaker (2006, 89) it is important to be able to foresee these developments. One reason for the importance of anticipating them is that they help practitioners and organizational management to decide on whether certain trends in the organizational environment might need closer attention. (Vos & Schoemaker 2006, 89.) This same principle can be seen in monitoring and analyzing communication in issue arenas. According to Luoma-aho et al. (2013, 240) “active participation in the debate helps organizations keep track of changing point of view in both the physical, traditional media as well as the new, virtual media.” That is why it is not enough to monitor only the perception of ongoing and current issues but also anticipate upcoming changes in the organizational and media environment (Luoma-aho et al. 2013, 240).

The dynamic nature and complexity of issue arenas means that there are constant ongoing changes in the organizational and media environment (Vos et al. 2014, 211). The dynamics of issue arenas point out the need for a suitable strategy especially during a time of crisis, because in that context decisions are made quickly and the need for information among organizations’ internal and external stakeholders increases. New demands may rise as well during a crisis. This makes the issue arenas more visible. (Luoma-aho et al. 2013, 241.) Arenas or debates that are left unnoticed by organizations may set a risk to their reputation. In addition to that, an organization’s failed attempt to interact correctly on an issue could also create threats to corporate reputation. (Luoma-aho & Vos 2010, 319.)

Results of environmental monitoring may according to Luoma-aho et al. (2013, 242) lead to a strategy of participation in the arenas that are relevant to an organization. As maintaining only one communication strategy challenges organizational communication, different communication strategies can be chosen to fit the particular features or nature of each issue arena. (Vos et al. 2014, 211.) These customized communication strategies could also be seen as conversation or interaction strategies. An organization may form an integrated approach that unites these strategies, but to maintain clear organizational identity they need to function within a balance zone. This sets the need for building a balanced communication strategy portfolio. (Flynn 2006: Vos et al. 2014, 211.) In the end, corporate management is responsible for determining the level and type of

strategies for communication in each situation. Their approach to the new media environment affects to whether it can create new opportunities or threats to an organization. (Jones, Temperley & Anderson 2009, 930.)

4.2 Research gap and questions

The concepts of corporate reputation management and communication in issue arenas in have been discussed in Chapters 2 and 3. These chapters form the theoretical framework of this study. The research gap based on reviewed literature on the topics and theoretical justification of the purpose of this research is following:

RG: How does the integrated approach to issue arena analysis bring added value to strategic reputation management in practice?

The study focuses on the social media presence of Paperinkeräys Oy and the relevant issues or topic fields for this company.

To achieve closer insights to the research gap, the following research questions were formulated:

RQ1: Which topic fields of public debate are relevant to Paperinkeräys' functioning and existence?

RQ2: How do various actors interact on issues within the relevant topic fields for Paperinkeräys in a place of interaction where the case organization is so far not active?

RQ3: What strategic guidelines can be formulated from the results of integrated analysis of Paperinkeräys' communication in issue arenas?

To answer the research questions various research actions and methods need to be implemented. Before being able to analyze Paperinkeräys' communication in issue arenas, the relevant topic fields for its existence and legitimacy need to be identified. This calls for a desk study on existing written, printed or published material and pre-interviews to achieve a better view on the organizational identity. After this, a textual content analysis will be performed by first monitoring the relevant issue arenas in media environment and then using the analytical model of communication in issue arenas (Vos, Schoemaker & Luoma-aho 2014) as framework for analysis.

5 PAPERIKERÄYS OY

5.1 Background of the organization

A book called *Paperinmakuista elämäkö?* (2003) describes the history of the case organization Paperinkeräys Oy. The company was founded as Jätekeskus Oy in 1943 when Finnish economy and industries were suffering from lack of raw material after the World War II. The need raised the value of waste resources and Jätekeskus Oy was founded by Enso-Gutzeit Oy, Näsijärven Paperitehdas Oy, G.A. Serlachius Oy, Yhtyneet Paperitehtaat Oy and vice judge Berndt Relander, who also became the first CEO of the company. (*Paperinmakuista elämäkö?* 2003, 17-18.)

Jätekeskus started its' business by only focusing on waste paper in the beginning. They made contracts with various waste paper collectors so that they would sell everything they collected to Jätekeskus Oy. After the war the business expanded to Finnish households. In 1947 the first paper collecting campaign, where people were promised sweets for each 10 kilos of paper they collected, was executed. During the year Finns raised 5400 tons of paper. (*Paperinmakuista elämäkö?* 2003, 18-24.) According to *Paperinmakuista elämäkö?* (2003, 46) campaigning continued since then and awards for collected paper were usual until the 1970s.

In 1961 a competition was organized to rename the company and Jätekeräys Oy became Paperinkeräyskeskus Oy. A few years later in 1965 it was renamed to Paperinkeräys Oy as it is known today. (Paperinmakuista elämäkö? 2003, 41.) In the same year the company had 5400 paper collection points in Finland (Historia. Paperinkeräys Oy. Web. <<http://www.paperinkerays.fi/yritys/tietoa-yrityksesta/historia>>. May 4th 2014).

In the 1970s various businesses took over the waste paper collecting from individual citizens. The collection of office paper strengthened when a new de-inking plant started functioning in Mäntsälä in 1976. Another de-inking plant Keräyskuitu Oy was founded in Kotka in 1978, which enabled using waste paper as raw material for newspapers. (Historia. Paperinkeräys Oy. Web. <<http://www.paperinkerays.fi/yritys/tietoa-yrityksesta/historia>>. May 4th 2014.)

During the 1980s the company faced new opportunities and challenges. According to Paperinmakuista elämäkö? (2003, 60) the demand for white office paper had increased and to intensify the collection of office paper Paperinkeräys bought its' first shredding unit to destroy confidential files in 1983. A few years later the difference between the demand and supply of household waste paper became so big that the collection of it had to be limited for a time and the situation caused public debate in the media. The limitations were annulled in 1988 and soon after that the waste paper demand reached its' average volume again. The company became a concern when Paperinkeräys Oy bought Paperinkeräys Oy Hatakka and Urjalan Paperikeskus Oy. (Paperinmakuista elämäkö? 2003, 60-64.)

According to Paperinmakuista elämäkö? (2003, 73-77), in 1990s Paperinkeräys implemented new channels to its' corporate communications by founding a paper called Keräysviesti in 1993 and web page in 1996. One of the services developed by the concern during the decade was offering logistic services to their business customers (Paperinmakuista elämäkö? 2003, 79). In 1997 Paperinkeräys was admitted the ISO 9002 quality certificate. A year after that the council of state

established a new law considering waste paper collection and industrial reuse which assigned the responsibility of manufacturers of paper in the process. (Historia. Paperinkeräys Oy. Web. <<http://www.paperinkerays.fi/yritys/tietoa-yrityksesta/historia>>. May 4th 2014.)

5.2 The business of Paperinkeräys Oy today

Today Paperinkeräys Oy is a concern that functions nationwide in Finland and has production units in 21 cities around the country. Its' headquarters is located in Helsinki, the capital of Finland and the company has another office in Tampere. (Paperinkeräys tänään 2014, 2014, 24.) This makes the company also a recognizable employer in the environmental business field. Paperinkeräys' staff consists of around 190 employees in Paperinkeräys Oy itself and 80 others in the sub diaries (Paperinkeräys tänään 2014, 22).

Today the company is the parent company in Paperinkeräys Group which also includes sub diaries that are Hyötypaperi Oy operating in south-east Finland and Hämeen Kuljetuspiste in the Lahti region. According to their website "the shareholders of Paperinkeräys are Stora Enso, UPM-Kymmene, Metsä Board, Sonoco-Alcore, Myllykoski, Georgia-Pacific Nordic and Metsä Tissue." (Paperinkeräys Oy. Web. <<http://www.paperinkerays.fi/en>>. August 1st 2014.) The company focuses on reducing the cost of waste material transportation (Pöyry 2014b, 3). Unlike the competitors in the same business field, Paperinkeräys does not own waste collecting trucks and they act with transportation business partners across the country.

The business has also grown significantly since the first decades after Paperinkeräys was originally founded. Today the concern offers environmental services mainly in the B2B sector. The most important customer groups include manufacturing industry, printing houses and commercial real estates (Pöyry 2014b, 3). Besides waste paper, the company now collects and handles almost any

waste materials such as recycled wood, electric devices and equipment, plastic etc. They also sell reusable and used material as raw material or energy. According to the company introduction on their website "Paperinkeräys Oy offers nation-wide, cost-effective recycling and environmental services." (Paperinkeräys Oy. Web. <www.paperinkerays.fi/en>. June 17th 2014.) All of Paperinkeräys' services are linked to a sub-brand Encore.

Paper consumption is constantly decreasing (e.g. Hetemäki & Soirinsuo 2008) which changes the role of the company from a traditional paper collector towards a service organization and emphasizes the services they offer. The topic is very current and the biggest national newspaper Helsingin Sanomat wrote on their web page on June 27th that paper demand had significantly decreased again both in Europe and North America during April and May 2014 (Paperin kysyntä laski tuntuvasti Euroopassa. Helsingin Sanomat. Talous. Web. <<http://www.hs.fi/talous/a1403833786351?jako=1b1a2a8891a4274af9d1b7a73a522262&ref=tw-share>>. July 3rd 2014).

One of the services that the company offers today is secure destroying of confidential material called Encore Tietoturva. Confidential material may for example be documents of different forms, product prototypes or piracy products that are brought into the country illegally. (Encore Tietoturvapalvelu. Paperinkeräys Oy. Web. <<http://www.paperinkerays.fi/yrityksille/palvelut/encore-tietoturvapalvelu>>. June 17th 2014.) Paperinkeräys is the only company that uses RFID coded tracking system in waste material collection, transportation and destroying process. The tracking system enables more accurate data collection and reporting thoroughly. (Pöyry 2014a, 2.)

Paperinkeräys also rents, buys and sells second-hand FIN-, EUR- and disposable pallets for transportation of groceries across the country. The company takes used pallets to their pallet units and recycles them. (Käytettyjen kuormalavojen osto ja myynti. Paperinkeräys Oy. Web. <<http://www.paperinkerays.fi/yrityksille/tuotteet/encore-kuormalavat>>.

August 1st 2014.) The company has pallet units in Klaukkala, Turku, Oulu and Tampere. After the pallets are received in the units, they are reviewed, assorted and stored. Broken pallets are fixed at the unit as well and there is a standard that is followed in determining whether the pallet is reusable or needs to be fixed. (Hämäläinen 2014, 13.)

Besides traditional B2B business Paperinkeräys' functioning is closely linked to legislation. The Finnish Waste Act concerning the collection of graphic waste paper changed the 1st of May 2013. Since then all importers of domestic and imported printed paper and writing paper acting in Finnish markets need to join a paper producer community that takes responsibility for waste paper collection. (Tuottajavastuu. Paperinkeräys Oy. Web. <<http://www.paperinkerays.fi/tuottajavastuu>>. August 9th 2014.) All paper manufacturers and importers are responsible for collecting used graphic paper products that origin from their business. There are two main paper producer communities in Finland Paperinkeräys represents the larger one of them called Suomen Keräyspaperi Tuottajayhteisö Oy. Since Paperinkeräys arranges the collection of graphic waste paper for the whole producer community, their interpretation of the Waste Act is that in principle they are responsible for the collection on around 90% of all waste paper in the Finnish market, which is the share of Suomen Keräyspaperi Tuottajayhteisö's businesses all together in the market. (Moilanen 2014, 20.)

Paperinkeräys has listed their corporate values and operating policies on their website (Yhteiset arvot ja toimintapolitiikka. Paperinkeräys Oy. Web. <<http://www.paperinkerays.fi/yritys/tietoa-yrityksesta/yhteiset-arvot-ja-toimintapolitiikka>>. July 30th 2014). These include taking responsibility, renewing, trustworthiness among their clients, effectiveness and good team spirit. Taking responsibility refers to being a responsible and committed actor in the recycling industry, recognizing the effects of their own actions and respecting the law that concerns them. For Paperinkeräys renewing means being active and initiative, but also supporting innovation in the organization. According to their website (Paperinkeräys, 2014) trustworthiness among clients is about the services produced by them that bring added value to the customer and keeping promises

made. The value of effectiveness is related to profitability and improved performance through better partnerships. Good team spirit refers to the internal groups of Paperinkeräys. It is about working towards common goals together, being open, supportive, fair and tolerating difference. (Yhteiset arvot ja toimintapolitiikka. Paperinkeräys Oy. Web. <<http://www.paperinkerays.fi/yritys/tietoa-yrityksesta/yhteiset-arvot-ja-toimintapolitiikka>>. July 30th 2014.)

6 METHODOLOGY

A brief desk research was performed before starting the actual research. This was due to the need to understand the case organization's organizational identity better before being able to define the issue arenas that may affect Paperinkeräys' reputation or existence. The introduction of the organization in chapter 5 Paperinkeräys Oy was part of the desk research and is based on different organizational publications of the company such as website, brochures and chronicles.

As a part of the desk research two brief semi-structured interviews were performed to understand the organizational identity of Paperinkeräys further. Presumptions of the organizational identity were formed to support the planning of structures and themes for the semi-structures interviews, which is typical for the interview type that was chosen (Merton, Fisker & Kendall 1956, 3-4). The interviews were recorded and the information gathered was used in defining additional search terms for data collection and relevant issue arenas to be monitored.

Social Media Monitoring (SMM) was chosen as the main method for this research. Insights for SMM were used for data collection and textual analysis. The data was collected in Twitter between April and June 2014. After data collection, the final

sample was formed after applying various inclusion criteria. The final sample of 708 units was then analyzed with the data extraction table that is presented in Chapter 6.4 'Textual analysis.

6.1 Semi-structured interviews

Metsämuuronen (2006, 113) states that interviewing could be seen as a basic method of investigation that can be implemented in various research situations and that it is good to be used whenever interviewing is a pleasant option to gather information. There are many existing types of interviewing methods and in this study semi-structured, also known as half-structured, interviews have been chosen as a method of information gathering. (Metsämuuronen 2006, 113, 115.)

According to Hirsjärvi and Hurme (2006, 47) semi-structured interviews vary in many ways from other interviewing methodologies. That is because semi-structured interviews are neither structured nor open-ended and unlike in other half-structured interview types the questions or their form may not be similar in all interviews. They also state that the biggest advantage of semi-structured interviews is that its' nature is very flexible. (Hirsjärvi & Hurme 2006, 48.) Research data that has been gathered with semi-structured interviews can be analyzed in many ways (Hirsjärvi et. al 2010).

Merton, Fisker and Kendall (1956, 3-4) have described the features of semi-structured interview in their work. First of all, it is known that the interviewees have experienced a certain situation or environment. The researcher has also clarified hypothetically important features, structures, processes and the overall picture of the subject of research. This is done to create presumptions about the experiences of the interviewees. (Merton, Fisker & Kendall 1956, 3-4.) In this case the subject of research in the desk study and semi-structured interviews is the organizational identity of Paperinkeräys. This has already been performed in the form of desk study on existing material printed or published by the case

organization. Therefore the interviewees are selected among the staff of Paperinkeräys.

Merton, Fisker and Kendall (1956) state that after the preparations and clarification of presumptions, a structure for the interviews is developed. According to Hirsjärvi and Hurme (2006, 48) the structure of semi-structured interviews is based on themes and topics, but does not define the exact form of interview questions or their order. Therefore a theme list that is based on specified sub-categories of the main theoretical concept, which in this case is organizational identity, needs to be formed (Hirsjärvi & Hurme 2006, 66). This will act as the structure for the interviews. Finally the interviews will focus on the subjective experiences of the interviewees about the subject that is under investigation (Merton, Fisker and Kendall 1956, 4).

In this research two different semi-structured interviews were performed in order to help the researcher understand the organizational identity of Paperinkeräys. The interviewees were randomly selected among different operational levels of the case organization. The board and top management were excluded from the selection. This was because the purpose of the interviews was to clarify organizational identity among all employees based on the researcher's presumption that the top management of Paperinkeräys could be seen as representing the official guidelines and values of the organization.

The theme of both interviews was corporate identity and both were held in Finnish. The basic structure of the interviews can be found in the Appendix 1. The first interview, Interview 1, was held in May 13th 2014 and included questions about the content and different features of organizational identity such as values, norms and the basis or purpose of existence of Paperinkeräys. The other interview, Interview 2 held in June 11th 2014, was structured by functional features of organizational identity. The discussed features of Paperinkeräys in this case were existing ways of action, processes and problem-solving methods within the organization. (e.g. Kitchen, Tourky, Dean and Shaalan 2013.) Both of the interviews were recorded for revisiting them later on.

6.2 Social media monitoring

Vos and Ruggiero (2014) have reviewed the current knowledge on social media monitoring from the viewpoint of corporate communications. According to them (2014, 109) social media monitoring (SMM) often includes both data collection and data analysis as a research method. SMM can be used for several different purposes and objectives of research (Vos & Ruggiero 2014, 111). It is the chosen method for this research as one purpose of this study is to review the interaction between various actors in issue arenas that are relevant to the functioning or existence of the case organization.

Social media monitoring resembles more traditional media content analysis and has various benefits such as access to data that is both authentic and honest, real-time data collection and tracking of fast changing perspectives as online environments are very dynamic and in constant change. Controversies, hidden insights and novel information may also be found. (Eysenbach, 2009; Branthwaite & Patterson, 2011; Deluca et al., 2012; Kavanaugh et al., 2012; Sobkowicz, Kaschesky & Bouchard, 2012; Sundaram, Xie, De Choudhury, Lin & Natsev, 2012 according to Vos & Ruggiero 2014, 110.) It is also often very cost-effective as the most used or the most popular social media platforms have free access (Vos & Ruggiero 2014, 110).

Social media monitoring could be seen as a combination of similarities to both quantitative and qualitative research when it is compared to more traditional research methods. According to Vos and Ruggiero (2014, 110) social media monitoring resembles a quantitative approach in “large samples, numeric data and difficulty in assessing meanings.” What it has in common with qualitative research is that both acknowledge and aim to interpret various views and opinions. The latter also depend on insightful and rigorous semantic analyses. (Branthwaite & Patterson 2011, 435.)

What social media monitoring still seems to lack as a rather new research method is enough control and standardization. Since there is barely ever direct contact between the researcher and the target, non-verbal cues and other contextual information including feedback, in direct contact especially, are missing as well. (Branthwaite & Patterson 2011, 435.) This might not necessarily be a serious disadvantage of the method, as it will apply to all collected data similarly. According to Branthwaite and Patterson (2011, 431) one of the biggest challenges of SMM as a data collection or analysis method is that it is often used in an automated way. Moreover it may not be obvious which brand is actually discussed about when the participants refer to it simply as “it”, “this”, “them” or other similar reference word. (Branthwaite & Patterson 2011, 431.)

The SMM process consists of certain phases. Vos and Ruggiero (2014, 113) suggest the steps to be preparation, data collection, data analysis and reporting. In the first phase the research gap, issues to be monitored, choice of tools or solutions and factors such as resources, schedules or other relevant parts of research preparation need to be identified before moving on to data collection which is discussed further in general and the context of this research in the next subchapter. The analysis phase takes place after the data collection. According to Vos and Ruggiero (2014) analysis often combines other methods or tools with social media monitoring. An analysis of textual data is often used. Finally, reporting the results depends on chosen methods and tools. (Vos & Ruggiero 2014, 113-115.) Similar research process phases of SMM have been followed throughout this whole research.

6.3 Data collection

Data collection can be done via programme interfaces or different search methods such as using keywords in Google and other search engines or databases. The use of specifies keywords or search terms and their synonyms may facilitate data collection in SMM. (Vos & Ruggiero 2014, 114.) Social media sets a possible arena for public debates about almost any issue, which sets a challenge to data collection

on certain topics and makes it even more important to find the right search terms. According to Bruns & Liang (2012) it might not even be possible to acquire all possible data from social media discussions, because people might not choose to use the same topical tags or words to describe the events. Because of this it is very important to track a wide range of relevant keywords, search terms and hashtags. They also suggest specified criteria to be used in the selection of the final sample. This criterion includes for example the chosen search terms and language. (Bruns & Liang, 2012.) According to Bengston, Fan, Reed and Goldhor-Wilcock (2009, 373), too narrow search terms may result in missing relevant material in the data collection phase.

Data collection can be performed as a manual research-driven monitoring process. In this study the data for the final sample has been collected in two different ways: manual and computerized. This was because some search terms already existed before this research took place. All collected data has therefore been gathered and saved to one document by the researcher, as Vos and Ruggiero (2014, 114) state that archiving of the data collected is a central step in this phase of social media monitoring because it increases methodological quality of it.

Brunnen Communications had performed social media monitoring for Paperinkeräys for some time before this research started. For this they have used the Meltwater Buzz application, which is a social media monitoring tool that enables discovering online discussion filtered by topics, channel, language or geography (Meltwater Buzz Listen Module. Meltwater. Web. <<http://www.meltwater.com/products/meltwater-buzz-social-media-marketing-software/social-media-monitoring/>>. June 29th 2014). In collaboration with the case organization, Brunnen had already defined some key words that would help filtering online discussions and finding relevant topics of public discussion. These existing key words were included as primary search terms in data collection. They were based on issues about the company itself, recycling in general, competitors, The Finnish Waste Act and other company related names of people, products or sub-companies. The full list of original search terms can be found in Appendix 2.

The focus of monitoring was on issues that are relevant to the case organization. Therefore, the new selection of search terms was created to be added to the primary search terms. Additional terms were based on the desk research phase of this research and acknowledged both written and published material about Paperinkeräys Oy and the semi-structured interviews about corporate identity. This was done in order to find as many relevant issue arenas for Paperinkeräys as possible. Additional terms focused on issues about different waste materials, digitalization, environmental technology, waste material collecting, physical products of Paperinkeräys Oy and the industry in general. The data on additional terms was collected with Twitter's own advanced search tool (Tarkennettu haku. Twitter. Web. <<https://twitter.com/search-advanced>>.). These additional search terms used in data collection can be found in the Appendix 2 together with the original ones.

In this research the monitoring was specifically targeted to one place of interaction in place within online environment. The data search covered discussions in Twitter between April 1st and June 30th 2014. Duplicates were not removed because they might have differed on some levels of analysis. This resulted in total of 1896 tweets that were then read thoroughly before the selection of final sample to be coded and analyzed was performed. The inclusion criteria were: focus on the selected search terms including their theme and topic or participating replies to such tweets, Finnish language, tweets including more than one word with hashtags included, understandable quality and tweets where an opinion, statement, emotional reaction or action linked to the topic was expressed. The inclusion criteria were acknowledged in the collection of data based on additional search terms. Tweets that were found by using the search terms, but where the terms referred to something else than the topic were removed before including the inclusion criteria (e.g. "paper" when the word referred to a law document or a contract but not to paper as a material and "Kari Lehtinen" when the person mentioned in the tweet was not the same as the person working in the company). Very generic marketing oriented tweets were removed before gathering the final sample as well (e.g. New e-book on iTunes available). After applying all criteria, the final sample to be coded consisted of 708 tweets altogether.

6.4 Textual analysis

According to Mayring (2000) qualitative content analysis is a systematic method that can consist of various techniques of text analysis. He defined it as “an approach of empirical, methodological controlled analysis of texts within their context of communication, following content analytical rules and step by step models, without rash quantification” (Mayring, 2000). Content analysis has often been used in quantitative research and this might be because it enables reviewing and analysis large amounts of data in numeric forms. Qualitative content analysis instead is more focused on the quality and features of the final sample, but according to Mayring (2000) some of its’ advantages are that the step by step rule of analysis, categorization and criteria for reliability and validity still apply. In this research qualitative content analysis is also the chosen method that is combined with the SMM to enable the coding and analysis of the final sample after data collection.

The object of qualitative content analysis in communication sciences can be any kind of recorded communication, which in this case is the tweets and comments collected from the online media environment, and then distributed into a model of communication (Mayring, 2000). Textual analysis is a form of qualitative content analysis and according to Vos & Ruggiero (2014, 126) it is especially useful when the citizen viewpoint needs to be understood. In this research it is used to review public debate on issues by further analyzing the collected data which is comments and tweets.

As stated before, qualitative content analysis also makes use of categorization in managing the research data. Two central approaches to categorization according to Mayring (2000) are inductive category development and deductive category application. In the inductive category development the aim is to categorize research data into categories that are formulated step by step from the original material. Before any category can be formed, material and data have to be available. Determination of category definition may still exist before any categories are formulated. The second approach is the one that is used in this research: the deductive category application. In deductive category application

prior formulated theories or models are brought in connection with the material.
(Mayring, 2000.)

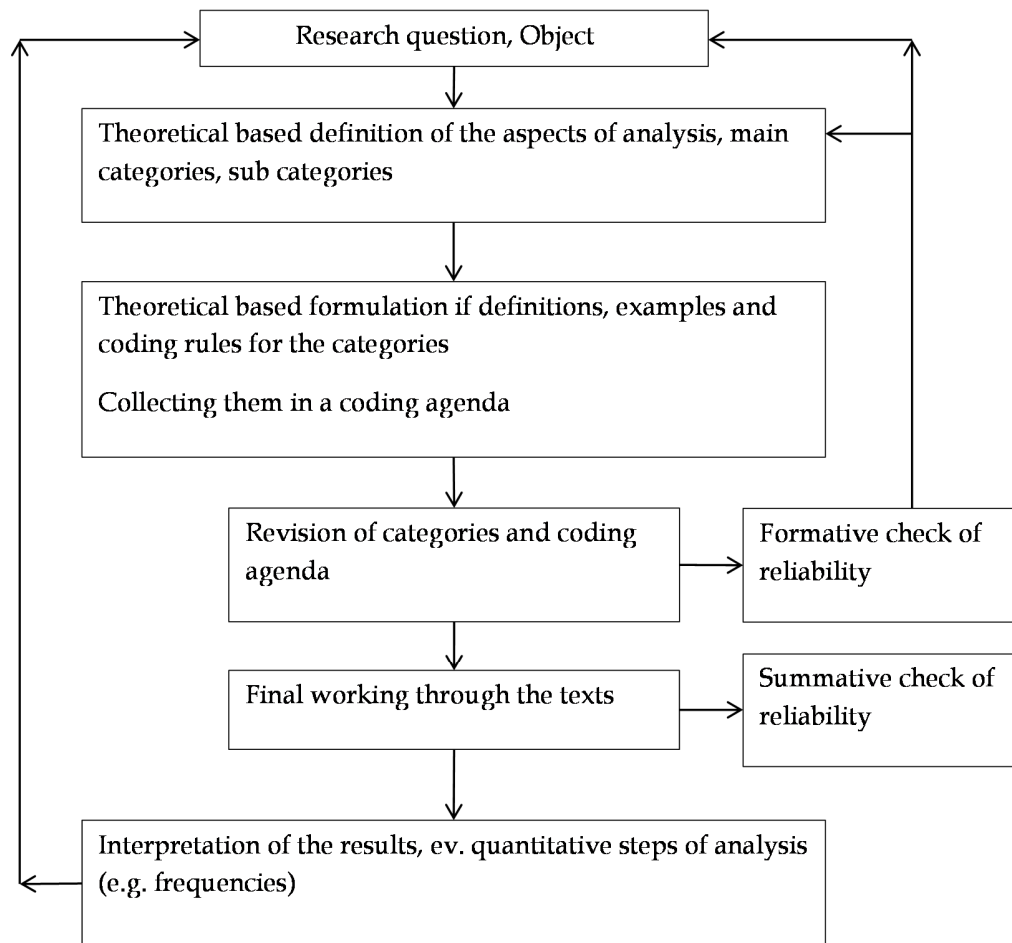


FIGURE 3. Step model of deductive category application (Mayring, 2000).

The step model of deductive category application within qualitative content analysis (Mayring 2000) is presented above in the Figure 3. This research follows

similar steps in category application and analysis. The theoretical framework that has been constructed in previous chapters was used as a basis of categorization.

Ledford and Anderson (2013, 254) have agreed that a deductive content analysis is suitable for monitoring public discussion in an online setting. After data collection a deductive coding scheme framed by the theoretical framework should be formulated (Ledford & Anderson 2013, 254). According to Mayring (2000) explicit definitions, examples and coding rules should be presented for each deductive category in the coding scheme. The scheme defines how the final sample will be coded and different categories distinguished from one another. The most important activity is to formulate the categories in respect to theory and material and then complete the analysis process step by step. (Mayring, 2000.) The coding scheme is also referred to as data extraction table in this research.

The analytical model of communication in issue arenas (Vos et. al. 2014, 207) has been introduced in Chapter 3. The model suggests four levels of analysis to organizations' communication in various arenas and dynamic environments but does not focus on the reputational risks in online environments. Yet it has been stated in the theoretical framework that online reputation threats or risks need to be acknowledged in strategic planning of communication. For coding the research data a new data extraction table combining the analytical model of communication in issue arenas and different reputational risk factors in online environments was formed.

Table 1 presents the data extraction table where the analytical model of communication (Vos, Schoemaker & Luoma-aho 2014) and reputational risk factors in online environment (Eccless et. al 2007; Aula 2010) form the coding categories.

Table 1. The data extraction table combining communication in issue arenas with reputational risks in online settings.

Category	Definition	Coding Rules
C1: Issue-related aspects	Issue context and characteristics. - Historical background - Case-specific or a broader cluster - Associations	Sub-arenas may exist within one (1) unit of analysis and will be analyzed as issue-related aspects.
C2: Places of interaction	The location where public discussion takes place. - Physical or virtual - Direct or technology supported - The media - Traditional or modern environments	Locations that are referred but the discussion does not take place at are excluded. Locations that are referred as places where the same discussion takes place are included. One or several locations may exist within one (1) unit of analysis and will be analyzed as places of interaction.
C3: The actors	Actors taking part in the debate. - Characteristics (especially from the viewpoint of legitimacy, credibility and power) - Role - Reason to participate - Initiator or mediator - Inter-relatedness to the issue	Role may be active, passive or neutral. Participation reasons may be existing motives or by accident. Individual units of analysis may include different combinations of information about the actors. Actors that are mentioned or discussed but do not exist in the unit of analysis are excluded.
C4: Course of the debate	- The phase or emphasis - Duration of the debate - Changes over time - Influencing factors - Participation strategies	Changes in the debate over time may have occurred or be only starting. Several factors may influence the course, development or outcomes of the debate.
C5: Extended reputation-reality gap	Clear existing gap between a stakeholder perception and case organization's corporate identity. - Unverified information - False claims or accusations - Sharing ideas that differ from case organization's public performance	Spreading of false or unverified information may be or occur unintentional. Units of analysis that represent the case organization are excluded.

C6: Transformation of expectations	Stakeholder expectations towards an organization and their characteristics, business or development <ul style="list-style-type: none"> - Organization as a whole - Values - Basis of existence - Functioning - Other actions - Organization's focus - Responsibilities - Transparency 	Several or none expectations may be included in one (1) unit of analysis. <p>Expectations may be expressed questioning, displaying or sharing supporting information and as beliefs or opinions.</p> <p>Expectations do not have to be directly towards the organization, but they can be related to features or characteristics that the organization represents.</p>
C7: Problems in internal coordination	The case organization's own communication actions, internal coordination and the quality of them <ul style="list-style-type: none"> - Reactions to claims - Immoral or illegal actions - Information manipulation - Censoring 	Problems in internal coordination may be found from a unit of analysis representing any of the actors taking part in the debate.

The data extraction table consists of seven (7) individual categories that are used to analyze the final sample. The categories review issue-related aspects, places of interaction, the actors, course of the debate, extended reputation-reality gap, transformation of expectations and problems in internal coordination. The final sample of 708 tweets and comments in total was read thoroughly and conducted with the help of the data extraction table that was formed for this purpose and presented above. The unit of analysis was one comment or tweet that was then distributed into the categories that have been formulated and defined in the data extraction table. One (1) unit of analysis did not have to fit into all of the categories to be included in the final sample. The analyzing process in this research was manual and researcher-driven, where the researcher's role is central to the study (Vos & Ruggiero 2014, 116). The findings of the textual analysis are presented in the next chapter.

7 RESULTS

The desk research of this research consisted of going through written and published material and performing semi-structured interviews. Material and knowledge gathered in the desk research were reviewed to answer the Research Question 1 *“Which topic fields of public debate are relevant to Paperinkeräys’ functioning and existence?”* Chapter 5 describes the content of written and published material that was gathered for the desk research. The results of semi-structured interviews and the relevant topic fields of public debate are described in this chapter.

The textual analysis was performed on the relevant issue arenas that were identified in the desk research. This was done in order to answer the Research Question 2 *“How do various actors interact on issues within the relevant topic fields for Paperinkeräys in a place of interaction where the case organization is so far not active?”* The coding agenda that was presented in chapter 6.4 was used to analyze the final sample.

The results of textual analysis are presented with direct quotations from the final sample. Direct quotations were selected to support the interpretations of the researcher. Short free translations to the quotations made by the researcher are presented as well.

7.1 Semi-structured interviews

Two semi-structured interviews were performed as a part of the desk research. The basic structures that were formed before the interviews took place are in Appendix 1. The tape recording of Interview 1 is 17 minutes and 36 seconds long. In the Interview 1 the interviewee was male working as the new production supervisor in one of the production units in the Savo Region. He has been working in the company and their production tasks for over 8 years.

Interviewee 1 tells that he know that Paperinkeräys has operated for quite a long time, but he is not sure about the whole background of it. He still believes that the long history is significant for the company and later adds this to be one of the factors that makes the company what it is. He also adds that he knows that the company has eight (8) shareholders from the paper and forest industry. According to him Paperinkeräys exists to meet the needs of the paper producer community. The interviewee tells that Paperinkeräys collects paper and cardboard and they do this because the paper producer community is responsible for arranging the collection within Finland and it is based on the law. Besides that he believes that the objective of the company is still to do business as well. He also feels that the long background and thoughts based on that might challenge the business among competitors. According to him Paperinkeräys should focus on gaining growth by renewing itself with new products and services.

When asked about unifying features of all internal groups of the company across the country, the interviewee first mentions diligence. Later he adds honesty, entrepreneurship and openness are features that could be expected from everyone in the company. The interviewee then explains that there are still possibilities for different personalities among the company and that not every employee should be similar. According to him one unifying factor among the employees is also their position and shared tools in everyday work. These factors tend to form smaller social groups in parties for example. When the interviewee 1 is asked about important ways of working, he says that it is important that everyone maintains and starts their day with good attitude. He mentions that a feature that is not appreciated among the work community would be indolence

and avoiding tasks. Colleagues and employees' behavior at work is also important for the interviewee.

The interviewee 1 says that the most important stakeholder groups for Paperinkeräys are clients and shareholders. According to him clients could be separated into multiple smaller groups such as stores and housing companies. He also mentions the society as one of the stakeholders and the most important subgroup within the society would be environmental decision-makers.

The interviewee 1 believes that Paperinkeräys' conspicuousness is around average. In comparison he mentions one of their competitors, Ekokem, to be probably known better than their organization. According to him smaller and local actors might be lesser familiar to the public. The interviewee thinks that Paperinkeräys is known for operating with cardboard and paper and that he hopes that the company would also be known for its' pallet business in the future. He thinks that the reason to this is probably because the paper collection containers are marked with the company's name and that there have been different sorts of advertising campaigns such as rewarding children with a watch in return for collecting a certain amount of paper during the history of Paperinkeräys. The interviewee 1 believes that another press campaign might help in making the company even better known. He also mentions the collection of plastic as an operation of the company that the external groups do not know of, but he thinks that it is something that is not even necessary for the company to be known for.

The tape recording of Interview 2 is 20 minutes and 45 seconds long. The interviewee 2 was a female working at the main office in Helsinki. She was first hired as a service expert but lately her title was changed into logistic coordinator. She has worked for the company around 2 and a half years and belongs to the paper collection team. The team consists of four (4) employees and a supervisor. The interviewee's tasks include mainly managing the sales and delivery of collected waste paper to paper plants and managing logistic operations related to that.

According to the interviewee 2 besides logistics other operations within the company include service sales and attempts to take care of clients' overall waste management. The services include destroying confidential material, which the interviewee finds an important function, but also the handling of any possible waste material that the clients may have to deal with. According to the interviewee 2, within the company people work in logistics, sales, billing, human resources, supporting functions, customer services and relations to logistics partners. Accounting, communications and collection logistics are partly outsourced to different partners.

The interviewee 2 tells that there is a lot of team work within Paperinkeräys but mostly people have their own individual tasks even though they would be a part of a team. The tasks are usually divided among team members and there is usually one team supervisor that belongs to the middle management level. The supervisors have their own tasks but also take responsibility of the whole team's performance. According to the interviewee 2 the division of tasks is very clear, at least in her team, and everyone knows what to do so continuous supervision by the middle management is not necessary.

The interviewee 2 tells that there could be more actual team work and this might be possible by dividing responsibilities more. The good side of divided and named responsibilities among team members is according to her that it makes it easier to trust that different tasks will be done. The interviewee 2 believes that helping team members often exists within the team but that it would be more challenging to proactively help others outside the team boundaries. This might be because one may not know enough about the other team's tasks. According to the interviewee 2 one of the problems in helping others could also be lack of resources when the employees have so many own tasks to take care of.

According to the interviewee 2 the horizontal communication among different teams within Paperinkeräys could need improvement. The teams focus on their

own performance and might not always know clearly what other teams are actually doing.

Tasks that are poorly done or left totally undone may cause a chaotic situation. The interviewee 2 believes that the supervisors are the ones that first start to solve problems that occur. They try to find out why something has not been done, is there someone that was suppose take care of that specific task or situation and why the problem has occurred.

The interviewee 2 tells that problems that occur in everyday work are often first shared with other team members that are around. According to her there are often situations where someone else has faced a similar problem before and therefore is able to help by telling what needs to be done. If the team members' help doesn't solve the problem, the next step is to talk with the supervisor from middle management about it. Problems that occur are also talked about in weekly team meetings. The interviewee 2 tells that problem solving processes may also depend on the situation but usually the ways are similar among all team members. Supervisors help the team members in solving problems and take it to their supervisors in top management if they cannot find a suitable solution themselves. The interviewee 2 thinks that the top management often tries to find solutions to different problems in shared meetings. She believes that in some cases the top management communicates with other parts of the organization in the problem solving process, especially if they feel the need for further information about the overall situation.

In one example case of problem solving the interviewee 2 mentions the problem occurred when the company received feedback regarding one of their production units. The interviewee's team started the problem solution process by contacting the top management directly. The interviewee 2 explains that they made the decision because in this case there was other earlier received feedback related to the situation too. In the process the top management asked a few definitive questions and promised to take care of the problem. The top management and the production manager of the unit had an important role in the process according

to the interviewee 2. She also adds that they did not receive any information about the situation after that.

7.2 Relevant issue arenas

Based on the theoretical framework and desk research of this research, the additional search terms for SMM were defined. After the data collection phase all used search terms and the amount of suitable data that was found by using them was revised and final relevant topic fields were identified. The waste material collecting and collectors search term category gained was eliminated from the previously chosen topic fields because it could be categorized into the topic waste collecting in general. The tweets that were found were still read through and assorted into other topics fields. Topic fields refer to issue arenas in this research. The following issue arenas were identified to be relevant to Paperinkeräys' functioning and existence:

- Paperinkeräys as an organization
- Recycling and waste collecting
- Environmental law and the Finnish Waste Act
- Waste paper and other materials
- Digitalization of printed and graphic paper
- Environmental technology and cleantech
- Traditional paper and forest industry.

The topic field of Paperinkeräys as an organization included tweets about the company and mentions of their branded Encore services. Recycling and waste collecting tweets handled the action of recycling and instructions about what to do with different waste materials. All units of analysis within the issue arena of Environmental law and the Waste Act were strictly linked to politics and legislation. Discussions and comments about waste materials concerned the materials themselves and their nature as topics. Tweets about paper digitalization the role and future of paper as a material were combined with units of analysis about the new technology solutions that may affect paper consumption. Tweets

about the future solutions in recycling or the industry were included in the environmental technology and cleantech category. The issue arena of traditional paper and forest industry included discussion about the state and role of the industries.

7.3 The final sample

After applying all of the inclusion criteria the final sample was separated into conversations and individual comments. Conversation comments consisted of individual units of analysis that met the inclusion criteria and were linked to each other as answers and participation in a certain conversation. Individual comments were units of analysis that met the inclusion criteria but were not clearly linked to any other unit of analysis. Retweets were an exception in this and they were included in the individual comment category. If a unit of analysis could be included in various topic fields, one that it seemed to represent the strongest was selected. For example, a tweet about recycling certain waste material was included with other units of analysis about recycling. There were also some overlaps in different topics. For example, some search results from the data collection where additional search terms about paper or other waste materials were used could be categorized into various issue arenas. Table 2 presents the final sample of analysis on each topic field.

Table 2. The final sample

Issue arena	Conversation comments	Individual comments	Units of analysis in total
Paperinkeräys as an organization	0 (0%)	2 (100%)	2
Recycling and waste collecting	5 (7%)	65 (93%)	70
Environmental law and the Finnish Waste Act	0 (0%)	17 (100%)	17
Waste paper and other materials	0 (0%)	61 (100%)	61
Digitalization of printed and graphic paper	159 (68%)	76 (32%)	235
Environmental technology and cleantech	54 (26%)	154 (74%)	208
Traditional paper and forest industry	15 (13%)	100 (87%)	115
Altogether	233	475	708

Public debate was the most active in the issue arena of digitalization of printed and graphic paper between April and June 2014. 235 units of analysis could be found after implementing all inclusion criteria for the final sample. The issue arena also included the most conversation with 159 comments that were directly linked to other comments within the same arena on Twitter. The second most active issue arena was the debate on environmental technology and cleantech

with 208 units of analysis altogether, 54 of them being conversation comments. The next issue arena from the viewpoint of activity was traditional paper and forest industry. There were 115 units of analysis in that arena but most of them (100) were individual comments on the topic.

The least active issue arena among the important arenas for the case organization was the debate on Paperinkeräys as an organization. There were only two (2) units of analysis found in the arena. Debate on environmental law and the Finnish Waste Act included 17 individual comments between April and June 2014. 61 units of analysis that were all individual comments could be found in the issue arena of waste paper and other waste materials and 70 in the debate on recycling and waste collecting, out of which five (5) were part of linked conversations.

In general the linked conversations on monitored issues were rather short, most of the tweets containing one or two replies if any. The conversation including the most units of analysis took place in Twitter on 23rd of April and was focused on the roles of newspaper Keski-suomalainen's print and online versions. There were 26 comments in that conversation altogether.

7.4 Textual analysis

After categorizing the final sample, each issue arena's units of analysis were analyzed individually in chronological order in the data extraction table that was presented in Chapter 6.4. Table 3 presents an example of the textual analysis that was performed. The units of analysis in the table are all included in the issue arena of environmental technology and cleantech.

Table 3. Examples of textual analysis in the issue arena of environmental technology and cleantech.

Unit of analysis	C1: Issue-related aspects	C2: Places of interaction	C3: The actors	C4: Course of the debate	C5: Extended reputation-reality gap	C6: Transformation of expectations	C7: Problems in internal coordination
<p>@OttoKanervo: Suomessa cleantech ei välttämättä ole tulevaisuuden suurimpien bisnesten joukossa. Nämä paljon kiinnostavampi a http://www.forbes.com/sites/quora/2014/05/14/what-are-the-10-billion-big-industries-of-the-future/?utm_content=buf... / <i>Cleantech parroted in Finland is not necessarily among the biggest businesses in the future. These much more interesting</i> http://www.forbes.com/sites/quora/2014/05/14/what-are-the-10-billion-big-industries-of-the-future/?utm_content=buf... May 25th 2014.</p>	<p>Cleantech is a new phenomenon but not necessarily very successful. References to the future state of Finnish economy can be found. Reference to an international business media is used to provide additional content.</p>	<p>Twitter, virtual</p>	<p>D.Soc.Sc, tweets about societal matters, approx. 700 followers, active participator</p>	<p>The tweet refers to previously ongoing debate in Finland about cleantech as one of the biggest business areas of the future. It also suggests that there are more interesting industry options than cleantech in the future.</p>	<p>The tweet shares a differing idea about the future business opportunities in Finland in comparison to the case organization. There may be a growing gap between reality and Paperinkeräys' performance when the organization talks about cleantech in the future.</p>	<p>If the viewpoint gains a fair amount of support, public perception on cleantech as a growing future business opportunity may change. The threat is related to Paperinkeräys' business since they use the word cleantech to refer to some of their own functions.</p>	<p>No problems or possible signs of risk factors facing the case organization's internal coordination could be found.</p>

<p>@jarvenpaa: "Suomen sata uutta mahdollisuutta" tutkimuksen mukaan nousevia aloja Suomen viennin kannalta: cleantech, arktinen teknologia, biotalous. / <i>"Finland's hundred new opportunities" according to the studies emerging areas in terms of Finland's exports: cleantech, arctic technology, bio-economy.</i> May 26th 2014.</p>	<p>Cleantech provides new opportunities to the Finnish exports. It is mentioned among arctic technology and bio economy. Reference to a research is used to strengthen the argument.</p>	<p>Twitter, virtual</p>	<p>Communications Manager, published author, approx. 900 followers, active initiator</p>	<p>Content of the tweet strengthens the idea of cleantech's growing role for the Finnish market in the future.</p>	<p>Right now Paperinkeräys is not necessarily seen as a cleantech business organization.</p>	<p>If the public perception about cleantech as a future opportunity for Finnish economy strengthens, this may create new expectations about the case organization's business functions.</p>	<p>It is not completely clear within the case organization if Paperinkeräys should even be known for anything other than collecting paper and card board.</p>
<p>@KMiettinen: @jarvenpaa @BusinessOulu _ Ja kaikkia kärjessä olevia nousualoja läpileikkaa ICT:n hyväksi käyttö. / @jarvenpaa @BusinessOulu _ <i>And all of the top of the increasing areas are cross-cutted by taking advantage of ICT.</i> May 27th 2014.</p>	<p>Cleantech among other economic possibilities in the future are linked to information and communication technology (ICT) as they all use it as their advantage.</p>	<p>Twitter, virtual</p>	<p>Director of Ministry of Transport and Communications, influential and linked to politics because of the director profession, approx. 300 followers, neutral participator</p>	<p>The actor brings in a new viewpoint by linking all possibly growing businesses in the future to technology but it does not disagree with the thought of cleantech as a future business opportunity.</p>	<p>Because the public perception of Paperinkeräys may be that it is only a traditional collecting company it is not necessarily seen as a company that would be able to implement ICT successfully to their business.</p>	<p>There is a possibility that Paperinkeräys would be expected to be more modern and less traditional in the future.</p>	<p>If Paperinkeräys could not keep up with the ICT development there may emerge problems in internal coordination.</p>
<p>@SivulaTimo: Hallitus päätti: Suomi vauhdittaa #biotalous'tta ja #cleantech'ia - Tekniikka&Talous http://www.tekniikkatalous.fi/talous/hallitus-paatti-suomi+vauhdittaa+biotalous+ja+cleantech+ia#a989073#.U5S2Vw8iYqU. twitter ... / The</p>	<p>Political context. The Finnish government wants to accelerate the growth of bio economy and cleantech. The argument is strengthened with a reference to Tekniikka&Talous online news media.</p>	<p>Twitter, Tekniikka & Talous (T&T), virtual</p>	<p>1) Engineer, student, active mediator, approx. 90 followers, interested in the cause 2) Economic traditional news media T&T, neutral initiator</p>	<p>The debate may be moving further towards a more political context. The political context may provide a possibility for the issue arenas of cleantech and environmental or waste law to</p>	<p>Right now Paperinkeräys is not necessarily seen as a cleantech business organization.</p>	<p>If the public perception about cleantech as a future opportunity for Finnish economy strengthens, this may create new expectations about the case organization's business functions.</p>	<p>It is not completely clear within the case organization if Paperinkeräys should even be known for anything other than collecting</p>

<p>government decided: Finland speeds up #bioeconomy and #cleantech - Tekniikka&Talous http://www.tekniikkatalous.fi/talous/hallitus+paatti+suomi+vaahdittaa+biotaloutta+ja+cleantechia/a989073#.U5S2Vw8iYqU. twitter ... June 8th 2014.</p>	<p>Indirect references to the development and state of Finnish economy can be found. The political context could create a possibility for the sub-arena of environmental law.</p>			<p>become more closely linked to each other.</p>			<p>paper and card board.</p>
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Each issue arena was analyzed separately. The content of the units of analysis was analyzed strictly in relation to Paperinkeräys itself. The only exceptions were the last two categories of analysis: transformation of expectation and problems with internal coordination. Because the case organization is not actively participating in the public debate in Twitter, the analysis of the two categories focused solely on possible scenarios that may threaten corporate reputation based on what was found out about Paperinkeräys' corporate identity in the desk research. Results and findings of textual analysis are presented in the following subchapters.

7.4.1 Issue-related aspects

The coding agenda's first category concerned issue-related aspects such as context and characteristics. There were two (2) units of analysis in the whole final sample that referred to Paperinkeräys as organization. The other was a quote from the company CEO Kyösti Pöyry about the decreasing amount of graphic paper in the market and the other unit referred to Paperinkeräys opening their newest production unit in Viinikkala, Vantaa.

Discussions about recycling and waste collecting included more debate, such as judgmental commentary about people's recycling habits and behavior.

@taasalmi: Mikä meitä ihmisiä oikein vaivaa??? Jos on täynnä, niin ei mahdu! Mikä siinä on niin vaikeaa? #lajittelu #jäte #prkl / *What is wrong with us humans??? If it is full, then anything won't fit! What is so hard about that? #sorting #waste #prkl* (June 15th 2014.)

This issue arena also included sharing of advice and other content about recycling.

The debate in the issue arena of environmental law and the Finnish Waste Act concerned mostly the challenges in interpreting the new law and its' effectiveness. The discussion did not go into details but was focused on one topic at a time.

@SitraFund: @jyriarponen Jätelakia ja sen tulkintaa pidetään hankalana: 29% kyselyymme vastanneista pitää jätelakia vaikeimpana haasteena symbiooseille / *Waste Act and its interpretation is considered inconvenient: 29% of the respondents considered waste law the most difficult challenge in symbiosis* (May 16th 2014.)

The most common context in the issue arena of waste paper and other waste materials was the decreasing paper consumption. Otherwise the discussion was mostly formed by general individual comments about various different waste materials.

@johannakrabbe: Keräyspaperin määrä sukeltaa 5-6 prosentin vuosivauhtia. Syynä on paperin kulutuksen väheneminen. [http://www.maaseuduntulevaisuus.fi/cm/2.176/ker%C3%A4yspaperin-m%C3%A4%C3%A4r%C3%A4-sukeltaa-5-6-prosentin-vuosivauhtia-1.60861 ...](http://www.maaseuduntulevaisuus.fi/cm/2.176/ker%C3%A4yspaperin-m%C3%A4%C3%A4r%C3%A4-sukeltaa-5-6-prosentin-vuosivauhtia-1.60861...) / *Amount of recovered paper to dive 5-6 percent per year. The reason is the reduction in paper consumption. http://www.maaseuduntulevaisuus.fi/cm/2.176/ker%C3%A4yspaperin-m%C3%A4%C3%A4r%C3%A4-sukeltaa-5-6-prosentin-vuosivauhtia-1.60861 ...* (April 19th 2014.)

The issue arena of digitalization of printed and graphic paper included the most conversations from which two main sub-arenas could be found. The first sub-arena included discussions about e-books and their role in relation to traditional books and in reading habits of the people.

@rideonriitta: Kummasta kyse: väheneekö #lukeminen formaatista riippumatta vai jääkö #ekirja käyttäjillä pelkäksi kokeiluksi? <http://bit.ly/1kTGwKI> / *Which is it: A significant decrease in #reading regardless of format or whether #ebook will stay as a simple experiment by its' users?* <http://bit.ly/1kTGwKI> (April 14th 2014.)

Changing reading habits of people was a theme that clearly linked the two sub-arenas together. The second sub-arena that was found handled conversations about the role and ways of traditional news media. There were many opposing views about the role of newspapers' web pages and their relation to the traditional newspaper. These discussions often started with a comment about a specific news media and then moved on to a broader context of the changing and new media landscape.

@petrikarvinen: @villegrahn Tiedote: Näköisversiot lehdistä ovat käytettävyydeltään kuin kilo märkää kaarnaa nuotiota sytyttäessä. @tuomob @piiaelonen / *Newsletter: facsimile of magazines are operationally as a kilogram of wet bark in lighting a campfire.* @tuomob @piiaelonen (April 23rd 2014.)

@villegrahn: @petrikarvinen Näköislehdestä tutkitusti tasan kahta näkemystä lukijoiden keskuudessa. Tuo ja sitten päinvastainen. @tuomob @piiaelonen / *Facsimile editions have proven to represent exactly two views among readers. That, and then the opposite.* @tuomob @piiaelonen (April 23rd 2014.)

In discussions concerning cleantech and environmental technology most of the participants referred to the possibilities of cleantech as an opportunity for Finnish economy, creating new jobs and changing the citizens' behavior or attitude towards environmental causes but opposing views were expressed as well. The context of the debate was mostly economic or political.

@pekkahmakela: Missä ovat ne #cleantech- ja biotalouden työpaikat? Kaikki niistä puhuu, harva on nähnyt. #eurovaalit / *Where are the #cleantech and the bio-economy jobs? Everyone is talking about them, few have seen.* #euroelection (May 22nd 2014)

@jarvenpaa: "Suomen sata uutta mahdollisuutta" tutkimuksen mukaan nousevia aloja Suomen viennin kannalta: cleantech, arktinen teknologia, biotalous. / *"Finland's hundred new opportunities" according to the studies emerging areas in terms of Finland's exports: cleantech, arctic technology, bio-economy.* (May 26th 2014.)

The debate on traditional paper and forest industry was focused in the issue on a very general level. The discussions concerned the paper and forest industries role to the Finnish economy both currently and in the future.

@TommiSimon: Ohhoh, #metsäteollisuus ei olekaan auringonlaskun ala. Ensin #MetsäGroup, nyt #StoraEnso | Kauppalehti.fi <http://www.kauppalehti.fi/etusivu/jo+toinen+iso+investointi+nyt+vuorossa+stora+enso/201404675605> ... / Wow, #theforestindustry is not a sunset industry after all. First #Forest Group, now #StoraEnso | Kauppalehti.fi <http://www.kauppalehti.fi/etusivu/jo+toinen+iso+investointi+nyt+vuorossa+stora+enso/201404675605> ... (April 24th 2014.)

7.4.2 Places of interaction

The second category in the coding agenda included places of interaction. In this research the debates took place in virtual environments. Twitter was the main place of interaction in all debates, but other places were referred to as well. One of the coding rules in the agenda was that locations that are referred as places where the same discussion takes place are included to analysis. Under this rule places of interaction besides Twitter were other online platforms such as blogs, web pages of traditional media or YouTube.

@Elinkeinoelama: Ministeri @VilleNiinisto kertoo, miten julkinen valta voi siivittää suomalaisen #cleantech'in läpimurtoa. <https://www.youtube.com/watch?v=bFItWFDwENs&index=6&list=PLwD7tpdaTCmmx6Ii4QNhk4-0ObjUpKYYq> ... / Minister @VilleNiinisto explains how the government can Finnish #cleantech's breakthrough. <https://www.youtube.com/watch?v=bFItWFDwENs&index=6&list=PLwD7tpdaTCmmx6Ii4QNhk4-0ObjUpKYYq> ... (April 14th 2014.)

@oh3kqd: Paperi on parempi kuin huono IT http://www.tietoviikko.fi/kaikki_uutiset/paperikin+on+parempi+kuin+huono+it/a988966 ... / Paper is better than bad IT http://www.tietoviikko.fi/kaikki_uutiset/paperikin+on+parempi+kuin+huono+it/a988966 ... (May 25th 2014.)

Almost all places of interaction that could be clearly identified were virtual. There were still a few exceptions where a printed medium or a physical location, that was actually technology supported with livestream over Internet, were referred.

@PiaKentta: #ekirjamessut Joko seuraat verkossa? Juuri nyt!
[http://wms.magneetto.com/webcasts/hd1/ekirja/2014_0423_live/Attachment/ ... /](http://wms.magneetto.com/webcasts/hd1/ekirja/2014_0423_live/Attachment/.../)
#ebookexpo Are you already following online? Right now!
[http://wms.magneetto.com/webcasts/hd1/ekirja/2014_0423_live/Attachment/ ...](http://wms.magneetto.com/webcasts/hd1/ekirja/2014_0423_live/Attachment/.../) (April 23rd 2014.)

@metsateollisuus: Päivän #Kauppalehti sivu 6: pehmopaperien ja pakkausten kulutus ja sellun kysyntä kasvaa <http://tinyurl.com/55k7nl> / Today's #Kauppalehti page 6: tissue paper and packaging consumption and pulp demand grows <http://tinyurl.com/55k7nl> (May 6th 2014.)

7.4.3 Actors

There were several and clear groups of actors that could be recognized taking part in the debates. The third category of the coding agenda included actors and their characteristics, role, reasons to participate and inter-relatedness to the issue. Even though Paperinkeräys was not actively present in the debate, the organization monitors Twitter and therefore could be seen as a passive representative of audience in the discussions. There was one exception among the final sample where Paperinkeräys could be identified having a mediated role in one unit of analysis.

@JukkaTonkkala: Kierrätyspaperin määrä on jyrkässä laskussa. Paperinkeräys-yhtiön toimitusjohtaja Kyösti Pöyry kertoo. <http://t.co/eCKYovhTxT> / The amount of recycled paper is in sharp decline. Paperinkeräys CEO Kyösti Pöyry says. <http://t.co/eCKYovhTxT> (April 18th 2014.)

Organizations such as many of Paperinkeräys' competitors, municipalities and bureaus held an active role in the issue arenas of recycling where they shared helpful information about recycling and their own business. They were active participators in the debate but their messages were also mediated in by other Twitter users.

@vinkila: "On helppoa muuttaa metalli haarukaksi. Paljon vaikeampaa on muuttaa ihmisten ajattelutapoja." -#lassila&tikanoja #asiaa! / "It is easy to change metal to a fork. Much more difficult is to change people's ways of thinking." - # Lassila & Tikanoja #word! (June 3rd 2014.)

Besides competitors, other organizations could also be identified taking a role in the debate. Most of these organizations seemed to have an overall active role in Twitter both sharing news or content of other users and building dialogue directly with them. All of their business was also linked to the monitored issue arenas in one way or another.

@FINVA_fi: Kirja vai tabletti mukaan kesälomalle? @HanneleIkonen blogissaan kesän kirjoista | FINVA <https://www.finva.fi/pages/viewpage.action?pageId=6849532#.U6vY8sOFdE4.twitter> ... #kirjat #ekirjat / Book or tablet to summer vacation? @HanneleIkonen in her blog about summer's books | FINVA <https://www.finva.fi/pages/viewpage.action?pageId=6849532#.U6vY8sOFdE4.twitter> ... #books #ebooks (June 26th 2014.)

@s4mpp41: @FINVA_fi @elisakirja @HanneleIkonen Molemmat. Kirja rannalle. E-kirja lukulaite junaan, bussii, lentokoneeseen, jne... /@FINVA_fi @elisakirja @HanneleIkonen Both. Book to the beach. Ebook reader to the train, bus, airplane, etc... (June 26th 2014.)

@elisakirja: @FINVA_fi @HanneleIkonen Tabletti tottakai, ja äänikirjoja varten nappikuulokkeet ja älypuhelin taskuun! / @FINVA_fi @HanneleIkonen Tablet of course, and earphones and smartphone to pocket for audio books! (June 26th 2014.)

Politicians, celebrities and media personalities have an active role as initiators in any issue arena. Their personal comments, arguments and opinions generated active participation of other users. Mostly the comments directed to them were supportive, but challenging or opposing arguments could be found in the analysis as well.

@alexstubb: Tässä #Twitterkirja-linkki. <https://kirja.elisa.fi/ekirja/twitterkirja> ... Elämäni ensimmäinen e-kirja. Pientä jumppaa kirjatumisessa. Hinta alle 10 euroa! / Here is #Twitterbook-link. <https://kirja.elisa.fi/ekirja/twitterkirja> ... The first ebook of my life. A little working out in logging in. The price less than 10 euros! (May 12th 2014.)

@colacrobat: Ostin itselleni työnalkajaislahjaksi (...) #Twitterkirja n. Elämäni eka e-kirja, don't let me down @TuomasEnbuske @alexstubb / I bought #Twitterbook for myself for starting the work present (...). The first ebook of my life, don't let me down @TuomasEnbuske @alexstubb (May 12th 2014.)

@TuomasEnbuske: Paperi-#Hesari tuli jo postiluukusta, mutta täällä #internet:issä on vielä eilinen lehti. Postimies on siis ykkösiä ja nolliä nopeampi. / *Paper-#Hesari came in through the mail slot already, but here in the #internet is still yesterday's newspaper. The mailman is then faster than ones and zeros.* (June 26th 2014.)

Media is a rather neutral actor in the monitored debates. It mostly focuses on sharing news content or additional information and acting as a mediator for publicly well-known organizations or persons. The media doesn't participate in argumentative debates but takes more of a passive but visible place in the issue arenas. Different media agencies take the same role as the media in public debates.

@KauppalehtiFi: Noponen: Pörssissä vasta yksi cleantech-yhtiö: Helsingin pörssistä löytyy vain yksi cleantech-yhtiö. Näin rohk... <http://bit.ly/1IwDLZ> / *Noponen: Only one cleantech company in the stock exchange: in Helsinki Stock Exchange, there is only one clean tech company. This* <http://bit.ly/1IwDLZ> (April 24th 2014.)

Individual citizens were active in all of the monitored issue arenas and most of the content was produced and shared by them. Their activity levels and tones of voice vary between various actors and issues. The most opposing arguments and negative tone of voice in the monitored arenas could be found from individual private persons' comments. They interacted with both each other and any other actor group in the issue arenas.

@sqmppq: @TuomasEnbuske @alexstubb Voiko #twitterkirja:n ostaa muualta kuin Elisalta? En haluaisi rekisteröityä vaan yhden kirjan vuoksi. / @TuomasEnbuske @alexstubb *Can #twitterbook be bought from anywhere else than Elisa? I wouldn't want to register just for one book.* (June 12th 2014.)

7.4.4 Course of the debate

The course of the debate formed the fourth category of analysis. This included for example identification of factors that seem to cause changes in the debate or weak signals that may do so. The phase and duration of the debate may also help to build an insight about possible outcomes. So far, course of the debate on

Paperinkeräys as an organization is possibly not continuing since there were barely any units of analysis to be found. There might be a possible change over time if the case organization would participate in public debate on various topics on Twitter.

In the issue arena of recycling and waste collecting, both organizations and individual users had taken an active role to participate in the debate by sharing recycling advice with the public. There aren't clear signs that this was going to stop soon, so assumingly various organization still keep actively sharing recycling themed content.

@ekokymppi: #jäteastia' voi olla hauska! #kajaani'n lukiolaisten maalaamia roskapönttöjä Kajaanin siistein -toritapahtumassa / #garbagebin can be fun! #kajaani's high school students painted the trash cans in Kajaani the coolest -market event (May 6th 2014.)

@jukka_korri: Makeita pönttöjä! @ekokymppi #jäteastia pic.twitter.com/gf65aAu9uL" / Cool cans! @ekokymppi #garbagebin pic.twitter.com/gf65aAu9uL" (May 7th 2014.)

The debate on environmental law was not continuous but emerged when there was a specific issue to discuss about. Different reports and their results were shared by various users within a short period of time, but otherwise the debate was not very active between April and June 2014. Various actors seemed to participate in the debate by sharing content that interested them or that they felt significant to a wider audience.

@jukka_korri: RT @ekokymppi: #YM raportti uuden #jätelain toimivuuden arvioinnista. <http://t.co/bNFL7gF0nS> #ekokymppi oli jätelaitoksena mukana tekemässä... / RT @ekokymppi: #YM report on the evaluation of functionality of the new #wastelaw. <http://t.co/bNFL7gF0nS> #ekokymppi was as a waste disposal plant involved in doing... (May 14th 2014.)

In the issue arena of waste paper and other waste materials, the phase of comments was even. Conversations where comments were linked to each other did not form at all during the monitored time period. Some participants shared imagery to support their message when their comments were judgmental about people's recycling behavior.

@supaflynet: Valmis! Roskis tulee ensi viikolla. Viekkä lekat ja roskat mennessänne. Vieressä asuintaloja, ollaan... <http://instagram.com/p/pOT2UPPX2P/> / *Done! Garbage bin will come next week. Take sledges and debris as you go. Next to the residential houses, are being ...* <http://instagram.com/p/pOT2UPPX2P/> (June 14th 2014.)

There were various clear changes in the debate on digitalization of graphic and printed paper during the monitoring period. In the sub-arena of e-books the discussion first started with libraries getting a permission to lend e-books. This seemed to influence the discussion to move forward towards e-books replacing the role of printed books in today's society. The emphasis of the topic became even stronger since Twitter users started sharing news about the first e-book fair that took place online in late April 2014.

@HeiniKirsiMarja: Kirjabisneksen paradigman muutos. Kuka itkee mennyttä aikaa kun voi hurrata innovatiivisuudelle? #kirjamessut #ekirja <http://www.marmai.fi/uutiset/ensimmaiset+ekirjamessut+rantautuvat+suomeen/a2244053> ... / *Paradigm shift of the book business. Who cries of the past time when you can cheer for innovativeness?* #bookexpo #ebook <http://www.marmai.fi/uutiset/ensimmaiset+ekirjamessut+rantautuvat+suomeen/a2244053> ... (April 22nd 2014.)

The event went live with technology supported livestream over the Internet and generated active debate on the topic of e-books and feedback directed to the organizers and participants after that. The next event that kept the discussions active was an e-book about Twitter that was published online in May 2014 and was pointed out by influencing actors such as the current prime minister of Finland Alexander Stubb and a famous media personality Tuomas Enbuske. Their attention towards the book generated various reactions from supporting to opposing and questioning.

@BorneoColors: Elämme jänniä aikoja. Tien näyttäjinä toimivat @alexstubb ja @TuomasEnbuske : <https://kirja.elisa.fi/ekirja/twitterkirja> ... #twitterkirja #PakkoTilata / *We are living exciting times. Showing the way are @alexstubb and @TuomasEnbuske* : <https://kirja.elisa.fi/ekirja/twitterkirja> ... #twitterbook #MustOrder (May 13th 2014.)

Even though some events generated active and more case-specific discussion in the issue arena, an ongoing debate about the role of e-book continued during the whole monitoring period. Therefore it could be assumed that the debate has still continued after June 2014.

The other sub-arena of digitalization was debate on the role and ways of traditional news media. There was a very intense debate on the topic in April 2014 when a reader of Keski-suomalainen commented on a short news story that was published on their web page.

@piiaelonen: Hmm.Keskisuomalaisen uutinen Metsä Groupin investoinnista on lähes suoraan yhtiön tiedote: <http://www.ksml.fi/uutiset/keski-suomi/metsa-group-suunnittelee-miljardi-investointia-%C3%A4anekoskelle/1805493> ... ja <https://newsclient.omxgroup.com/cdsPublic/viewDisclosure.action?disclosureId=605401&lang=fi> ... / *Hmm.Keskisuomalainen's news of Metsä Group's investment is almost directly the corporation's release: <http://www.ksml.fi/uutiset/keski-suomi/metsa-group-suunnittelee-miljardi-investointia-%C3%A4anekoskelle/1805493> ... and <https://newsclient.omxgroup.com/cdsPublic/viewDisclosure.action?disclosureId=605401&lang=fi> ...* (April 23rd 2014.)

@villegrahn: @piiaelonen Tuo on ensimmäinen pihalle saatu juttu. Julkaisimme verkossa päivän aikana 12 juttua Metsä Groupista. / *@piiaelonen That is the first story that was managed to publish. We published 12 stories online about Metsä Group during the day.* (April 23rd 2014.)

The emphasis and phase of the debate changes fast and other actors joined the debate. The also moved from the actual story to the difficulties in separating printed and online news content from one another. The actor who brought this up identified himself as a representative of the particular news media.

@villegrahn: @piiaelonen Emme työnnä kaikkea aineistoa heti verkkoon. Aamulla kolme brodaria aiheesta. Mutjoo, verkon ja printin erottelussa vaikeutensa. / *@piiaelonen We don't push all of the material immediately to the internet. Three 'brodaria' on the subject in this morning.* (April 23rd 2014.)

After pointing out that Keski-suomalainen does not publish everything online, the other active participators expressed their dissatisfaction from the customer's point of view.

@petrikarvinen: @villegrahn Kuluttajan sivuhuomio: huono idea, printin lisäsisältö ajaa pois molemmista. 1/2 @tuomob @piiaelonen / *@villegrahn A consumer's sidenote: bad idea, prints' additional content drives away from both.* 1/2 @tuomob @piiaelonen (April 23rd 2014.)

In the issue arena of environmental technology, the debate started from the beginning of April with the discussion about whether cleantech is a transient

phenomenon or not. A shared blog post created active participation in forms of supporting or opposing comments and sharing the content forward.

@KoskinenKeijo: @tuulimakela #cleantech Lyhyt vastaus: Ei. Suljetussa järjestelmässä cleantech pitkässä juosussa ainut järkevä vaihtoehto. @Elinkeinoelama / @tuulimakela #cleantech *A short answer: No. In a closed system cleantech in longterm the only rational option.* @Elinkeinoelama (April 8th 2014.)

The editorial of the biggest newspaper in Finland Helsingin Sanomat in April 14th suggested Finland's lack of capability to commercialize cleantech. This argument gained lot of shares and generated discussion in the issue arena of environmental technology.

@tuulimakela: Hyviä pointteja Anne Jalkalalta @UniLUT "Suomi ei osaa kaupallistaa puhdasta teknologiaa" <http://www.hs.fi/paakirjoitukset/Suomi+ei+osaa+kaupallistaa+puhdasta+teknologiaa/a1397361698308> ... #cleantech / *Good points from Anne Jalkala @UniLUT "Finland doesn't know how to commercialize clean technology"* <http://www.hs.fi/paakirjoitukset/Suomi+ei+osaa+kaupallistaa+puhdasta+teknologiaa/a1397361698308> ... #cleantech (April 14th 2014.)

Tweets by politicians were both shared and commented on actively by the general public in the issue arena. Various differing viewpoints were brought up in the debate over the period of time when the research data was collected. Politicians were the biggest group to speak for the opportunities that investing in cleantech would do in strengthening the state of Finnish economy.

@vihreat: @AnniSinnemaki: kolme ratkaisua työttömyyteen: #perustulo, #tasaarvo ja puhdas teknologia. Tartutaan näihin. <http://www.vihreat.fi/blogit/anni-sinnemaki/tyota-perustulon-tasa-arvon-ja-puhtaan-teknologian-avulla> ... / @AnniSinnemaki: *three solutions to unemployment: #basicincome, #equality and clean technology. Let's take a hold of these.* <http://www.vihreat.fi/blogit/anni-sinnemaki/tyota-perustulon-tasa-arvon-ja-puhtaan-teknologian-avulla> ... (May 14th 2014.)

Overall the public debate on environmental technology and cleantech faced multiple factors that had influence in the course of debate that also could still be continuing as actively.

The emphasis or phase of the debate in the issue arena of traditional paper and forest industry did not go through significant changes between April and June 2014. The emphasis of the debate was mostly on the strengthening of the industry.

Possible changes could still have occurred before the monitoring period, because there were a few units of analysis found with references that paper and forest industry had been thought to be the so called 'dying industry'.

@KauppalehtiFi: Paperiteollisuus Suomessa näyttää olevan kaikkea muuta kuin auringonlaskun ala. Jo toinen suurinvestointi. #Storaenso <http://bit.ly/QKmvIM> / *The paper industry in Finland seems to be anything else but the sunset sector. Another great investment already.* #Storaenso <http://bit.ly/QKmvIM> (April 24th 2014.)

7.4.5 Extended reputation-reality gap

The following categories of textual analysis were related to reputational risk factors in online environment. The first of them was the extended reputation-reality gap between the stakeholder perception that is interpreted from the final sample and Paperinkeräys' corporate identity.

Any major gaps between the stakeholder perception and Paperinkeräys' corporate identity could not be found in the debate on Paperinkeräys as an organization. In Twitter Paperinkeräys' mediated message was that the amount waste paper is decreasing and the public did not completely agree with the message in other issue arenas.

@JukkaTonkkala: Kierrätyspaperin määrä on jyrkässä laskussa. Paperinkeräys-yhtiön toimitusjohtaja Kyösti Pöyry kertoo. <http://t.co/eCKYovhTxT> / *Recycled paper is in sharp decline. Paperinkeräys CEO Kyösti Pöyry says.* <http://t.co/eCKYovhTxT> (April 18th 2014.)

@hkalliomaki: "@Foresteero: Pehmopapereiden, pakkauskartongin ja sellun kulutus yhä kasvussa @metsantutkimus <http://www.metla.fi/tiedotteet/2014/2014-06-03-suhdannetiedote.htm> ..." @MetsaGroup / "@Foresteero: Tissue, packaging, and pulp consumption continues to increase @metsantutkimus <http://www.metla.fi/tiedotteet/2014/2014-06-03-suhdannetiedote.htm> ..." @MetsaGroup (June 6th 2014.)

In the issue arena of recycling a unit of analysis that suggested indirectly paper recycling being an outdated process was found. This message could conflict with

an important part of Paperinkeräys' business, especially if it became the commonly agreed public perception.

@HankaJ: Eteisen lattialla aikamatka 20 vuotta taaksepäin #mennytmaailma #paperinkeräys <http://t.co/kE4LzWicWF> / *A journey of 20 years back in time on the hallway floor* #goneworld #papercollecting <http://t.co/kE4LzWicWF> (April 3rd 2014.)

Paperinkeräys arranges waste paper collection and recycling on behalf of the paper producer community. The company has various waste paper collection containers across the country where anyone can bring their waste paper to be recycled for free. In April 24th a private person published a tweet with a photo of a very messy container with a judgmental comment. The unit of analysis could be interpreted as a rhetorical question that could threat Paperinkeräys' reputation and enlarge the gap between public perception and reality.

@HeliHujanen: Olisitko sinä kehdannut jättää #pahvi si tänne? #kierrätys #jäte / *Would you had dared to leave your #carton s here? #recycling #waste* (April 24th 2014.)

Neither unverified information, false claims, accusations nor shared ideas that differ from the case organization's public performance could be found in the textual analysis in the issue arena of environmental law and the Finnish Waste Act. The discussions were mainly focused on the public's understanding of the new law.

In discussions about waste paper nothing that had or could cause a clear existing gap between stakeholder perception and the corporate identity of Paperinkeräys at the moment could be found in textual analysis. Either the comments were very neutral and about waste materials or they were about the decreasing paper consumption. Anything that could cause a gap between Paperinkeräys' reputation and reality would be if the company will not be able to make its' other than paper collecting services known among important customers or other stakeholder groups in the future if the paper consumption decreases even further. In the issue arena of digitalization Paperinkeräys' need to make the variety of their services better known could also be interpreted from the textual analysis. The issue arena's discussions could be connected to the need through the paper consumption theme. The debates focused mostly on the role of printed books and newspapers or magazines in relation to e-books and digital publications.

Paperinkeräys wants to profile and be associated with the term cleantech. Various tweets on Twitter were in favor of cleantech as a future business opportunity for the state of Finnish economy between April and June 2014, but there were a few dissenting opinions expressed in the debate too.

@OttoKanervo: Suomessa hoettu cleantech ei välttämättä ole tulevaisuuden suurimpien bisnesten joukossa. Nämä paljon kiinnostavampia http://www.forbes.com/sites/quora/2014/05/14/what-are-the-10-billion-big-industries-of-the-future/?utm_content=buf... / *Cleantech parroted in Finland is not necessarily among the biggest businesses in the future. These much more interesting* http://www.forbes.com/sites/quora/2014/05/14/what-are-the-10-billion-big-industries-of-the-future/?utm_content=buf... (May 25th 2014.)

There is a possible scenario that could cause a reputational threat in the issue arena. Paperinkeräys may not be seen as a cleantech organization among all of its' stakeholders at the moment, because the company's core business is still unclear among the internal groups of the case organization.

Public discussion about the state and organizations in the traditional paper and forest industry was mainly positive. Any factors related to Paperinkeräys' identity or performance could not be detected from the final sample in textual analysis.

7.4.6 Transformation of expectations

The next category reviewed transformation of expectations. This category was analyzed from the viewpoint of what could be found that may threaten Paperinkeräys' reputation in the future. In transformation of expectations possible threats may appear when stakeholder expectations towards what the case organization's characteristics, business or development represents.

If other organizations are participating actively in the issue arena of recycling and waste collecting, the public may start to expect the same from Paperinkeräys in similar places of interaction. Experiences and public perception of the case organization's competitors could be transformed into expectation towards Paperinkeräys as well. In the issue arena of recycling expectations towards Paperinkeräys could be excellent customer service and waste collecting trucks that can be found in any neighborhood.

@hannaleena: #HSY:n keräysauto kävi ihan nurkalla. Muutaman vuoden kertynyt #ongelmajäte heivattiin kätevästi sinne. Mahtavaa palvelua! #Helsinki / #HSY:s collection truck was just at the corner. #hazardous waste accumulated after a few years was conveniently thrown there. Amazing service! #Helsinki (May 14th 2014.)

@Temuiini: #HSY'n keräysautot kävivät kylässä, pojat jopa nostivat vanhan jäkiksen auton takakontista! Kiitos!! #kaupunkipalvelee #helsinki / #HSY:s collection trucks came by, the boys even lifted old 'jäkis' car from the trunk! Thank you! #cityserves #helsinki (May 13th 2014.)

There weren't any expectations towards Paperinkeräys' functions found in the issue arena of environmental law and the Finnish Waste Act. The only actors that could be seen as a target of stakeholder expectations in the debate were municipalities that are one of the case organization's customers.

@ekokymppi: #jätelaki velvoittaa kunnat ylläpitämään kuljetusrekisteriä, jolla seurataan kiinteistöjen jätehuollon järjestämistä <http://t.co/IzMyJlsMlv> / #wastelaw obligates municipalities to maintain a transportation register that is used to monitor the waste disposal organizing in properties <http://t.co/IzMyJlsMlv> (June 3rd 2014.)

Discussions in the issue arena of digitalization of graphic and printed paper could possibly transform into expectation towards Paperinkeräys' basis of existence and business development. Digitalization modifies the business of traditional organizations and therefore Paperinkeräys may be expected to adjust to the environment that is becoming more and more electronic.

@SallaNarhinen: Kirjastot, kirjat ja e-kirjat ovat puhuttaneet paljon viime aikoina | E-kirja voi harventaa kirjastoverkkoa <http://www.hs.fi/kulttuuria1399172132421?jako=cfde79f1f74978d7ec50ea3f326fdde2&ref=tw-share...> / Libraries, books and ebooks have been a hot topic lately | Ebook may thin out the library network

<http://www.hs.fi/kulttuuria1399172132421?jako=cfde79f1f74978d7ec50ea3f326fdde2&ref=tw-share> ... (May 5th 2014.)

If some stakeholders perceive Paperinkeräys as a cleantech business organization, there is a possibility that the company's performance does not match with the transforming expectations towards it. Support from the Finnish government may strengthen or facilitate the transformation of the expectations towards the case organization's business development.

@SivulaTimo: Hallitus päätti: Suomi vauhdittaa #biotalous'tta ja #cleantech'ia - Tekniikka&Talous
<http://www.tekniikkatalous.fi/talous/hallitus+paatti+suomi+vauhdittaa+biotaloutta+ja+cleantechia/a989073#.U5S2Vw8iYqU.twitter> ... / *The government decided: Finland speeds up #bioeconomy and #cleantech - Tekniikka&Talous*
<http://www.tekniikkatalous.fi/talous/hallitus+paatti+suomi+vauhdittaa+biotaloutta+ja+cleantechia/a989073#.U5S2Vw8iYqU.twitter> ... (June 8th 2014.)

Expectations or their possibility towards Paperinkeräys' characteristics, business or develop could not be detected in the issue arenas of Paperinkeräys as an organization, waste paper and other waste materials or traditional forest and paper industry.

7.4.7 Problems with internal coordination

The last category of analysis related to problems in internal coordination. Current internal problems could not be detected deriving straight from the case organization in this study, because Paperinkeräys is has not been actively present in Twitter during the data collection period from April 2014 to June 2014.

This category was solely reviewed from the viewpoint of what factors that could cause internal coordination problems within the case organization could be found or interpreted from all research data. Because in this study the analysis could not

be performed systematically and it was based purely on interpreting weak signals and creating possible future scenarios, the factors are further discussed in Chapter 8.

8 CONCLUSIONS

8.1 Discussion

As Gilpin (2010, 266) states, the development of new media environment creates new challenges to the field of public relations. It could also be seen to set up new opportunities for strategic reputation management, as various new channels contribute to corporate image construction. The social online setting may even give organizations and opportunity to co-create corporate image and reputation together with the public (Jones, Temperley & Lima 2009, 931). For enabling corporate reputation managing, ongoing public debates in the complex and dynamic organizational environment require monitoring by corporate communication and public relations practitioners (Vos et. al 2014, 201).

According to Luoma-aho and Vos (2010, 316) identification of issues should be the starting point for environmental monitoring. The first research question of this research was "Which topic fields of public debate are relevant to Paperinkeräys' functioning and existence?" The relevant issue arenas were identified in the desk research that included going through multiple case organization's publications and performing semi-structured interviews. Based on the desk research Paperinkeräys' current relevant issue arenas were Paperinkeräys as an organization, recycling and waste collecting, environmental

law and the Finnish Waste Act, waste paper and other (waste) materials, digitalization of printed and graphic paper, environmental technology and cleantech, and finally traditional paper and forest industry. Although this was the starting point for social media monitoring in this research, their scope and emphasis may change over time as Vos et al. (2014) have argued. If the monitoring was to be repeated after some time, the relevant issue arenas would need to be re-examined.

The second research question was "How do various actors interact on issues within the relevant topic fields for Paperinkeräys in a place of interaction where the case organization is so far not active?". Insights to ongoing public debates in Twitter were acquired with the social media monitoring and textual analysis that were performed for this research. Between April and June 2014 the debate was the most active in the issue arenas of digitalization of printed and graphic paper, and environmental technology and cleantech. In general the debates on monitored issues were rather short, most of the tweets containing one or two replies if any. The least active area during the data collection period was the issue arena of Paperinkeräys as an organization. Paperinkeräys was not discussed about in Twitter during the time this research took place.

The longest separate conversation in terms of directly linked tweets included 26 separate comments and was focused on the roles of newspaper Keski-suomalainen's print and online versions. The issue is interrelated to the decreasing paper consumption, which was a common area of focus in various issue arenas. Issues may vary from case-specific to a broader cluster of issues, as in this case (Vos et al. 2014, 207). The issue arena of digitalization had clear sub-arenas of e-books and the role of printed media. The issue arena is directly linked to Paperinkeräys' business and history as a traditional waste paper collector (Historia. Paperinkeräys Oy. Web. <<http://www.paperinkerays.fi/yritys/tietoa-yrityksesta/historia>>. 04.05.2014). In the issue arena of environmental technology the context was very political and also economic. The discussion was future oriented and debate on cleantech's role to the Finnish economy was very active. According to Vos et al. (2014, 207), all issues could be tied to a political or

economic context on some level, because that is what sets the stage for discussion. In this issue arena the emphasis of politics was very strong.

It is natural that Twitter was the most common place of interaction in the monitored debates in this research, since the research data was collected from there. Twitter conversations take place in a public, shared space that is not owned by any particular representative or party. This makes it a very public place of interaction, where various actors have access. According to Gilpin (2010, 280) the communication flow is continuous in Twitter and the debate that takes place there as a part of the stream is immediate. That is an important feature of this specific place of interaction, because speed is a big element in public opinion forming (Luoma-aho et. al 2013, 248). All this makes it a risky location for organizations to aim for stakeholder interaction if they are unwilling to participate in real-time debate or fear missteps. (Gilpin 2010, 279-280.) Twitter is also an online medium that allows user anonymity (Tennie, Frith & Frith 2010, 484). However, most of the users in this study could be identified on some level and barely anyone had made the decision to stay anonymous. According to Meriläinen and Vos (2013, 307) issues may spread from one place to another. Other places of interaction that could be identified among the units of analysis were other online platforms and the media. Almost all places of interaction that could be clearly identified were virtual but traditional printed news media could also be identified among them. All places of interaction have different characteristics to be taken into account by the participants (Vos et. al 2014, 208).

Various types of actors were identified taking part in the public debate in issue arenas that are relevant to the case organization. Actors may take different roles in the debate and be involved in the debate by means or by accident. They might also act as initiators or mediators of discussion. (Vos et. al 2014, 207.) Paperinkeräys had a small mediated role in the debate. Paperinkeräys' competitors, municipalities and bureaus held an active role especially in the issue arenas of recycling, environmental technology and forest or paper industry. Sometimes the role of an actor is determined by their interrelatedness to the cause (Vos et. al 2014, 207). Besides competition and actors from the same business field as the case organization, other organizations that had an active role in the debates

that seemed to be interrelated to their own business, could be identified. Politicians, celebrities and media personalities have an active role as initiators in all monitored issue arenas. Media was related to many issue arenas as an actor besides offering a possible optional place for interaction. Individual private persons took actively part in the debates. They may have the least credibility, legitimacy or power, characteristics that Vos et al. (2014, 207) suggest to be important, of all actors taking part in the debate, but they still represented the majority of both debate participants and the audience in research.

According to Vos et al. (2014, 208), the emphasis of public debate may change. The change may be fast or slow. The debate in the issue arena of environmental law became active after research results or other information on changes in the environmental law had been published. It could be assumed that the debate will become more active when new information on law is published again. Active following of the political decision-makers may help in keeping up with environmental law changes. Events such as exhibitions, fairs and new publications increased the level of activity in the debate on digitalization of paper. This should also be considered in monitoring the organizational environment. Influential users such as politicians or celebrities also managed to generate changes in the activity of discussions.

There was not much content in the final sample for the analysis of the debate on Paperinkeräys as an organization, but in the future the arena could develop into having an important role to the case organization's reputation from the viewpoint of problems in their own internal coordination. According to Aula (2010, 45) problems with internal coordination occur when the organization is not able to react correctly to changes in the organizational environment. Ambiguity in internal image could cause problems in internal coordination especially in the public debate on Paperinkeräys as an organization when its' internal stakeholders interact with various external groups in online environments. The company name could be strictly translated from Finnish to English as "paper collecting" but as described, the business is broader than collection of waste paper alone nowadays. Based on knowledge that was gained from the semi-structured interviews, it is

not clear even to all Paperinkeräys' own employees that the company does more than just waste paper collection.

Some of Paperinkeräys' functions are based on legislation. There could exist a reputation-reality gap between stakeholder perception and the case organization's performance if the public is not able to understand the law that regulates Paperinkeräys' fundamental functions. There also exists the possibility that expectations towards the case organization's responsibilities could become the center of attention because of the functions regulated by law.

The decreasing level of paper consumption was an active topic of discussion in various issue arenas. There are possible factors in the debate that may cause an extended reputation-reality gap, where Paperinkeräys' corporate reputation does not match with the reality (Aula 2010, 45). The case organization is known for paper collecting but that is a diminishing part of their business. If the corporate image and reputation do not change in relation to changes in Paperinkeräys' core business, a reputational gap would emerge. The company should be able to make its' other services known besides paper collecting. The role of decreasing paper consumption is important for the case organization's business, because it forces Paperinkeräys to re-shape its' revenue models. Therefore having the public perception in the same line could help in renewing and rebranding Paperinkeräys' business.

The development of both the paper or forest industry and Finnish economy were also debated on various issue arenas. This together with the particular features of social media may lead to transformation of expectation towards Paperinkeräys. Based on the results cleantech is a growing trend among Paperinkeräys' industry. One of Paperinkeräys' values is renewing and that includes supporting innovation and development. The company might be expected to keep up with the development of environmental technology. The organization should be ready to respond to newly fueled expectations if they occur. (Aula 2010, 45.)

Most of the tweets that were found with search terms such as “e-kirja” (e-book) or “verkkolehti” (online paper) were generic and marketing oriented. Because the tweets did not express any type of opinion, they were excluded from the final sample. Still, based on their amount it is obvious that various actors seem to use Twitter as a marketing activity tool, especially when it comes to digital material. In situations where online settings are used purely as a marketing tool the full potential of the channel may not be taken advantage of, as the dynamic online media environment enables organizations to bypass traditional mass media and engage with stakeholders in the issue arenas that are relevant to their interest, business or existence (Gilpin 2010).

The third research question was “What strategic guidelines can be formulated from the results of integrated analysis of Paperinkeräys’ communication in issue arenas?” The content of strategic guidelines has come up in the text, but some implementation suggestions are also introduced assembled in the next sub-chapter.

The purpose of this study was to review how integrated approach to issue arena analysis could bring added value to strategic reputation management in practice. The data extraction table that was formed for this thesis could be used as a monitoring tool to bring added value to corporate communication strategy planning in various scenarios. It could be used to monitor issue arenas in a place of interaction where the organization is rather passive and to gain knowledge about whether it is crucial for the organization’s reputation to participate in public debate in that specific arena or not. It could also be used to monitor the organization’s role or possible reputational risks in various public debates online when the organization itself is an active participator. According to Luoma-aho et al. (2013, 240) active participation is an important aspect in keeping track of changing points of view in public debate so that is where the case organization should also be heading to.

The analytical model of communication in issue arenas was recently introduced by Vos et al. (2014). The model brings new insights to the research of corporate communications. This makes it a rather new research topic. The model has not

been combined with reputational risk factors before. Adding the viewpoint of reputation management to continuous environmental monitoring and integrated issue arena analysis suggests a new alternative starting point to corporate communication management.

An organization may create different communication strategies to adjust its' core messages to fit the features and nature of each issue arena (Vos et. al 2014, 111). Possible strategy choices could at the most basic level include, for example, decisions on using monologue or dialogue and engaging in "one-way", "two-way" or even "multi-way" conversations (Jolly 2001; according to Jones, Temperley & Lima 2009, 930). Whichever participation strategy is chosen, the decision should be based on continuous environmental monitoring and fit the nature of issues that are debated on. Most importantly, when debate with multiple actor in issue arenas occurs simultaneously, a balance zone that "satisfies the mutual interest of all parties" needs to be maintained as Flynn (2006, 193) suggests. This delicate balance zone could be achieved by creating a balanced communication strategy portfolio, where all aspects of public debate on relevant issue arenas are considered in the strategy planning process.

Overall the textual analysis that was performed in this research acknowledges and suggests various possible risk factors that may exist or could emerge to threaten the case organization's reputation in the future. Information gained from this could be used to specify strategic key messages and the balance between them when it comes to various relevant issue arenas. The task of communicating according to the formed strategies usually falls to the communications practitioners alone and that is a big challenge to public relations and corporate communications (Gilpin 2010, 267). There exists the possibility that this might disturb the ideal situation of implementing the actions of a balanced communication strategy portfolio. Jones, Temperley and Lima (2009, 930) state that choosing a proper communication strategy type and its' level should be the management's task and that the corporate management should be encouraged to engage in online discussions with company stakeholders. The same idea could be extended to targeting all active participators in relevant issue arenas instead of the current stakeholder groups, as various actor take part in the public debate

(Luoma-aho & Vos 2009). The online media environment requires even more honesty, transparency and efficiency from corporate communications than before (Jones, Temperley & Lima 2009, 931). Public relations and corporate communications may have the expertise to balance various communication strategies, but the corporate management and possibly the whole organization also should to commit to adapt and implement the strategies.

8.2 Suggestions for implementation

Some strategic guidelines and suggestions for Paperinkeräys' corporate communications could be formed based on this research and its' outcomes. They are presented here assembled into simple directions and guidelines on the case organization's presence in various issue arenas. The guidelines should be taken into account in communication strategy planning.

Paperinkeräys' more active presence and participation in various public debates might raise awareness of it as an organization and help to generate discussion about it in online environments.

As a social platform Twitter is an active place of interaction and various relevant issue arenas are present there, so Paperinkeräys should be present in Twitter among other active online places of interactions where the debate takes place.

Paperinkeräys should seek to engage in conversations with all kinds of actors such as individuals, organizations, brands. Other could be encouraged with participants with positive (or neutral, depending on the situation) reactions, feedback, ideas and opinions. Monologue should be avoided.

Paperinkeräys should follow opinion leaders and users with legitimacy, credibility and power in the debates of various issue arenas that are important to its' business or existence.

Collecting and logistic processes should be made visible. The public may expect trucks with the company logo so point out partners that cooperate with Paperinkeräys in the collections.

Making all services more visible in may help to strengthen corporate image among the public. The brand Encore does not strictly refer to a certain material and could be highlighted to strengthen the company image as a multiple material handler.

Functions that are regulated by the environmental law and the Finnish Waste act should be able to be explained clearly, openly and in a way that others than experts of the field can easily understand.

Paperinkeräys should keep track of upcoming events that interrelate to their business and prepare to have their say in the issue. Various events such as fairs, openings or new publications may generate discussion in relevant issue arenas.

When planning participation strategies and strategic core messages to various issue arenas, the strategies should never conflict or separated too far from each other.

8.3 Trustworthiness, transparency and ethics of the study

Khan (2014, 29) states that qualitative research and its' relevance to the field of study that it represents are often evaluated through the validity and generalizability of the overall process' outcomes and results. The term of validity refers to trustworthiness of the study in this case. According to him connection between theory and data has a significant role in improving the quality of a research (Khan 2014, 29). Therefore, a qualitative research could be evaluated to be trustworthy when the theory is properly connected to research data. This would also mean choosing the right research methods to gain relevant results in relation to the research questions.

The goal was also to execute an ethical research. According to Eysenbach and Till (2001, 1103) it is important to separate private and public dimensions of internet from each other, especially because Internet users may not expect to be subjects of academic research when they interact with each other in the online environment. All conversations in Twitter are public and it can be assumed because of this that the users are aware of the lack of privacy in the discussions they participate in there.

There are several factors that might have influenced the validity of the research as a process. Before the actual research could be performed starting from data collection for the SMM a desk research had to be completed. The success level in desk research may have affected the next steps in the research process. The relevance of different issues to the case organization may also change over time as the organization and its' social environment develop.

The primary method in this research was social media monitoring that is a research approach including both data collection and textual analysis (Vos & Ruggiero 2014, 109). One of SMM's benefits is that it provides access to authentic and honest data (Eysenbach 2009; according to Vos & Ruggiero 2014, 110). The data for textual analysis was collected in Twitter. According to Eysenbach and Till (2001, 1103) internet communities such as chat rooms can be a rich source in finding qualitative data. This thought could be implemented to collecting data in Twitter as well, as Twitter is a highly social platform and therefore ideal for

qualitative data collection (Gilpin 2010, 279). The material sampling and even the final sample after applying all inclusion criteria were large-scaled and manifold.

Vos and Ruggiero (2014, 126) state that textual analysis is useful for “seeking to understand citizen viewpoints.” Therefore it could be seen as a suitable method for analyzing the content of ongoing debate between various actors. The data extraction table that was used as a tool for textual analysis in this study was of the researchers own making by combining existing and generally accepted communication theories. The tool was not extensively tested before this research but the whole research process is repeatable.

According to Tuomi and Sarajärvi (2006, 133) reliability of a research is a term that is used to refer its’ repeatability. According to Daymon & Holloway (2002, 94) the reliability can be evaluated only if the overall research and analysis process are described precisely. Other factors affecting to reliability according to them are credibility, portability and certainty (Daymon & Holloway 2002, 93-94).

The analysis process in this research was manual and researcher-driven, where the researcher’s role is central to the study (Vos & Ruggiero 2014, 116). Therefore the interpretations of the researches might also have an influence in the final outcomes of the research, especially in this case when the researcher was involved with the case organization’s corporate communications during the time this research was performed. The effects may have been stronger if the case organization had been active in Twitter during the data collection period but this was not the state of affairs in this study. Instead, researcher’s involvement in corporate communications of Paperinkeräys may have given insights and added value to the desk research where the case organization’s corporate identity was reviewed.

8.4 Suggestions for future research

From the viewpoint of issue contagion it might be useful to review the interrelatedness between the traditional and the new media further. This could possibly be done by focusing on specifically defined issues, analyzing the development or outcomes of the debate in various places of interaction during a certain period of time and then comparing the development of the issue in them. Future research with a similar textual analysis where the reputational risks in online environment are included could also focus only on one specific relevant issue.

Paperinkeräys did not have their own Twitter account during the time when data for this research was collected and thus it might be interesting to monitor places of interaction where the company is an active participant or repeat the monitoring process in Twitter after some time has passed and then evaluate the development and outcomes in comparison to the results of this research. Repeating the monitoring process and textual analysis after Paperinkeräys has been active in Twitter for some time would enable using all of the categories in the data extraction table.

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APPENDIX 1

The basic structures of interviews

Interview 1

Background information: name, age, title, history in the company

The basis of existence: history, tradition, Paperinkeräys' functions and goals, common or share features of all personnel

The way of being and working: important ways of working and doing things in everyday work, appreciated or not valued features among personnel, what is expected from everyone

External interaction: the most important stakeholders, how well and for what the company is known for

Interview 2

Background information: name, age, title, history in the company

Functionalities: different tasks in the company, outsourced tasks, working in a team or as an individual, co-operation among individuals and teams, the role of team leaders

Problem-solving processes: succeeding in solving problems, methods used and ways of acting in problematic situations, the role of middle and top management, the usual overall problem-solving process

APPENDIX 2

All search terms used in data collection

Existing search terms:

- **Paperinkeräys:** (paperinkeräy* AND (yritys OR organisaatio* OR toimitusjohtaja*)) OR "paperinkerays oy" OR "Encore Ympäristöpalvelu" OR "Encore Tietoturvapalvelu" OR Hyötypaperi* OR "Encore Kalustepalvelu" OR "Encore Kuormalavapalvelu" OR "Encore Jätehuoltopalvelu" OR "Hämeen kuljetuspiste" OR "Riihimäen paperinkeräys" OR "Kempeleen siirtokuljetus" OR "Puijon jäteraaka-aine" OR "a-aluslava" OR "Encore Ympäristöpalvelu" OR "Encore Tietoturvapalvelu" OR "Encore Kuormalavapalvelu" OR "Encore Jätehuoltopalvelu" OR "Hämeen kuljetuspiste" OR "Riihimäen paperinkeräys" OR "Kempeleen siirtokuljetus" OR "Puijon jäteraaka-aine" OR "a-aluslava" OR "Karel Nieminen" OR "Karel Niemisen" OR "Karel Niemisellä" OR "Kyösti Pöyry" OR "Kyösti Pöyryn" OR "Kyösti Pöyryllä" OR ("Kari Lehtinen" AND Paperi*) OR "Risto Kauppila" OR ("Jarkko Hämäläinen" AND "hämeen kuljetuspiste")
- **Recycling:** (kierrättää OR kierrätys OR kierrättäminen OR kierrätyksessä OR kierrätin OR hyötykäyttö OR hyötykäytössä) NOT eduskunta NOT paskanjauhanta NOT paskanjauhanta NOT paskanjauhantaa NOT eurokriisi NOT kokoomus NOT SDP NOT joulukuu)
- **Competitors:** ("Lassila & Tikanoja" OR "Suomen Keräystuote" OR "Sita Finland" OR "HSY" OR "Helsingin Seudun Ympäristöpalvelut" OR "Suomen Hyötykeskus" OR "Safe Rec" OR "Muuttopalvelu J. Puljula" OR "Compactor Finland" OR "HFT Network" OR "Sihvari" OR "Lakeuden Ympäristöhuolto" OR "Suomen KIPA" OR "Envor Group" OR "eerola-yhtiöt" OR "delete group" OR "veikko-lehti" OR Ekokem OR ekokemillä OR ekokemin OR Kuusakoski OR kuusakosken OR kuusakoskella)
- **The Finnish Waste Act:** (jätelaki OR jätelait OR jätelainsäädäntö OR jätelain OR jätelakia OR jätelailla OR jätelainsäädäntöä OR jätelainsäädännöllä OR jätelainsäädännön)
- **Sub-brands and spokespersons:** ("Encore Ympäristöpalvelu" OR "Encore Tietoturvapalvelu" OR "Encore Kalustepalvelu" OR "Encore

Kuormalavapalvelu" OR "Encore Jätehuoltopalvelu" OR "Hämeen kuljetuspiste" OR "Riihimäen paperinkeräys" OR "Kempeleen siirtokuljetus" OR "Puijon jäteraaka-aine" OR "a-aluslava" OR "Encore Ympäristöpalvelu" OR "Encore Tietoturvapalvelu" OR "Encore Kuormalavapalvelu" OR "Encore Jätehuoltopalvelu" OR "Hämeen kuljetuspiste" OR "Riihimäen paperinkeräys" OR "Kempeleen siirtokuljetus" OR "Puijon jäteraaka-aine" OR "Karel Nieminen" OR "Karel Niemisen" OR "Karel Niemisellä" OR "Kyösti Pöyry" OR "Kyösti Pöyryn" OR "Kyösti Pöyryllä" OR "Kari Lehtinen" OR "Risto Kauppila" OR "Jarkko Hämäläinen" OR paperinkeräys OR paperinkeräys OR paperinkeräyksen OR paperinkeräyksellä OR paperinkeräystä OR paperinkeräyksestä OR Hyötypaperi)

Additional search terms:

- **Waste material:** paperi, OR paperin kulutus, OR kierrätyspaperi, OR lehtiroskat, OR roskat, OR roska-astia, OR elektroniikkaromu, OR sähköromu, OR romu, OR SER lang:fi since:2014-04-01 until:2014-06-30 include:retweets
- **Digitalization:** digitaalinen OR epaperi, OR digitaalinen OR elehti, OR digitaalinen OR ekirja, OR e-lehti, OR e-kirja, OR verkkolehti, OR verkkoaikakauslehti, OR verkkosanomalehti, OR verkko, OR mobiilikirja, OR mobiililehti lang:fi since:2014-04-01 until:2014-06-30 include:retweets
- **Environmental technology:** RFID, OR tunniste, OR seuranta, OR putkikeräys, OR putkikeräysjärjestelmä, OR jäteputkikeräys, OR automaattijäte, OR keräysraportointi, OR etävalvonta, OR cleantech, OR puhdas, OR teknologia, OR liiketoiminta, OR cleantechyritys, OR jäteautomatisaatio, OR roska-automatisaatio, OR automaattinen, OR jäte, OR ympäristöteknologia, OR ympäristötekniikka lang:fi since:2014-06-01 until:2014-06-30 include:retweets
- **(Waste material) collecting and collectors:** jäteauto, jäterekka, roska-auto, jätekuski, roskakuski lang:fi since:2014-04-01 until:2014-06-30 include:retweets
- **Products:** kuormalava, OR myymälälava, OR eurolava, OR elintarvikelava, OR pakkausalausta, OR jäteastia, OR jätessäiliö, OR paperiastia, OR paperisäiliö lang:fi since:2014-04-01 until:2014-06-30 include:retweets
- **Industry:** paperitehdas, OR jätelaitos, OR roskalaitos, OR paperiteollisuus, OR metsäteollisuus lang:fi since:2014-04-01 until:2014-06-30 include:retweets