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**The LuontoHoiva and LuontoVoima quality labels in
Finnish Green Care services and their impact on the
field**

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Report abstract

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The aim of this Master's thesis was to research the Finnish Green Care quality labels (GCQLabels) and their impact on the Green Care (GC) field. The framework behind the research, interview and online survey questions was based on brand theories. The focus was on comparing the found theories with the research findings. The questions related to the importance of the GCQLabel system for the field, as well as whether the GCQLabels have brand elements and whether there is a model that could be used to brand GCQLabels together with ideas to develop the management aspect were in a key role. According to this study, the certified LuontoHoiva and LuontoVoima service providers, the management personnel of the labels, and the respondents to a public online survey feel that the Finnish GCQLabels do have an impact on the Finnish GC field, though, at the moment, the benefit is more seen as contextual than financial. The GCQLabels are seen as a way to define and certify Finnish GC in general, as well as a tool to brand services.

Then again, the GCQLabels' own brand work is just starting. To increase public awareness and knowledge about the GCQLabels needs more input and resources from the perspective of the Green Care Finland ry association, which awards the labels. At the moment, the actual granting system functions quite well, and there are no significant problems. However, the main application document, the Green Care Quality Manual (GCQManual), needs updating to be made more applicant-friendly. Even though there are some issues in the application process that need improvement, the most important factor for the whole concept and also to increase the financial significance of the GCQLabels is to get more applicants, and especially to improve the visibility of the existing label owners. This requires a campaign or other investing in marketing to show the unique identity and equity of the GCQLabels, which consist of the quality, professionalism, environmental friendliness, customer-orientation, etc., of the GC services. The interviewees' desire to see these labels as part of competitive advantage cannot be fulfilled without efforts, especially if the term GC is still confusing for potential buyers. Thus, branding, i.e. showing the identity and relevance of the GCQLabels to customers/buyers requires more work, to express explicitly how certified nature-based GC services are a way to implement professional customer-oriented social, healthcare and wellbeing services.

Keywords: Finnish Green Care, LuontoHoiva, LuontoVoima, quality mark, brand identity, brand equity, brand management

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Tämän lopputyön tavoite oli tutkia suomalaisten Green Care (GC) -laatumerkkien merkitystä alan toimijoille sekä suomalaiselle GC-alalle kokonaisuutena. Työtä vahvasti ohjaavat kysymykset olivat, mikä merkitys LuontoHoiva- ja LuontoVoima-merkeillä on suomalaiselle GC-sektorille ja voidaanko merkkejä pitää jo brändinä lyhyehkön olemassaolonsa aikana. Työn tavoitteena oli myös löytää malli ja kehitysideoita paitsi merkkien brändäykseen myös yleiseen merkkien hallinnointityöhön. Tutkimuksen taustateoria pohjautui brändejä ja brändäystä koskeviin julkaisuihin. Erityisesti käsitteet brändi-identiteetti, brändin arvo ja merkitys sekä brändihallinta olivat oleellinen osa tämän työn teoriaa sekä tutkimus- ja kehittämisosiota.

Tämän tutkimuksen perusteella ts. LuontoHoiva- ja LuontoVoima-merkin saaneet palveluntuottajat, merkkien myöntäjät sekä merkkien hallinnoijan verkkosivuilla olleeseen kyselyyn vastanneet kokevat, että LuontoHoiva- ja LuontoVoima-merkeillä on merkitystä suomalaiselle GC-alalle, vaikkakin merkitys nähdään tällä hetkellä enemmän sisällöllisenä kuin taloudellisena. GC-laatumerkit koetaan keinoksi määrittellä ja standardoida suomalaista GC-alaa sekä mahdollisuutena brändätä palveluja. Toisaalta merkkien oma brändäystyö on vasta alussa. Merkkien brändäys ja merkityksen kasvattaminen vaatii merkkien hallinnoijan Green Care Finland ry:n näkökulmasta lisäresursointia, mutta eritoten viestinnällistä panostusta. Merkkien hallinnoinnissa ei ole tämän tutkimuksen valossa nähtävissä merkittäviä epäkohtia, vaikkakin päähakemusedokumentin laatutyökirjan ominaisuudet kaipaavat vielä kehittämistä erityisesti hakijoiden näkökulmasta. Merkkien tulevaisuuden ja myös taloudellisen merkityksen lisäämisen kannalta oleellisinta onkin kasvattaa yleistä tietoisuutta merkkien identiteetistä ja sisällöstä. Tämä vaatii markkinointia, kuten kampanjoita, joiden tavoitteena on jo merkin saaneiden näkyvyyden lisääminen sekä uusien hakijoiden innostaminen. GC-laatumerkkien brändäyksessä voidaan hyödyntää tässä tutkimuksessa esille tulleita merkkiominaisuuksia, kuten seikkoja, että merkit ovat osoitus kyseisen GC-palvelun laadusta, ammattimaisuudesta, ympäristöystävällisyydestä ja asiakassuuntautuneisuudesta, ja että palvelut ovat varteenotettava vaihtoehto suomalaisella sosiaali-, terveys- ja hyvinvointipalvelusektorilla.

Asiasanat: suomalainen Green Care, LuontoHoiva, LuontoVoima, laatumerkki, brändi, brändäys

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Terms and Abbreviations

GC	Green Care. In Finland the term Green Care is divided into two service categories: <i>Nature Care</i> (<i>luontohoiva</i> in Finnish which includes services under the Finnish social and health services' legislation) and <i>Nature Empowerment</i> (<i>luontovoima</i> in Finnish which includes services other than under social and health services' legislation, e.g. empowerment and preventive services). In both service category animal-assisted, nature based, horticultural and farm related methods are applied with ethical and quality-oriented way. (Luontohoiva & Luontovoima 2019). In Finland Green Care term's division has been translated in different ways in past (also in English). Now the common use is above mentioned way, but previously people have divided the main term Green Care into Green Care (now Nature Care), Green Empowerment (now Nature Empowerment) and Green Recreation (not really used anymore). Thus, at the moment the main term Green Care is divided into two parts Nature Care and Nature Empowerment. (Vehmasto 2019b, 181)
GCQLabel	Green Care quality label. Granted for one GC service or service-entity.
GCQManual	Green Care Quality Manual. Also referred as Green Care Quality Handbook. The main document at the GCQLabel process. Once updated in the end of 2017, when terms and questions were clarified (Vehmasto 2019b, 184).
GCQCommittee	Green Care Quality Committee. Grants Green Care Quality Labels. Members of the committee are named by the Green Care Finland ry, GCF ry.

GCF ry	Green Care Finland ry. Association that coordinates, develops and promotes the use of GC services in Finland (Green Care in Finland 2019).
LuontoHoiva	NatureCare in English. A Finnish GCQLabel <i>for Nature Care services</i> under the Finnish social and health services' legislation. GCQLabel is managed by the Green Care Finland ry association and granted for one named service or service entity by the GCQCommittee. Process is based on applicant's quality work documentation, which includes GCQManual and security documents for the service. Valid three years. (Green Care -laatumerkkien hakuprosessi 2019)
LuontoVoima	NatureEmpowerment in English. A Finnish GCQLabel <i>for Nature Empowerment services</i> . Managed by the Green Care Finland ry association and granted for one named service or service-entity by the GCQCommittee. Process is based on applicant's quality work documentation, which includes GCQManual and security documents for the service. Valid three years. (Green Care -laatumerkkien hakuprosessi 2019)

1 INTRODUCTION

Finnish Green Care (GC) is divided into two service groups: Nature Care (*luontohoiva* in Finnish, healthcare and social services) and Nature Empowerment (*luontovoima* in Finnish other than healthcare and social services, e.g. preventive activities). In both service groups GC interventions, which methods are divided into four main categories, i.e. animal-assisted, nature based, horticultural and farm related methods are applied with ethical, quality and target-oriented way. (Vehmasto 2019b, 182–183). New thing in Finnish GC field is that now businesses and organisations have chance to apply for a Green Care quality label (GCQLabel) for their service or service entity. Quality labels are being managed by the Green Care Finland ry (GCF ry) and granted by the Green Care Quality Committee (GCQCommittee) which six members are named by GCF ry. The idea of GCQLabels goes far back in time but eventually *LuontoHoiva* and *LuontoVoima* were designed and launched at the beginning of 2017 by the national Green Care coordination project with the group of people from the Natural Resources Institute Finland (Luonnonvarakeskus, Luke), the National Institute of Health and Welfare (Terveyden ja hyvinvoinninlaitos, THL) and the GCF ry. Project was funded by the European Agricultural Fund for Rural Development. (The Green Care Quality Manual 2017, 8–9)

For this reason, the GCQLabel system is relatively new and according to GCF ry by the end of 2018 there were 20 Green Care services that had been granted GCQLabels but when this study was conducted at the end of March 2019, the total number of valid and active GCQLabels was 17. The reason for this drop was in the change of ownership at three businesses. This caused that in these three cases the criteria to use GCQLabels ended due to organisational changes, e.g. change in its personnel and services, thus the GCQCommittee withdrew three GCQLabels from the market after supplementary proposal processes. Altogether, almost all applicants have passed the application process but usually many of the applicants are requested to supply additional information before the labels are granted. This gives one perspective for this study, to inspect the application process, is it fluent enough, and if not, why? Also, the amount of applications is relatively low in two years' time. What is the reason for this? Does the application process explain the lack of applicants or is the reason in something else, e.g. in image? In addition, one part of this study is to

gather general atmosphere around GCQLabels after a two-year period of activity. Data from this perspective is given from the short online survey.

However, the main aim of this Master's thesis is to examine the impact of Finnish GCQLabels especially from GC businesses' perspective. After all, there is no published research about the topic yet. Thus, research is relevant, especially when developing the GCQLabel system and branding labels into the market. The framework behind research, interviews and online survey questions is based on brand theories, especially on brand identity, brand equity and brand management. The focus is to study brand related theories and compare them into research findings, e.g. do GCQLabels have brand elements and if not, is there a model that could be used to brand GCQLabels? Then again, can brand theories give new ways to develop GCQLabels' management system and overall GCQLabels as a brand? Additionally, questions such as what the key elements of GCQLabels' brand identity are and what the GCQLabels' brand equity is now, and what it could be, are important for this study. Moreover, the main question is what is the impact of GCQLabels for the Finnish GC field now and what it could be in the future and if there is no impact at all, reason for this? Generally, the idea of quality label system is that the quality label create value to the product or service it is given for. Altogether, this research is the first time to study the GCQLabels and its processes by interviewing correspondents, i.e. businesses that use GCQLabels and GCQCommittee who evaluates GCQLabel applications. Therefore, this Master's thesis gives new first-hand information about the concept which can be valuable when developing the GCQLabel system in the future.

2 FINNISH GREEN CARE QUALITY LABELS: LUONTOHOIVA AND LUONTOVOIMA

2.1 Branding Finnish Green Care field with GCQLabels

First it is good to start with the question what a brand is, and how this paper defines brand. In brand literature the beginning of brand history is been referred to the Greek and Roman times when shops started to identify themselves with carved signs. The word brand is assumed to come from the Middle Ages from the old Norse word *brandr*, which meant marking cattle (Kellert 2008, 2; Riezebos 2003, 1–2). At present brand can be translated as *‘a unique identity’* (Barlow & Stewart 2006, 1). According to Kellert (2008, 2) technically every new product name, logo or symbol for a product is a new brand. However, he continues that in practise and industrial concept term brand is seen much more than just a name, symbol or visual design, and therefore the definitions of brand can change. Brand has also been defined as help for people with making choices (Cheverton 2006, 2; Taipale 2007, 26; Hammond 2008, 10) and them to feel satisfied with the choice they have made (Cheverton 2006, 2). Then again, Nilson (1998, 5) says *‘brand is really just a symbol, but a symbol with tremendous potential’*.

What makes a brand, then? Kotler, Armstrong and Parment (2016, 447) describe that *‘brand represents everything that a product, service, organisation, employer, region or person means to consumer’*. Hammond (2008, 13–14) defines brand not as a logo or any other visual element or statement. He refers brand as *‘the total sensory experience a customer has with the company and its product or service’*. Although he does not say visual elements are not part of the brand experience. Hammond emphasis the meaning of the customer while creating the brand, and in that perspective the most important part is to concentrate on customer experience. Hammond’s viewpoint about the significance of customer experience is taken into study also in this Master's thesis. However, the Finnish GCQLabel system is quite new and there are no published studies available yet. Therefore this paper does not study GCQLabel services’ end users or purchasers’ experiences but concentrates on how certified GCQLabel service providers see the impact of the GCQLabels to

their operations and businesses, as well as do they feel GCQLabels are seen as a brand.

De Chernaton, McDonald and Wallace (2011, 19–20) say '*brands are only asset if they have sustainable, competitive advantage*'. They continue that genuine brand provides added values for the customers which make them think that the product or service is reliable, suit them better than others and is designed for them. These attributes can be created with such as image, service and support. This argument is also part of this study. Do GCQLabels give competitive advantage and value to their certified service providers is an important question. After all, quality label applicants put efforts, like working time and money in the process. Is this input worthwhile from certified quality label service providers' perspective, and do the license owners feel that they update the label after the period of validity, three years, expires?

All in all, world is full of different kind of brands and quality labels. What is the meaning of Finnish GCQLabels and do they need branding, and if so, how this should be done? According to Taipale (2007, 25–26), brand can be seen as a key factor when making the purchasing decision, though he continues that no brand can carry by themselves if the company delivers poor service quality behind the brand. Also, Nilsson (1998, 6, 9–10) highlights brand as a strategic business tool and that '*a good brand represent trust*' likewise continuity and other values such as trustworthy. According to de Chernatony et al. (2011, 20) real brand builds meaningful attributes for customers which then create customer loyalty. Therefore, brand is not the only thing businesses need, it is also about the added values around the brand, in which service and performance quality can be seen key factors. Silén (2001, 123–125) says brand offers a promise of expected quality and quality brands creates customers quality experiences. He continues that quality brand can give businesses an opportunity to have better price from the market than other similar products without the quality brand. Thus, the purpose of this study is to research, does GCQLabels give impact for the Finnish Green Care field, and if so, what is the impact seen like.

2.2 History of GCQLabels and GCQLabels' identity

In the history of brands, marking cattle was a symbol of this is mine, do not touch but now the meaning behind branding is opposite, to attract people (Cheverton 2006, 3). Olins (2005, 14) says that first brands were commonly seen as a symbol of consistency. Nowadays the meaning of brands has become more emotional. Now brands are also seen as part of its consumer's own image (Olins 2005, 14). Are these issues part of the reasons why GCQLabels were produced in the first place, and the reason for GCQLabels applicants to begin the quality label application process?

GCQLabels were developed in the national Green Care coordination project in 2015–2018 by the Natural Resources Institute Finland (Luke) and National Institute on Health and Welfare (THL) with the close cooperation with the Board of Green Care Finland ry (Luke and THL 2017). One of the project's aims was that *'the coordination project develops the Green Care brand with the help of the project quality label devised in the project.'* (The National Green Care coordination project). This highlights quality labels as a part of branding Green Care services all together nationwide in Finland. Green Care Finland ry association's role in the project was both to plan and be part of the implementation processes. General aim of the association, established 2010, is also to coordinate, develop and promote the use of GC services in Finland (Green Care in Finland 2019). Being part of the GCQLabels' development and management process implements this agenda.

Has the project's aim to promote Green Care brand via GCQLabels then succeeded? In addition, how to even build the brand? Vehmasto (2019a) says that one reason for starting to develop GCQLabels was because people wanted to show that one produces qualified and high-quality GC service, thus in the beginning the need for differentiation came from the service providers. In fact, the field has grown by time and some service providers feel that there are also service providers that do not fill the GC criteria. Therefore, people want to have a mark that differentiates professional GC services from others. Furthermore, one purpose of the Green Care quality labels was to develop and expand Green Care brand (Vehmasto 2019a). GCQLabels can also be seen as a tool which gives GC service providers an opportunity to develop their services with quality-oriented way but also a tool to brand

themselves and field in general. Gad's (2002, 146, 197–199) 4D branding model presents brand developing tool, which consist of brand's *core message* which includes four dimensions, *functional, social, psychological and ethical aspects*. Gad says that the branding tools can be used to expand existing brand or creating new concepts. In Gad's model brand's core message can be put into action with six activators, *the product/utility value, competence, purpose, values, vision and style*. Gad says these activators together creates brand's code. Can these factors from Gad's model be seen in GCQLabels? GCQLabels history and key elements are shown in Figure 1, GCQLabels' background.



Figure 1. GCQLabels' background. Gathered from information available at www.gcf Finland.fi/ [Ref. 28 of March 2019].

Combining Gad's 4D branding model with the concept of GCQLabels (Figure 1, GCQLabels' background) shows that many of the Gad's brand code's core message activators are seen in GCQLabels, Figure 2, GCQLabels in Gad's 4D Brand model concept gathers these findings together.

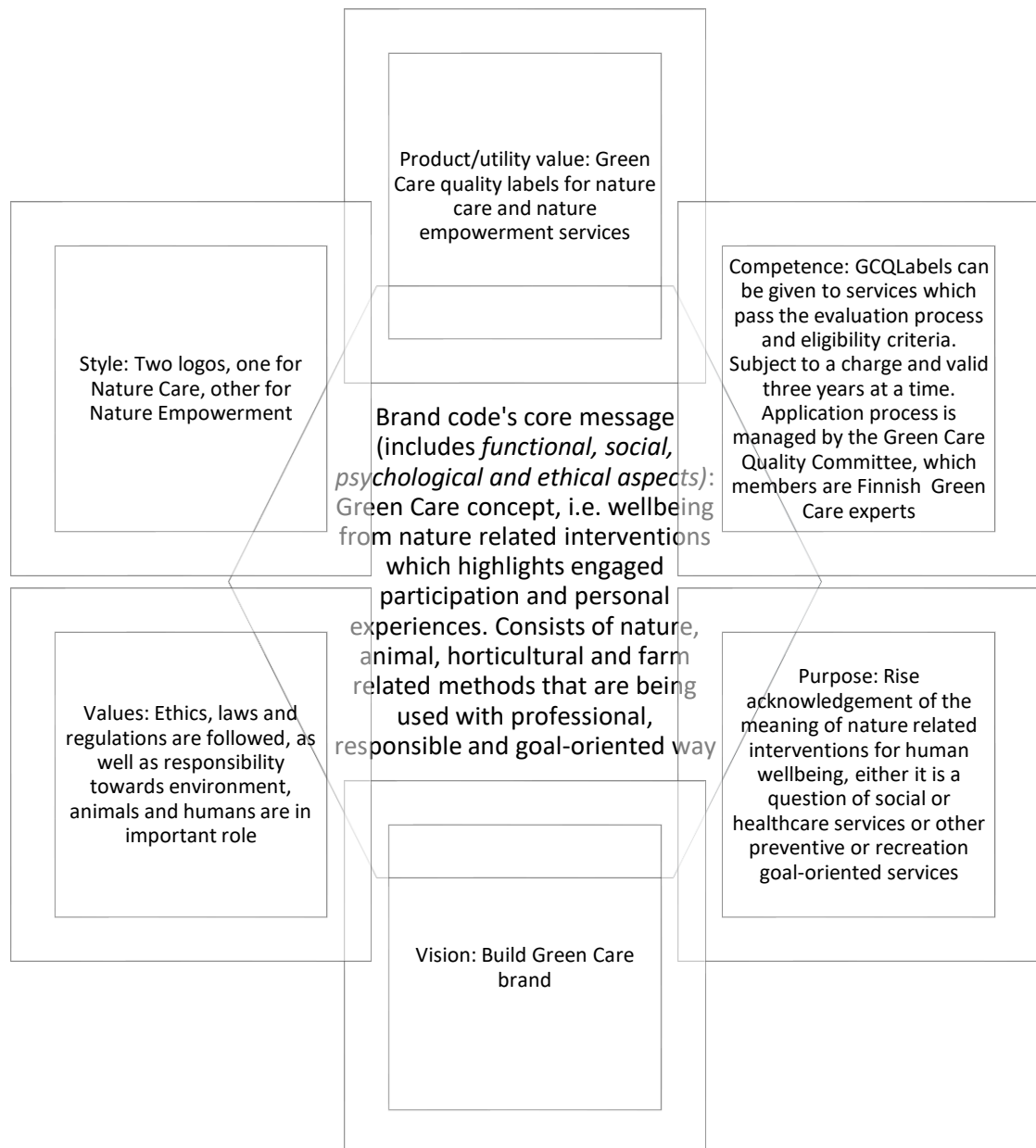


Figure 2. GCQLabels in Gad's (2002, 199) 4D Brand model concept.

One important note is that GCQLabels are service-specific. Quality label can then be granted either for one service or service-entity. Therefore, it does not implement all services from the company. If this fact is clear for the public is also an interesting

question. Also, only a member of the GCF ry association can apply for these labels. This might have an effect on the concept, as well. Given these points, e.g. the cost of the GCQLabel is then membership fee, application fee and possible other application related costs, such as course fees and working time costs. Therefore, this can be disincentive to businesses whose operating income is relatively small, even though they would meet the qualification demands otherwise.

2.3 GCQLabels' management and application process

GCQLabels are managed by the GCF ry and granted by the GCQCommittee, named by GCF ry. Committee consist of six persons, who evaluate applications first in pairs and after this as a whole group. Electronic application and attached documents: Green Care Quality Manual (GCQManual) and security document about service or service-entity are sent via GCF ry's web pages. After this, the chairperson from the committee contacts the applicant and informs them that the document has arrived. The chairman also proposes application forward inside the committee for the pair of handlers. All the committee members have a certain type of expertise in the Green Care field, thus applications are generally forwarded to people whom have the most knowledge about the application's field of specialty. The application period is constant, but the approval meetings are held four times a year. The handling periods are indicated on Green Care Finland ry association's website. There is also information about the application procedure:

The applicant

1. *Get familiar with the process and the main document*
 - a. *General instructions for applicants: www.gcfinland.fi/laatu/green-care--laatumerkkien-hakuprosessi/*
 - b. *GCQManual (main document)*
2. *Gathers qualifications and competence*
 - a. *Collects and describes the Green Care educations and knowledge of Green Care of the service provider in the GCQManual. Minimum theoretical GC education of the service provider is 5 credits, thus if necessary, applicant needs to fulfil the GC know-how of the service provider with the additional education.*
 - b. *Describes other service-related professional adequacy and education background in the handbook or describes how know-how becomes more complete with the partner in cooperation. Contact information of the partner needs to be filled into the application form. Cooperation is also described in detail in the handbook.*

3. *Designs and describes service or service-entity information*
 - a. *Designs the name for the service or service-entity. Quality label is admitted to given name. Thus, this is an important part of the application process.*
 - b. *Writes a summary of the service which is needed in an application form. Summary needs to pay attention on customers' objectives and how service will meet customers' needs and goals. Service is also defined either service, customer or goal-oriented.*
4. *Fulfills and produces attached documents necessary appendix documents, which are*
 - a. *GCQManual*
 - b. *Security document, which describes safety plans and risk appraisal*
5. *Sends application with appendices*
 - a. *Fills application form (electronic) with attached appendices*
6. *GCF ry association sends the bill of the first part of the payment for the applicant after the application arrives*
7. *Evaluation*
 - a. *The GCQCommittee sends an applicant an email message from the arrival of the application. Committee processes the application and estimates the affirmative preconditions for the label. If the development proposals are found, the quality committee contacts applicant and process proceed according to requests.*
8. *Affirmative or negative decision by the GCQCommittee*
 - a. *Applicants are informed about the decision by the committee by email. If the decision is negative, committee send applicant an email about what caused the decline, and what needs to be done if applicant wants to continue the process.*
 - b. *If GCQLabel is granted, association sends the bill of the 2nd and last part of the payment for the applicant.*
9. *GCQLabel logo*
 - a. *GCF ry association sends the certificate and electric logo material to applicant who's service or service-entity has been granted GCQLabel.*
10. *The admitted GCQLabel will be valid for three years at a time.*
 - a. *The applicant must notify the quality committee of essential changes which take place in service, such as changes in service content or GC key persons, or changes of entrepreneurs. The committee has a right to cancel the admitted sign if the applicant's action does not correspond to the original application documents.*

(Green Care Finland ry 2019)

One study topic of this paper is to examine the GCQLabels' licensing process. However, Finnish GCQLabels are not trademark registered. Trademark register process can only begin when the GCF ry association wholly owns the GCQLabels, which is not the case yet. Reason for this is that GCQLabels' development process was done in the national Green Care coordination project, 2015–2018, funded by the European Agricultural Fund for Rural Development: Europe investing in rural areas. After the project ended in the March of 2018 the purpose was to transfer the GCQLabels' ownership wholly to Green Care Finland ry, which was also a partner of the project

and the administrator of quality labels right from the beginning. In reality, the ownership transfer is still on process after a year, which is an interesting remark. This brings the question how and why to brand something that is not fully yours? In general, developing something with multiple partners with publicly funded projects can cause difficulties in the end of the project. Questions like, how to use the results can become more dimensional than anticipated, although in the beginning everything seems clear and simple while building the project. This can also be the case in here. The aim to transfer the GCQLabels' wholly ownership to Green Care Finland is genuine but the actual transfer has not happened yet. Regardless this note, Green Care Finland ry has all this time administered the GCQLabels, which gives this study a purpose to examine the GCQLabels' licensing process.

According to Kotler, Armstrong and Parment (2016, 411), entering to the foreign market can be done by licensing. They continue that with a fee or royalty businesses can have the right to use other company's trademark or another valued item. However, Finnish GCQLabels cannot be fully related to general product label licensing, like Kotler et al. refer to Coca-Cola, which has entered to different markets by brand licenced bottlers all around the world. Still, the GCQLabels' licensing can be seen having similarities to Kotler et al.'s transcription of licensing, after all the general idea behind licensing quality labels is to increase the value of the product or service it is been given for. Thus, the question does the GCQLabels give value to its service providers and how, is a topic that can help to understand are GCQLabels seen as an item of value, like Kotler et al. refer to right that is been certified. Another key element in licensing, is the process itself. How the process is done, is it fluent and is the criteria in balance from different perspectives. All in all, are there any difficulties from licensee or management perspective, as well as are there issues in the process that need immediate development.

2.4 Toward brand equity

Silén (2001, 124, 228) says that businesses which understand the meaning of strong brand with quality related business operations and use them as a competitive

advantage will succeed in the future. Do GCQLabels then give a competitive advantage for its service providers? Also, who recognize the marks and on the other hand whom should know them? According to Chandler (2009, 11) brand can also provide recognition, authentication and 'quality or guarantee dimension' for product or service. Also, Cheverton (2006, 29, 34–36) points out brand as a factor when building customer loyalty and unique competitive advantage but highlights the importance of 'genuine and convincing offer' along with the image. He continues that without the offer there is no brand. De Chernatony et al. (2011, 31) say brand consists of functional and emotional values. What is then the offer and added values behind GCQLabels? And are GCQLabels seen as a unique competitive advantage, likewise part of customer's loyalty builder is an interesting question? One purpose of this study is to research what kind of identity GCQLabels have according to license owners, e.g. what they think of GCQLabels' image.

According to Kotler et al. (2016, 15) value proposition is to differentiate from other brands which can give competitive advantage to companies. Apply for quality label can also be seen one way to show companies values and desire for delivering quality oriented services. Also, the criteria of GCQLabels show several values that needs to be fulfilled in the service before labels can be granted. Though, the quality aspect is the key factor, such as ethics and responsibility of customer, employees, animals and environment are also shown in the criteria. Is this something that will be shown from the research is also interesting. Could this ethical aspect toward environment be highlighted even more in public? All together sustainability and environmental friendliness are seen popular aspects when companies are presenting their new products and new strategies nowadays. Also, most countries agendas seem to be addressing the fact that environmentally friendly politic is the current way to do business. GCQLabels' value could also be more about the fact that the label can be given only for services in which sustainability and environment friendliness are put into action and its authenticated, so that the service is not just greenwashed. E.g. Kotler et al. (2016, 422) bring out the term greenwashing, which has a negative meaning, and refers aims to look eco-friendlier than in actual fact.

Is then the idea for being verified environmentally friendly service the way to brand GCQLabels' services in the future is an interesting question as well? According to

Ottman (2011) everyone are nowadays green consumers, meaning that everyone appreciates greener solution in their consumption. She also warns about green-washing and says that creditability is everything when implementing green marketing and real sustainability branding, thus the whole lifecycle of the product has to be sustainable, not just part of it. Ottman also says that labels which show products eco-friendliness can establish businesses eco-creditability. However, whether GCQLabels' sustainability and eco-friendliness aspect shows clearly to everyone is something that needs further research. It does not count if the management sector of labels and certified service providers know this, it needs to be understood by the public, too.

Then again, this paper focuses on how businesses or organisations whom has been granted GCQLabel think about quality label's equity. What is the meaning and value of GCQLabels at the moment and what it could be in the future? Thoughts like, why they applied the quality label, how they use the label, and what they think they got from having it if anything, are then important factors when figuring out the brand's equity. According to Gad (2002, 86), people find the brand, not the other way around. Thus, in this brand's values are in key role. How to be founded? What are the tools and whom are the target? Whom should know the GCQLabels *LuontoHoiva* and *LuontoVoima* and why? In addition, what kind of equity GCQLabels offer to their certified service providers?

3 METHODOLOGY

Research questions

The classic research process is cyclical which consists of theory/research question, hypothesis, testing the hypothesis, interpreting results, modifying theory/question and then generating new research questions for future research design (Vanderstoep & Johnston 2009, 3; Hirsjärvi & Hurme 2008, 15). The main research questions of this Master's thesis are:

Do LuontoVoima and LuontoHoiva quality labels give impact for the Finnish Green Care services and businesses, and are there issues in GCQLabels' system that need improvements in terms of management, as well as does the quality labels' branding need development?

The theory behind the research is based on brand and branding theories, especially on brand identity, brand equity and brand management. Generally quality labels are seen as a marketing tool which aim is to create product's or service's value. The research question, do the recently launched GCQLabels give value to the businesses and therefore to the Finnish Green Care field is relevant, after all the Finnish GCQLabel system is relatively new and there has not been publications about the topic yet. Also, because the system is so new there is a need to study management of quality labels from which *one part is the GCQLabels' application process, how it is done and are there issues that needs improving according to applicants or management vise*. Also, other part of the research is to *gather information about the GCQLabels identity, e.g. has the design and launce been successful, and above all, are GCQLabels seen as a brand?*

Research structure

The research process was conducted according to Figure 3, Research process.

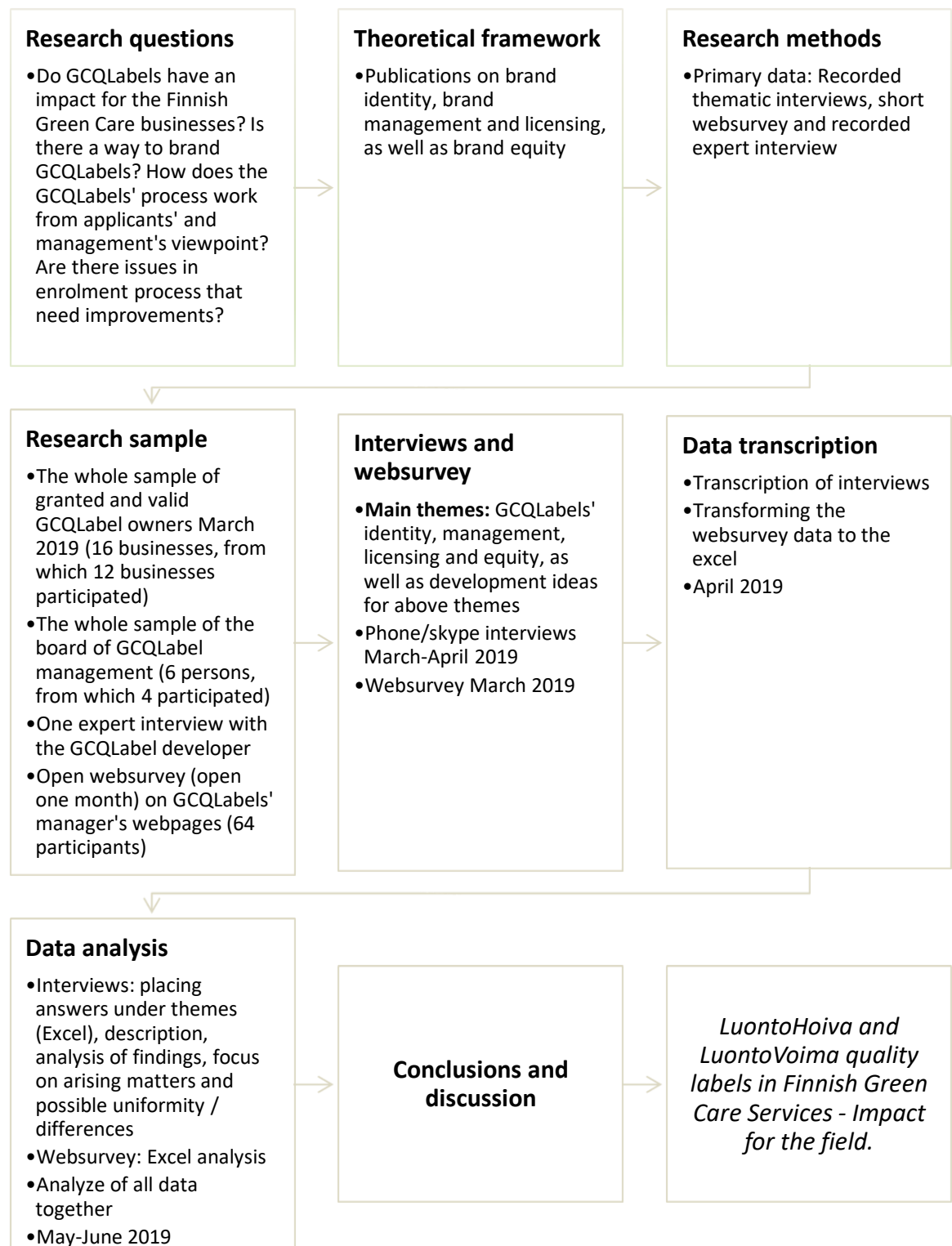


Figure 3. Research process.

Research methods

The primary data of this Master's thesis was collected through the blended qualitative and quantitative research approach by using a semi-structured interview method which is seen both qualitative and quantitative with mainly open-ended questions. Additional data was collected via an online web survey. The mixed use of qualitative and quantitative research methods has increased (Hirsjärvi et al. 2008, 27). The focus can then be more on research problem, questions and theory than concentrating on separating qualitative and quantitative approaches. In this research the main primary data source was conducted via semi-structured interviews, which can also be seen as a half-structured interview method, i.e. some parts of the interview are predesigned, like questions, but the actual interview situation can differ between interviews, like the order of question (Hirsjärvi et al. 2008, 47–48). Hirsjärvi et al. continue that semi-structured interview method has similar features like focused interview. The basic idea of the semi-structured interview is to study individual experiences, thoughts, beliefs and feelings about pre-decided themes which are seen important for the research topic. Being part structured, semi-structured interview does not have specific shape or order of questions, it concentrates on main topics, themes, and therefore gives a certain freedom for the interview situation and above all highlights research participants free express of personal interpretations about predefined themes.

However, doing semi-structured interview by phone or Skype can be challenging without good structure. Therefore, to gather comparable data the question frame was more than half-structured. Then again, this paper is a part of Master of Business Administration degree, which Master's thesis generally aim to have a development aspect. Thus, this study also implements practises applied in qualitative market research focusing on improvement ideas for GCQLabel brand. According to Ereaut, Imms and Callingham (2009, xv) qualitative market research can give *valuable insights into brands and brand activity*. The general idea of qualitative research is to interpret and understand the phenomena through people with a study in which *methodological and theoretical knowledge is seen as valuable as the substantive findings*. Qualitative market research is also a form of research that attempts to find out

peoples' private thoughts, emotions and motivations via dialogue. The focus of qualitative market research is to make sense and understand the current situation and provide plans and proposals by gathering respondents' insights as a source of information. Qualitative market research does just not describe the issue, it also seeks a conceptual view of the phenomena. (Ereaut et al. 2009, ix–xi). Also, Chandler and Owen (2009) see qualitative market research as a part of brand developing tools. They also present different kind of techniques how to research brand development. However, the focus on Chandler's et al. book is on examining brands' consumers, not businesses. Still, the context of the Chandler's et al. book can be used as a background information for qualitative brand research also in this paper, even though in this case the research sample is focused on businesses who owns the right to use GCQLabels than quality label related service's end users or buyers. Chandler et al. (2009, 2, 4, 7) say that qualitative market research can give an insight to understand brands, what brands mean to people, how brands fit into peoples' lives and how brands act in marketplace.

Other preliminary data for this Master's thesis was collected through a short online open access survey, which was located on the home page of www.gcf Finland.fi for one month in March 2019. The Gcf Finland.fi website is maintained by GCF ry association, which also manages the GCQLabels. Online survey was also mentioned in association's newsletter in March 2019 and association's Facebook pages when the survey was published. The survey's aim was to collect additional data about the general atmosphere around GCQLabels from the people who follow GCF ry by ordering their newsletter, web-pages and Facebook. Web survey focused on the meanings of the GCQLabels, e.g. what people think about the GCQLabels in general, how well labels are known and by whom, whom should know them, are logos seen well-designed, and also are GCQLabels seen as a brand and what should be done to make them as a brand. One part of the survey was to gather possible interest applying the GCQLabels and why people had not proceeded to the application process if they were interested in having the label.

Research themes and sampling

The structure of semi-structured interviews comes from the predefined themes (Hirsjärvi 2008). The themes of this Master's thesis study come from the theoretical framework, which are brand identity, brand equity and brand management. Brand licensing is also a one part of the brand management. There are several books about brands and branding, but not much about concentrating on licensing brand related services. This was an interesting finding, after all brand related literature seems otherwise endless. Though, brand licensing literature and research do exist and in this research licensing brand is in important role, i.e. how GCQLabels management process is done and how GCQLabel brand is passed into action via Green Care businesses? How these businesses are informed to use label and is there supervision?

According to Hirsjärvi et al. (2008, 58), the number of semi-structured interviewees depends on research. In this case GCQLabels system is relatively new which makes the amount of granted GCQLabel services at the end of 2018, twenty (20). One had two labels, which makes the amount of GCQLabel businesses nineteen (19). However, in spring 2019, when the interviews were done, three GCQLabels were on hold and finally withdrew from businesses by the Green Care Quality committee. In these three cases GCQLabels criteria did not apply anymore because of the organisational changes in ownership and services, which meant that the right to use GCQLabels ended. Therefore, the number of certified GCQLabel services while the interviews were done was seventeen (17) but the number of businesses sixteen (16). This number made interviewing the whole sample possible. In a total of twelve (12) GCQLabels service providers (businesses) were agreed to do interviews in March 2019. This gives a response rate of 75 percent. One of these interviews had two participants from the organisation but all the rest had one representative. All the interviewees were either responsible for the GCQLabel's service or application process but in general both.

To answer to research questions from the viewpoint of management of quality label, it was also necessary to interview the GCQLabels' management, the GCQCommit-

tee, which includes six people. Four (4) people agreed to take participate on research, which was 67 percent. In addition, it was necessary to have an insight from the GCQLabels' developer, which in this case meant key person from the project in which the quality labels were delivered. GCQLabels' developer interview (1) was designed more like expert interview method, to gain basic background information in addition to thematic themes. The other interviews were conducted with the main research approach, i.e. the semi-structured interview method. Thus, in total, this study consists of 17 phone or Skype interviews, with an average length of one hour. All but one were implemented in March 2019. Then again, online survey got 64 filled forms in total.

The reason for conducting interviews via phone or Skype was to make research cost and time efficiency, as well as environmentally friendly. Otherwise distances between participants would have been more time, money and transportation consuming. All interviews were recorded, either via digital recorder or Skype's recorder. Interviews' theme structure was build based on topics like, GCQLabels' identity, management, equity and development. According to Hirsjärvi et al. (2008, 64), phone interviews are not the best way to do qualitative research and phone interviews cannot last much more than 30 minutes and the questions itself cannot be too long. Therefore, to make interview situation more fluent, participants were approached beforehand and the main themes with subheadings were send to interviewees before agreed interview time. However, the average duration of each interview was one hour. The structure and questions for interviews and online survey are in appendixes. Semi-structured interview method can also use short questionnaires to collect specific information (Hirsjärvi et al.. 2008, 66). This idea was used to collect the interviewees' opinions about specific topics under four main themes. Following Figure 4 gathers this paper's themes from theories, research questions and analyzing aspects together.

Theme1: GCQLabels' (brand) identity	Theme 2: GCQLabels' (brand) management and licencing	Theme 3: GCQLabels' (brand) equity	Theme 4: Development ideas for GCQLabel brand
<ul style="list-style-type: none"> •Label, logo & image •Recognition & utilization •How GCQLabels are being used in GC businesses? •Brands can be seen part of consumer's own image (Olins 2005, 14), is this why businesses wanted to apply marks and why GCQLabels were produced in the first place? •<i>Has the design and launce been successful?</i> •What are the key elements of GCQLabels' brand identity, e.g. is it just quality or is it ethics and responsibility of customer, employees, animals and environment, or other elements from the criteria? •Who recognize the marks and its content, like it is granted for service or service-entity not for the whole company? •<i>Are the GCQLabels' a brand?</i> 	<ul style="list-style-type: none"> •Application process from applicants' and management viewpoint •Is there enough information about the application process available? •How the process is done, is it fluent, as well as what kind of criteria there are to get the license, are there any difficulties from licensee or management perspective, as well as are there issues in the process that need development: •<i>Are there issues in GCQLabels' system that need improvements applicants' or management wise?</i> •Can brand theories give new ways to develop GCQLabels' management system? •How GCQLabel brand is passed into action via Green Care businesses? How they are informed and supervised? •How and why to brand something that is not fully yours (GCQLabels are not registered trademark, yet)? 	<ul style="list-style-type: none"> •Present and future meaning and value of GCQLabels •<i>Do GCQLabels give an impact for the Finnish Green Care services and businesses and if so, what kind? And if there is no impact at all, reasons for this?</i> •Do GCQLabels give competitive advantage and value to their certified owners? •What are GCQLabels' offer, added values and customers' loyalty builder factors? •Is the input worthwhile from certified quality mark owners' perspective, and do the license owners feel that they update the mark after the period of validity, three years, expires? •What is the GCQLabels' brand equity now and what it could be in the future? 	<ul style="list-style-type: none"> •Can Gad's model of branding be used to brand GCQLabels? •How to increase GCQLabels' value and meaning? •How to develop application process? •What is the reason for low amount of applications? Does the application process explain the lack of applicants or is the reason in GCQLabels' identity and equity or in something else? •What is the meaning of Finnish GCQLabels and do they need branding, and if so, how this should be done? •Is the idea for being verified environmentally friendly service the way to brand GCQLabels' services in the future or some other element? •Whom should know the GCQLabels <i>LuontoHoiva</i> and <i>LuontoVoima</i> and why? •Are there other general development ideas that arise from the interviews or online survey?

Figure 4. Research themes vs research questions vs analyzing aspects.

Four main research themes were used in all interviews, but in every interview the idea was to analyze these themes from interviewee's own perspective, either he/she

was GCQLabel service provider or part of granting committee or original developer. Also, developer's interview was more like expert interview, in which the main purpose was to gather general information about GCQLabels' history, present and possible future plans. Above research themes were also used as a structure in online survey, but the main focus in online survey was to gather general atmosphere around GCQLabels' identity, equity and development ideas for the future.

Data analysis

The data from semi-structured interview recordings (17 interviews) were first transcribed into Word document and at the same time pre-analyzed with boldings and side comments to find if there were any similarities between answers and two main sample groups (GCQLabel businesses, GCQLabels' management). Focus was on arising matters and possible uniformity, as well as differences under the research themes: GCQLabels identity, equity, management and development. Online survey data (64 answers) were transformed to Excel document and analyzed via basic Excel tools to find concurring or differing views. All data analysis concentrated on research themes and questions, also shown in Figure Research themes vs research questions vs analyzing aspects. Finally, all data (interviews and web survey) was also gathered in one Excel document and then analyzed, e.g. by using general Excel tools, such as Pivot. Using Excel made also the interview data analyzing as a whole easier. All theme related questions and answers were gathered into individual sheets according to themes. In addition, all answers from certain questions were put into vertical rows. This speeded up analyzing and helped to find out possible similarities and differences between answers, as well as see the data as a whole which made analyzing much more efficiency and accurate even though the data was mainly qualitative.

4 RESULTS AND ANALYSIS: GCQLABELS FROM CERTIFIED SERVICE PROVIDERS', MANAGEMENT'S AND ONLINE SURVEY'S POINT OF VIEW

A total of 75 percent of the businesses who had the license to use either LuontoHoiva or LuontoVoima GCQLabel in the March 2019 participated in this study. In addition, 67 percent from GCQCommittee (management) gave an interview. Online survey gathered 64 filled forms altogether. Next are the results and analysis from the received data.

4.1 GCQLabels from certified service providers' viewpoint

4.1.1 Theme 1: Brand identity from certified service providers' perspective

Main focus: Label, logo, image, recognition & utilization.

Key questions: Why companies applied GCQLabels and how they use it? Has the design and launce been successful? What are the key elements of GCQLabels' brand identity? Whom should recognize the labels and their content? Are the GCQLabels seen as a brand? Other remarks from GCQLabels' identity?

According to certified LuontoHoiva and LuontoVoima, GCQLabels' service providers GCQLabels do have a good image among those few people that know them, but generally labels are not known in public. One said that one must always explain what the labels mean and refer at. In addition, the interviewees were pleased that Finland has these kinds of quality labels. It was also mentioned that at least at the moment GCQLabels are not related into something negative which was seen a positive thing to start building GCQLabels' as a brand. The reasons why businesses applied for GCQLabels which were mentioned more than in one interview were

Businesses wanted to

- emphasize that their GC service can be labeled as a real GC service and is professional
- show service quality

- describe and increase the level of service
- add value to service and make GC function official in their businesses
- support association and GC field in developing the field
- increase the knowingness of GC
- show individual and company values, like value of nature and sustainable development
- show nature's importance for human wellbeing when the GC service is provided professionally with all its necessary elements (service is nature-related, experiential and participatory) and requirements (service is professional, goal-oriented and responsibility).

Almost half of the businesses were encouraged to apply the label by the local GC project or GC education provider. One interviewee said that applying label was a pure coincidence. Almost all of interviewed (9/12, 75 percent) GCQLabel service providers believe that GCQLabels bring added value to the GC field in general and the rest hope so. Arguments that support the value creation were services quality, effectiveness, safety and the way it makes consistency for the GC services. However, interviewees said that to make GCQLabels' meaning to the field even more important there should be more GCQLabel service providers as well as qualified GC education providers and knowingness about the GCQLabels and GC in general. Generally, all agreed that GCQLabels could be given to all if they pass the requirements. Only one said that GCQLabels should not be given to monopolies that operate in social and health care sector, but mainly if the professionalism, values and the knowledge of GC, i.e. criteria are fulfilled, GCQLabels can be granted to the applicant.

According to GCQLabel service providers GCQLabels' logos are seen explicit. They also liked the coloring and distinctness. Median grade for logos was 3.7 (grading 1–5, 5 is excellent). Graphic design had lowest grade, but still the median was above average 3.4. Thus logos were seen good in overall. Four would add either Green Care or Green Care Finland ry on them. They thought it would help public to understand that these labels are in fact Green Care quality labels. Now GC is not mentioned at them at all. Three said that logos cannot be changed because it would confuse public and would affect negatively for knowingness. One said that people

have confused GCQLabels to GCF ry's logo, which is very similar, and some people have even assumed that all businesses which use association's logo are therefore having GCQLabel. This is a point that needs notice because every company who is a member of association can use association's logo e.g. on their web pages. All in all, GCQLabel logos are being used on web-pages, brochures, social media, exhibitions and other presentations, as well as in written offers for possible clients. Two had used them in recruiting new people. However, the most mentioned way to present received GCQLabel was framed certificate on the wall of the businesses. Most of interviewees thought that they should use logo more, e.g. on social media, emails and if possible, in a plan for the patient's care. According to GCQLabel service providers, GCQLabels are known by GC operators or people that are interested in and follow GC related news and publications. Also, GCF ry's members and educational institutions were known acquainted with the labels. According to service providers, GCQLabels should be known by

- decision makers in social welfare and health care, especially those who work with services' purchasing agreements or make plans for the patient's care or rehabilitation
- patient's family members in health care
- GC service providers
- individual buyers
- everyone in general.

Also, the Ministry of Social Affairs and Health, unions and foster homes were mentioned as a target group. GCQLabel service providers noticed that quality labels' establishing work should also rely on themselves by marketing label more in their own channels and putting resources together with other GCQLabel service providers. Then again, GCF ry's role was seen important in making GCQLabels more known. Keeping the image positive and growing was seen equally important and things like educating employees and inspect and maintaining service quality were mentioned as tools to keep the image rising. Other ways of increasing the public knowledge were through education, e.g. available GC courses or GC as a part of

the courses, new projects, marketing events, press releases, publications, and basically all kind of marketing related knowledge were mentioned as a way to make GCQLabels more known to the public.

The question are the GCQLabels LuontoHoiva and LuontoVoima already seen as a brand got negative response from GCQLabel service providers. 8/12 (67 percent) said it is not a brand yet. Two said they are a brand but in really small scale. Generally branding GCQLabels was seen a good goal, except one said that GCQLabels should never be branded. The idea of brands was negative for this interviewee in general. He/she understood that brand is something that can be bought by anyone, and if GCQLabels could be just bought it would mean that these labels would be only labels without meaning. All in all, according to GCQLabel service providers GCQLabels branding needs more publicity by bringing GCQLabels into public knowledge but also awareness of the criteria behind certified GCQLabel services.

Elements that help branding GCQLabels according to GCQLabel service providers are shown in Figure 5, What makes GCQLabels a brand – key elements according to service providers.

How to brand GCQLabels - what it needs	The key added value/benefit GCQLabel gives to the service its given for - branding factors
<ul style="list-style-type: none"> • Visibility, publicity & awareness • Scientific publications on GC • Making quality labels one of the service's purchasing criteria • Lifting quality label's GC education criteria • GCF ry's publicity work with the businesses (networking) 	<ul style="list-style-type: none"> • Quality • Purchase disision maker • Reliability • Image • GCQLabel's criteria factors, like goal-orientation, efficiency and sustainability

Figure 5. What makes GCQLabels a brand – key elements according to the service providers.

Some of the service providers pointed out that GC basic course of 5 credits is not enough for the GCQLabel criteria because it does not include guidance learning which is one of the key elements in GC service. This may also effect on GCQLabels' image. Although they emphasis that the education criteria should not be the major obstacle for applying process. As a matter of fact some said that in their cases it

had been so. Interviewees hoped that GC educations should be available easily. Other factor that might also effect on GCQLabels' image that was mentioned in the interviews was the lack of supervising and contact to GCF ry after the labels were granted. On the other hand, some felt that it was understandable because of the lack or associations resources but still it would have been nice to have some kind of feedback and response afterwards. One even suggested consulting help while the GCQLabel is valid. Above all the most mentioned deficiency was the lack of networking and cooperation between GCF ry and GCQLabel service providers but also among service providers. People felt that together they could both combine resources and be more visible for the public. In addition, two made a strong point that to help awareness work GCF ry should keep the existing terms both about GC and about GCQLabels for now on in a hope that public start to get inside the concept and get familiar with it.

4.1.2 Theme 2: Management and licensing from certified service providers' perspective

Main focus: Application process from applicants' viewpoint.

Key questions: Is there enough information about the application process available? How the process is done, is it fluent? Are there issues in GCQLabels' system that need improvements applicants' wise? Is the work load compared to benefits in balance? How GCQLabel brand is passed into action via Green Care businesses, and is it instructed? How businesses are informed to use quality labels and is the brand been supervised? Other remarks from GCQLabels' management from applicants' viewpoint?

Most of the interviewed GCQLabel service providers said that the application process and criteria to apply was demanding, but almost half said it was only a good thing. They said that without strong criteria GCQLabels may lose their meaning. Interviewees mentioned writing skills and GC courses as a valuable resource in applying process. GCLabel's price and service or service-entity relatedness were also seen understandable except from small entrepreneur perspective. They felt that their whole business is so GC-oriented that separating one service or service-entity

is meaningless because the service provider is also mainly the same, the entrepreneur him/herself. Therefore, even though the price is already divided into small and large companies, they wondered if it would be possible for small businesses to have GCQLabel for the entire company and not just for one service or service-entity. Then again three years cycle as a valid period was seen fine, but many mentioned that it also depends on renewal price. GCQLabel service providers wished it to be close to zero or really low.

According to GCQLabel service providers applying instructions were seen easy to find, read and understand. Median grade for instructions was 3.7 (grading 1–5, 5 is excellent). Figure 6, How GCQLabels service providers got the GCQLabel info – first and main channels, show how service providers got the information about the labels and application process. All in all, applicants were satisfied with the instructions and information available.

First channel (in order)	Main channel (in order)
<ul style="list-style-type: none"> • Local education unit • GC project (local and national) • GCF ry's web pages (www.gcfinand.fi) • Trainee from the company 	<ul style="list-style-type: none"> • GCF ry's web pages (www.gcfinand.fi) • Local education unit • GC project (local and national) • Enterprise center for new businesses

Figure 6. How GCQLabels service providers got the GCQLabel info – first and main channels.

Altogether GCQLabel service providers said that the most challenging part of the applications process was to describe service process. Moreover, the GCQManual (the main document in application process) was seen the most labor-consuming because of its academic and theoretical approach together with overlaps and technical difficulties, e.g. all text did not fit into boxes in the e-document. Printing the manual was also seen difficult, e.g. if the text was long it did not show in the print version. Another challenge was that some of the businesses find it difficult to find needed basic courses of GC in their area, especially if they wanted to educate their employees. Application documents were also seen difficult to fill-in if the organization was larger than average. On the other hand, one challenge was to produce their service process if service's operating environment was constantly changing. All in

all, some find it difficult to figure out what was expected from answers. They felt that there might have been some sort of lack of same language. Even so, interviewees said that GCQManual is an excellent tool for all GC businesses and for this reason it should not be too complicated and heavy to fill at.

Then again even though the work input was seen larger than expected over half of the interviewees said that they got more benefit from the process than the input was. The main benefit that was mentioned was that application process clarified their service. Although one interviewee made a point that these issues should be clear for all GC service providers right from the beginning and not just because of applying GCQLabel. While asking issues that need immediately attention from applicants' viewpoints, nothing really alarming came out, though there were seen issues that need further development. Almost all concerns were about GCQManual as follows

- no overlaps in GCQManual
- more understandable question adjustment in GCQManual
- less need of academic writing skills in GCQManual
- more clarity for GC concept in general.

Other improvement idea was about communication between applicant – GCF ry and GCQCommittee, which was needed more all the way the process but specifically afterwards. Additionally, people suggested to speed up the process especially in the end when the GCQLabel has been granted and GCQCommittee sends a congratulation email to applicant. There were cases that businesses had to wait quite a while before receiving the certificate and logo materials after congratulation email. Notably, technical changes and improvements in the GCQManual were mentioned which would allow more text inside the boxes and also so that the printing the whole text would be possible. All things considered, people were happy with the fact that application form, GCQManual and other documents could be filled and sent electrically. Other applications documents, such as safety related documents were not mentioned as problematic in application process. Interviewees' only concern was on GCQManual. When asking if they would recommend the process to others, over half said absolutely yes and the rest said in some way, if it was seen beneficial for the business. One said that GCQLabel may not be profitable for really small entrepreneurs. Tips for new applicants were

- take a part in GC courses
- take the process as a learning process
- take time to write the GCQManual
- take a part in local GC projects and networks
- focus on service process design
- focus on GC functions while filling the GCQManual and not to describe all actions in the documents.

Overall, many of the interviewees felt that the applying processes scale and complexity came as a surprise to them and it took more time than anticipated. Those who had not participated on local GC project's or GCQLabel related events felt the lack of peer support group. Other remark was that the difference between LuontoVoima (NatureEmpowerment) and LuontoHoiva (NatureCare) was seen difficult to understand by some applicants. Some had applied or wanted to apply LuontoHoiva label because of their professional background but had then in the end received LuontoVoima label instead. This was seen very confusing. One wished an example case to show the difference between these two Labels in a way that applicants can be more precise with their applications, i.e. as an illustration to show the key differences between LuontoVoima and LuontoHoiva labels.

While asking about follow-up by the GCQLabel management and GCF ry, only one of the GCQLabel service providers said that they got enough information how to use GCQLabel logos after receiving the right to use the label. Thus, GCQLabel logo owners are not informed how and where to use the label. Graphic instructions are clear but the knowledge how to use labels, e.g. in advertising is not available. One pointed out that it would be useful to have some predesigned advertising sentences or other ideas how to use the logo in their businesses. Then again four of the GCQLabel service providers did not know what to do if the criteria of the label did no longer exist, e.g. because of changes in service or anything that makes the service crucially different from the application and criteria the label was given for. The question, should GCQLabels be supervised after granting which is not happening now was generally taken as a good idea. Only two said that present system is enough. Others said that light supervision, e.g. checking actual functions via phone would be nice. All in all, three years validity and customers' feedback were seen

good ways to inspect service quality. Then again cooperation between service providers and service providers and GCF ry was mentioned several times. Some said that GCF ry should resource allocation in a way that they could both brand GCQLabel more and support businesses whom have been granted the label.

4.1.3 Theme 3: Brand equity from certified service providers' perspective

Main focus: Present and future meaning and the value of GCQLabels.

Key questions: Do GCQLabels give an impact, competitive advantage and added value for the Finnish Green Care services and businesses, and if so what kind? And if there is no impact at all, reasons for this? Is the input worthwhile from certified quality label owners' perspective, and do the license owners feel that they update the label after the period of validity, three years, expires? What is the GCQLabels' brand equity now and what it could be in the future? What factors increase and decrease the equity? Other remarks from GCQLabels' equity?

The most referred significance of GCQLabels for GCQLabel service providers were

- differentiation from other service providers, e.g. by showing quality and professionalism
- building and increasing businesses' GC profile.

Interviewees also said that application process helped their businesses to develop their services, increased the knowledge of employees and gave a tool to measure service quality. 10/12 (83 percent) said that they have not had negative experiences while using the GCQLabel. Two of the service providers had faced some but not significance negative feedback because of GCQLabels. One because of employees' resistance for possible extra work and the other because of the individual opinion piece in their local newspaper. Almost none of the GCQLabel service providers had had more income because of having GCQLabel. Two said they have received more publicity and visitors which have given some extra income, three said that quality label may have attracted some customers but there is no real proof of it. Even though the interviewees felt the lack of direct financial benefit, the common opinion was that GCQLabels can also increase financial income in the future when the labels are more known. Also, indirect benefits were mentioned, e.g. the increase

of welfare of the client especially in social and health care services. To sum up, so far the benefit for the businesses has been content to the service it's given for and businesses in general and two mentioned it has helped recruiting new employees. At the moment 5/12 (42 percent) will absolutely apply extension after three years is over. The rest except one say maybe if the renewal process is easy and zero to low cost. Only one does not apply GCQLabel again after the validity ends.

When asking, does the GC field benefit from the GCQLabels, 11/12 (92 percent) answered absolutely. In one interview this was not mentioned directly but, in all interviews, the general idea was that GCQLabels will have a positive effect on GC field. Firstly, they give creditability to the field. Secondly, quality GC services can be separated from other GC services or services that say to be GC services. Thirdly, they elevate the GC profile. One said that hopefully in the future, GCQLabels can give their owners a possibility to rise service prices. While asking who will benefit the most from the GCQLabels the answers were

1. client/purchaser
2. entrepreneur
3. employees
4. community
5. society.

More about the thoughts of GCQLabels' significance now and in the future from GCQLabels' service providers perspective in Figures 7–8.

Equity now	How to build equity - according to service providers	Equity in the future
<ul style="list-style-type: none"> • Small but growing • Appreciated more by small actors • Do not have a meaning for people who does not care about nature or do not know what GC stands for 	<ul style="list-style-type: none"> • Focus on keeping the promised quality and content in real service processes • Build awareness and visibility of GC • Educate more GC specialists • Keep the application criteria high • More research about efficiency of GC services • More GCQLabel service providers 	<ul style="list-style-type: none"> • Competition advantage • Shows that service takes part in sustainable development • Criteria for purchase disision makers • A mark of safe and goal-oriented service • "hopefully labels are as known as, e.g. the label for organic products"

Figure 7. GCQLabels' equity now and in the future from the service providers perspective.

Equity for the service its given for	Equity for the service provider	Equity for the GCF ry
<ul style="list-style-type: none"> • Service has more • nature-related focus • engaged experience • quality • secure • ethics 	<ul style="list-style-type: none"> • Can market abroved quality service • Can reflect service to pre-designed criteria • Gives a tool to observe and maintain the quality of the service 	<ul style="list-style-type: none"> • Adds appraisal and interest towards association • Gives income • Develops the GC field forward

Figure 8. GCQLabels' equity for the service, businesses and GCF ry according to service providers.

One of the interviewees mentioned that because there is not that much GC service providers, GCQLabel does not have significant competitive advantage at the moment. The competition is more with services that have similar purpose but do not have GC aspect on them. Interviewees also mentioned that GC is still mostly unknown case. Henceforth, the way to make more awareness around GC is seen the most important way to build GCQLabels equity too.

4.1.4 Theme 4: Summing up the key points and development ideas from certified service providers' perspective

Main focus on questions: *Does the GCQLabel system need updating from certified user's viewpoint? How to brand and increase GCQLabels' value and meaning? Does the application process need developing? What are the key factors in GCQLabels' identity that could be used in branding? Whom should know the LuontoHoiva and LuontoVoima quality labels, and why? What kind of development ideas arise from the interviews?*

According to GCQLabel service providers GCQLabel system needs updating. Though, nothing really alarming was found. For the most part, interviewees wanted much more publicity for the label and their services, as well as some improvements for GCQManual and cooperation between them and GCF ry. The key factors in GCQLabels' identity that could be used in branding were refers to elements of service quality alongside with the elements and requirements of professional GC service, i.e. service is nature-related, experiential, participatory, professional, goal-oriented and responsible. GCQLabel service providers considered that GCQLabels should be known by all people but especially those whom could be their possible clients or buyers or persons associated with their possible clients. The most arising development ideas were about GCQLabels' awareness, GC courses accessibility and GCQManual's too theoretical viewpoint. To summarize, GCQLabel service providers were satisfied with the GCQLabels system and hoped that it will stay alive and standardize the GC field so that GC services are seen as a valuable part of Finnish social, healthcare, rehabilitation and wellbeing services.

4.2 GCQLabels from management's viewpoint

GCQLabels are managed by GCF ry but the actual granting process is done by the GCQCommittee which is named by GCF ry. Committee members get a fee from the work but there is no employment contract between GCF ry and the member of GCQCommittee. Therefore, members of GCQCommittee do the work at their free

time, aside their daily work. This is an important note to realize, especially when thinking the management perspective, its workload, etc. In fact, this was the reason why one focus group of this research was chosen to be GCQCommittee. Four members (67 percent) of GCQCommittee took part in this research by giving an interview.

4.2.1 Theme 1: Brand identity from management's perspective

Main focus: Label, logo, image, recognition & utilization.

Key questions: What is the meaning of GCQLabels for the Finnish GC field? Has the design and launce been successful? What are the key elements of GCQLabels' brand identity? Whom recognize the labels and their content? Are the GCQLabels seen as a brand? Other remarks from GCQLabels' identity?

According to interviews the working atmosphere among GCQCommittee is very positive and they feel that the grip for the work is highly instructive inside the group. Reason for doing GCQCommittee work aside their day jobs was common to all, i.e. they want to develop and standardize Finnish GC in a way that the theoretical background is acknowledged and the scientific research on positive effects of nature related services is recognized. GCQCommittee members see that the GCQLabel image is good and reliable at the moment but mostly GCQLabels are not known yet. One highlighted that public should know more about the fact that the GCQLabel is granted for one service or service-entity and therefore it should not be though as a quality label for entire business. With this in mind misunderstandings may effect on GCQLabels' image if the separation is not clear enough.

GCQCommittee members thought that the validity time and price of GCQLabels are good, as well as previously mentioned service or service-entity element. However, one said that the price could be even more flexible and connected to business size, especially if the reapplication has a fee. All in all, needed documents were seen to implement quality of the service from multilevel factors well. Likewise, criteria were seen to be good but in minimum level at the moment. It was seen that if there will be changes in the GCQLabels' criteria in the future, they will be more like raising the bar than reducing the granting factors. Good, solid and strong criteria were seen ways both to keep and lift the GCQLabel image.

“..criteria has to be adequate, so that it will truly differentiate quality service providers from others.”

At the same time, interviewed GCQCommittee member felt really positive about the logos. All also wished that they would stay the same. Although one said that there could be seen Green Care (words) on them to make sure people see right away what kind of quality labels they are about. In addition, GCQCommittee saw that GCQLabels are beneficial for the GC field. GCQLabels were seen to give reliability and more quality for the entire field and furthermore service providers were given a tool to market their service in a way to show that their this particular service or service-entity has been viewed and approved to be a professional GC service. Scientific background aspect was also seen a valuable asset for the image, as well as professionalism behind the service. Though, three out of four said that GCQLabel are not a brand yet. One said that in a way GCQLabels are brand because services responsibility and quality factors. Then again, all pointed out that branding work needs more public knowledge and awareness and one said that brand work needs more positive linkage between granted services and public. According to GCQCommittee members labels are known by people who work in or aside the GC field, e.g. people who have studied GC and people who are associated with business development work. Labels are also known by some researchers from public organisations and social and welfare service developers. GCQCommittee members would like to market GCQLabels to

- social and welfare graduates
- travelling industry
- farms
- buyers in all sectors
- service providers
- legislators
- public sector
- provincial hospital districts.

Tools to increase the awareness of GCQLabels were

- publications, e.g. articles in publications, professional journals, etc.

- events, e.g. seminars, trade fairs, conferences which has multiple political opinion-leaders or other decision makers
- interviews in papers, radios, etc.
- large scale forums
- different kind of tools according to target groups.

When asking has there been any negative issues related to GCQLabels the answer was no. Although GCQCommittee saw the risk. First, if the business is sold and the service changes in a way that it does not meet the GCQLabel standards. Second, if the public associate quality label for the entire company and third, if service does not meet the given description. According to GCQCommittee possible risks are been evaluated by the time they arise, e.g. in the beginning of 2019 there have been more detailed instructions put into the web pages and to the messages to granted businesses, e.g. the note that if the service changes in the way that it does not fit into application documents entrepreneur or organization has to contact GCQCommittee, which will then evaluate does the service still meet the standards, and what should be done if they want to keep the quality label. Given these points, the image of the GCQLabels were seen positive among interviewees now, but it was also seen that the image needs strengthening. One way to do this was seen via local active GC persons and developers.

4.2.2 Theme 2: Management and licensing from management's perspective

Main focus: Application process from management's viewpoint.

Key questions: Is there enough information about the application process available? How the process is done, is it fluent? what is the work load? Are the criteria to get the license balanced? Are there any issues or difficulties in the GCQLabels' system that need improvements applicants' or management wise? How well applicants are informed and supervised in the process? Other remarks from GCQLabels' management from managements' viewpoint?

Interviewed GCQCommittee members saw that application process itself is very clear from management perspective. When the electric application arrives via GCF

ry association's web pages GCF ry association's office secretary saves all the documents to the cloud server that is been used by the GCQCommittee and GCF ry association's secretary. Association's secretary makes also sure that the chairman knows about received applications. After this the chairman of the committee takes the head role by proposing the main processor for the application and a help pair for her/him from the committee members. After this named main handler takes over the process, also towards the applicant, and starts the evaluation process with the help of the pair. Actual decisions to grant or not to grant GCQLabels are given in GCQCommittee's decision meetings which are held four times a year, after each application period (four annually). Decisions are done according to documentations and notes done by the handler pair. If the handler pair or GCQCommittee together see that the application is adequate, e.g. needs fulfillment the process continues with fulfillment request to the applicant. Committee has done predesigned forms how to approach applicants in different issues. These predesigned letter forms can be found from GCQLabels' cloud server. This is to help committee but also to make sure that applicants are handled consistency. If there are no additional requests toward applicants and application is been approved in decision meeting, the main handler informs applicant and the process is passed to GCF ry's secretary, whose role is to make sure that the payment transactions are done and after this secretary sends the final documents, logo material and certificate to granted applicants.

According to GCQCommittee members the main information channel about GCQLabels is GCF ry association's web pages. Instructions for application process is been recently updated, as well as there has been improvement work toward transparency of application process in general. Applicants are now been more informed about the schedule and the process. Committee has also talked about producing video clips about topics that have frequently caused supplement requests. When asking about issues that frequently arises from the application forms and thus should be instructed more were, how to

- name the service/service-entity
- describe the service process from target groups perspective and give concrete vision of the service to GCQCommittee

- describe the goal of the service (target groups perspective); what is done in different points at the service process, how this particular service meets preset goals with nature-based interventions, and how and why these interventions fulfill preset target group's goals
- describe only the service in question, not to describe the whole business, especially if it is not related with the subject at issue.

According to GCQCommittee the GCQManual should be filled in a way that it shows applicants knowingness about nature-related interventions, especially how the theoretical knowledge of GC interventions is been implemented in practice in this particular service. GCQCommittee seeks applications that show that the service is target-oriented, customer needs are described and met in the process, service is intentional and shows responsibility toward environment. Also, if the service is been produced in multiple environments, the criteria should be fulfilled in every location where this particular service is been produced. Therefore, interviewed GCQCommittee members recommend GCQLabels to businesses that are professional and have been producing the service for a while.

Interviewees said that the biggest amount of work in the application handling process is going through the GCQManual but over all the workload was seen reasonable. Issues that were most time taking were to seek interlinear glosses, supplement requests and writing reports to the decision meetings. Even though the application handling process was seen clear, applications itself seemed not so clear. Improvement ideas to application process from GCQCommittee perspective were

- updating GCQManual with more simplified text
- making sure of transparency of the process
- defining renewal process, i.e. content and cost
- to investigate if it is possible to visit granted applicants, e.g. in the renewal process
- describing check list tool to simplify granting work.

Other issues that gave concern to GCQCommittee members were how the application is noted by the GCQCommittee, i.e. if it is possible that it is not noted at all. Also, cloud server gave concerns, e.g. are all documents in right places, are

there backups, etc. After all, in some applications there have been several attachment files. Additionally, availability of GC courses was seen as a possible challenge. Although accessibility to GC courses was seen improved since the beginning of the GCQLabel system. On the other hand, the approved education list was seen not updated, which therefore needs upgrading. At the moment, differences between GC courses was seen a bit confusing. To summarize GCQLabels' management from management's perspective, good parts of the handling process were the developing grip of the GCQLabel system by the GCQCommittee. Interviewees also said that the process is constantly evolving and has become better gradually and at the moment GCQCommittee's focus is on precise handling of applications and uniforming interpretation of approved applications.

4.2.3 Theme 3: Brand equity from management's perspective

Main focus: Present and future meaning and the value of GCQLabels.

Key questions: Do GCQLabels give an impact, competitive advantage and added value for the Finnish Green Care services and businesses or for the field in general, and if so what kind? What is the GCQLabels' brand equity now and what it could be in the future? What factors increase and decrease the equity? Other remarks from GCQLabels' equity?

All interviewed GCQCommittee members believe that GC field will benefit from GCQLabels in Finland. Listed benefits were, GCQLabel system

- develops the field toward quality oriented services, e.g. describes what quality means in GC services, and that nature-based services are professional, target oriented and reliable
- increases appraisal of the field
- increases professionalism of the field
- assures buyers, like Kela - the Social Insurance Institution, that the service is beneficial to clients and therefore to buyers too

According to GCQCommittee members GCQLabels are most beneficial for the clients and buyers of the service but also to service providers who have developed

and defined their service into detail. Interviewees said that the value of the GCQLabels is to be growing, the more the labels are known the bigger the meaning and the value will be. Also, the significance will arise when the competition inside the field increases. One said that GCQLabels may also be a way for businesses to expand their client group. According to interviewees GCQLabels value will grow if labels get more publicity and got familiar with the public but this also means that the labels are only given to services that meet the criteria. Then again, the equity of GCQLabels will decrease if there will be misuses or the service does not meet the written description. Though the question about supervision on the spot was seen as a good idea but not likely with resources in hand at the moment. One way to do visits to the businesses was seen after the GCQLabel expires and businesses want to do renewal. After all renewal process is still open, which could be an opportunity for GCF ry to design it in a way that GCQCommittee member could make a visit to service providers. Thus, this was seen one possible development issue in the future.

According to interviewed GCQCommittee members the main focus on developing GCQLabel brand should be on

- visibility and publicity, e.g. with local developers
- making sure that only qualified services get the label
- more after-grant service, e.g. more contacts and cooperation between GCQLabel service providers and GCF ry after the label is been granted.

4.2.4 Theme 4: Summing up the key points and development ideas from management's perspective

Focus on questions: Does the GCQLabel system need updating from management's viewpoint? How to brand and increase GCQLabels' value and meaning? What are the key factors in GCQLabels identity that could be used in branding? Does the application process need developing? Whom should know the LuontoHoiva and LuontoVoima quality labels, and why? Are there any development ideas that arise from the interviews?

According to interviewed GCQCommittee members GCQLabel system needs updating. Furthermore, it has been updated all the time according to arising matters.

From managements perspective the fluency of document handling is seen as a key factor in future development work. Although the present model was seen good, ways how to speed up the process and making it not too exhausting both for handler and applier were seen desirable. Also, criteria such as how to approve applicant's education was seen a bit confusing at the moment, as well as concept of service-entity and separation of LuontoHoiva and LuontoVoima services. Other concern was on filing system. There were seen risks linked to data protection and human errors that could occur while processing the data, e.g. when the application arrives through electric system or when the data is been saved into the cloud server. There was also a concern about different roles between the process. Confuses in this might cause information lacks and therefore slow down the approval process.

GCQCommittee has planned to make videos about issues that were seen frequently described more or less inadequately. Also, simplified text in GCQManual was seen relevant to make sure that people answer to the questions like it was meant to be which then reduces the need of complementary requests. One interviewed pointed out that it is important that GCQCommittee have support from GCF ry, e.g. assistance in basic filing work and recording secretary in the granting meetings. This was seen as a way for committee members to concentrate more on the content of the applications, and as a result speed up the process. Then the renewal processing needs also designing fairly soon, at the moment interviewed felt it is totally open.

All in all, even though the application handling process was seen good and improving time after time, the biggest concern was on GCQManual. At the moment it was seen very common to ask for supplementary data from the applicants and this makes the process both time-consuming and laborious both for handler and applicant. Therefore, the need to clarify and simplify GCQManual questions were seen important. Henceforth, one interviewee said that it would be important to stay in touch with the passed applicants after the process, e.g. there could be named persons in GCF ry, whom could be contacted if needed by the GCQLabel service providers. This was seen beneficial both for GCF ry and labels owner to pass information both ways, i.e. for GCF ry to see how qualified services are taken into market and businesses to develop their services further on.

4.3 GCQLabels from the online survey's perspective - results from the web survey

Main focus: General atmosphere around GCQLabels' identity, equity and development ideas for the future.

Key questions: About label, logo, image, recognition and improvement ideas. Main focus on questions like, are GCQLabels seen as a brand and what people think of them and their meaning, e.g. for GC field? And how to brand GCQLabels? As well as other remarks from online survey?

Online survey got 64 answers in total. 36 (56 percent) of respondents had studied at least GC basic course of five credits and 22 (34 percent) produced GC services in their own businesses. Four (6 percent) of the respondents had the GCQLabel. When asking if people were interested in applying GCQLabel in the future 41 (64 percent) said yes. 27 (42 percent) said that they are interested to apply LuontoVoima label and 18 (28 percent) LuontoHoiva label. 12 (19 percent) wanted to apply both in the future. The rest seven (11 percent) left the question open. Reason for not applying the label yet were (people were able to choose more than one option from predesigned answers)

- GCQLabel is expensive (18, 28 percent)
- GCQLabel is only for one service or service-entity and not for the whole business (14, 22 percent)
- One does not need GCQLabels to provide Green Care services (13, 20 percent)
- Application documents are in process (11, 17 percent)
- Application process is too heavy (6, 9 percent)
- Application process is confusing (6, 9 percent)
- I don't believe that the label will give me added value (6, 9 percent)
- I'm not interested in applying the label but I think that GCQLabel system is valuable for the development of GC field (6, 9 percent)
- The service I'm producing does not fit into GCQLabels' criteria (6, 9 percent)
- It is difficult to find qualified employees to produce the service (1, 2 percent)

Open answers and additions for not applying the label were that either respondents did not have operating businesses yet or that they felt the GCQLabels were too expensive for small businesses. Few mentioned that they did not have enough information about the subject or that the system is not flexible enough either for really small businesses or large companies which have more complex business structure or businesses whose services live up constantly. One note was: “There is too much labels in the world, and it’s annoying.” Following Figures 9–18 show the background of online survey respondents and summaries of their responses.

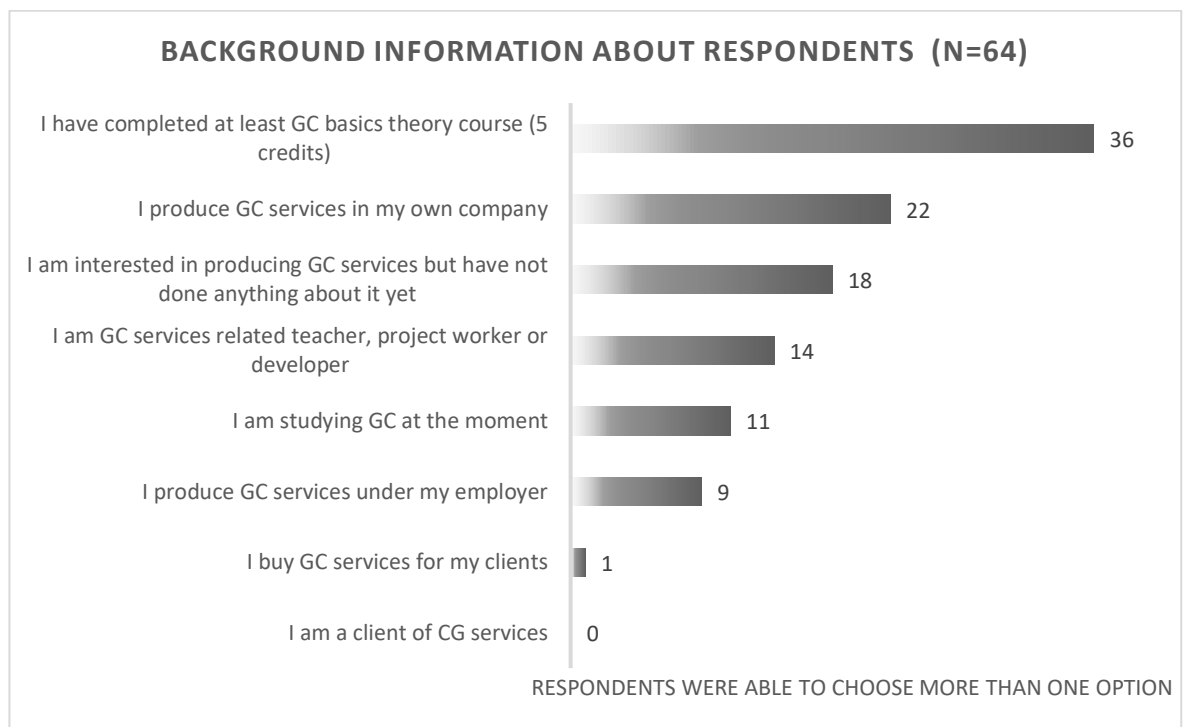


Figure 9. Background information about respondents (online survey).

The most common place where the GCQLabel information was given to respondents were in education units. 19 (30 percent) heard from GCQLabels the first time via studies. Other most mentioned channels were internet, workshops, seminars or other similar events. More in Figure 10.

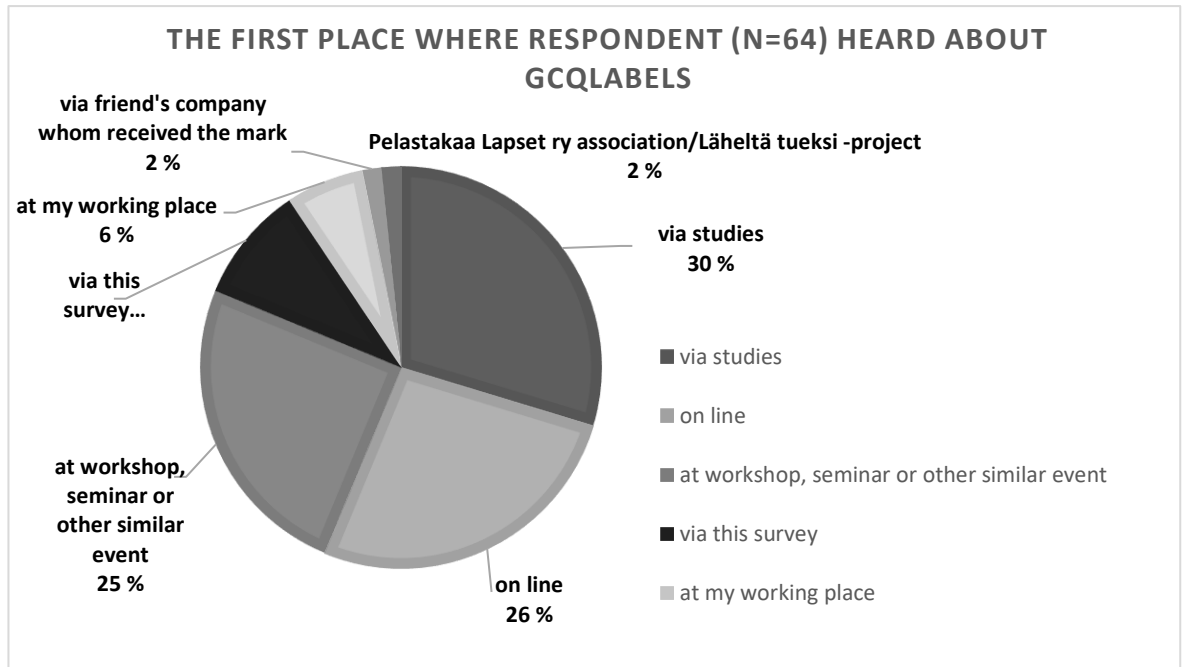


Figure 10. The first place where respondents heard about GCQLabels (online survey).

Almost all respondents felt that they knew what GCQLabels are and what they stand for, only 7 (11 percent) did not know what they are. Also, the answer for the question is it easy to find information about GCQLabels was mainly yes (54, 84 percent). The questions about respondents' knowledge about applications process, like needed documents and qualifications were more difficult and there was mentioned more lack of knowledge. Results of the respondents' knowledge of GCQLabels in Figure 11.

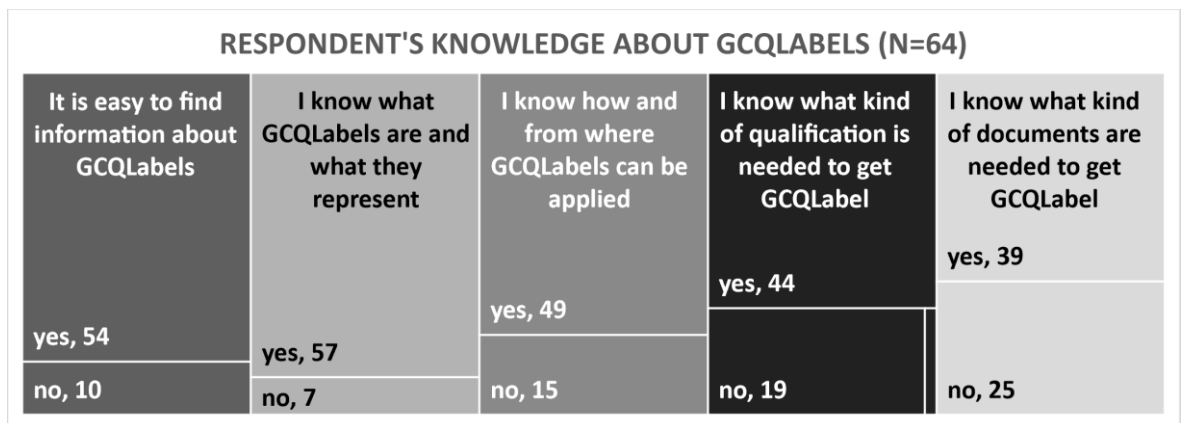


Figure 11. Respondent's knowledge about GCQLabels (online survey).

Online survey respondents gave the overall grade for logos 3.3 which implemented that logos were seen more than good in general. Respondents liked the most about the coloring and least about distinctiveness. There were also sixteen open comments about logos, which were

- why the child is been thrown away in the logo (mentioned 4 times)
- it would have been nice to have a tree in the logo (mentioned 4 times)

Individual comments were like “I’m not sure if I would like to have these logos on my web pages, they do not look like quality labels”, “logos are too similar, it’s difficult to separate them”, “first association was that they are playground signs”, “they should include the text that this company/service has been granted for quality label”, “why there are two individual labels”, “there is too much blue on them, looks like people are floating”, “they should be more factual, now they are a bit too naive, also font is old fashionable” and last but not least, the only positive comment was that “logos are beautiful and sympathetic”. Grades for logos are shown in Figure 12.

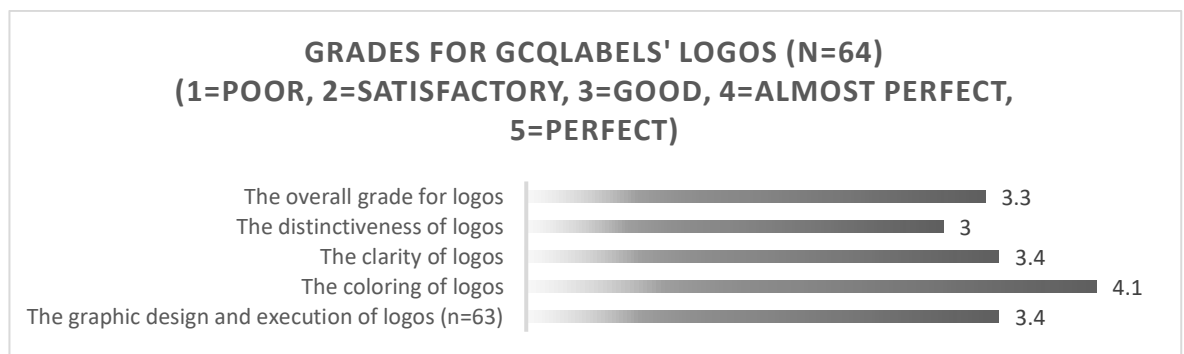


Figure 12. Grades for GCQLabels' logos (online survey).

When asking respondents to pick up one from two opposite sentences (n=64 if not mentioned otherwise), according to respondents the most agreed statement was that GCLabels' added value needs development (63, 98 percent). Other highly agreed sentences were GCQLabels' demand is increasing (60, 94 percent, n=62), GCQLabels are needed (60, 94 percent, n=63), GCQLabels are not known (59, 92 percent), GCQLabels are reliable (56, 88 percent), the use of GCQLabels increases the appreciation of the Green Care field (55, 86 percent, n=62), GCQLabels are a competitive advantage (49, 77 percent), GCQLabels ensure service quality (48, 75

percent, n=63), and GCQLabels are a brand (38, 59 percent, n=63). The only statement that got more deviation was about application process. 31 (48 percent, n=59) felt that application is difficult, 28 (44 percent) said it is easy and the rest left the question open (5, 8 percent). Figure 13 gathers respondents' answers about GCQLabels' identities based on pre-designed pare of words

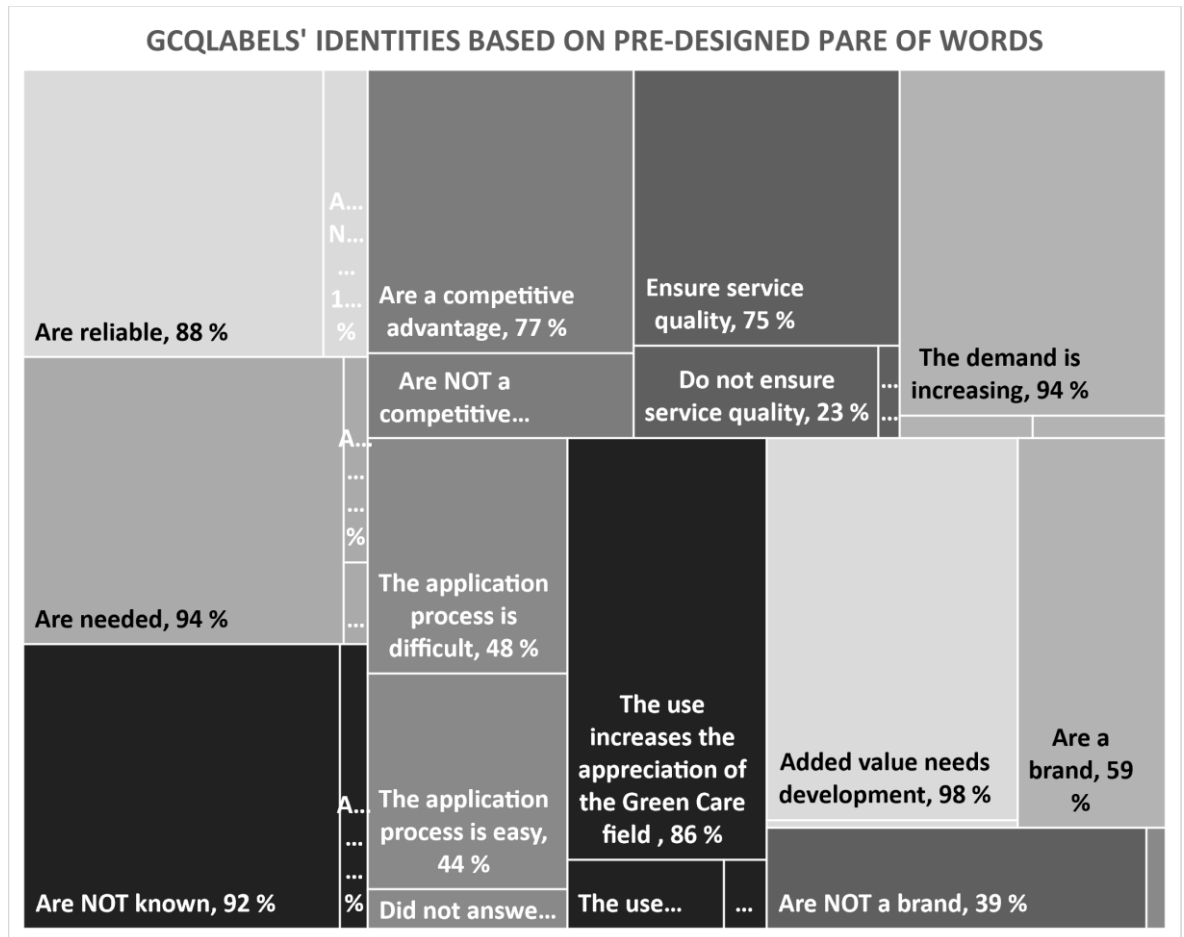


Figure 13. GCQLabels' identities based on pre-designed pare of words (online survey).

According to online survey respondents GCQLabels are most known by operators at the field and should be more known among service purchasers and clients. Service providers (businesses) and welfare and health sector were also mentioned (both public and private, as well as operators and decision makers) as a target group. More in Figures 14–15.

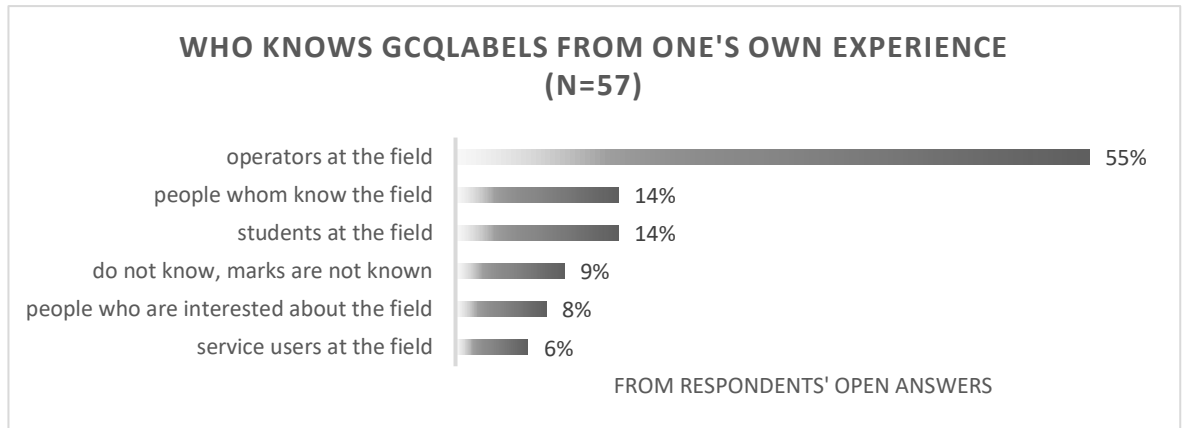


Figure 14. Who knows GCQLabels from one's own experience (online survey).

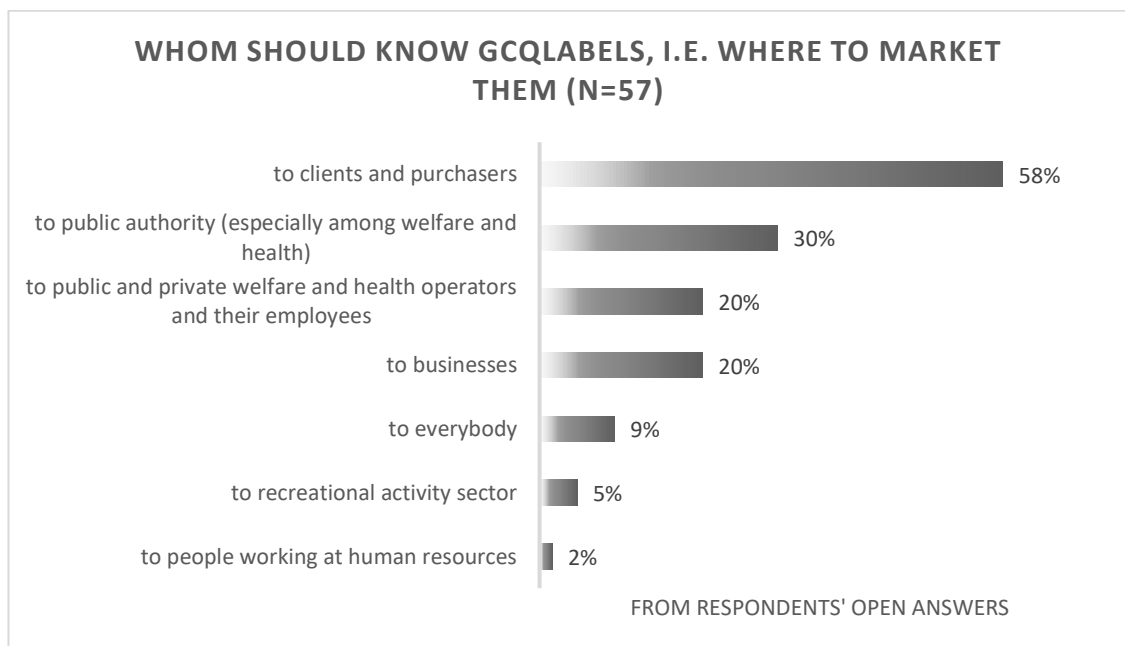


Figure 15. Whom should know GCQLabels, i.e. where to market them (online survey).

The awareness of GCQLabels were suggested to accomplish with presentations and basic but noticeable marketing. Especially social media, e.g. Facebook, Instagram were mentioned but also tv, papers and different kind of events were seen as tools to increase public knowledge about GCQLabels. People wished that there would be more examples of service providers available and that there would be a campaign about the topic too. Easy to read information packages were also mentioned few times. Summary of answers of needed awareness tools in Figure 16.

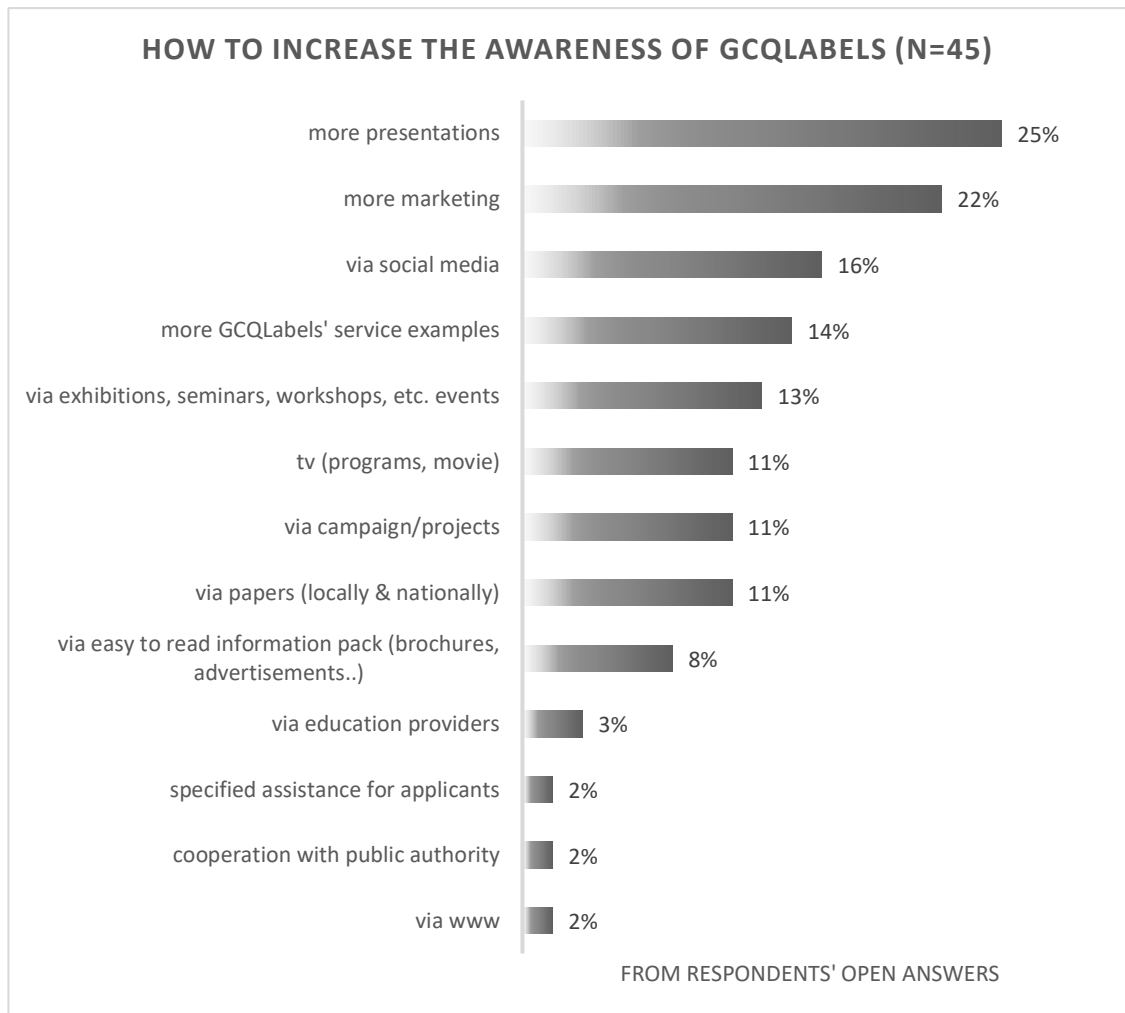


Figure 16. How to increase the awareness of GCQLabels (online survey).

When asking about the equity of GCQLabels, online survey respondents saw that the value of GCQLabels for the GC field in general is between big and huge with the grade 4.4 (1=almost none, 2=very small, 3=some, 4=big, 5=huge). People also thought that the value of GCQLabels is more than big for

- GCF ry association
- for the service provider/organisation
- the image of service provider/organisation
- buyer
- service's value creation
- the content of the service

The value of the GCQLabels for the competitiveness and for the client were seen less important but still close to big in online survey. Fourteen out of 64 respondents answered to the question about are there anyone that do not value or see the value of GCQLabels. The most common answers were about people that either do not know the topic or labels or do not care about nature, or to those whose main concern is on prices and not about the quality or something else than costs of the service. Then again, two mentioned that small businesses may not see the value because of GCQLabel's high expense. Figure 17 shows respondents' thought about the value of GCQLabels.

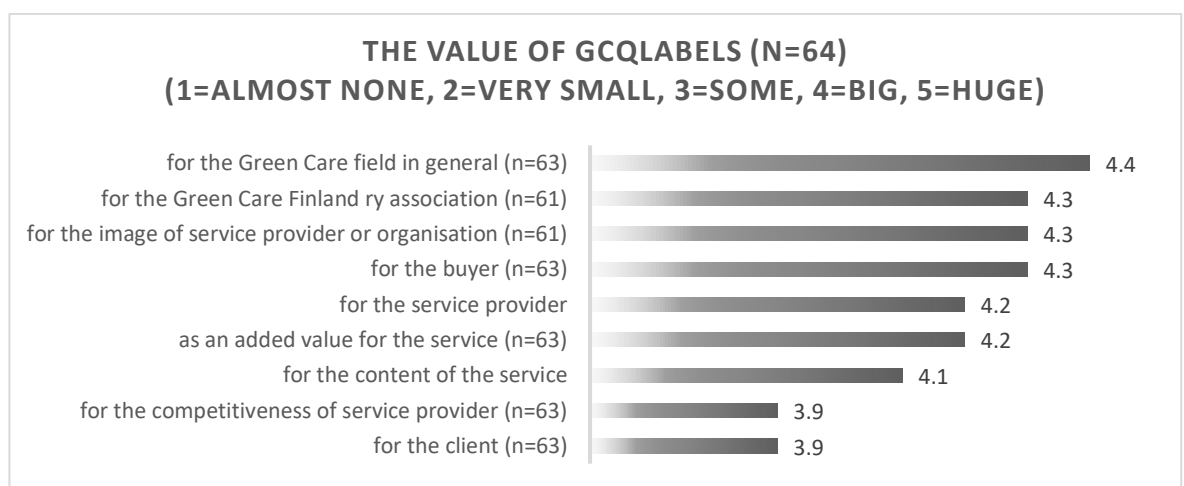


Figure 17. The value of GCQLabels (online survey).

The open question how people would increase the value of GCQLabels and brand them got 28 answers. Few mentioned that they did not know how to brand GCQLabels. Respondents pointed out factors such as more visibility to GCQLabels and awareness of service criteria and professionalism, e.g. by keeping the focus on high standard criteria such as quality, education and reliability. Rest of the comments were about need of pioneers and time. Equally important was to find ways to make sure that certified service providers benefit from having GCQLabel. The most mentioned development ideas are shown in Figure 18.

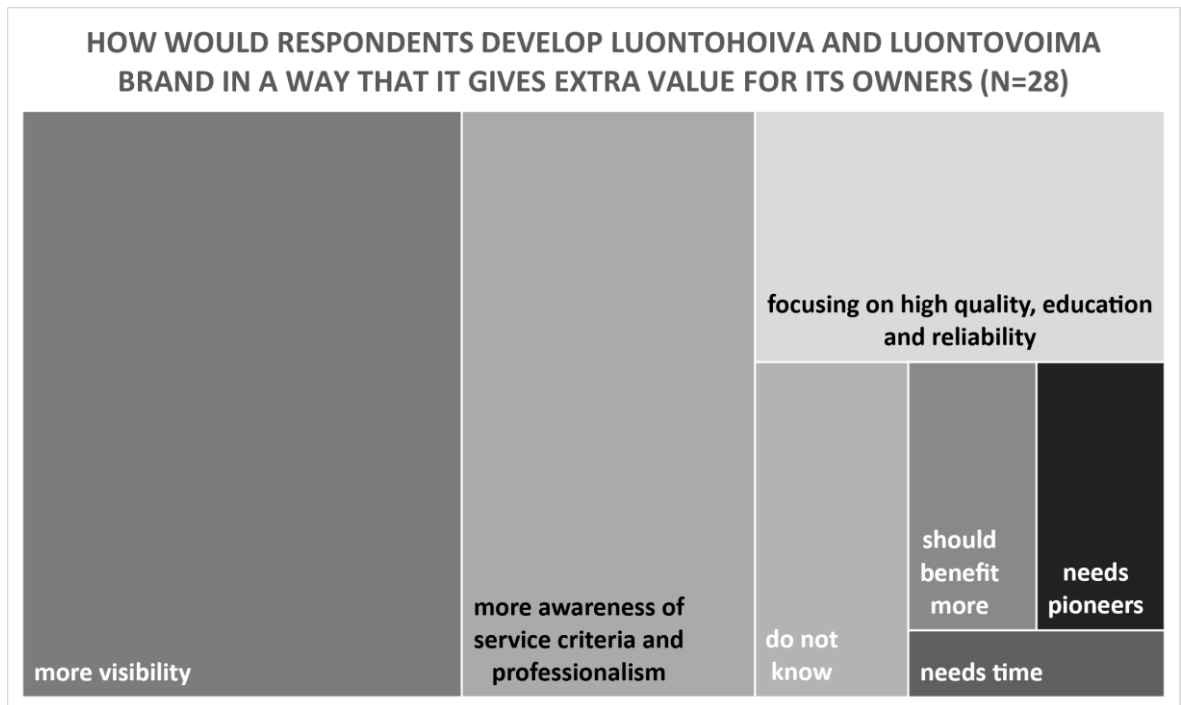


Figure 18. How would respondents develop LuontoHoiva and LuontoVoima brand in a way that it gives extra value for its owners (online survey).

4.4 Special notes and analysis from certified service providers' and management's interviews and online survey – differences and similarities

Overall GCQLabels' certified service providers, GCQCommittee and online survey respondents all see that the image of GCQLabels is good at the moment, although with the remark that GCQLabels are not really well known yet. Also, GCQLabels' logos were seen better than average. Though, there were notes that the words Green Care could be added into logos somehow but also notes that labels should be left like the way they are to avoid confusion. Also, the label of confusion between GCF ry logo and GCQLabels logos (Figure 19) was alarming, in which all users of GCF ry logo were associated of having GCQLabel. Therefore, it might be reasonable to add "this service has been granted GCQLabel" into the GCQLabel logos, e.g. above or under it in small font. On the other hand, similarities in logos can help in branding, after all they can be related into association and its cause.



Figure 19. Association's logo vs GCQLabel logos

The most important channel from which people got familiar with the GCQLabels were educational units, GC projects and GCF ry associations web pages. Only group which saw GCQLabels already a brand were online survey respondents. 59 percent said that GCQLabels are a brand. Then again, 25 percent of GCQCommittee and 33 percent of certified service providers said that GCQLabels are already a brand. Notably, common to all groups was that GCQLabels' branding work needs more certified service providers, visibility and knowingness of GCQLabels and GC in general. Target groups were especially possible service users/buyers in social welfare and health care industry. Some of the certified GCQLabel users would like to see quality labels as one of the services purchasing decision criteria in the future too. Basic marketing tools, such as campaigns, publications, social media, events

and other media channels were mentioned as tools to increase the GCQLabels' awareness. GCFLy associations role in marketing was pointed out several times. Certified service providers also wanted more cooperation between association and businesses after GCQLabels were granted, e.g. from marketing perspective. Also, the meaning of education was pointed out in all groups. Accessibility to GC related courses was seen as a way to improve peoples' awareness of GCQLabels but also a way to increase GC service's quality among service providers. Some people even wanted to lift GCQLabels' GC education criteria higher than five credits. Education criteria was also pointed out to be one of the ways to brand labels and to keep the GCQLabels' existing image high.

Special note from *online survey* is that 56 percent of online survey respondents could be seen as possible GCQLabel candidates if thinking the criteria of demand of 5 credits of GC education, i.e. they have finished GC basic course studies. Also 64 percent said that they are actually interested in have one. At least in this particular group of people the interest of GCQLabels is good. Then again, 34 percent of online respondents already produced GC services and 6 percent has already applied and received the GCQLabel. The most referred reason for not applying the label was its high cost. Other content highlights from online survey were that respondents felt that GCQLabels' demand is growing (94 percent felt this way) and the use of GCQLabels help to increase the meaning of GC in general. On the other hand, it was seen that labels' added value needs developing (98 percent felt this way), though labels were seen as a competitive advantage already (77 percent felt this way). Overall, from this result GCQLabel do have a demand, but to keep the demand alive GCQLabels added values need promotion in a way that also financial input to having the label is seen worthwhile.

Special note from GCQLabels' certified service providers' interviews is that GCQLabel were seen as a tool to show businesses' professionalism and service quality. 75 percent felt that GCQLabels do bring the added value to the GC field as a whole too. All in all, application process was seen demanding but instructive. There were seen no large-scale problems in the process if applicants got help from local GC project. Then again, almost half of the online survey respondents felt that application process is difficult but it was not because of lack of information, because 84 percent

felt that information was easy to find. Therefore, there is no signs that information cap about the process is the reason for small number of applicants. According to certified GCQLabel service providers the most challenging part in the application process is to write down the service process. GCQCommittee also pointed out service process description as a one of the most frequently arising issue, adding that client's perspective is generally forgotten in the service process, as well as the goals from target group's viewpoint together with ways how particular nature-based interventions are designed to meet these pre-set goals.

Other note is that even though GC service is based on theoretical background, according to GCQCommittee the actual description in GCQLabel application should be more about how nature-based intervention theories are implemented in practise, i.e. application should implement adaptations and professionalism of the service which are taken from nature-based intervention theories. What makes this interesting remark is that even though applicants felt that the document filling needs academic writing skills, GCQCommittee wanted answers to be more concrete. For this reason, supplementing requests did usually concern about concrete examples of the service process, not about general theories of GC. In a word, this puts GCQManual in the spot again. After all, the whole application is based on it, e.g. how the questions are framed and applicants present their services. Though, reason for not getting right service description from the first attempt can also be because of lack of contextual understanding of GC. In this case lack of knowledge how to narrate what nature-related interventions are in actual practise and why they are been used in this particular service.

In addition, both GCQCommittee and certified GCQLabel service providers felt that application process would benefit from updating GCQManual. Both groups saw that text, especially questions could be more simplified. Especially certified GCQLabel service providers wanted less the feeling of need of academic writing skills. Both groups also pointed out the fact that renewal process is still open which therefore needs more clarifying sooner the better. Also contacts between GCQLabel service providers and GCF ry / GCQCommittee especially after the label is been granted was seen poor and therefore needs improvements. One note from certified GCQLabels service providers is that only 42 percent said that they will absolutely apply for

extension after three years validity time. Then again, only two felt that they have had very small indirect financial benefits from GCQLabels. The most common opinion was that there have been none financial benefits yet. Although this was seen changing after the GCQLabels are more acquainted, e.g. among service decision makers. One way to increase the awareness but also the financial benefit of GCQLabels from certified service providers' perspective is not only to develop a branding model for the concept but also put the model into practice. For now, it seems like the system around GCQLabels has focused on handling application process but not on promoting the labels into the market. According to this research it is suggested to start launching GCQLabels more intensely e.g. with a branding model for the concept of GCQLabels.

5 DEVELOPMENT MODEL FOR GCQLABELS' BRANDING WORK

According to Gad's (2002) 4D branding model, in which 4D presents four dimensions: social, ethical, psychological and functional, brand work needs description of brand code's core message which is connected to brand's purpose, vision, values, product/utility values, competence as well as to style. All these factors together can help visualising the brand work. Gad says that brand is like DNA which consist of different kind of parts. Separating existing or new idea of a new brand to pieces can then brighten the brand work. This chapter gathers this Master's thesis research results into previously presented branding model (Figure 2) which content was taken from the GQLabels' online information. Focus is on combining research findings to previously presented model in a way to help deepen GCQLabels' brand work and management in the future. In addition, new model includes GCQLabels' image and equity dimensions which is why this new model is named GCQLabels' 4D⁺ brand model.

Brand code's core message of GCQLabels

Like presented in Figure 2 (adaptation of Gad's brand model) GCQLabels' brand code's core message (includes functional, social, psychological and ethical aspects) is based on GC concept, i.e. wellbeing from nature related interventions which highlights engaged participation and personal experiences which consists of nature, animal, horticultural and farm related methods that are being used with professional, responsible and goal-oriented way. According to this research GCQLabels' brand code's core message should highlight especially *service quality and professionalism* in the GC sector. Certified GC services are seen as *high-quality examples of GC services*. Factors such as scientific background of used nature-based interventions, goal-, client- and nature-orientation as well as the focus on guidance and reflection are in important role when granting the GCQLabels (Ilmarinen & Salonen 2019, 202–203).

Purpose of GCQLabels

Previously GCQLabels' purpose was presented to increase acknowledgement of the meaning of nature related interventions for human wellbeing, either it is a question of social or healthcare services or other preventive or recreation goal-oriented services. According to this research the main focus is also in *defining and standardising GC services*. GC service's purpose is, e.g. to increase peoples' health and wellbeing with guided participatory service processes in which connection to nature is one of the main elements (Ilmarinen & Salonen 2019, 203). At the moment the visibility of GCQLabel is seen low. The purpose to increase awareness of GCQLabels and the concept of GC needs additional resources, like a campaign project. This campaign could use e.g. certified service providers who all felt proud to have a document/certificate which said that their service is been categorized as a quality GC service. On the other hand, giving service providers a tool to express their GC professionalism can be seen as a one purpose of the GCQLabels.

Vision and values of GCQLabels

Previously GCQLabels' vision was presented to build GC brand. Also, values such as ethics, laws and regulations are followed in the service, as well as responsibility towards environment, animals and humans are in important role. According to this research vision should state strongly GCQLabels' *significance in social, healthcare, wellbeing, preventive and recreation service sector* together with pointing out service's *sustainability and environmental friendliness*. Also highlighting the values and elements of granted services individually could increase positive awareness around the whole GCQLabel system. In addition, service has *safety documentation* and these documents are been gone through by GCQCommittee in a way that nature-based intervention's safety issues are been acknowledged in the service.

Product/utility value of GCQLabels

GCQLabel *product/utility value* was presented before that it is a first Finnish Green Care quality label for Nature Care and Nature Empowerment services. According to

research brand work should highlight more that GCQLabels are *granted only for professional service providers who know how and what kind of nature-based interventions can be used to accomplish wanted results which are linked to client's needs*. GCQLabel documents presents what kind of GC elements are being used in the service, and how and why they are being used, as well as how selected GC elements can effect on client's health, wellbeing, rehabilitation or quality of life (Ilmarinen & Salonen 2019, 205). According to this research GCQLabels' are reliable and have a good image at the moment.

Competence of GCQLabels

GCQLabels' competence was presented in Figure 2 that GCQLabels are only given to services which pass the evaluation process and eligibility criteria. Labels are subject to a fee and valid three years at a time. Application process is managed by the Green Care Quality Committee, which members are Finnish Green Care experts. According to this research brand work should also bring out more *grantors' professionalism and expertise on the field* which can also give more competence for the labels also from public social and health care sector viewpoint. In addition people felt that GCQCommittee goes through the papers very thoroughly. Also, the fact that *GCQLabels are not that easily given* can increase the value of GCQLabels. Strick but fair criteria should therefore be left in the process. Also, *service providers' professionalism both in their own field but also in GC* could be more used in showing GCQLabels' competence. The question does the education criteria of GC be even higher could be one of the factors that could be also discussed more in the future. Is then 5 credits basic GC course enough and how many of the service providers should pass the education criteria if the applicant is a large organisation are important questions from competence point of view too.

Style of GCQLabels

GCQLabel style is based on two logos, one for NatureCare, other for NatureEmpowerment. According to this research logos could have reference to GC term, e.g. with

the text *this service has been granted Green Care quality label*. Otherwise it was noted that the style should be kept the same to avoid confusing public about the labels. Although campaign could use more real-life examples, e.g. videos, articles, blogs, social media posts and other vivid and viral marketing factors in publicity work to make services more know but also to make them more approachable.

Adding research results and summaries to Gad's 4D brand model (Figure 2) GCQLabels' brand work could use following 4D⁺ brand model (Figure 20) to help possible promoting work in the future (additions in bold):



Figure 20. GCQLabels' 4D⁺ brand model. Additions to Figure 2. Originally the concept of 4D brand model was presented by Gad (2002, 199).

6 CONCLUSION AND DISCUSSION

According to this research GCQLabels have brand features, like unique identity, positive image and large potential to differentiate from others in the market. Thus, GCQLabels meet the demand from service providers' perspective by showing clients/buyers that they produce qualified GC service. On the other hand, only people that know GC and these labels see the added value at the moment. Therefore, the main problem of the concept is that the group of knowing people is quite small. As a result, GCQLabels need more promoting and visibility. Also, among people that are not related to GC or involved in GC field. This requires more resources and input from the GC F ry association's part. Then again, certified GCQLabel businesses/organisations do have a large role in GCQLabel branding work. Equally important is to emphasis the fact that GCQLabels are granted only for one service or service-entity and not for the whole business or organisation. On one hand, like Taipale (2007, 25–26) pointed out poor service quality can ruin the brand. This was also noted by certified GCQLabel service providers. This in mind, many of the interviewees said that GCQManual is a very good quality control tool by helping service providers to develop their service further on also after receiving certificate.

In fact, the idea of consistency in GC services can also be accomplished by GCQManual. After all the first part of the manual presents the background information about GC services and the second part guides service providers to implement their knowledge in action by pointing out issues that are important when providing quality in nature-based, experiential, participatory, professional, responsible and environmentally friendly GC services. At the same time, according to this research the most referred part that need improvements in application process was stated to be GCQManual. Issues that were seen problematic according to applicants were such as technical issues, like text did not fit into boxes or into the prints but also the feeling of too academic approach and the need of good writing skills caused confusion. All these problems can also affect to the future use of manual after the certification as a part of service quality controlling or development tool. Then again, the need for good writing skills can cause the lack of applications if the process is felt to be too demanding. Thus, analyzing GCQManual needs further inspection, e.g. with random test group who gives more detailed piece by piece feedback. Test

group should represent different kind of perspectives, i.e. small entrepreneurs, large organisations, different kind of nature-based services, one service and service-entity applicants and service providers all around Finland, etc. In this research people saw that the most problematic context in GCQManual was writing down the service process as wanted because they did not really know what written service process should include and not to include, but also like some interviewees said all in all manual should only include essentials that presents the service quality in a way that it is not too overwhelming for applicants and to GCQCommittee. All questions that are not important and do not show service's quality should be cut out from the manual. This puts questioning in key role. What and how to ask are topics that need further development. New question framing may also help to lighten up the feeling of too academic approach. On the other hand, manual needs to be precise after all it is the main document and approvals are done according to papers.

In addition, although some applicants wanted to have more contact with GCF or GCQCommittee in the process, also face-to-face visits, it was also seen problematic if it would assumingly increase the cost of the label. Therefore, people suggested more low cost after check-in, but not emails but phone calls. Though, the idea of having email check-in was seen better than nothing, like it has been at the moment. Reason for the lack of after management, like contacts might be because the actual project that mainly was responsible for developing the GCQLabels' system has ended and therefore the resources as well. Being an association, GCF ry do not have the capacity to take the control of every aspect of the system in a way without extra funding and resources. This can be a severe problem for the whole system further on. Rather than keeping the GCQLabel system alive, association should be able to improve it all the time, but how without added resources can be a bit of a problem. Then again, all extra development cannot be passed to GCQCommittee whose work load should be kept manageable. Committee work need certain type of expertise which can also cause problems in the future because replacements of its members may not be so easy to find. Also, the financial benefit of the work does not rope into work, other factors such as being part of developing GC service sector and field in general, but also being part of defining Finnish GC were seen more important than received payment. One way to keep the working environment positive is to provide functional tools to do the job. Is the cloud server the best possible instrument

for this is another question, although understandable because committee members are all located all around Finland. Even so, questions such as is this present cloud system protected enough, what if someone deletes documents by accident, can third parties easily access to it, and so on should be taken seriously. Association's role of making sure that tools are proper and that working culture is positive are then important. Thus, all basic management issues that can be handled in the main office is advisable, as well as other support work for GCQCommittee, e.g. assistance in decision meetings.

At present GCQCommittee's actual granting work load has been manageable, after all there have been relatively small number of applicants at the moment. What if the branding work succeeds and the amount rises? Can six people handle this? Therefore, ways to simplify the granting process in a way it does not affect on results and the quality of certified GC services is needed. Now GCQCommittee has developed check-in lists and pre-designed email drafts but the most important way to reduce GCQCommittee work is to make GCQManual to work in a way that there is no need for fulfillments, like in almost every case at the moment. How to make sure that applicants answer matches to GCQCommittee's request is a most important issue, if the GCQManual is been developed in the future together with keeping the received documents simple but precise about the topic in question. One interesting note from GCQCommittee member was that applicants should be more aware of the fact that when they are applying Green Care quality label, therefore they should focus on producing documents that show that *GC is the service* and not just a tiny part of some other service. Quite an important remark from both viewpoints.

However, the interviews showed that the GCQCommittee members do constant system's development work all the time. On the other hand, this is really good but can also be overloading if the improvement list seems endless. At the moment subject like management check-in list is in process. Then again topics like defining case-specific education criteria, separation of Nature Empowerment and Nature Care services and service or service-entity need further specification. According to interviewees the difference between Nature Care and Nature Empowerment service is seen confusing at the moment. One question is, why there are two different la-

bels? On the other hand, separation is justified because of the Finnish way of defining GC, e.g. because of differences in legislation but also because of services' different kind of target groups and especially differences in client needs, but then again both services have to fulfill similar criteria so that they can be called GC services. This arises the question, is there a different value between LuontoHoiva (NatureCare) and LuontoVoima (NatureEmpowerment) labels and if so, is it necessary and even harmful for the GCQLabels system? As an example, interviewees mentioned that they had applied NatureCare quality label but received NatureEmpowerment label instead. They felt that this was a bit confusing, after all their professional background was associated in healthcare. If this is confusing to people that assumingly know the difference, how does it look like for the public? As a matter of fact, the separation between these two labels needs better transcription, especially to show the special element of both labels, i.e. what is common and then again different. One GCQCommittee member made a good point that because the GC field is so multi-professional it also set challenges to define common standard. As a result, even though pre-designed tools seem good, in the end the applications and service cases can differ totally from previous applications documents.

As has been noted, in this paper the main focus group from branding perspective was especially certified GCQLabel service providers. After all, the label has no meaning without its users. The question why the amount of certified GCQLabel service providers is so small after 2–3 years' time is still interesting. Overall one way to make GCQLabels more visible is to make sure that labels and service providers are seen and noted in their service sector with steady growing amount. The idea of giving marketing help to certified GCQLabel service providers, e.g. with simple guidelines how to market this particular service aside logo materials would be both useful to service providers but also to GCF ry. GCQLabels' brand work needs also a plan. Branding should emphasis of course the quality but also professionalism, reliability, responsiveness, goal orientation and sustainability of the nature-based service. Also, grantors' expertise should be more public. Then again, many noted that even the GC term is still confusing for most of the people. Could qualified and certified GC service provider examples be the answer to this problem by showing what GC is really meant to be and mean also from client's perspective? One interesting arising topic from this research was that many people highlighted GCQLabel services'

environmental responsiveness. One even said that they had looked for quality label from this viewpoint and GCQLabel ended to be the only available label for them to present their environmentally friendly ideology. This is an interesting remark and therefore could be used more in GCQLabels' branding as well. Also, in Gad's model ethical aspects were seen one important dimension of branding work. Care for green values and nature were seen essential part of the label. In brand literature there is also the concept of green branding which is not just making things look green but actually be green. After all, GCQCommittee also checks out how environmental issues are taken into consideration in the service. Highlighting this aspect for possible clients/buyers might also benefit the service provider.

To sum up certified GCQLabel service providers' thoughts and viewpoints factors such as ideologies like environmental responsibility and sustainability, but also the need of GC education and improvements in GCQManual, as well as cooperation between association and certified GCQLabel users were mostly referred at. Also, the need of good academic style writing skills while applying the label was seen problematic, though many saw that GC courses can solve this problem. People also said that without GC education there is really no base for certified GC services. Thus, if the GC field or GCQLabel concept want to expand and be more known, there has to be more open GC courses available, all around the Finland. Then again, according the online survey one reason for not applying the label was seen high cost, even though according management it is self-published price. Even so the price can still be too large especially for small entrepreneurs. Especially if having GCQLabel do not give extra financial income the cost might seem even more unfair. To avoid the negative circle of input-output, i.e. feeling of giving more than receiving back, there is a need to increase more benefit side for service providers. At first, this would be as simple as showing public what GCQLabels really presents and why they are needed in GC field but also in service sector in general. In this association's role cannot be highlighted too much. Like online survey presented, the application process did not give any major reasons for service providers for not to apply one, after all people felt that all needed information is well presented online.

One reason that was stated by the respondents to the online survey for not applying GCQLabels was that people felt that they can provide GC services without this type

of quality label. This is true at the moment, but could it be that in the future large organisation buyers in the welfare and health sector would require GCQLabel from its all GC service providers? After all, because of the evaluation process the service has already been checked and approved to be professional client-goal-oriented quality service. If GCQLabels are one part of the buyers' criteria the GCQLabels' equity, as well as brand identity would be close to the state GC service providers would like it to be seen – being a certificate of professional nature-based quality service. Also, several brand-related publications state that brand helps people to make their purchasing decisions and give companies a competitive advantage. Also, as Silen (2001, 123–125) says, brand can give companies a cause to ask for better price from their services. But then again, like in this case brand is not brand it is not known among buyers. Furthermore, it is not just the knowingness of the name of GCQLabel - *it is about awareness around the name*.

Other interesting remark from this research is that one interviewee brought up the term of GC generations. This is an interesting topic and absolutely something that could be researched more in the future. How differences between generations effect on GC field in general and also on GCQLabels' branding work? From this viewpoint educational units can have a big role, how they present or not present the topic, etc. Also, many of the interviewees said that quality aspect of the service is closely related to received GC education by the service producer. Some even pointed out that GCQLabels' GC education criteria should be higher to make sure that people do not only understand the term of GC but also know how to guide clients through the service with nature-based interventions. It was also seen that if applicant had problems in writing the key factor passing through the application process was that applicant's own nature relationship got clearer in the process. This helped them to think the service process through client's eye and then design the nature-based interventions more specific.

Altogether, according to this research GCQLabels do have an impact for the GC field by defining what Finnish GC means and how nature-related wellbeing, health and social services are being produced. Even though the financial benefits of GCQLabels for certified service providers is close to none at the moment, people felt that this can change in the future. To reach not only contextual but financial goals

GCQLabel system needs branding and especially resources for brand work to get more applicants, visibility and awareness around these labels. Creating a concept that is desirable both from service providers' and buyers' viewpoints is important. In this GCQLabel association but also GCQCommittee has a huge role by keeping the criteria high and making sure that only qualified services get the label. Correspondingly, no brand can do miracles if the actual service is poor quality, thus certified service providers are in head role in functional dimension of GCQLabels' brand work. Moreover, GCQLabels' branding needs specific plan and resources that solely do the branding work which include a campaign to increase the knowingness around labels for all around Finland. Afterall, can anything be a brand if it is not commonly known? Also, research of clients/buyers and services end users' experiences is highly recommended. This helps both improving the services but also can give context for branding work. To get more insight of the whole GCQLabel concept the next research question would therefore be, what is the value of GCQLabels for clients and buyers? From the perspective of this research GCQLabels have now more contextual meaning for its developers and service providers than financial but what is the meaning of GCQLabels for e.g. services' end users and their close ones is important also from branding perspective. However Finnish concept of GC and GCQLabels has become more clear year after year. Still the future of GCQLabels is a bit unknown. Then again, what if GCQLabel concept got the status they are meant to have in their service sectors, is there a possibility that GCQLabels can even become a model of qualified GC services worldwide in the long run? But like said, concept needs much more promoting work and breakthrough in Finland first.

Validity, reliability and ethics

According to Hirsjärvi et al. (2008, 35, 49) there may be seen certain problems that need to be taken into consideration when doing interview research. These are interviewer's lack of experience doing interviews, interviewees' tendency towards socially acceptable answers, data analyzing and interpretations of data. Interviewees' answers are also been influenced by interview situation itself, as well as interviewer and interviewer's way of presenting questions and receiving answers. Thus, these

were taken into consideration when planning and doing the interviews. First, was to do proper analyze and choice of possible interview themes that reflected to the theoretical background. Secondly, creating a model for interview situations that they were similar in every situation and recording them. Thirdly, avoiding data misinterpretations by transcribing recordings and quantitative methods on analyzing and presenting the data. Also, the possibility that not everyone from the predesigned sampling will participate on this research was taken into consideration as well. This was minimized by simplifying the actual interview, sending question structure and notice about the research's purpose beforehand but also pointing out that all interviews (except one expert interview) will be done anonymously. All interviewees were also given the Privacy Statement of the Scientific Research, in which the anonymous was also highlighted. In addition, though the research paper is in English, all interviews and papers to interviewees were sent in Finnish. Therefore, this was taken into inspection to make sure that translations are accurate when writing the actual research findings to paper.

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APPENDICES

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APPENDIX 1. GCQLabel service providers' interview question frame (in Finnish)

Teemahaastattelu**Taustatieto**

LuontoVoima/LuontoHoiva

Teema 1: Laatumerkki (GCQLabels' identity)*Logo*

Miksi hait(te) juuri tätä laatumerkkiä?
 Mitä mieltä olet merkeistä?
 Tuovatko merkit lisäarvoa alalle?
 Ovatko laatumerkit mielestäsi brändi?
 Mitkä tekijät tekisivät laatumerkeistä vahvan brändin?
 Mitä mielikuvia merkkien logoista tulee ensimmäisenä mieleen?
 Arvosana (1-5) logojen (5=erinomainen)

- *graafisesta suunnittelusta ja toteutuksesta?*
- *väreistä?*
- *selkeydestä?*
- *erottuvuudesta?*
- *logojen kokonaisuudesta?*

Tunnettuus

Muuttaisitko logoja jotenkin?
 Ketkä oman kokemuksesi mukaan tuntevat merkin?
 Keiden pitäisi tuntea merkki ts. kenelle merkkiä tulisi markkinoida?
 Millä keinoin merkin tunnettuutta voisi lisätä?

Käyttö

Miten käytät laatumerkkiä ja logoa toiminnassasi?
 Tuliko merkin mukana ohjeita merkin käyttämiseen yritystoiminnassa?

Imago

Mitä laatumerkki merkitsee yritystoiminnallesi?
 Koetko hyötyneesi merkistä taloudellisesti?
 Onko merkin käytöstä tullut esille negatiivisia kokemuksia?
 Miten voisit omassa toiminnassasi lisätä merkin

- *käyttöä?*
- *näkyvyyttä?*
- *lisäarvoa?*

Onko sinulla tiedossa, mitä pitää tehdä, jos merkin kriteerit eivät enää täyty, esim. henkilöstön vaihtuessa?

Mitä muuta haluat tuoda esille laatumerkeistä?

Teema 2: Hakuprosessi (GCQLabels' management and licensing)*Oman mielenkiinnon herääminen*

Mistä sait ensimmäisen kerran tiedon laatumerkeistä?
 Päättietokanava merkistä kiinnostuttuasi?
 Oliko tietoa helposti saatavilla?
 Kehittäisitkö tiedon saamista jotenkin?

Oma hakuprosessi

Kuvaile omaa hakuprosessiasi?
 Mitä erityisesti jäi mieleen?
 Mitä mieltä olit hakuohjeista?
 Arvosana (1-5) hakuohjeiden

- *löydettävyydestä?*
- *selkeydestä?*
- *kattavuudesta?*
- *kokonaisarvosana hakuohjeille?*

Työmäärä

Miten itse ohjeistaisit uusia hakijoita?
 Suositteletko merkin hakemista muille Green Care -palvelujen tuottajille?
 Määrittele haun kestoa ja työmäärää?

- *Green Care -työkirjan täyttäminen*
- *Turvallisuussuunnitelman toimittaminen*
- *Omavalvontasuunnitelma (LuontoHoiva-merkki)*
- *Green Care -koulutuksen todentaminen (tai lisäkouluttautuminen)*
- *Sähköisen hakemuslomakkeen täyttö*
- *Mahdollisten lisätietojen toimittaminen*
- *Päätöksen saaminen*

**Teemat 3: Laatumerkkien merkitys
(GCQLabels' equity)**

Arvo nyt ja tulevaisuudessa

▪ *Merkin saaminen postitse*

Oliko jokin asia tai kohta hakuprosessissa erityisen haasteellista?

Miten koet työmäärän suhteessa koettuun hyötyyn?

Muuttaisitko jotain hakuprosessista yleisesti?

Mihin vaiheisiin/asioihin uusien hakijoiden tulisi kiinnittää erityisesti huomiota?

Mitä muuta haluat tuoda esille hakuprosessista?

Koetko Green Care -alan hyötyvän laatumerkeistä?

Koetko yritystoimintasi hyötynneen laatumerkistä?

Kuvaile merkin arvoa yleisesti

▪ *nyt, tällä hetkellä?*

▪ *tulevaisuudessa?*

Koetko, että merkillä merkitystä?

Mitkä tekijät vaikuttavat eniten merkin merkitykseen ja arvoon?

Mitkä tekijät lisäävät/vähentävät merkin arvoa/merkitystä?

Kuka mielestäsi hyöttyy eniten Green Care -laatumerkeistä?

Tuletko itse hakemaan jatkoa kolmen vuoden voimassaoloajan umpeuduttua?

Tuleeko mieleesi ketään, jolle koet, että merkeillä on hyvin vähäinen merkitys tai ei ollenkaan merkitystä?

Miten lisäisit merkin merkitystä?

Onko jotain, mitä haluat erityisesti nostaa esille laatumerkkien merkityksestä ja arvosta?

**Teema 4: Kehittäminen (Development
ideas for GCQLabels)**

Lisäarvon kehittäminen

Mikä on tärkein lisäarvo/hyöty, mitä merkin pitäisi tuottaa palvelullesi?

Miten varmistaisit laatumerkkipalvelujen kriteerien täyttymisen käytännössä?

Tarvitaanko laadunvalvontaa?

Kenelle et myöntäisi laatumerkkiä?

Onko hakuprosessissa mielestäsi ehdottomia kehittämiskohteita?

Miten kehittäisit LuontoHoiva- ja LuontoVoima-merkeistä omistajilleen lisäarvoa tuottavan brändin?

Yleinen kehittäminen

Onko muita merkkeihin tai käytäntöihin liittyviä asioita, jotka vaativat kehittämistä, erityisesti palvelun tuottajan/yrityksen näkökulmasta?

APPENDIX 2: GCQLabel management's interview question frame (in Finnish)

Teemahaastattelu**Taustatieto**

Laatumerkkien hallinto

Teema 1: Laatumerkki (GCQLabels' identity)*Logo*

Syy, miksi työskentelet laatumerkkien parissa?
 Mitä mieltä olet merkeistä yleisesti?
 Tuovatko merkit lisäarvoa alalle?
 Ovatko laatumerkit mielestäsi brändi?
 Mitkä tekijät tekisivät laatumerkeistä vahvan brändin?
 Mitä mielikuvia merkkien logoista tulee ensimmäisenä mieleen?
 Arvosana (1-5) logojen (5=erinomainen)

- *graafisesta suunnittelusta ja toteutuksesta?*
- *väreistä?*
- *selkeydestä?*
- *erottuvuudesta?*
- *kokonaisuudesta?*

Tunnettuus

Muuttaisitko logoja jotenkin?
 Ketkä oman kokemuksesi mukaan tuntevat merkin?
 Keiden pitäisi tuntea merkki ts. kenelle merkkiä tulisi markkinoida?
 Millä keinoin merkin tunnettuutta voisi lisätä?

Käyttö

Miten laatumerkkiä ja logoa tulisi hyödyntää yritystoiminnassa?
 Tuleeko merkin mukana ohjeita merkin käyttämiseen yritystoiminnassa?

Imago

Onko merkin käytöstä tullut esille negatiivisia kokemuksia?
 Miten hallinnoija voisi lisätä merkin

- *käyttöä?*
- *näkyvyyttä?*
- *lisäarvoa?*

Miten merkin saajat on ohjeistettu muutostilanteiden varalta, esim. kun kriteerit eivät enää täyty, vaikkapa henkilöstön vaihtuessa?

Mitä muuta haluat tuoda esille laatumerkeistä?

Teema 2: Hakuprosessi (GCQLabels' management and licensing)*Tieto*

Kuvaile laatumerkkien pää tietokanavaa?
 Onko tietoa helposti saatavilla?
 Kehittäisitkö tiedon välittämistä jotenkin?

Prosessi

Kuvaile hakuprosessia?
 Mitä erityisesti on jäänyt mieleen hakuprosessista?
 Mitä mieltä olet hakuohjeista?
 Miten ohjeistaisit uusia hakijoita?
 Kenelle suosittelet merkin hakemista?

Työmäärä

Kuvaile hakuprosessia hallinnoinnin näkökulmasta?
 Määrittele haun kesto ja työmäärää vaihteittain (hallinnoinnin näkökulmasta)?

- *Sähköisen hakemuslomakkeen lukeminen*
- *Green Care -työkirjan läpikäyminen*
- *Turvallisuussuunnitelman lukeminen*
- *Omavalvontasuunnitelman hyväksyminen (LuontoHoiva-merkki)*
- *Green Care -koulutuksen vahvistaminen*
- *Mahdollisten lisätietojen saaminen*
- *Päätöksen antaminen*
- *Merkin lähettäminen postitse*
- *Muut työt?*

Onko jokin kohta hakuprosessista erityisen haasteellinen hallinnoinnin näkökulmasta?

Kuvaile työmäärää suhteessa koettuun hyötyyn?

Muuttaisitko jotain hakuprosessista?

Mihin vaiheisiin/asioihin uusien hakijoiden tulisi kiinnittää erityisesti huomiota?

Miten jatkoaikahakemusten käsittely tulee tapahtumaan, jos yritykset hakevat merkeilleen jatkoa?

**Teema 3: Laatumerkkien merkitys
(GCQLabels' equity)**

Arvo nyt ja tulevaisuudessa

Mitä muuta haluat tuoda esille hakuprosessista?

Koetko Green Care -alan hyötyvän laatumerkeistä?

Koetko hallinnoijan hyötynneen laatumerkistä?

Kuvaile merkin arvoa yleisesti

- nyt?
- tulevaisuudessa?

Onko merkillä merkitystä

Mitkä tekijät vaikuttavat eniten merkin merkitykseen ja arvoon?

Mitkä tekijät lisäävät/vähentävät merkin arvoa/merkitystä?

Kuka mielestäsi hyöttyy eniten Green Care -laatumerkeistä?

Tuleeko mieleesi ketään, jolle koet, että merkeillä on hyvin vähäinen merkitys tai ei ollenkaan merkitystä?

Miten lisäisit merkin merkitystä?

Onko jotain, mitä haluat erityisesti nostaa esille laatumerkkien merkityksestä ja arvosta?

**Teema 4: Kehittäminen (Development
ideas for GCQLabels)**

Lisäarvon kehittäminen

Mikä on tärkein lisäarvo/hyöty, mitä merkin pitäisi tuottaa palvelulle?

Miten varmistaisit laatumerkkipalvelujen kriteerien täyttymisen käytännössä?

Tervitaanko laadunvalvontaa?

Kenelle et myöntäisi laatumerkkiä?

Onko hakuprosessissa mielestäsi ehdottomia kehittämiskohteita?

Miten kehittäisit LuontoHoiva- ja LuontoVoima-merkeistä omistajilleen lisäarvoa tuottavan brändin?

Yleinen kehittäminen

Onko muita merkkeihin tai käytäntöihin liittyviä asioita, jotka vaativat kehittämistä, erityisesti hallinnon näkökulmasta?

APPENDIX 3: Expert interview question frame (in Finnish)

Asiantuntijahaastattelu

Taustatieto: Kerro kuka olet sekä yhteytesi laatumerkkeihin?

Teema 1: Laatumerkki (GCQLabels' identity)

Mitä merkit ovat?

Miksi Green Care -laatumerkkijärjestelmä?

Miten merkit kehitettiin (historia, rahoittaja, toimijat..)?

Miten merkit ovat lähteneet elämään käytännössä? Mahdolliset haasteet ja onnistumiset?

Millaista palautetta merkit ovat saaneet?

Tuovatko merkit lisäarvoa alalle?

Ovatko laatumerkit mielestäsi brändi?

Mitkä tekijät tekisivät laatumerkeistä vahvan brändin?

Millaista palautetta logot ovat saaneet? Muuttaisitko logoja jotenkin?

Ketkä oman kokemuksesi mukaan tuntevat merkin?

Keiden pitäisi tuntea merkki ts. kenelle merkkiä tulisi markkinoida?

Millä keinoin merkin tunnettuutta voisi lisätä, ja kenen toimesta?

Miten laatumerkkiä ja logoa tulisi hyödyntää yritystoiminnassa?

Tuleeko merkin mukana ohjeita merkin käyttämiseen yritystoiminnassa?

Onko merkin käytöstä tullut esille negatiivisia kokemuksia?

Miten hallinnoija/merkkijärjestelmän kehittäjät voisi lisätä merkin käyttöä, näkyvyyttä ja lisäarvoa?

Miten merkin saajat on ohjeistettu muutostilanteiden varalta, esim. kun kriteerit eivät enää täyty?

Muita asioita, joita haluat tuoda esille?

Teema 2: Hakuprosessi (GCQLabels' management and lisencing)

Kuvaile laatumerkkien päätietokanavaa?

Millä keinoin hakijamääriä voisi lisätä?

Kenelle suosittelet merkin hakemista?

Kuvaile hakuprosessia.

Miten hakuprosessi määriteltiin?

Miten työmäärä on määritelty (hakijat/hallinto)?

Green Care -työkirja

Turvallisuussuunnitelma

Omaohjaavasuunnitelma (LuontoHoiva-merkki)

Green Care -koulutuksen todentaminen (tai lisäkouluttautuminen)

Sähköinen hakemuslomake

Mahdollisten lisätietojen toimittaminen

Päätöksen saaminen

Merkin saaminen postitse

Muuttaisitko jotain hakuprosessista?

Mihin vaiheisiin/asioihin uusien hakijoiden tulisi kiinnittää erityisesti huomiota?

Miten jatkoaikahakemusten käsittely tulee tapahtumaan, jos yritykset hakevat merkeilleen jatkoa?

Mitä muuta haluat tuoda esille hakuprosessista?

Teema 3: Laatumerkkien merkitys (GCQLabels' equity)

Arvo nyt ja tulevaisuudessa

Koetko Green Care -alan hyötyvän laatumerkeistä?

Kuvaile merkin arvoa yleisesti nyt, tällä hetkellä? Tulevaisuudessa?

Mitkä tekijät vaikuttavat eniten merkin merkitykseen ja arvoon?

Mitkä tekijät lisäävät/vähentävät merkin merkitystä ja arvoa?

Tuleeko mieleesi ketään, jolle koet, että merkeillä on hyvin vähäinen merkitys tai ei ollenkaan merkitystä?

Miten lisäisit merkin merkitystä?

Onko jotain, mitä haluat erityisesti nostaa esille laatumerkkien merkityksestä ja arvosta?

Teema 4: Kehittäminen (Development ideas for GCQLabels)

Mikä on tärkein lisäarvo/hyöty, mitä merkin pitäisi tuottaa palvelulle?

Miten varmistaisit ja vahvistaisit laatumerkkipalvelujen kriteerien täyttymisen käytännössä?

Tarvitaanko laadunvalvontaa?

Kenelle et myöntäisi laatumerkkiä?

Onko hakuprosessissa mielestäsi ehdottomia kehittämiskohteita?

Miten kehittäisit LuontoHoiva- ja LuontoVoima-merkeistä omistajilleen lisäarvoa tuottavan brändin?

Onko muita merkkeihin tai käytäntöihin liittyviä asioita, jotka vaativat kehittämistä?

Mitä suunnitelmia laatumerkkeihin liittyy tällä hetkellä?

Mitä muuta haluat tuoda esille laatumerkeistä (mennyt, nykyisyys, tuleva)?

APPENDIX 4: Online survey (in Finnish)

Avoin kysely laatumerkeistä

Tämän kaikille avoinna olevan kyselylomakkeen tavoitteena on tutkia LuontoHoivan ja LuontoVoiman laatumerkkejä. Kysely on osa Seinäjoen ammattikorkeakoulussa suoritettavaa MBA-tutkinnon lopputyötä. Lomakkeella ei kerätä yksilöityjä henkilötietoja. Vastauksesi on tärkeä osa tutkimusta. Saatu aineisto käsitellään kokonaisuutena täydentämään tutkimuksen pääaineistoja, haastatteluja.

Kyselylomake on avoinna Green Care Finland ry:n sivustolla 1.3.-31.3.2019 välisenä aikana. Lisätietoja voi tiedustella tutkimuksen tekijältä: Maarit Aho, maarit.aho@seamk.fi

1. Taustatiedot

Valitse itseäsi parhaiten kuvaavat vaihtoehdot. Voit valita useamman kuin yhden.

- ☐ Suoritan parhaillaan Green Care -opintoja
- ☐ Olen suorittanut Green Care -teoriaopintoja vähintään 5 op
- ☐ Olen Green Care -palvelujen asiakas
- ☐ Ostan Green Care -palveluja omalle asiakkaalleni
- ☐ Tuotan Green Care -palveluja työnantajani palveluksessa
- ☐ Tuotan Green Care -palveluja omassa yrityksessäni
- ☐ Olen Green Care -palveluihin liittynyt kouluttaja/hanketoimija/muu kehittäjä
- ☐ Olen kiinnostunut Green Care -palvelujen tuottamisesta, mutta en ole vielä tehnyt mitään konkreettista asian suhteen

2. LuontoHoivan ja LuontoVoiman laatumerkit

a) Kuulin/luin ensimmäisen kerran LuontoHoivan ja LuontoVoiman laatumerkeistä

- ☐ tämän kyselyn kautta
- ☐ opintojeni kautta
- ☐ työpajassa/seminaarissa tai muussa vastaavanlaisessa tapahtumassa
- ☐ työpaikallani
- ☐ verkossa

Ei missään yllä olevista. Kuulin ensimmäisen kerran merkeistä:

b) Merkeistä on löydettävissä helposti lisätietoa

- ☐ kyllä ☐ ei

c) Tiedän, mitä merkit ovat ja mitä ne edustavat

- ☐ kyllä ☐ ei

d) Tiedän, miten ja mistä merkkejä haetaan

- ☐ kyllä ☐ ei

e) Tiedän, mitä osaamista merkkien saamiseen vaaditaan

- ☐ kyllä ☐ ei

f) Tiedän, mitä dokumentteja merkkien myöntämiseen tarvitaan

- ☐ kyllä ☐ ei

g) Anna logoille arvosana asteikolla 1-5 (1=huono, 2=tyydyttävä, 3=hyvä, 4=lähes täydellinen, 5=täydellinen)



Logojen graafinen ilme / toteutus

Logojen värit

Logojen selkeys

Logojen erottuvuus

Logojen kokonaisuus

Halutessasi voit kommentoida logoja tähän:

h) Valitse väittämäpareista LuontoHoivan ja LuontoVoiman laatumerkkejä kuvaavin vaihtoehto.

Laatumerkit

☒ ovat brändi ☐ eivät ole brändi

Laatumerkit

☐ ovat tunnettuja ☒ eivät ole tunnettuja

Laatumerkit

☐ ovat uskottavia ☐ eivät ole uskottavia

Laatumerkit

☐ ovat turhia ☐ ovat tarpeellisia

Laatumerkit

☐ ovat kilpailuetu ☐ eivät ole kilpailuetu

Laatumerkit

☐ ovat tae palvelun laadusta ☐ eivät takaa palvelun laatua

Laatumerkkien

☐ käyttötarve on lisääntymässä ☐ käyttötarve on vähentymässä

Laatumerkkien

☐ hakuprosessi on helppo ☐ hakuprosessi on vaikea

Laatumerkkien

☐ käyttö lisää Green Care -alan arvostusta ☐ käytöllä ei ole vaikutusta alan arvostukseen

Laatumerkkien

☐ tuomaa lisäarvoa on kehitettävä ☐ tuoma lisäarvo on jo riittävä

3. LuontoHoiva- ja LuontoVoima-merkkien tunnettuus

a) Ketkä oman kokemuksesi mukaan tuntevat merkit?

b) Keiden pitäisi tuntea merkit ts. kenelle merkkejä tulisi markkinoida?

c) Millä keinoin merkkien tunnettuutta voisi lisätä?

4. Laatujärjestelmän merkitys asteikolla 1-5. Kuinka suuri merkitys laatumerkijärjestelmällä on mielestäsi (1=ei juuri lainkaan, 2=vähäinen, 3=jonkin verran, 4=suuri, 5=erittäin suuri)

- a) Palvelun asiakkaalle
- b) Palvelun ostajalle
- c) Palvelun sisällölle
- d) Lisäarvotekijänä palvelulle
- e) Palveluntuottajalle
- f) Palveluntuottajan yrityksen/organisaation imagolle
- g) Palveluntuottajan yrityksen/organisaation kilpailukyvyille
- h) Green Care Finland ry:lle
- i) Green Care –alalle kokonaisuutena
- j) Tuleeko mieleesi ketään, jolle koet, että merkeillä ei ole merkitystä ?

5. Laatumerkijärjestelmän kehittäminen

a) Miten kehittäisit LuontoHoiva– ja LuontoVoima–merkeistä merkin saajille lisäarvoa tuottavan brändin?

6. Lopuksi

- a) Minulla on LuontoHoivan tai LuontoVoiman laatu-merkki ☐ kyllä ☐ ei
- b) Aion hakea merkkiä tulevaisuudessa ☐ kyllä ☐ ei
- c) Jos hakisin itse Green Care –laatu-merkkiä, se olisi ☐ LuontoVoima ☐ LuontoHoiva
- d) Olen kiinnostunut hakemaan laatu-merkkiä, mutta en ole sitä vielä tehnyt, sillä
- ☐ Hakemukseen liittyvien dokumenttien täyttö on vielä kesken
 - ☐ Green Care -palvelua voi tarjota myös ilman merkkiä
 - ☐ Tieto hakuprosessista on sekava
 - ☐ Hakuprosessi on liian työläs
 - ☐ Merkki on vain palvelukohtainen tai palvelukokonaisuuskohtainen eikä yritys-kohtainen
 - ☐ En koe saavani merkistä lisäarvoa

- ☐ Merkki on kallis
- ☐ Palveluni taso ei ole vielä merkin vaatimalla tasolla/täytä kriteereitä
- ☐ On haasteellista löytää ammattitaitoista henkilöstöä palvelun tuottamiseen
- ☐ En ole kiinnostunut laatumerkin hakemisesta, mutta koen laatujärjestelmän tärkeäksi alan kehittämisen kannalta

Muu syy, mikä

e) Voit halutessasi kommentoida tähän avoimesti LuontoHoivan ja LuontoVoiman laatumerkkijärjestelmää:

