

CHANGEMAKER



SPRING 2020

CHANGEMAKERS ON DUTY

MAGAZINE BY MILTON

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30_TRUTHFUL BRANDS_ 32_RETHINKING MUSEUMS_ 34_THE POWER OF WORDS_ 36_BLUE RECOVERY_ 44_AFTERWORKS_



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CHANGEMAKER

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Cover photo_ Photographs on both covers and on this page are from photographer *Maija Astikainen's* series *Another Day, Another Collar*. Known for her work *One Dog Policy*, Astikainen captured our office dogs (and one cat) at Milton House in Helsinki. For Milton, office dogs have been around since the beginning, from 2001, when the pool of talent included eight people and one Irish soft coated wheaten terrier named *Vidi*. Its legacy now lives on at Milton House in one of the six meeting rooms named after our dogs.



content highlights



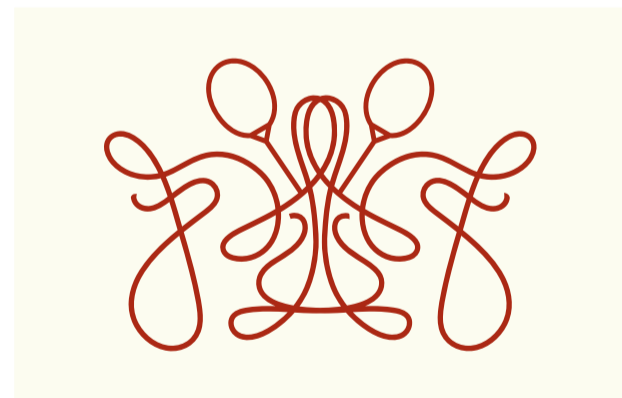
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editorial

A time for changemakers

Studio 54 came into existence in the aftermath of the Vietnam war and in the midst of the civil rights movement. It was a place to escape the burden of the past, meet exciting new people and live life to the fullest. People danced for 33 months.

They also created an era.

In fact, each crisis is followed not only by a period of recovery but also its very own spirit of change and progress. This thought was instilled in me over the phone by one of our creative directors, Liisa Gylfe. As the coronavirus has forced us to place some distance between us, we have learned how important we truly are to each other. Our offices may be empty, but our broadbands are working overtime. Change is in the making. As is a proper party.

But since we are unable to host a live event just yet, we decided to start with a printed publication. Think of it as a means of escaping for a moment. Take a break from the screen and embark on a journey around the new Nordics and beyond, together with our people, customers, partners, and friends – you might even find yourself within these pages.

Our purpose is to empower changemakers.

See you soon.
Mathias Järnström

Publisher_ Milton Group. We are 350+ multidisciplinary changemakers equipped to offer insight and inspiration to our clients in a changing world. Brussels / Helsinki / Stockholm / Tallinn / Washington. Brand, Marketing & PR / Communications / Events & Online Events / Insight & Foresight / Investor Relations and M&A / Leadership, Culture & Trainings / Motion & Digital Production / Public Affairs / Strategy & Design / Sustainability.

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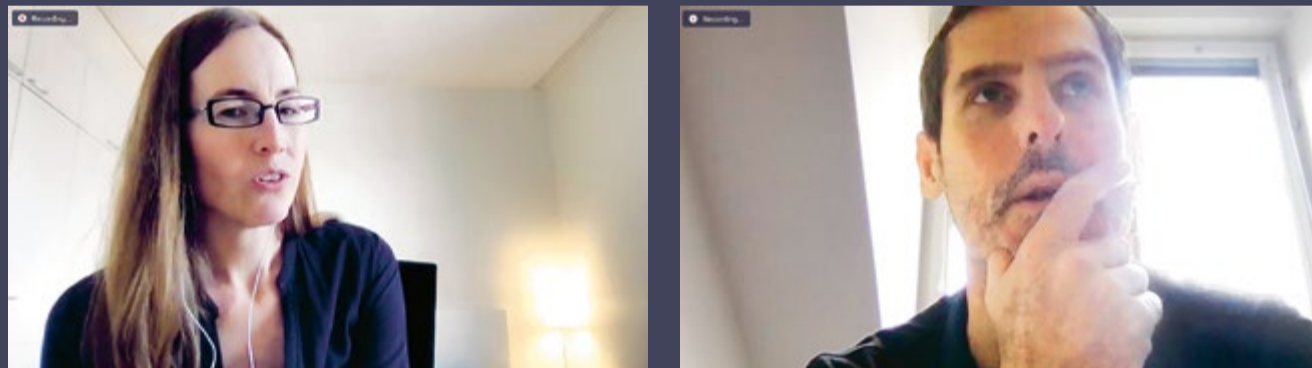
Advertising pages

Creative Director **Erkko Mannila_** There are a handful of ads in this magazine, chosen to give you just a glimpse of our repertoire from this year. They have been selected upon our belief that it is a most terrible thing to underrate your audience. That is why we strive for marketing that sparks a thought, that realisation of "I'm getting this, but other people maybe can't". We hope you like them.

Changemakers of our time

Text: Ville Blåfield_ Varpu Varpela_ Timo Linniemi_

In discussion: Anu Partanen, director and senior advisor at Miltton's Nordic West Office in Helsinki, and Billy McCormac, newly appointed CEO of Miltton Sweden, exchange ideas on what it takes to be a changemaker in a time of crisis – and afterwards.



Anu Partanen is director and senior advisor at Nordic West Office, and the author of *The Nordic Theory of Everything: In Search of a Better Life* (Harper, 2016).

Billy McCormac is CEO of Miltton Sweden. He has over 20 years of experience in public affairs, and is a prominent public commentator on US politics in Sweden.

Let's start by naming heroes. If we are looking for changemakers in this exceptional time, who would you highlight as great examples? And what does it take to become one?

Anu Partanen: “Two obvious examples that come to mind are Finland’s Prime Minister Sanna Marin and U.S. congresswoman Alexandria Ocasio-Cortez. They both have strong political views, they are able to communicate them clearly, and are not afraid to say what they think and be honest in defending their policies. For Alexandria Ocasio-Cortez, it is just amazing how she managed to get elected in the U.S. elections that usually require a lot of money and party backing. Coming completely outside of the political establishment, she uses her position incredibly effectively by speaking directly to the people.

For Marin, it takes a lot of courage to be a fairly young person in such a prominent position leading a country in a time of crisis, and not be swayed or frightened by the onslaught of criticism, advice and public opinion that comes her way. Of course, I don’t know who she is listening to behind the scenes, but the personality she portrays in public is amazingly calm and competent – and, in my opinion, brave, because we know how brutal it can be to be a young woman in a position of power.”

Billy McCormac: “I think that crisis leadership requires politicians to boldly speak their minds during a crisis. However, real courage means resisting the impulse to politicise the crisis. This urge can, of course, be tremendous. I believe that the current Swedish government has shown a considerable amount of restraint in this regard. By comparison, the situation in the U.S. is reminiscent of a three-ring circus.”

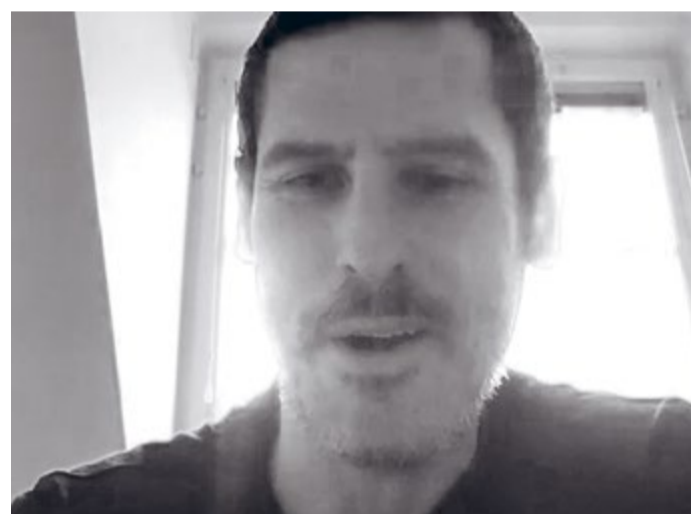
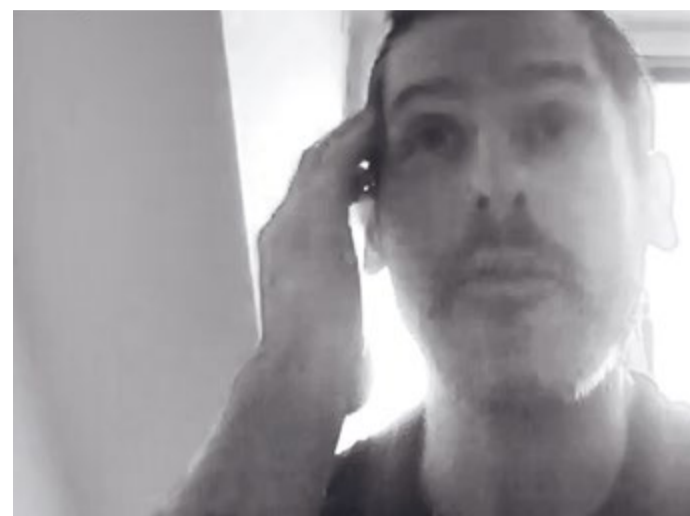
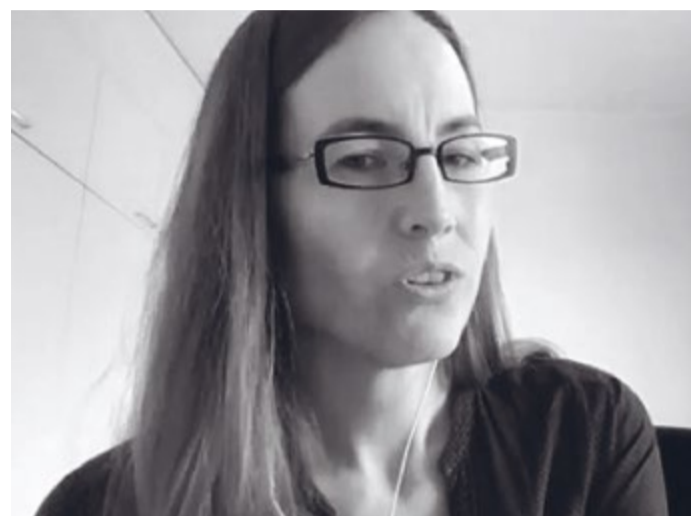
Anu Partanen: “I think about this a lot also when discussing with business people, whether they should participate in public discussions. It does take courage

to start on that path as a person and an organisation, because it’s inevitable that criticism will also come your way. It takes courage to figure out what you believe in, or what your company believes in, and stand by that.”

Billy McCormac: “One person who I think has been very interesting both previous to and during the crisis is Bill Gates. He has been talking and warning about global pandemics for a long time. Not only does he appear prescient and poignant but he’s also putting his money where his mouth is. I think he cuts across public discourse, politics and business in a remarkable way. Another name I’d like to point out is a more local changemaker, Stockholm-based architect Rachel Belatchew. Her company has completely shifted what they are doing during the crisis, and found innovative ways to help with the shortage of protective face masks by starting to produce masks by 3D printing. They are using the skills they have to make a positive impact.

When it comes to business, I think it’s also about feeling secure with what you’re doing. The companies and CEOs that are going to manage this best are the ones who had prepared their companies for potential crises. This means everything from making sure you have a healthy balance sheet to truly understanding what is marketable even in tough times - or the ability to repackage what you’re doing to fit a new situation. This demands a deeper understanding of the people you work with, and a deeper understanding of your customers, as well as a kind of inner peace about what it is that you’re doing and why it’s important.”

Anu Partanen: “I think it’s a combination: Of course you want to have your eyes and ears open and see where the world is going, but at the same time to be successful you also have to be able to formulate your own vision and lead instead of only following.”



“One hopeful thing to come out of corona could be a renewed emphasis on supporting your local businesses and investing in local supply chains.”

“WE ARE CAPABLE OF RAPID CHANGE”

Antti Vasara, CEO of VTT, Finland’s Technical Research Centre, wants to help society and companies see beyond the obvious.

“Change comes in many different paces, but what the Covid-19 situation has proven is that we are capable of implementing change incredibly fast when necessary.”

It is a reassuring thought from the CEO of a company whose business is to tackle the biggest global challenges of our time and turn them into sustainable growth. There are few positions in the Nordics with a better overview of what science and technology have in store for us, and Antti Vasara wants

to use this vantage point to instill us with an ambition for creating solutions that go beyond the obvious.

“These are times where it is not only mandatory, but also beneficial from a business perspective, to explore possibilities for radical renewal. We must be willing to question everything we take for granted today – work does not necessarily need offices, food is not tied to fields, productivity does not require factories. Even now, our researchers and partners are creating solutions that have the power to transform the world. This does not mean our lives will become science fiction, but the building blocks of creating a happy, healthy society will change.”

As a business leader, Antti Vasara believes change is best created through cooperation.

“Companies will need to adopt more courageous strategies and cooperate beyond industry boundaries or even with their competitors. These networks are not best led by business targets, but by a shared sense of purpose. Science presents us with amazing new opportunities every day. However, none of that matters unless we work together to take the opportunities into practice. And as we have now seen, we are well equipped to implement change rapidly.”

comment 01

Billy McCormac: “What worries me a little bit is that it’s maybe not going to be about the best or brightest surviving this crisis, but rather the biggest. And this might have a massive impact on the world we live in. It’s about what we eat, what we drink and the clothes we wear. If Covid-19 is going to erase, say, 70 per cent of all the small shops or retailers, and all we’re left with are the big-box chains – this could drastically alter the landscape of our cities.”

Anu Partanen: “This is very true. One hopeful thing to come out of corona could be a renewed emphasis on supporting your local businesses and investing in local supply chains instead of everyone – consumers, businesses and governments – always going with the cheapest option. Global trade is obviously important and creates huge benefits but the diversity of players is also

extremely important. Local businesses make a difference to communities and a small player can also create something new that changes the world. And on that note, one more hero I’d like to add is Hans Rosling. What an amazing changemaker, and an unlikely one. He was just a professor in Sweden who wanted to present data better and ended up creating this worldwide phenomenon. He really made people see the world differently.”

Billy McCormac: “And what a terrible thing that he’s not around to help us navigate through this crisis now. We could all use some of his optimism in a situation like this.”

Anu Partanen: “Everybody who is presenting corona data now should ask themselves, what would Hans do? How would Hans Rosling communicate this?”

You've named many Nordic examples here. Could we make the case that the Nordics are an exceptionally good platform for driving change and creating new solutions to global challenges?

Billy McCormac: "I think there is a good track record to support this. Just take a look at how Facebook cut a deal to house its servers in Northern Sweden due to the cooler climate. This created new opportunities for communities that previously relied almost entirely on mining. This is resilience in its truest sense, and an open embrace of smart change."

My experience is that when new ideas like this emerge, or something just needs to be done politically, the Nordic societies are relatively quick to make things happen. Imagine trying to implement something so disruptive in West Virginia. I think the Nordics have really punched above their weight for a long time. When there is a general consensus that something is a good idea and needs to be done, here it's possible to implement fairly quickly."

Anu Partanen: "The Nordic countries just function really well. They have excellent infrastructure and good public governance. They don't have corruption. Their populations are well educated. Their social services provide a basic safety network for everyone, which is significant in determining how people react to change. In many countries any loss of jobs or developments in automation or new technologies can mean a disaster to the people whose jobs will disappear because of such changes. The Nordic countries have been quick in adopting new and more efficient ways of doing things, partly because change does not mean destitution to workers."

As much as we hear companies complain about the Nordic model with its taxes and worker protections, in many ways it is a system that supports companies' ability to innovate and makes the people likely to adopt new ways of doing things. In that sense, it is an environment where it's easy for a company to do things without getting entangled in some sort of mess of red tape or incompetence. The Nordics have developed very well-functioning societies, and like Billy was saying, because they're small they're also manageable."

If you're serious about responsible capitalism, and if you're developing a new business and want to develop it responsibly and in a sustainable way, this would be a great place for you to try it out." **W**

"CHANGE IS ABOUT FREEDOM"

Finnish filmmaker and journalist Susani Mahadura has a mission to change the world with empowering stories.

For **Susani Mahadura**, a Finnish-Sri Lankan filmmaker and journalist, change really means primarily one thing.

"For me it is all about freedom. I work so that people would have the freedom to be who they are and do what they want," Mahadura says.

She believes that a lot of positive change has taken place during the past years in terms of ethnic and gender diversity as well as equality – but more work is indeed needed by both individuals and companies.

As proof of that serves Mahadura's award-winning documentary *Kelet* (2020). A story about a Finnish-Somali transgender woman of the same name, the film follows Kelet's dream to become a model – but also witnesses the racism and transphobia she encounters.

Susani Mahadura thinks too many doors still remain closed for people who differ from the norm.

"In one model agency, Kelet was told that they already had one model of colour. As if there were some kind of contingency for people like that. It seems somewhat trendy to embrace diversity nowadays, for example in marketing, but companies could tackle these issues more courageously."

Mahadura's means for change is storytelling. But it involves more than that:

"Everything I do starts with people who are willing to put everything on the line, share their private thoughts. With their help, I hope to see a day when a person's gender, background or skin colour are indifferent for their prospects in life."

comment 02

"WE NEED LEADERS WHO ARE NOT ABOUT STATUS AND EGO"

Kristiina Helenius thinks the adventurous are now in high demand.

Kristiina Helenius runs the U.S. business for Nordic West Office based in Washington, D.C. When discussing changemakers, she wants to talk about our adventure gene.

"Until now, companies have been self-aware of how agile or sustainable or transparent they aspire to be. The corona crisis has, however, shown that there are companies that freeze and companies that get moving. And that has become the new measure: adventurousness," Helenius says.

"Companies that display adventurousness will be better off in the U.S."

market that is tailor-made for savvy movers with a sense of adventure and discovery." Who does Helenius see leading or driving change in the U.S. market right now? Not the traditional, institutional players.

"To me, one of the most interesting thoughts in a long time has been Rosabeth Moss-Kanter's latest, well-researched book *Think Outside the Building*. She makes the case that buildings, or established institutions, are unable to deal with the formlessness of today's challenges. The problems are messy and out of proportion and transcend borders. Institutions are far too conventional and timid to even grasp the issue."

"Outside the building, however, you can put up tents and campfires. You have the digital tools at your disposal and you don't have to have a finalised map ahead of time. You team up with the others outside the building."

Helenius points out how we've seen tremendous shifts of power in the last years.

"Some of the developments are downright concerning, especially the rise of totalitarianism, surveillance, and hate crimes. There are vacancies for leaders who are not about status and ego and, yes, buildings, but who venture outside the building and stay open."

comment 03



"My experience is that when new ideas like this emerge, or something just needs to be done politically, the Nordic societies are relatively quick to make things happen."

SIMULATIONS TO SUPPORT INTUITION

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It's 9 a.m. in Montreal, Canada, as the CTO of Miltton Branch, **Mark Goldsmith**, fires up his laptop and opens up a connection to rainy Stockholm. Holding a PhD in computer science, Dr. Goldsmith has specialised in artificial intelligence, and has now kindly agreed to discuss the impact of advanced data analysis and machine learning on the future of decision-making, a foundation for the choices of tomorrow's changemakers.

"Look, machine learning is just one of our tools", is the first thing to come over the wire.

With the aid of machine learning tools, data can be collected, cleaned, and analysed efficiently, but more often than not this is just the first stage of the process. "Sometimes it's just to speed up the process, other times it helps making predictions from large amounts of data," Goldsmith says.

In the next phases, the collected and analysed data will be used to create simulations of various alternative potential scenarios: what would happen with our business, our messaging, or our customers' behaviour, if we were to alter our own actions?

"Using simulations based on data enables testing markets, without having to make mistakes in real life." Machine learning, artificial intelligence and data mining have been buzzwords for decades, and big data has been considered to be the new oil. Dr. Goldsmith, however, cautions of getting ahead of ourselves with terminology. "Data is just a fancy word for information," he says.

"Humans are just really bad at understanding what is going to happen with large amounts of data, especially when the systems producing them are complex. These models are able to predict that better than the human intuition."

But the data itself holds no value, unless, that is, you know how to ask the right questions.

Dr. Goldsmith is a member of the emmy.netork, an international network of top scientists that joined forces with Miltton last year. Drawn from tech companies and research institutions like McGill and CERN, the network's members possess strong backgrounds in mathematics, theoretical physics, and computer science.

The network is led by Dr. **Jussi Westergren**, a mathematician whose experience ranges from advising global companies like Intellectual Ventures to helping establish organisations such as DeepMind and academia.edu.

Miltton Branch, a spin-out from the emmy.network, has developed a completely new approach to rapidly identifying, understanding and solving clients' strategic problems. Foresight means moving beyond evidence and correlation, taking into account the client's social network dynamics in order to better understand cause and effect.

Dr. Goldsmith explains that the development work of what Branch does has utilised learnings and methods from fields such as epidemiology and complex systems research. "Two things have changed in the last couple of years. Availability of the data, and refinement of the models."

"Our general work flow starts with the client coming in with what we call a business critical metric. We are then interested in all the variables that can

cause changes in our client's metric. To understand this, we look at simulations."

But the models developed by these researchers do not end with simulations. After making predictions, the process includes following the unfolding impact of the decisions made in real time.

"Real-time monitoring is the last step. So, the idea is not only to create simulations or predictions but also follow up what happens afterwards."

But how can a decision-maker know which data to trust? I'm sure even Dr. Goldsmith has been fooled with inaccurate or simply false data?

"The data can be untrustworthy in many different ways. There's a whole spectrum of ways we can be fooled with data," Goldsmith admits. "But usually the big mistakes come from false assumptions, not from broken data. It's not really the data that is untrustworthy. It's the assumptions we humans make about it. The modelling process is about trying to minimise how fooled you can be."

Decision makers who utilise data and machine learning should therefore strive to better understand the models and processes that are used to analyse the data. "Don't be so concerned about the data itself. Try to understand the process and the modelling that is being used to understand the data," Dr. Goldsmith says.

"In the end, it comes down to having the right questions."

Where will machine learning and artificial intelligence have taken us in the coming decade? Big data may not have become the next oil, but it is unquestionable that the importance of data and the understanding of it will have been elevated to new heights, Dr. Goldsmith believes.

"I don't see us taking steps backwards. A lot of this will depend on policies in terms of what kind of data can be collected. We need to come up with ways to gather sensitive data but still keep it private. In the future, it will be about finding the balance between policy, privacy, and usefulness of the data."

Text: Ville Blåfield _

Mark Goldsmith, computer science PhD and artificial intelligence specialist, believes that complex systems research and machine learning are about to unlock unforeseen opportunities for tomorrow's changemakers, provided that the models are used correctly. "Data can be untrustworthy in many different ways. In the end, it comes down to having the right questions."

The Aftermath

The coronavirus crisis will subside eventually, but now is the time to decide which companies come out of this calamity as winners and in which terms. Do we want to come back to the old days or is there a better tomorrow waiting for us?

Text: Varpu Varpela & Johanna Talvela_

The world has felt like an extremely strange place for the last few weeks. We have been shown that our familiar lives can be turned upside down in the blink of an eye.

A disruption such as the coronavirus crisis can uncover the values and attitudes guiding us – not only in terms of individuals and societies but companies as well. The decisions that governments, organisations and people are making right now are likely to shape the world around us for many years ahead.

Decisions must be made extremely quickly – even when we lack the ability to estimate their long-term impacts properly. When we choose between different options, we shouldn't only focus on fighting off the immediate crisis, but should also think of the world we want to live in after it subsides.

This isn't easy.



"The coronavirus pandemic will split companies into two groups. For some, it's an opportunity to take advantage of the situation after the crisis, for example by exploiting the abundance of cheap labour that will be available. For others, it will be a turning point that drives companies to increase their role and weight in society," says sustainability advisor **Maria Wetterstrand**.

A PERMANENT MARK OR A TEMPORARY ADJUSTMENT?

For governments and companies, the crisis caused by the coronavirus has been a wake-up call reminding them of how heavily we rely on each other. It has shown how vulnerable global capitalism is not only in terms of supply chains but also world politics, as many European countries closed their borders and banned the export of protective equipment.

In his Wall Street Journal column, **William A. Galston** wrote that the need for continuous rationalisation, which has dominated business thinking for decades, may have made the global economic system more vulnerable to shocks.

Therefore, the coronavirus pandemic may prove to be a historical turning point that drives the spread of a novel, more sustainable brand of capitalism.

The crisis hit us in a situation where old ways of thinking had already been criticised from different directions. Climate change, the exhaustion of natural resources and massive refugee crises had supported the idea that there is something fundamentally wrong with global capitalism. In his 2019 book *The Levelling: What's*

Next after globalisation, economist and former professor **Michael O'Sullivan** wrote that the time has come to start rectifying the harm that globalisation has done and to level the distribution of power and prosperity.

Moreover, business leaders across the globe had committed to promoting more sustainable capitalism. There was a growing acceptance of the need to switch from pure pursuit of shareholder value to a model based on sustainability. In several of his annual letters to chief executives, **Larry Fink**, the CEO and President of global investment management company BlackRock, had advocated for a more responsible and more inclusive brand of capitalism.

But can the coronavirus really change the world and give rise to a new kind of capitalism? Will the temporary changes in our daily lives leave a permanent mark on our values and attitudes?

THE DAY THE BIRDS RETURNED

History has shown us that a great change comes after every major crisis and catastrophe. Back in the day, the Spanish flu pandemic speeded up the advancements of national healthcare in many countries, and the Second World War was followed by a rise of many welfare societies.

It is very likely that this coronavirus pandemic forces us to act more actively, for example, towards the goals of preventing further climate change. The scholars at Stanford University have calculated that the reduced level of air pollutants in China might have saved the lives of tens of thousands of people. We hear stories from all around the world of people

telling that waters are clearer, and that birds are singing louder than before.

We have seen glimpses of a future that we so desire and need.

But right beside this hope there are also darker tones. For example, in China and the United States, the officials have reported their plans to loosen restrictions on climate sanctions in order to smoothen the effects that the coronavirus has on the economy. The financial crisis of 2008 cut back on emissions for a couple of years, only to see them increase like wildfire, and faster than ever before.

Corona has shown us how quickly we can spiral into crisis if we stop buying the things that we really do not need to buy.

"Both countries and companies have a vivid need and pressure to pull themselves out of this crisis. It is completely understandable but can also push the goals of sustainability aside," Wetterstrand states.

Crisis situations usually show us which aspects of our systems are broken. At the same time, they also rip apart the things we have used to consider as normal. Through these holes and cracks, we get to see glimmers of very different worlds – worlds that could be.

EXAMPLE DRIVES CHANGE

It is abundantly clear that in a post-corona world, the collective magnifying glass is turned to focus on building new economic growth. The question is, what are the effects of the decisions that companies are now making, and to what expense are those decisions made? Are we contributing to everyone's well-being or are we

sacrificing the already limited natural resources to the benefit of only a small group of those that are privileged?

The means and principles that a company values and communicates to others speak loudly about the role a company wants to take in society.

For business, the corona crisis is an opportunity to put their values to the test and show their commitment to sustainability publicly. It is an opportunity to show that to business, sustainability isn't mere rhetorics.

For many businesses, the coronavirus pandemic is a struggle for existence. For those companies that have scarcely invested in corporate responsibility, reducing environmental effects and solving societal problems, the corona crisis can be used as a scapegoat for not investing in responsible business.

On the other hand, for those companies that have pledged to develop their responsibility in the long run, the coronavirus can further strengthen their chosen paths.

Studies have shown that companies who take responsibility seriously also prosper in their business. It goes to show that during the toughest economic abyss caused by the Covid-19 pandemic, the sustainable

development goals funds actually managed to do ok.

The pandemic has opened opportunities for the most agile companies to solve societal problems and show us the upfront role businesses have in untying the underlying challenges that we are facing. For example, many companies in the New Nordics and all over the world have offered to provide their facilities to make hand sanitisers or protective equipment, to support schools to take the digital leap or to help small business owners to make it out alive from this crisis.

This may have a wider effect on corporate citizenship.

"Around the world, there have been examples of companies stepping up to solve problems caused by the coronavirus pandemic. These companies have created a positive spiral of change. People have noticed their higher level of engagement and now expect the same from other companies, too. Consequently, these companies become the new benchmark that is driving change and driving people to expect more from business," Wetterstrand says.

Companies that can push people's expectations towards businesses higher, are able to drive change in society. Wetterstrand believes that

a positive example can lead other companies and their employees to question their own role in the society.

THE ULTIMATE CITIZENSHIP TEST

In a world after corona, trust is above almost everything we need, writes historian **Yuval Harari** in the Financial Times. Trust in governments, media and science but also in the economy and businesses.

Trust between companies and people is built through communicating about the actions and role that a company has in contributing to common good. Mere shareholder profits are not enough to manifest corporate citizenship.

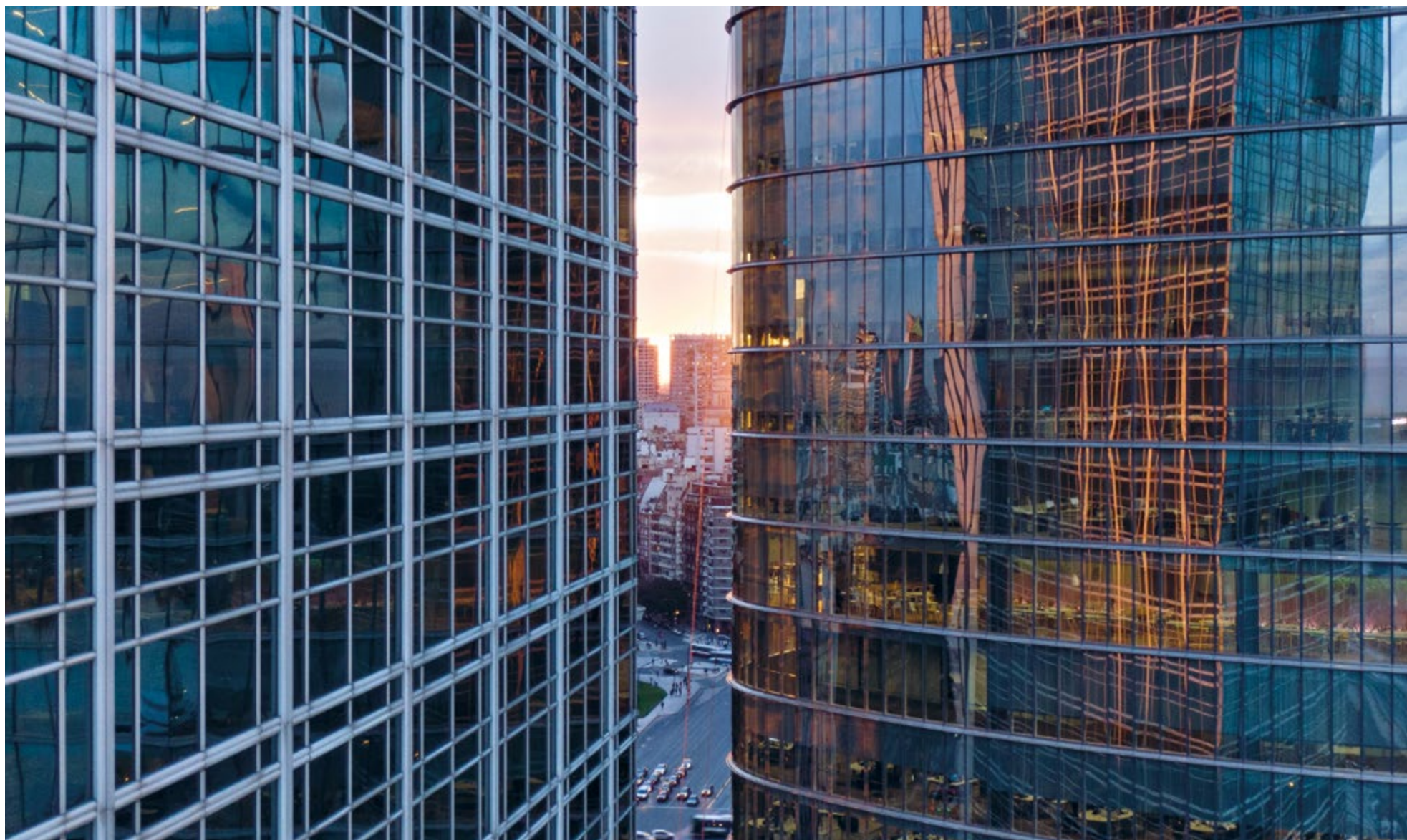
The coronavirus pandemic is, in a way, the truest citizenship test, not only to us people but also to companies. The situation has encouraged us to take a good look at ourselves and others – it has forced us to ask: are we guided by the selfish pursuit of personal gain or by some greater collective purpose?

"Crises have a habit of bringing us together. We have seen how companies are making huge efforts towards common well-being. But do these efforts last? Leaders and industries have a chance to define what kind of path we are taking next," concludes Wetterstrand. **WW**

HISTORICALLY GOOD COFFEE.

PELICAN ROUGE
DARK ROASTED
BELGIAN COFFEE.

SINCE 1863.



Photos: Wärtsilä_ Text: Timo Linniemi_

Feel the earth rotating

A structural study of energy, nature's forces, and the patterns of society. For all its enormity, even the climate crisis is dwarfed by the forces available to us to fight it, starting with the sun and the rotation of our planet, and flowing through cities thriving on human imagination. The images in this photo essay were created for Wärtsilä, a global leader in marine and energy solutions, whose purpose is to enable sustainable societies with smart technology.

Engineering and design have always been informed by nature. The shift to renewable energy and the smarter use of the oceans connecting us carries profound implications for urban planning.

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Raw energy, can-do mentality, and focus on new ideas

What do Estonians do in a crisis? They hack it. The Global Hack is a start-up movement that was born in just six hours and then spread all over the world.

Text: Kristi Roost_

The corona crisis made many of us clueless about what the world would be like tomorrow – but not the organisers and participants of The Global Hack. The hackathon brought together thousands of people all over the globe looking for solutions that could make the world a better place – both during and after the pandemic.

Tallinn is home to a vibrant start-up scene and several unicorns – start-ups with a valuation of USD 1 billion or more. This is where the idea for The Global Hack began.

“The minister of Foreign Trade and IT was looking for ideas on how to make the situation less harmful for the Estonian economy,” **Kai Isand**, one of the organisers of the hackathon, says. Co-organiser **Calum Cameron** adds that a hackathon is the normal reaction from start-uppers in a situation where new ideas are needed.

The Global Hack was created within a timeframe of six hours. The key to success? Cooperation. It was born in a cooperation of state funded private-public initiative AccelerateEstonia, an experienced local accelerator Garage48 and some volunteers from the community.

Together they took the hackathon from an idea on Friday morning to execution the same night.

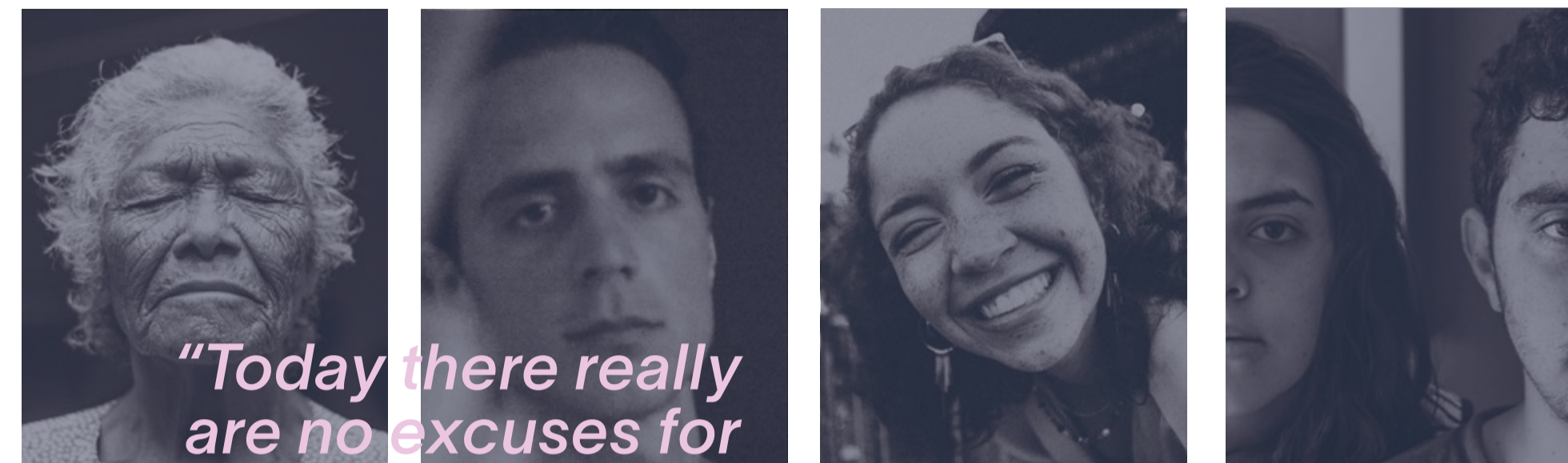
“It was an incredible buzz,” Cameron says. “We had never done it in a digital mode. Stuff was going wrong, but nobody expected it to be perfect. There was a lot of raw energy.”

People kept pouring into Slack, which was the main channel of communication at the event. The initial “Hack the crisis” brought together about 1,300 people from Estonia and its neighboring countries. 30 new ideas were born, 10 of which are still operational.

The event sparked an international Hack the Crisis movement – by now, more than 50 national hacks have been held.

“We had a lot of international attention and feedback. Latvians and Poles had their events up within a couple of days,” Isand says.

Other countries followed. Though Cameron had hoped it could go big, he never imagined a global event series



“Today there really are no excuses for not taking action – we have fast internet, a globalised world of talent and free-of-charge communication tools.”

up and running within just three weeks. This is exactly what happened. “We went from a core team of four to 40 volunteers all over the world and from just a handful of people to organising teams in six countries,” Isand adds. “It was massive work, but we really believed in what we were doing. There was a lot of can-do mentality. We saw possibilities, not problems.”

Isand believes this approach – seeing opportunities in challenging times – was at the heart of the whole event.

The event brought together 12,000 people from 98 countries and generated more than 1,000 ideas. “These guys are the true changemakers,” Cameron says. “They are entrepreneurs, social impact guys, project leads, who really can make it better. When we succeed in activating a critical mass of such problem-solvers, change will really take place, giving people more hope and resilience in fighting all the misinformation and negativity we have around us.”

The experience was also a great boost for participants. **Liis Narusk** took part in the hackathon as the lead in a team of several Estonian unicorn-status start-up

entrepreneurs. Her team is building a digital immunity passport, an app that could enable users to prove their immunity status and allow more freedom and less restrictions. She says the hackathon provided a perfect chance to really focus and get a ton of work done within a limited time frame. Her team took a big step forward during the hack and is now preparing for a pilot with four big employers in Estonia to test the use case.

“Today there really are no excuses for not taking action – we have fast internet, a globalised world of talent and free-of-charge communication tools. You can organise global movements from your bedroom. All you need is leadership and vision,” she says with conviction.

Out of 1,000 ideas created, winners had to be chosen. It was a tricky task involving 10 sub-finals and 30 finalists pitching in a super-final. In the end, a project called SunCrafter rose to the first spot. SunCrafter aims at providing easy access to hand disinfection using UV lamps running on upcycled solar generators – a truly sustainable and inclusive solution. However, there were much more winners – all the 30 finalists are continuing work on their ideas.

What’s next? The crisis-hacking movement has spread all over the world and hacks are probably going on somewhere as you are reading this. As for the global event series itself, the organising team is currently striving to help the winners find relevant contacts with governmental agencies and investors to make their ideas a reality. So, next up is an event they call a matchathon – a virtual get-together of investors, governments and founders, to get it all going. And, beware, the next Global Hack is also looming on the horizon. **W**



A sense of being alive

Text: Hermes Holm_
executive creative director,
Milton Sweden_

Most brands yearn to be heroic. Iconic, even. But situations make heroes – not the other way around. Brands can't simply contrive a situation in which they can achieve glory. And to be honest, they're usually too busy doing what they do best.

This is where we come in. An agency worth its salt is always vigilant in its situational awareness. Constantly on the lookout for opportunities that will help its client's brand to rise to the occasion in a heroic, if not iconic, fashion. To be sure, this is highly demanding. It requires a deep understanding of the client's business, a proven track record of high-level counsel, as well as the ability to identify, ideate and implement bold communications. When it comes together, it's one of the most rewarding feelings I've ever experienced in this industry.

Brand recognition is directly linked to revenue. But it's the level and robustness of this recognition that speaks to the stories that your brand tells. And

to the change it promotes as well as the challenges it strives to resolve. The quality of the recognition determines the long-term return on marketing investment. Giving people a story to share in earnest around the dinner table is an intangible asset that keeps on giving. I am talking about sustainable relationships with your audience. I am talking about a sense of community. Of trust and excitement.

This is where your communication should become just as intriguing to your colleagues as it is to your brand audience. That is a good sign you're on the right path.

I have three personal experiences that describe what I'm talking about.

Working for a Middle Eastern real estate developer to position the acquisition of a Stockholm landmark, we managed to pose fundamental and meaningful questions about the space in question. We didn't go for clichés or the usual real estate talking points. Daring to acknowledge and counter the fact that not everyone in Stockholm felt welcome there, enabled us to think bigger, bolder and with more heart.

A few months later, we opened a free-of-charge entrepreneurial hub managed by an organisation from the outer city. The results were and remain amazing. The hub produced a new narrative, spawning new tenants through its programs, as well as forging new and more sustainable relationships with visitors, politicians, municipal officials and prospective tenants.

Back in 2017, I launched a campaign in London for the Swedish bicycle helmet manufacturer Hövding. Early on, we established that their core business was protecting cyclists. So, instead of focusing on their actual product, we developed a new bike bell. It didn't just make a sound, it also pinpointed where in the city you experienced frustration on a digital map shared with the city's department in charge of traffic planning.

The campaign was engineered in concert with local grassroots organisations. We had built a new ecosystem for riders, NGOs and politicians to not only establish problems but also see the change where changes had been made. Meeting riders and seeing their reaction to the initiative was very touching.

Writing this text, I am in the process of launching a small start-up of my own. It is called Ymner, and it solves a simple challenge. It gathers all the opportunities for those seeking innovation funding in Sweden. This helps to give an overview and a way forward for the thousands of people out there not knowing how to finance their amazing ideas. It gives me enormous pleasure to think that it may one day help someone change their lives for the better.

I use these examples because they have all made people feel something profound. They have created memories and possibilities for people to understand one another by providing new angles and paths for us to meet and imagine things. To me, this is the inherent value of communication: a sense of feeling alive. **W**

COURAGE AND PERSEVERANCE

Janne Puhakka became the spokesperson for a topic that Finnish hockey team TPS' Heidi Aho wanted to highlight. Although Janne wasn't sure at first, being courageous really paid off.

Text: Ville Blåfield & Lauramaria Havu_ **Photos:** Lauri Hannus & TPS_



“In an ideal situation, we wouldn’t need to discuss this. But as long as the matter remains untold, we need to talk about it.”

In Finland, everyone loves ice hockey, but not everyone is allowed into the hockey community.

Pride games have been organised in the NHL for years, but the rainbow flag was first spotted in a Finnish ice rink in the pride game of HC TPS in October 2018. Although Pride parades in the summer have now become widespread commercial events, Finnish ice hockey teams have remained absent, except for TPS in the parade arranged in Turku. Discussions around the topic were nonexistent also when TPS organised the first ever Pride hockey game in Finland.

The Finnish hockey field – the Ice Hockey Association, the national league, individual teams and hockey fans – did not actively support the game or take part in discussions concerning equality in ice hockey. Certain sponsors even asked for their advertisements not to be visible during the game. TPS, however, decided to continue the battle for imbedding Pride hockey games

and the values they represent as part of Finnish ice hockey culture. The experience in 2018 clearly indicated how the work for promoting sexual and gender equality in ice hockey was still in its infancy.

One of the main challenges with introducing equality to ice hockey is that the problems have not been discussed at all, or they have been downplayed. Only a few years ago one of the most prominent figures in Finnish ice hockey announced how he had never encountered any gay people in ice hockey.

TPS wanted to challenge the Finnish ice hockey culture more extensively with its Pride game in the autumn of 2019, and to force the entire field to discuss the untold subject and recognise the existence and rights of hockey players belonging to sexual minorities. The team’s goal was to make every player and team athlete – from juniors to professionals – and also hockey fans, feel safe and accepted as themselves.

“Originally the idea was to be an open community for the public,” says **Heidi Aho**, Business Director, TPS. “From there we extended our way of thinking to include the whole ice hockey community and players. It has become our shared value.”

To make sure that the importance of the topic and its human significance was understood, the message needed a public spokesperson. TPS and Miltton agreed that in order to awaken a societal phenomenon and genuine discussion, it was necessary to introduce people for whom the subject was personally relevant. In addition to rainbow flags and Pride-themed games, public debate should include their voices.

A BRAVE FACE

During the Helsinki Pride event in June 2019, Janne Puhakka, a former player in the Finnish national ice hockey league, shared a post on his personal Instagram account where he spoke about living in a relationship with a man. This encouraged us to contact Janne: could he be the courageous spokesperson for an important cause?

Janne remembers our phone call well.

“I told Miltton’s **Joni Rääkkönen** that I needed to think about it for a while. I considered the potential disadvantages and positive aspects. I thought about my privacy and what it would mean to go public with the matter,” Janne recalls.

After some contemplation Janne agreed to the request. He was ready to share his story – the topic was of such importance that Janne wanted to give an example to those who had kept silent in similar situations in ice hockey rinks and locker rooms.

On 27 October 2019, an extensive interview with Janne Puhakka was published in the Sunday edition of Helsingin Sanomat. In the story, headlined “Forward and gay”, Janne told what it’s like to be a homosexual ice hockey player in the Finnish national league. Helsingin Sanomat stated how “He is the first to have the courage to speak about it in public”.

“In an ideal situation, we wouldn’t need to discuss this. But as long as the matter remains untold, we need to talk about it”, Janne said in the interview.

The article drew a lot of attention and encouraged – or forced – ice hockey power players from national team



“If we really want to change things, we need persistent efforts. It will not happen overnight or with one post on social media.”

coaches to the Finnish Ice Hockey Association to speak out for a more equal and open culture.

“Thank you Janne for bravely coming forward. I’m sorry! I’m ashamed that I wasn’t previously able to create such a culture that everyone would have felt good in our community. The world is changing and also ice hockey needs to adapt to our times,” Janne’s former coach stated on Twitter.

“Ice hockey belongs to everyone, regardless of age, gender, ethnicity, conviction, sexual orientation or any other personal reason. Diversity is a wealth for both society and our sport,” the national league stated.

“It’s good that everyone can bravely be themselves, also in ice hockey,” Team Finland declared.

After the first interview with Janne, the topic was addressed in nearly one hundred news articles in both Finnish and international media.

WITHOUT ANGER OR RESENTMENT

The threats that Janne considered beforehand did not come true, at least not to the extent that he had perhaps feared. “Of course, certain threats were realised, but much less than I had originally thought.”

TPS’ Heidi Aho thanks Janne for his courage and openness.

“Janne’s contribution to raising the entire topic was incredibly important. It was especially impressive how his emergence was so calm. I thought the way in which Janne spoke was really smart. That may have helped in finding other players to discuss the matter.”

Dispassionate is exactly what Janne wanted to be. He had carefully considered beforehand how he wanted to speak in the interviews. “I wanted, by no means, to portray any anger or resentment towards the ice hockey community, or any such thing. I wanted to keep a neutral tone, talk about my own feelings and experiences.”

SUCCESS AND DISAPPOINTMENT


After the discussions, the Pride hockey game in Turku in 2019 was organised in a completely different atmosphere. Despite this success, Heidi Aho says that there is still a lot of work to be done. Although many parties joined in the discussion and became part of the movement, it was apparent how others still remained silent.

“I was disappointed that even though we – in hockey terms – served perfect passes to many teams and hockey-related operators, not everyone took part in the discussion,” Heidi reflects.

“It would have been nice to hear if there were actual reasons behind someone’s decision of not speaking out or, for example, sharing a post,” Janne contemplates.

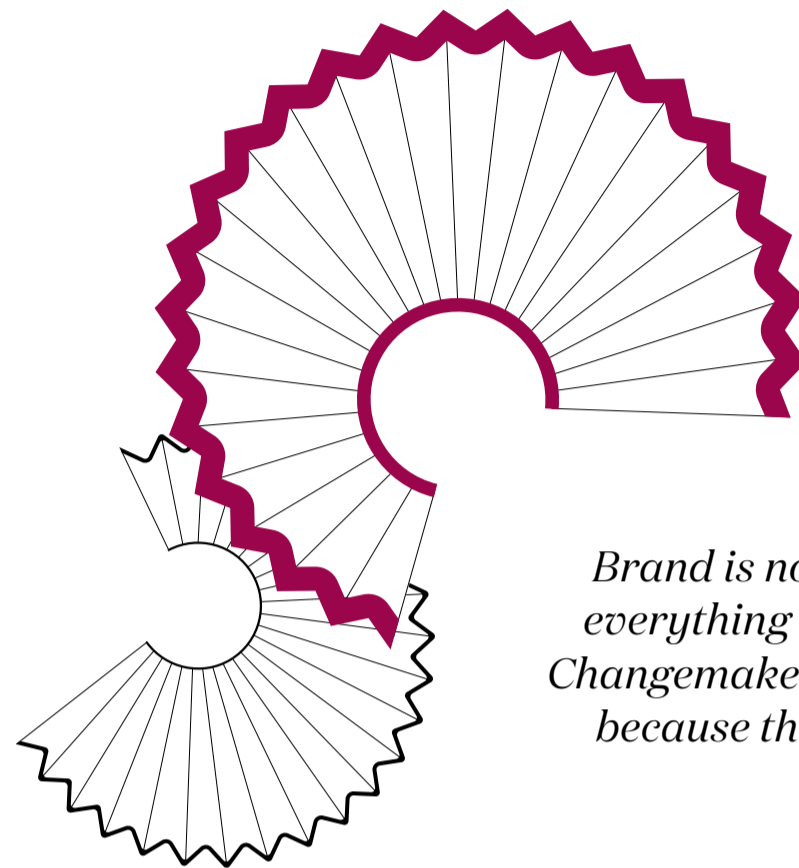
Making a change requires perseverance, Heidi says. “If we really want to change things, we need persistent efforts. It will not happen overnight or with one post on social media.”

When answering the same question, Janne immediately thinks of one word. Making a change requires courage.

“That’s what comes to mind first. That you’re not afraid to put yourself out there.” 

Eye Exam 0 €.

NISSEN



Text: Alexandra Marila_

Brand inside out

Brand is not a construct. It is the distilled essence of everything you are and everything you dream to be. Changemaker brands can push through times of unrest, because they are powered from within by purpose.

We live in transformational times. Industries are being disrupted and, at the same time, purpose-led strategy has become the new norm. The new must-have, even. Much has been written on the importance of purpose to set ambitions beyond shareholder value, including writings by CEOs of the largest, most successful global companies. The value of purpose-led strategies has been confirmed through research. Purpose was also one of the main themes brought up at the World Economic Forum in Davos in January this year.

Leaning on purpose in times of crisis and change is vital. It guides us to respond to big questions and worries: Why is the work we do important? Are we making a difference? Why should we continue to exist after this crisis?

In times of unrest, purpose is the backbone that pushes a brand forward without losing sight of the desired destination.

Placed at the core of strategy, purpose has the power to become the organising principle and driver that directs everything you do, inside the organisation as well as outside of it.

Having said that, establishing and nurturing a purpose-led brand needs to start from within. The saying goes that “If an egg is broken by an outside force, life ends. But if it’s broken by an inside force, life begins.” Even in times where outside forces put pressure on the life of an organisation, the power to change and strive forward lies inside, with your people.

THE COMMON LANGUAGE

To make purpose happen, people need to see how it fuels and connects with the other building blocks of your organisation. Only then can it inspire and guide your organisation in everyday work and long-term initiatives. Purpose provides the *raison d’être* that forms the core of a brand – the why of your business. It is also closely interlinked with business strategy, identity and company culture.

Brand is the common language between all these building blocks.

Brand deals with perception – with what employees, customers, partners and the society at large associate with your organisation. As a result, one question arises: is this perception truthful? What is truth and

what is construct in branding? While this rings as a philosophical exploration more than a business investigation, it is key for us to ask this whenever we step into a branding project.

THE IMPORTANCE OF BEING TRUTHFUL

The question, of course, has to do with authenticity. No clever re-launch of a brand can make up for what is already true (in both good and bad) in the life of an organisation, from the purpose to the values that its people act by, and the multiple ways in which the company interacts with the outer world. Re-branding is never a re-invention of the brand. It is the re-calibration of everything the brand already is, combined with what it sets out to become in the future.

Hence, activating the real power of brand entails a holistic understanding of what branding is, as well as its practical implications.

We already know that a brand is not only defined by a logo, a range of colours, typefaces or a set of claims – yet in practice branding often tends to be reduced to this toolkit alone. Once this stage of a re-branding is laid out, it is then the task of communications and marketing to implement it, to bring it to life across touchpoints, in collaboration with other departments inside the company.

Granted, this is paramount in order to ensure a cohesive brand. Without the dedication of internal brand owners to make sure that the brand language is consistent throughout all touchpoints with all audiences, brand is at risk of coming across as a messy puzzle.

BEHAVIOUR IS THE PROOF

At the same time, there is one crucial aspect of brand that is often overlooked – behaviour. Behaviour stands for how the brand is lived inside the organisation as

well as how it is experienced in the outside world. It shows, in practice, the effects of what it means to be purpose-led or, indeed, it flags a lack of purpose. Brand behaviour always stems from within. It is not about any automated way of acting, it is about what the brand inspires your people to do (or not to do).

In a recent podcast interview with film director Noah Baumbach, he noted that when working with Netflix on the production of *Marriage Story* he could sense that “the people over there really love movies”. This is a good example of how purposeful brand behaviour is nurtured inside the company and the clear way in which it shines through to the outside world.

The effects of this synchronisation are long-lasting when it comes to building trust in a brand to deliver on its promises.

NURTURED FROM THE INSIDE

Here is where company culture comes into play. Thriving brands will enable a closer connection between brand and HR working together to ensure that the common brand language, the way we do things around here is strong, identifiable and allows people to engage in a way that is true to the purpose and values.

A study on how the brand is perceived internally as well as externally can provide insight on where there is alignment or misalignment. This analysis can further serve as a solid background for re-igniting a purpose-led, brand internal engagement programme that answers to both business challenges as well as societal demands.

A strong brand will not only survive the toughest times, but it will motivate the re-build of the business by driving the actions of staff, customers and others as active supporters. Starting from the inside out. **W**

Not your ordinary museum

Text: Fredrik Andersson_

Walking through the doors of Fotografiska New York at 281 Park Avenue on January 16th this year was mesmerising. Not only for the founders of Fotografiska after 10 years of planning and hard work – the Swedish brothers **Per and Jan Broman** – but also for the rest of us. Built on an ambitious idea, and innovation and creation in Stockholm, to a full-blown commercial cultural institution in the cultural capital of the world, New York City,

the official opening was highly symbolic. It is another landmark for Fotografiska after successes in Stockholm in 2010 and in Tallinn in 2019.

My personal connection with Fotografiska started as a marketing consultant and a lobbyist in Stockholm before the museum opened, and evolved in 2013 to be one of the owners. All through the years the bright shining vision has been to change the art world, inspire change – and to open a Fotografiska in New York.

So, it was a very emotional January evening. I walked through the amazing landmark built in 1894, originally named “The Church Mission Building” – now with a new mission: to democratise photographic art, to inspire a more conscious world through the art form and to create a cultural innovation – a platform for interactions between people. I was so proud thinking about how far the Nordic approach has taken the Fotografiska project.

What is it that makes Fotografiska special?

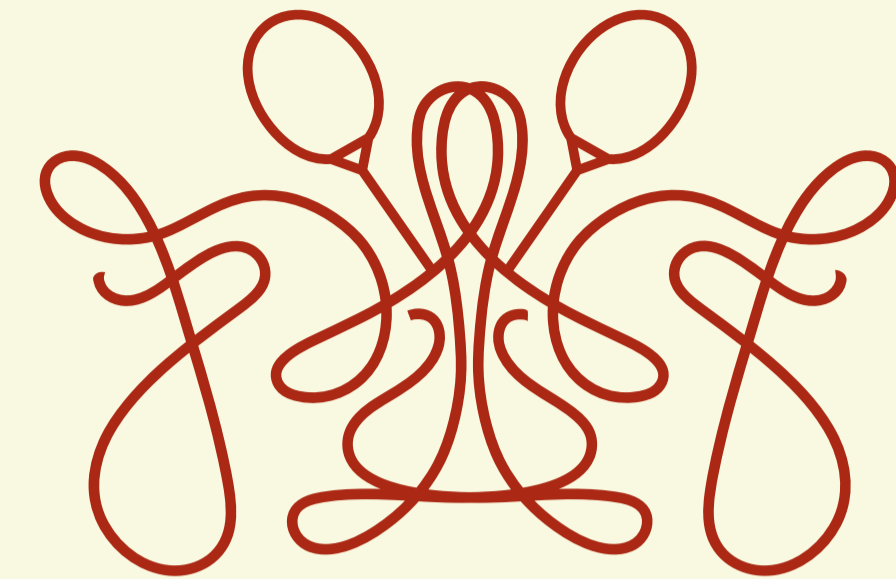
Fotografiska’s changemaking virtue is the early insight to never be a place

for the elite but instead for the broader public that wants to meet, learn, be entertained and inspired to make a positive change in the world.

“Not your ordinary museum” has always been the focus for Fotografiska’s entrepreneurial endeavour. To be the antidote for the traditional art museum by exploring the odd, crazy and misplaced.

To understand the human interaction and urge for new informal but energising meeting places is also one of the success factors of Fotografiska. The Stockholm restaurant has been ranked as the best museum restaurant in the world, and recently received a new Green Star from Guide Michelin for its sustainability work, while the Tallinn restaurant has been a success from the start. In New York, the STARR restaurant Veronika had a waiting list of 90 days before the corona crisis.

With daring entrepreneurs, a strong passion and an innovative idea, the right timing and world class talent, it is possible to be the changemaker in the post-corona world. The doors to all Fotografiska museums will be open again, and the power of photography will keep bringing people together.



MADONNA

Free and phlegmatic, like good spaghetti

Text: Markus Karlquist_

A while back, Helsinki’s diners and winners were exposed to a peculiar sight. The restaurant Madonna arrived to infuse some of that old dolce vita into the midst of the hygge capital Kallio.

When Milton moved to Haapaniemenkatu, to the old industrial building since known as Milton House, the street level of its western wing remained unoccupied for a while. But already from the beginning, there were talks of a restaurant. And knowing the habitants, it promised to be more than just another restaurant.

Two restaurant entrepreneurs, **Richard McCormick** and **Ville Relander**, took on the case. Milton was involved from the start with an idea that would later take form as Madonna.

Milton’s **Ellaveera Björk**, the designer who sunk her mitts deep into Madonna’s look and feel, explains that standing out was intentional: “We wanted to make the restaurant

different in every way compared to the pseudo-simplicity that has dominated the local restaurant scene for ages. The aim was to bring pleasure back to the district.”

When the first patrons walked through Madonna’s doors in early February, there was a strong sense that they had entered into something more than what was on the plate. It was also a statement, an exuberant, understatedly extravagant, kitschy experience that was uncommon for the neighbourhood, and maybe even for the latitude.

The concept clashes surrealism with blunt classicism. The colours, typeface, and signage were all designed to invoke a mix of stability and playfulness. This thinking can be seen condensed in the phrase “Divine Dining In a Brick House” and in the endless details that can be studied in everything from the menu to the tennis racket stuck into one of the clothes hooks. Life shouldn’t be taken too seriously – spaghetti, no regretti.





The words we use

share our ideas with the rest of the world whenever we want. Something that turns out to be both a blessing and a curse. When anyone can say anything, whose words matter? The one who shouts the loudest or the one who has something to say?

If the language we use is this important, one can't help but think that the way we refer to one another, how we see ourselves and our role in society, are based on the words that are used to refer to us. In the past decades there has been a lot of discussion about how some languages, especially in the Western countries, are more gendered than others and how that might affect the people using them. Some have sought out ways to evolve their languages by inventing ways to bypass gender labels while others have rejoiced over the fact that their language has no use for these labels in the first place.

The Finnish language belongs to the latter group, and last year its country branding organisation Finland Promotion Board (FPB) deep dived into the world of linguistics to learn about and share the story of the Finnish gender-neutral pronoun "hän" to the world. No language, not even Finnish, is unproblematic when it comes to hidden discriminative structures, but FPB wanted to see if a word carrying such a positive aura could be put to work in inviting the world to a journey towards a more equal world.

So hän became a symbol for equal opportunity. In the campaign, Finland wanted to highlight the important work that is being done every day to promote equality-related values in societies around the world by giving out Hän Honours to deserving individuals and organisations alike. Newspapers around the world covered the campaign and gave space for the honorees and their important work towards equality.

In a time where populism can cause words to lack meaning, you cannot help but marvel at the beauty, exactness and truth of the word *hän*. It is a symbol for a better world where people are not defined by their background, gender or appearance – an ideal world looming somewhere in the future. Perhaps that's where they speak the perfect language the German philosophers were after a century ago. **W**

Text: Mikko Hakkarainen_
creative director, Miltton Creative_

A century ago, German philosophers Heidegger, Wittgenstein, Benjamin and Cassirer agreed that language is the ultimate tool for people to understand and shape the world around them. Something we still find true today. The philosophers thought that every language was subjective and saw the world from their own perspective, but put together, they might form an understanding of the world that was exact and objective, a true representation.

Maybe these philosophers had high hopes for the future of humankind? Maybe they expected us to evolve in our use of language in a way that one day there would be no room for vagueness or subjective truths? Maybe we would find the key to the ultimate truth of human existence through language?

Fast forward to 2020. Words coming out from a world leader's mouth have lost all meaning because of the blatant lies uttered without consequence. We use phrases like "Ok boomer" to discount a whole generation. Indigenous languages are dying, but we have become really good at expressing ourselves with 🤪, 🤡, and 🍆

Nevertheless, words do still build, convince, reinforce and inspire. They also lie, destroy, shift blame and cause anxiety. Words have power. A well-put catchphrase can help someone get elected, sell an ideology or a million cars. We all (well, almost) have the power to



The truth about a campaign gone wrong

With mere weeks to go before the Finnish elections in 2019, Heidi Peltonen and a team at Neste subjected journalists, researchers, and even their own CEO to a lie detector test on climate change, and filmed it to challenge the government to set ambitious climate targets. Now it is time to make Peltonen sweat about a campaign that did not go as planned.

Text: Timo Linniemi_

You took a group of people, whose opinion can sway your business, and subjected them to a truly uncomfortable test. You must not be very liked anymore?

The participants actually appreciated being challenged to do something uncomfortable in order to take a stand. That's how you show leadership. We demonstrated that there is not one simple answer to the climate crisis, but that we need action.

You got blacklisted by social media platforms and nobody saw your campaign.

That was a bit of a downer. But before being blacklisted due to social media

platforms' restrictions on the topic of climate change, our engagement rates were excellent. We also reacted fast to the ban by launching a new censored version of our film. We showed how challenging it is to discuss climate change in a realistic way, let alone drive policy. The campaign was born again and became, by many metrics, a success.

Your customers cut their loyalty cards, vowing never to use your petrol stations again.

The campaign angered climate skeptics, but resonated with environmentally driven folks and politicians, which is what matters. The

Finnish government also took on truly ambitious climate targets while refraining from banning combustion engines, which was important to us as a renewable fuels company. The combustion engine can be used for reducing emissions immediately and will continue to be one of the key tools in the future.

You didn't even solve the climate crisis.

Yet. But we will, together. It's going to take all possible solutions, and I hope none of us will lose sight of this, even if times are tough.

Watch the film here: bit.ly/nestecase

Calling for a blue recovery

Text: Timo Linniemi_ Photo: Wärtsilä_

“There is a trend of reverse urbanisation in New York, with direct ramifications for logistics chains,” said architect **Thomas Kosbau** on a call organised by SEA20, an initiative to connect coastal cities and their maritime networks. Listening on the other end were city officials, port directors, academics, and maritime industry leaders from 20 cities around the world, ready to share their insights on Covid-19.

Why did decision-makers from all continents take the time, some even in the middle of the night, to attend a conference call?

The driving idea of the SEA20 initiative is to transform cities by transforming maritime, an industry carrying 90 per cent of the world’s trade value, and with profound implications for urban infrastructure and the environmental footprint of nearly everything we consume.

Now this largely unnoticed force behind our everyday lives is about to undergo its biggest transformation since sails were substituted for steam.

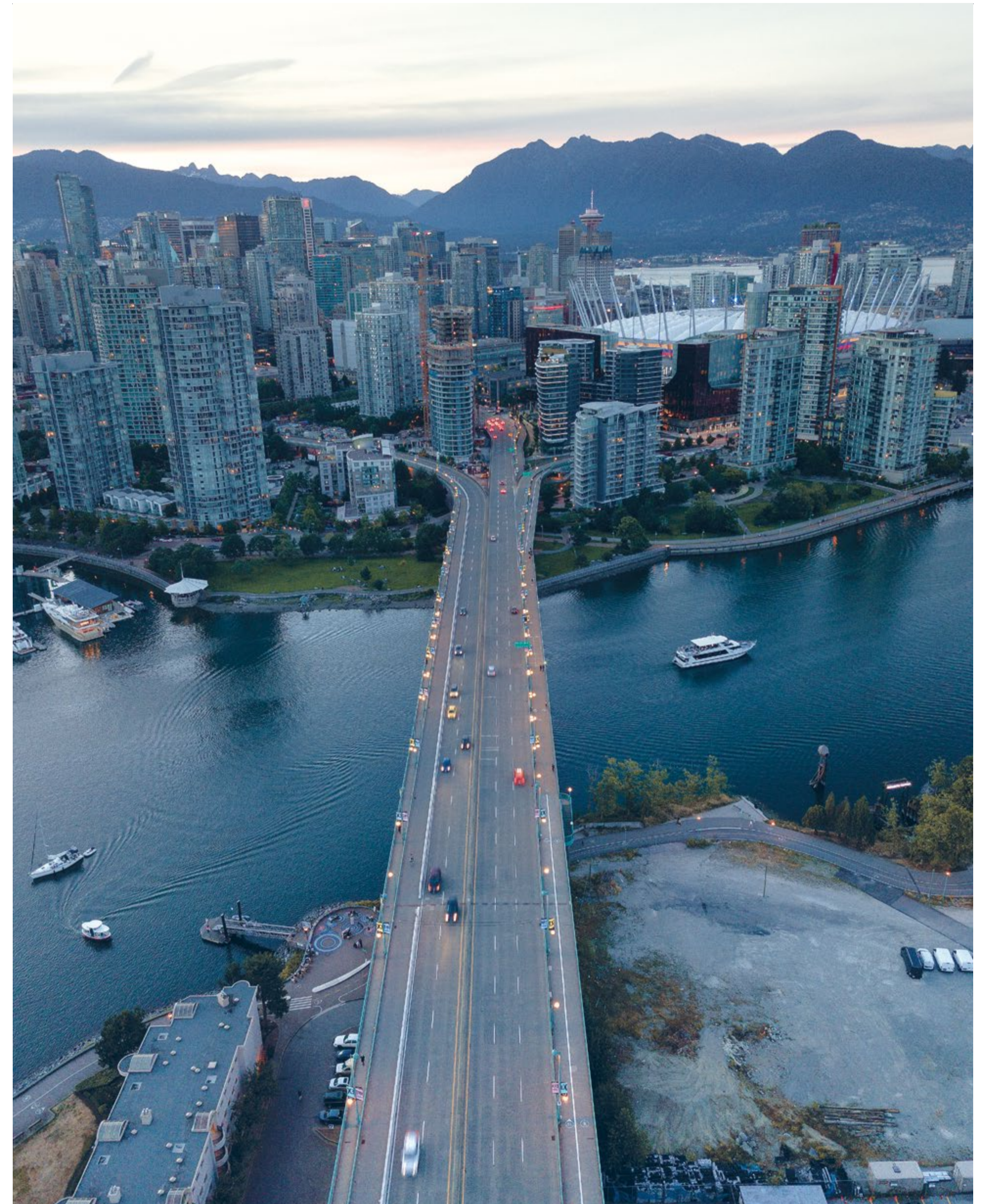
A wave of renewal and connectivity will wash over the world’s fleets and ports in the coming decades, as the industry pushes for emission reductions. Surprisingly, Covid-19 may speed up this process.

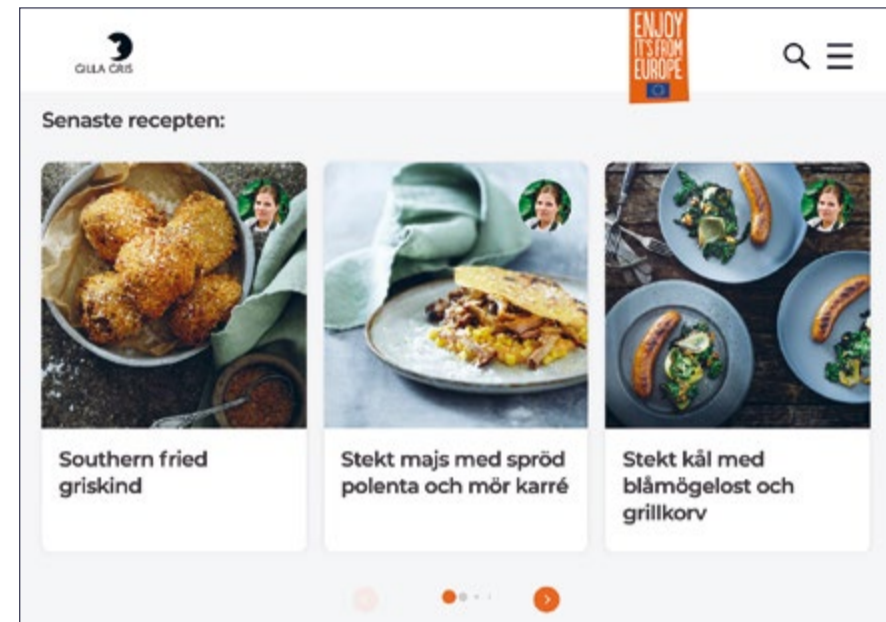
The grand idea is to bring a blue element to the green recovery. At the time of writing, the role of shipping in cities’ resilience has been underpinned. And as the economic consequences of the coronavirus begin to take shape, maritime is a way to develop environmentally sound societies. Focusing on our oceans will help us deal with the climate crisis through a combination of mitigation and resilience.

SEA20 is enabled by Wärtsilä, a changemaker and maritime technology leader, to speed up this transformation. In ordinary times, purpose-led networks are a powerful market-shaping tool. In rougher times, they are invaluable, answering to the call even in the middle of the night.

Get to know the initiative:
www.sea20.org

changemakers on duty





From pig to pork

Text: Filip Enocson & Frida Nordström_

Gilla gris is a three-year digital marketing campaign with the mission of increasing the status of pork meat among younger consumers in Sweden – for the days of the week when people choose to include meat in their cooking.

Swedish Meat and their constituent members within the pork industry had been facing a rapid decline in the consumption of pork meat, especially among younger consumers during the past 10 to 15 years. Young people today eat less meat in general and pork in particular.

Swedish Meat partnered up with The Danish Agriculture and Food Council and applied to the European Union for a so-called multi program funding for the promotion of agricultural products. The programme is a funding application submitted by at least

two proposing organisations from at least two member states.

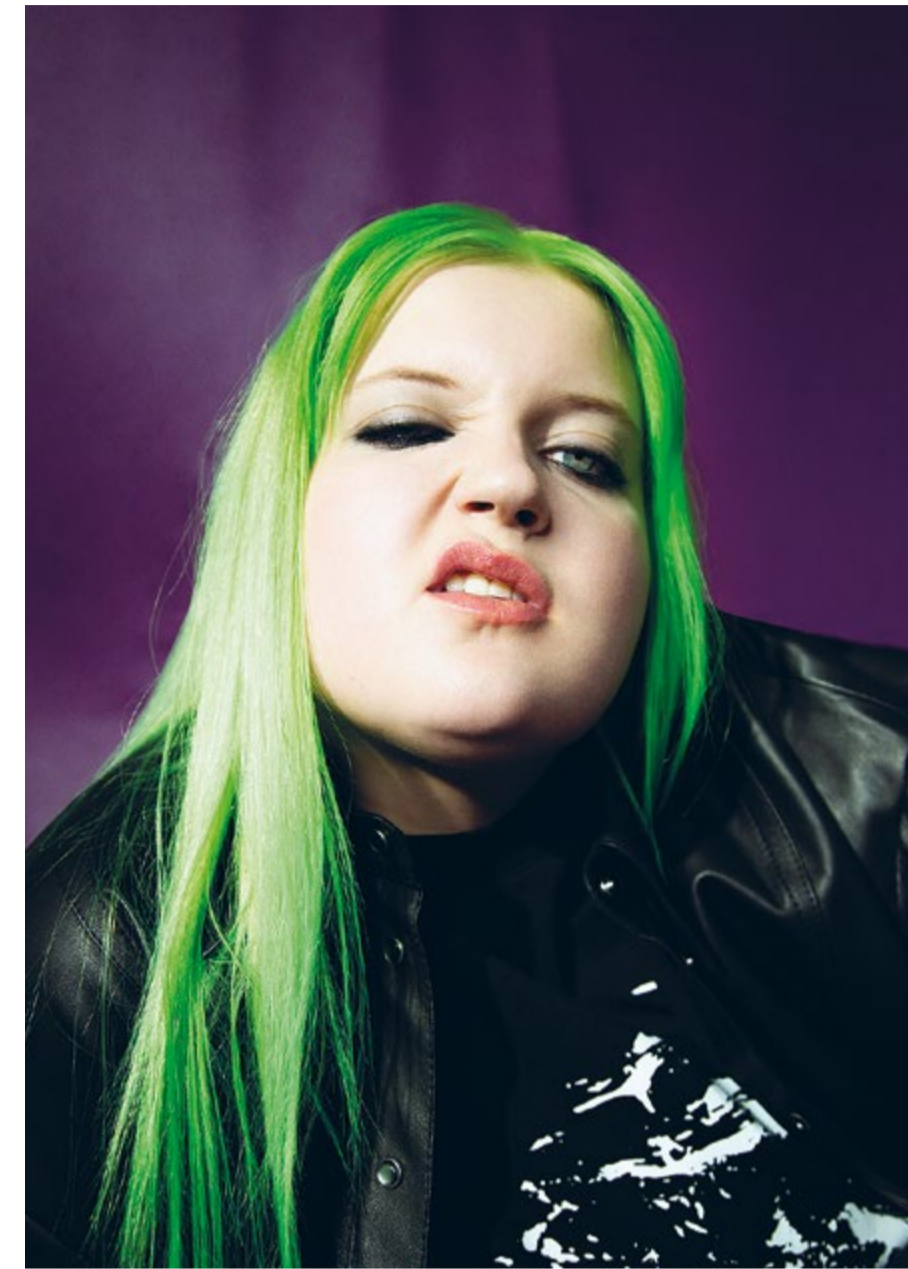
Miltton was chosen as the project's communications partner. Having several vegetarians and flexitarians in the project group at Miltton, we were very clear with the fact that we neither wanted, nor could work for increased meat consumption. Instead, our recommendation became to take up the fight with beef, lamb and chicken for the days during the week when people actually chose to include meat in their cooking.

Studies show that pork is perceived as cheap, low-status and associated with old fashioned recipes. There are also considerably fewer recipes online with pork compared to other meats. Our conclusion was that we needed to move away from low status pig (fläsk) to high status pork (gris).

The campaign strategy is to build on already existing food trends and engage the target group with the help of influencers and chefs on the channels where young people today go to for inspiration and knowledge, namely Google, Instagram, Facebook and YouTube. We signed 6 high profile influencers and chefs for the first year (2019) and established proprietary campaign channels on all relevant SoMe channels.

During the first six months of the campaign, we carried out over 100 updates on the proprietary campaign channels, published our own 72 new recipes and had our influencers and chefs publish an additional 38 recipes. During the first six months, the campaign reached 1.39M people and received over 18M impressions on Facebook and Instagram. The website had over 330,000 unique visitors and Pinterest over 1.6M views. In addition, through the influencer's channels (Instagram and YouTube), the campaign reached approx. 500,000 within the target group.

The campaign continues, and we are launching over 100 new recipes this year. You can follow the campaign at [@gillagris](#).



Alma making cyber waves

Text: Mikko Hakkarainen_

Finland's first ever global pop star **Alma** released her debut album in the midst of the corona pandemic on May 15th. With the normal procedures that go into launching music not possible, Alma's team, together with Miltton, and a range of partners only set the ambition level higher.

Alma will host her fans around the world to a once-in-a-lifetime virtual reality talk show and album release concert on the city of Helsinki's Virtual Helsinki platform on June 12th – remember to tune in live for some cyber action!

Album release live stream: [burst.fi](#).

What the XBRL?

Text: Camilla Linniemi_

From this year on, the European Securities and Markets Authority requires companies in the EU to change their reporting standards and carry out their reporting in XBRL, a language not readable with human eyes.

From a financial reporting perspective, one could say that machines have now become the primary target audience instead of humans. While getting accustomed with the new standards and tagging system will require some effort, the long-term advantages should

be increased transparency and more readily available data for compiling analyses and predictions, though many practical questions on exactly how this will happen remain unclear.

But data alone means nothing. It can be the tool for good and evil alike, and whoever makes the best use of it will shape the world and markets.

For the communicators amongst us, this shift provides the opportunity to re-evaluate whom we are reporting to and how to tell our story in a way that is not only standardised but also accessible and put into a meaningful context. Because when it comes to reporting, addressing minds and machines must go hand in hand.



Touch without touching

2020 has brought along many changes. Some of these will be forgotten, but some are here to stay. Contactless studio for online events, born overnight in Tallinn, will most likely be one to remain.

Text: Kristi Roost_

"We had lost the possibility to organise any events, but our customers still needed to get their message across. We had to figure out how to save our business and find ways to help our customers save theirs," **Annika Arras**, CEO of Milton New Nordics says.

Together with partners, Milton New Nordics set up a remotely controlled contactless studio. It is an actual studio, where only the moderator is present. One person, in the spotlight, operates with an orchestra of iPads as an audience and a big screen to present the ones talking. Everything

is interactive. The technical personnel and presenters are sitting in their homes.

Milton's Event Manager **Lehari Kaustel** is the mastermind behind the idea. He says that the solution has a bigger mission of bringing people together when real-life meetings are not possible for whatever reasons.

"This will remain with us. It is a solution that offers a possibility to talk face to face, without actually getting together. This saves both time and money: assets, that are highly

valued by most of us," Kaustel says. The first event held was a conference for parents and teachers on remote learning. Press conferences, business discussions, live theatre broadcasts, and even TV shows have since been aired from the studio.

"Finland and Sweden were the first places where we introduced the idea. Germany has been interested as well," Arras says, so there will be more to come.

Find out more here: globalvirtuolutions.eu

This spring, the coronavirus quickly unleashed a financial market turmoil. Organisations across the world have changed their plans to assure that they contribute to halting the spread of the pandemic. The extensive physical distancing measures have forced especially investors, founders and investor relations teams to rethink their digital communication.

Text: Laura Lindholm & Milton Markets team_

The coronavirus has raised the question of how capital markets are able to operate during a global pandemic, as we have seen a significant fall in the value of pension assets and shareholdings. While working remotely, the ability to make crucial decisions and produce timely communication has been tested. The market uncertainty has made it very challenging to communicate any outlooks or forecasts during a time when the need for clarity and certainty has been at its highest.

Postponements of investor meetings, road shows and annual general meetings, for example, have contributed to the increased and dreaded uncertainty in the financial market. The ability to use digital communication channels and develop digital content has become

a differentiating factor for successful investor communication during the pandemic.

The complete impact of the pandemic is still unclear, but many companies, founders and investors have had to develop their current ways or find new, alternative ways of communicating. The pandemic will likely lead to a leap in the development of the current digital investor dialogue. Stock trading has been digital for decades, but until the pandemic, many investor meetings and events were still run the same way they were run almost a decade ago.

A more digital investor dialogue also raises concerns, as it could be used as a way to avoid accountability. On the other hand, a developed digital investor dialogue can result in reaching new investor groups, supporting active ownership and increased transparency. It can also improve the equality of shareholders, as holding shareholder meetings and events remotely makes it possible for more shareholders to attend. A strong equity story, communicated in a clear and attractive way in digital channels, also protects companies from unwanted takeovers.

Capital flows to where it produces the highest effective yield. Now is the time for Nordic companies to use the opportunity to become forerunners in developing digital investor dialogue, while contributing to more competitive Nordic capital markets.

Lean back and enjoy



Turns out, print survived the digital revolution. "Printed messages have the ability to grasp some part in our brains that fast-paced communication simply cannot," says Mikko Mäkynen from Grano.

Text: Ville Blåfield_

How does this magazine feel like? What does the surface of this paper look like? What about the scent?

As digital screens have a tighter grip on us, we spend less and less time with printed messages. The experience of reading a printed message has not, however, lost its charm. On the contrary.

"I am a huge fan of paper in all its forms," says Milton's creative director **Riina Walli**. "As a material, paper delivers a message from your fingertips straight to your mind. In a split second, you can intuitively detect if it is carrying hard core business news or softly inviting you into a world of brands and lifestyle."

At the turn of the millennium, print was nearly declared dead. Now printed magazines and bookazines are well-targeted niche publications and design objects that we actually want to spend our time reading and collecting.

So, it is no accident that Milton this spring chose print media to deliver its best cases.

"The printed Changemaker magazine is a perfect fit to our audiences' physical environment and context," Walli says. "Especially today, when we

are locked at home and bombarded with digital messages and a never-ending stream of online content."

Mikko Mäkynen, Director of sales and marketing at Grano, responsible for printing this magazine, has happily noted the discussion about the return of print and its power. He cautions, however, not to think that any single media or platform is the one and only answer to all communication needs.

"We are often presented with an ever so simple solution, a silver bullet, to all problems in sales and marketing. I don't like to present print as a solution that makes all other platforms useless. You must always understand the various needs that a client has and comprehend the strengths of different channels. The idea is not to picture print as a rival to all other forms of storytelling but to recognise situations where nothing delivers the message as powerfully as print," says Mäkynen.

"When you search for information from printed sources, you like to take your time and contemplate, mull it over. We don't just consume the message as entertainment – we slow down our busy minds and search the answers more peacefully. That's why

printed messages capture a part of our brains that fast-paced and predigested communication is simply not able to do."

Mäkynen thinks that one of the best features of print compared to other publishing platforms is the fact that you can actually touch it.

"Marketing professionals have always been clever to take all senses into account. The development of printed products has provided an opportunity to resonate with different senses: This material is clearly top-notch quality; this material is clearly recycled and ecological, and so on."

Sitting down with printed words in front of you – remaining still with the paper in your hand – might feel difficult with all this reactive media commotion around us. That focus and concentration can also revitalise us.

"When you manage to calm yourself down to slow read, you notice how stimulating it is," Mäkynen says.

"We gently push our children to rather read a book than watch a movie. No matter how good the movie is, it rarely beats the power and depth of a written story."

www.grano.fi

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