

Sustainable Development in Times of Changing Demand

A Case Study for Visit Naantali

Pauliina Ojala

Thesis for a Master's (UAS) - degree

The Degree Programme of Leadership and Service Design

Turku 2020



DEGREE THESIS

Author: Pauliina Ojala

Degree Programme and place: Leadership and Service Design, Turku

Supervisor(s): Maria Engberg

Title: **Sustainable Development in Times of Changing Demand - A Case Study for Visit Naantali**

Date 26 November 2020

Number of pages 58

Appendices 4

Abstract

The aim of this thesis was to investigate changes in demand and attitudes caused by the global climate crisis and an ongoing trend of sustainability, both from a consumer- and company perspective. Since the importance of sustainable actions is increasingly becoming more important, it is crucial to understand to what extent it affects the consumer behavior and their needs. Furthermore, service providers are facing new challenges in their business planning and development.

Different tools for service design were used in order to reach the aim of the study. The research methods used in the research were benchmarking, double diamond, stakeholder map, interviews, two surveys, mood board and service safari in the form of a website review. The conducted surveys aimed to gather consumer insights and thoughts on sustainability as well as to investigate what kinds of sustainable development projects and actions the regional stakeholders of the commissioner had actively started. Attitudes of the individuals towards sustainability were presented with four different personas, that were created based on the results.

The results of the customer survey show that many individuals are worried about the ongoing climate crisis, and this concern can also be seen in the sustainable actions they implement in everyday life. Green values are of importance when choosing a service provider, yet individuals' decision-making might vary and not always support their green values when purchasing products or services for different needs. The collected data implies that companies should concentrate more on communication and inform customers of their sustainable actions. The companies that responded to the survey showed an interest and proactivity towards sustainable development - yet they are sometimes facing challenges due to lack of financial resources.

Language: English

Key words: sustainable development, green certificate, consumer decision-making, service design

Table of contents

1	Introduction	1
2	The commissioner and its service needs	2
3	Research Design	3
3.1	Aim and research questions	4
3.2	Frame of reference	4
3.3	Stakeholder map	5
3.4	Double diamond.....	6
3.5	Service design process and research methods	8
4	Theoretical background	10
4.1	Service design in value creation	11
4.2	The concept of sustainability	12
4.2.1	Sustainability in Finland.....	13
4.2.2	Green certificates	15
4.2.3	Sustainability and the consumer	17
5	Preliminary research	18
5.1	Coaching day by Varsin Hyvä FinEst.....	18
5.2	Survey results of Naantali	20
5.3	Benchmarking Hanko	21
5.4	Sustainable Travel Finland – coaching day	22
5.5	Interview with pilot destination Visit Rauma	26
6	Results	29
6.1	Survey for the regional stakeholders of Visit Naantali.....	29
6.2	Customer survey	34
6.3	Website review for Visit Naantali	45
6.4	Mood board.....	48
6.5	Personas	49
6.5.1	Persona 1. “Sustainability based on different values”	50
6.5.2	Persona 2. “Sustainability combined with traditional values”	50
6.5.3	Persona 3. “Sustainability has high value”	51
6.5.4	Persona 4. “Sustainability questioned”	52
7	Service design suggestions for sustainable development	52
8	Conclusion and discussion	55
	Reference List.....	59
	List of Figures.....	61
	List of Tables.....	62
	Appendices	62

1 Introduction

Sustainability and responsible decisions have become important in everyday life for both individuals and companies. These actions are seen in many business fields. Tourism has been growing rapidly for decades as a pertinent part of the world economy. The ongoing global climate crisis will define where the future tourist flows will be heading to. Consumers already are and will be even more conscious in the future about which service provider to use in order to support their green values. Nowadays, for many individuals, everyday life decisions are based on sustainable actions, not only when traveling. For the sake of saving our planet, many have changed their way of living with different actions; by selling their car and only using public transportation, by changing their car to a hybrid one, by changing their diet to more plant based or possibly by only buying recycled clothing.

Since 1987 Finland has striven systematically to enhance the role of sustainable development in mainstream politics. The promotion of sustainable development has been comprehensively adopted as the goal of broad cooperation between the government, the private sector, interest groups and NGOs, the scientific community, the education system and the media. Finland's sustainable development policy is based on institutional learning and broad participation wherein various societal actors take part in the definition and implementation of sustainable development. The Government established the Finnish National Commission on Sustainable Development (FNCSO) in 1993 to promote sustainable development in Finland, and the Commission has operated continuously since that time. Led by the Prime Ministers for the first 14 years, it has brought into the limelight of national debate several important themes of sustainable development. (Visit Finland, 2011)

A change in behavior and actions is also very clearly seen in companies' decisions and sustainability is becoming more important. The change is not necessary just for the sake of preventing harm caused by the global climate crisis but in terms of being competitive in today's market. Sustainability should be seen as a business approach, which will bring long-term value for the company itself and for the customers. Yet many companies still might experience that sustainability will become more important in the future - it is important right now, and only good intentions and professional communication are not enough anymore. Companies should also concentrate on how to fulfill customers' needs on changing demand. Service design is an excellent approach and tool to use when developing an organisation's business – which also leads to value-based growth. In order to better understand customers'

needs and expectations, companies can utilize service design to be able to produce user-centric services and products.

This thesis focuses on investigating the changes in demand and attitudes caused by the global climate crisis and ongoing trend of sustainability. The thesis was implemented in cooperation with Visit Naantali, the official destination management organisation (DMO) of the Naantali region. Visit Naantali has several co-operative stakeholders in the region and one target was to investigate to what extent the regional stakeholders of Visit Naantali have actively started with sustainable development in their companies. The regional stakeholders are referred to as companies in this research. Customers' values and needs were investigated from a consumer perspective.

2 The commissioner and its service needs

The municipality of Naantali is marketed as the town of eternal sun. This research was implemented together with Visit Naantali, also known as Naantalin matkailu Oy. It provides the official travel site of Naantali and operates all year around but most actively during the summer season. The services provided are versatile and consist of numerous stakeholders in the area. Together they tailor-make services for excursions and experiences for groups and individuals, conferences, accommodation and share travel tips to the visitors.

Before the start of this thesis project, Visit Naantali had already started with their own sustainable actions, with the aim to receive a green certificate e.g. by encouraging their employees and customers to use public transportation, by preferring local products, by monitoring water- and energy consumption and by investing in quality products. There are several green certificates globally and in Finland, which generally tells about an organisation's environmental responsibility and sustainability. These certificates that are in use in Finland will be presented in more detail later. At the beginning of 2020 Visit Naantali participated in the first coaching day of the Sustainable Travel Finland- programme implemented by Visit Finland. A precondition for applying for the programme is that a travel destination must already have started with sustainable development. In the research the Sustainable Travel Finland- programme will be referred to as STF-programme. Since Finland actively concentrates on promoting sustainable development, Visit Finland has

developed the programme in order for the tourism industry to meet the changing demand. Visit Finland operates as a national tourism specialist and is an active operator in promoting tourism from abroad to Finland. Visit Naantali participated in the coaching day in February and started the process towards the green certificate with the tools and online platform that were provided. Every destination will receive two green certificates; The STF- certificate and another based on the characteristics and needs of the company. The certificates that are in use in Finland and approved for the STF- programme will be introduced later. The STF- programme consists of different aspects; sociocultural, - ethical, - and ecological responsibility.

The actual need of Visit Naantali was to investigate how service providers' sustainable actions are seen by consumers, and how they affect decision-making when choosing a service. When people become more conscious about the climate crisis and the negative changes caused by their actions - what services will they expect, to meet their values? In the research it was also clarified how many of the regional stakeholders of Visit Naantali had started with sustainable actions, what number of them already had a green certificate of some kind and how many were planning to have one in the future.

The research examined sustainability from two different perspectives – *from a consumer- and business point of view*. From a consumer point of view, sustainability is about having a positive impact on nature, economy and society. When it comes to everyday life decisions, sustainability can be seen as leaving low ecological footprint and choosing ethically made food and products. From a business point of view, sustainability can be seen as green business, which are enterprises with minimum negative impact on the global or local environment, community, society or economy. Green businesses also normally participate in environmentally friendly or green activities. (Visit Finland)

3 Research Design

This chapter will present the aim of the research and the research questions. The frame of reference describes what kind of theoretical aspects will be taken into account in the thesis. A stakeholder map was prepared in order to better understand the connections. The double diamond introduces the different research phases.

3.1 Aim and research questions

This research aimed to investigate the changes in demand and attitudes caused by the global climate crisis and ongoing trend of sustainability from a consumer- and company perspective. This was implemented by gathering customer insights and by collecting data from the regional stakeholders in co-operation with Visit Naantali. The aim was to raise the regional companies' awareness of sustainable development. With the results an overview with suggestions for sustainable development was introduced for the commissioner.

The following research questions were developed:

- How is the global trend of sustainability seen in individuals' decision-making in everyday life and when choosing a service provider?
- How actively have the regional stakeholders of Visit Naantali started developing sustainability in their companies?
- How can service design be utilized when developing sustainability in companies?

3.2 Frame of reference

The frame of reference introduces different topics that are linked together in the research. In the thesis the author concentrated on the cycle of actions that the global climate crisis causes in society. It was important to investigate how the ongoing global climate crisis modify individuals' and companies' values. In the case of companies, how to be able to maintain customer flows. Service design can provide valuable tools for development and re-creation in a customer-centric way. Service design can allow companies to develop their services to meet consumers changing needs in demand. The frame of reference is introduced in figure 1.

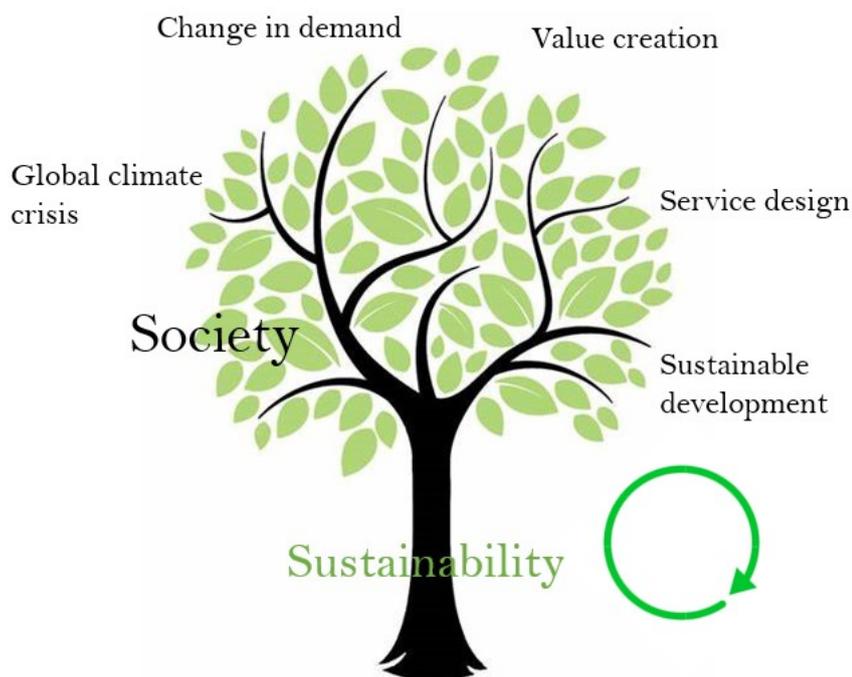


Figure 1. Frame of reference.

3.3 Stakeholder map

In the research the stakeholder map is very essential as the regional stakeholders of Visit Naantali have an important part when investigating their situation with sustainable development. A stakeholder map is often used as a business tool that demonstrates the individuals and groups that are divided into internal-, connected-, and external stakeholders depending on their level of importance and co-operation. In figure 2 *internal stakeholders* are the personnel of Visit Naantali, who have an operational role in the company, *connected stakeholders* have a contractual relationship with Visit Naantali and the *external stakeholders* are not members of the company but can affect or be affected by its operation. The stakeholders of Visit Naantali consist of several companies operating in different fields. Most of the companies operate year-round or seasonally in catering, accommodation services, the organization of events and seasonal activities. During the research the author's stakeholders as a service designer was the commissioner (DMO) Visit Naantali, as an internal stakeholder. The role of the connected stakeholders was crucial in data gathering when investigating their sustainable actions and development. Companies that responded to

the company survey were mostly connected stakeholders of Visit Naantali. Also, one of the goals in the research was to compile an overview with suggestions of the collected data for the companies. As external stakeholders, the author had individuals' (potential customers), from whom valuable information was gathered in the form of a customer survey. With the help of the gathered data, the author was able to design different personas that will be introduced in chapter 6.5.

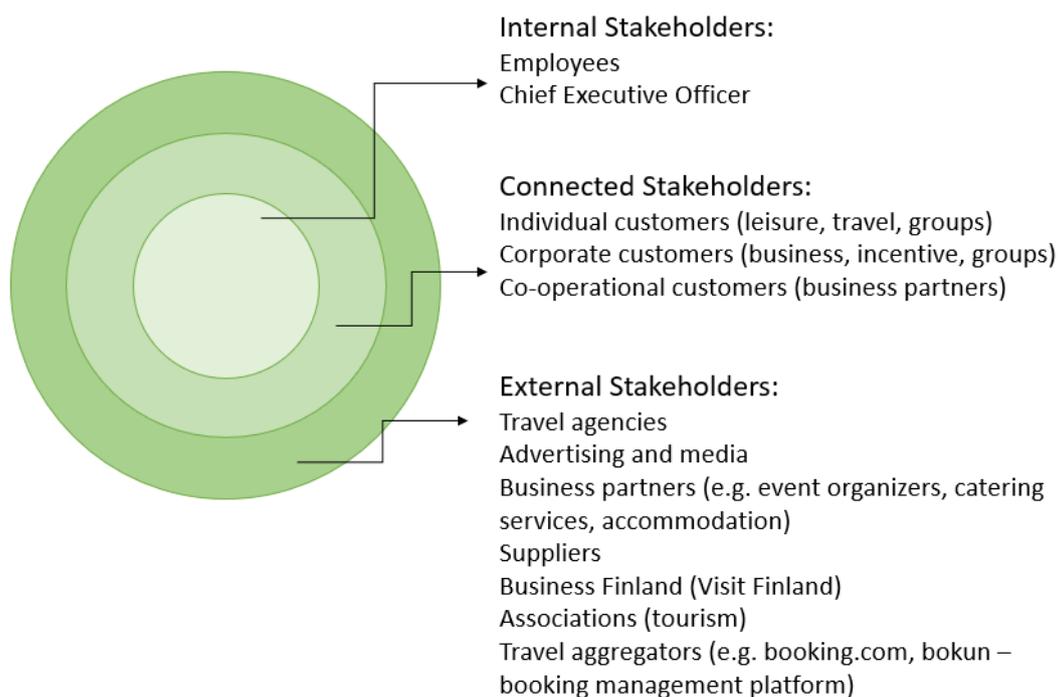


Figure 2. Stakeholder map of Visit Naantali.

3.4 Double diamond

In order to clarify the design process the double diamond was used. The model is divided into four different stages to help understand the whole research process and steps towards the research goal. By starting with the *discover* stage, the author aimed to collect information about sustainability and get insights into the consumer- and company needs. During the *define* stage, the target was to create a clear understanding of the problem and suggestions how to proceed in the research and reach a solution. The third stage, *develop*, was used to identify the potential solutions and it was also the stage where the official designing part

started. The final stage *deliver* was used to introduce solutions. In order to fully understand the creative process and the research problem and needed improvements, the stages can be used by going through them back and forth.

The discover phase started in spring 2019 with preliminary research including desk research and discussions with the CEO of Visit Naantali. The author participated in the coaching day about sustainable development in rural areas arranged by Varsin Hyvä FinEst in June 2019. Benchmarking, interviews and participation in the STF- programme coaching day (Visit Finland) took place at the beginning of 2020. In the define phase two online surveys were conducted; a customer survey and another for the companies, i.e. the regional stakeholders of Visit Naantali. The surveys were important for the research as the author gathered consumer- and business points of view about sustainability. The next phase in the research was to develop tools for sustainability based on the collected data and online survey results. The final deliver phase included suggestions for Visit Naantali about how to develop their internet website in order to improve sustainable communication. To support the website review (service safari), a mood board was prepared in order to provide more ideation and suggestions for Visit Naantali. Four personas were created based on individuals' attitudes towards sustainability. Finally, an overview with suggestions was prepared and introduced to the commissioner.

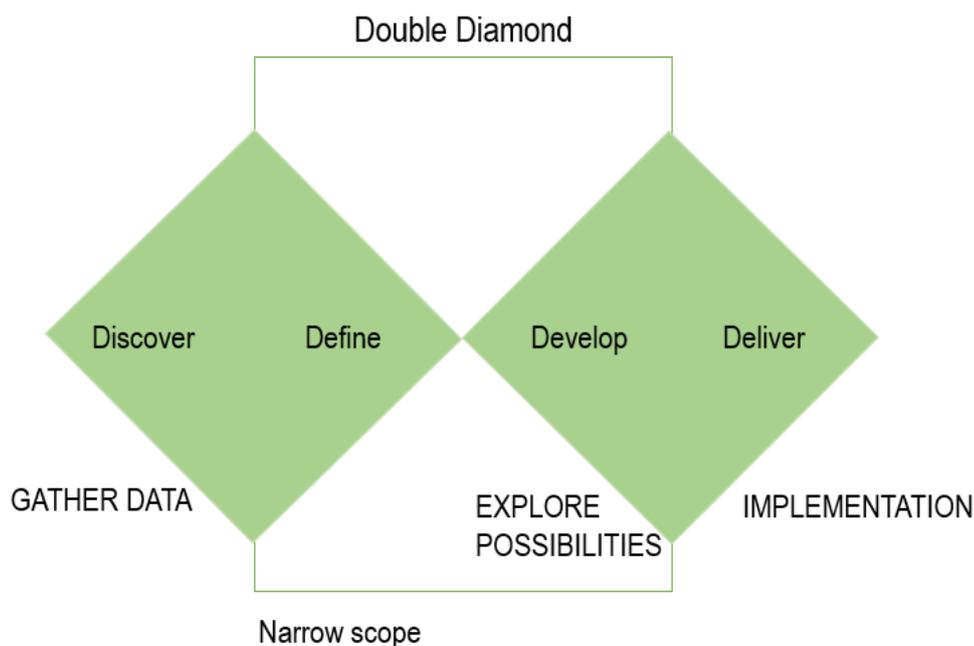


Figure 3. Double diamond.

3.5 Service design process and research methods

Based on the double diamond's different stages, a process phase chart was prepared to clarify the research methods used and steps taken during this research. It was crucial to understand the purpose of different methods and the outputs that gave new insights to proceed with the research. The aim for the develop phase was to implement a workshop for the regional stakeholders of Visit Naantali. The companies that would participate in the workshop, would be the ones that had shown an interest in the issue. Their interest was asked in the company survey. Unfortunately, only two companies were interested, which was not enough for a fruitful workshop session. The outbreak of the global covid-19 virus and the lockdown of Finland at the time when the survey was published, probably affected the low numbers of survey responses, the weak interest in the planned workshop and consequently the outcome of it.

Various research methods were used in the service design process. The preliminary research started with observations, benchmarking and interviews. After the collection of information, the research continued with two different online surveys – a business-centric company survey and a consumer-centric customer survey. The aim was to gather consumer-and business insights about sustainability. A website review was implemented for Visit Naantali's website by utilizing service safari and a mood board was prepared to support the suggestions. Four personas were prepared after analyzing the results. The final deliver part included an overview with suggestions for the commissioner and the companies of the region. The process phases and outputs are presented in table 1.

Table 1. Processes and outputs.

Process phase	Methods	Purpose	Outputs
Discover Started in spring 2019	Desk research about climate crisis and sustainability	To gather information about the sustainable development process in Finland	An understanding of the process and current situation
Spring 2019	A first meeting with Tarja Rautiainen, the CEO of Visit Naantali	To get an understanding of the situation and needs	Idea about the aim of the project

June 2019	Participation in the coaching day by FinEst	To learn about the importance of sustainable development and services in rural areas	Getting an entrepreneurial perspective on responsible tourism
Implemented in 2019 / access January 2020	Environmental programme and survey by the municipality of Naantali	To become familiar with survey material on sustainability, implemented by the municipality of Naantali	Getting valuable information about the residents' opinions on sustainability
February 2020	An interview with Jon Lindström, the Tourism Manager of Hanko tourist office	To benchmark an environmentally friendly municipality of Hanko and its Green sun -logo	An understanding of the Green Start companies and Laatutonni - programme of Haaga-Perho institute
February 2020	Participation in Turku Region Sustainable Travel Finland- programme coaching day by Visit Finland	To obtain an understanding of the sustainable development process and green certificate	An understanding of the process and needed actions to be implemented when applying for the green certificate
March 2020	Benchmarking Visit Rauma / a pilot destination for Sustainable Travel Finland- programme	To gain information about destinations' experiences about the programme	An understanding of the whole process, the positive aspects and development issues
Define March 2020	Online survey for the regional stakeholders of Visit Naantali	To investigate the situation of sustainable actions and development in companies	13 responses /an understanding of the sustainable development situation in the regional companies
March - May 2020	Online customer survey	To investigate individuals' sustainable values	An understanding of individuals'

		and expectations of service providers	attitudes and values in sustainable actions
Develop April – May 2020	Workshop (cancelled due to lack of interest)	To develop sustainable business plan for the companies	Sustainable business plan for companies
June 2020	Creating personas	To identify the values and attitudes that guide in decision-making	An understanding of value- and behavior-based decision-making
July 2020	Service safari / website review of Visit Naantali's website	To analyze sustainable communication and identify the needed improvements	Suggestions for sustainable communication improvements
July 2020	Creating a mood board for Visit Naantali	To visualize sustainable development ideation	Suggestions for sustainable communication improvements
Deliver July – August 2020	An overview with suggestions for Visit Naantali and the companies	The identified development areas and suggestions	For further sustainable development
	Website review suggestions	Gathered suggestions to develop communication about sustainable actions	For further development on sustainable communication

4 Theoretical background

In order to understand the context and reach the aim of the research, theoretical investigation about sustainable development and service design was crucial. Service design provides various tools for value creation in fast changing customer demand.

4.1 Service design in value creation

Service design can be described as creating a service that meets user's and customer's needs. It can be utilized either to improve an existing service or to create a whole new service from scratch. When using service design and creating something new, the designer should understand service design thinking. It is crucial to keep the basic principles of service design in mind and focus on them when developing services. Service design is about ensuring that the customers' needs match the service that is being offered. (Interaction Design Foundation, 2020)

Today's service industry is about creating better experiences and value for consumers. It also aims to improve their quality of life. Service design can help service designers in designing better services to meet their customers' needs. It has been noted that customers' expectations have increased while technological developments have allowed to design more modern products and services. Nowadays consumers are very aware of their needs and they expect to receive something they have not experienced before. Different companies might offer a similar service but in the end their design process will set them apart – and this can be seen in user experience. Better user experience can be described as how a product serves the customer instead of creating the best product. Service design is about improving people's lives not just a process to improve a service. (Cleverism, 2019)

Services are no longer considered a design 'object', but a 'mean' for supporting the emergence of a more collaborative and creative society and economy. Because of this, co-creation is becoming a strategic concept in design for services. The concept and role of services in the economy and society has come a long way since its first definitions and studies; services have moved from being the dark side of a manufacturing-centered economy to becoming an engine for the growth of nations and currently being described as a new way of thinking for value creation and innovation. The transformation in the concept of services in the last decades reflects an evolution in the theory of value. In this evolution there has been a general shift from considering value as embedded into tangible goods toward conceiving value as co-created among various economic and social actors. In a traditional industrial mindset, value is conceived as embedded in physical products and as created in an assembly line (value chain). Services, as they do not substantiate into a physical outcome, are not contributing to wealth accumulation (or value creation), while consumers are perceived 'destroyers' of any accumulated value. In a contemporary view of value instead

consumers actually co-create value by interacting with producers and other partners. In this perspective, value is not in the object or person, but resides in the actions and interactions which the acquired resource makes possible or supports. When value is recognized in the process of use, the focus shifts from the units of output to the interactions. A service, therefore, represents “the process of doing something beneficial for and in conjunction with some entity, rather than units of outputs – immaterial goods – as implied by the plural ‘services’”. In this sense, the focus is not on what the firm produces as an output but how it can better serve customers and support their own value-generating processes. (Miettinen & Valtonen 2013, 96-97)

For services to provide true value to the business, they must be designed with the business objectives in mind. Design encompasses the whole organization, for it is the organization as a whole that delivers and supports the services. Service design is the stage in the lifecycle that turns a service strategy into a plan for delivering the business objectives. (The Stationery Office 2011, 6) The key output of the service design stage is the design of service solutions to meet the changing requirements of the business. When designing these solutions, input from many different areas needs to be considered within the various activities involved in designing the service solution, from identifying and analyzing requirements, through to building a solution and service design package to hand over to service transition. (The Stationery Office 2011, 35.)

Service design and design thinking aim to build consumer-centered services or products to fulfill people’s needs. From a business point of view, it can bring added value in competitive markets. When using service design to develop new services or improving existing ones, different aspects should be considered; to understand user expedience, technical practicality and business viability. In order to engage with customers, companies should aim to create a design-driven business. Design models are dependent on three main elements; bringing empathy into the organization, understanding the consumer and combining both design, technology, and business strategy. (Designorate, 2018)

4.2 The concept of sustainability

According to Ben-Eli (2015, p. 3), today’s society and economy are facing many challenges in transforming the world to being more sustainable. In order to have development in

sustainability, changes in society's way of thinking and actions are needed. New approaches with clear visions are needed when aiming for a significant change. In order to reach the aim, different actions are needed; to have a balance and mutual goals within society, the economy and to have full support for planet's ecosystems. It can be described as a new balance between population and environment. This balance is the key and focus when aiming for sustainability.

Sustainability can be described as development that does not harm the future generations, guarantees economic growth, cares for the environment and social well-being. Nowadays, humankind is facing many challenges, such as climate change and discrimination. Changes on a global level must be done – a full commitment to social improvement, an expansion in economic growth and environmental equilibrium. The United Nations approved the 2030 Agenda as a new sustainable development plan. The agenda introduces the Sustainable Development Goals, with the aim to preserve the planet and assure the welfare of individuals, globally. In order to reach these mutual goals, active collaboration of different parties is required. The Sustainable Development Goals, which are also known as the Global Goals, are a call from the United Nations to all countries around the world to address the great challenges that humanity face. It is important to ensure that all people have the same opportunities to live a better life without compromising our planet. (Acciona, 2020)

The 17 Goals introduced by The United Nations were agreed by all members of United Nations in 2015. The 2030 Agenda for Sustainable Development aims to achieve the goals in the coming 15 years. There is notable progress globally, yet in order to reach the aim more actions are needed. 2020 needs more determined actions to reach the goals by 2030. (United Nations, 2020)

4.2.1 Sustainability in Finland

Sustainability is a concept that comes naturally to Finns. It is a way of living embedded in our DNA as a result of our intimate relationship with nature. A value system built on respect for the natural world has made Finland a trailblazer in the environmental movement. Sustainable living is woven into the fabric of daily life here and sustainability is considered an integral element in everything from food and energy consumption to design and travel and the well-being of local communities. (Visit Finland)

Finland is a forerunner in protecting natural environment. The basis of Finland's environmental policies is based on its comprehensive environmental data and advanced technological skills. Finland is one of the world's richest industrialized countries and it provides essential environmental investments. The population in Finland is low, which is one of the reasons why it is better prepared for nature conservation. The outcome of Finland's environmental policies is seen in different parts of the country; pollution-free lakes, extremely good air quality and preserved nature areas. Of all the natural resources, forests are the most valuable. There are fewer emissions from large industrial facilities, yet airborne emissions of carbon dioxide are needed to be reduced, as well as molecules from traffic and emissions of waterborne nutrient. The attempts to stop the ongoing diminish in biodiversity have been deficient, yet there has been progress in the protection of some threatened species. The actions to avoid climate change should be more determined both in Finland and globally. Among the world's leading countries, Finland has been rated for its environmental protection standards. The successful environmental administration and -protection are considered Finland's strengths. (This is Finland)

The common principles of sustainable tourism should be agreed in order to ensure sustainability. The principles are important when having mutual commitments and goals with other operators. Metsähallitus embraced these principles of sustainable tourism in 2004. Metsähallitus as an operator aims to protect biodiversity in Finland, and globally. In 2015 Finland's World Heritage Sites was launched, with the aim to design common principles. The principles were finalized in 2016. In cooperation, all the UNESCO World Heritage Sites together with Metsähallitus apply common principles of sustainable tourism in Finland. These common principles are to be followed in all actions and when cooperating with different tourism operators. Nowadays, the principles aim at ecological, socio-cultural and economic sustainability. (Suomenlinna, 2020)

Sustainable development programs and tools in Finland that are offered for destinations in the travel industry are mainly offered by Business Finland in cooperation with Visit Finland. On their website, companies can access and utilize information on sustainability, which allows them to start sustainable development on their own before applying for a green certificate. The certificates will be introduced in chapter 4.2.2. and are also to be found on Business Finland website.

4.2.2 Green certificates

The idea behind the STF - certificate is to provide companies and destinations with a concrete toolkit for sustainable tourism, which facilitates the adoption of sustainable measures and choices in the everyday life of the region or company. Starting with or applying for the STF- programme is free of charge for companies and regions, although the measures may incur costs and the work will undoubtedly require time and human resources. Companies and regions awarded with the STF- label will have access to a continuous development model, the latest information related to the sustainable development in tourism, as well as marketing support and additional visibility in Visit Finland's channels. (Visit Finland)

There are several green certificates in Finland that are targeted for companies in the travel industry. These certificates are awarded for constant sustainable development. Depending on the organisational needs, aims, provided services and number of employees, there are different green certificates for every organisation. The certificates that are in use in Finland and are being accepted as part of the STF- programme are presented in table 2. Some of the certificates are also for businesses that operate in other industries. These certificates are used in different levels e.g. the ISO 14001 - certificate is suitable for organizations of all sizes and sectors, when Biosphere - certificate is for travel destinations and businesses. It is not necessary to have a green certificate when applying for the STF-programme but companies that will apply for STF, will receive two certificates – the STF- certificate and one of the following. These green certificates are also to be found on Business Finland's website.

Table 2. Green certificates (Business Finland).

BIOSPHERE		Granted by Responsible Tourism Institute (RTI). Aims to promote sustainable development activities and programs in travel destinations and businesses.
ECEAT Suomi ry (European Centre for Ecological and Agricultural Tourism)		For organic farms providing tourist services, environmentally responsible guesthouses and ecovillages. The destination should invest heavily in environmental protection and local culture.
EKOKOMPASSI		An environmental system suitable for SMEs (small to middle size organisation's) and public events to reduce their own environmental burden.
EMAS (The Eco-Management and Audit Scheme)		Voluntary environmental management scheme for all enterprises and organisation's.
EU ECOLABEL / EU KUKKA		The label can be obtained from tourist accommodation establishments that meet the high environmental criteria set.
GEO GOLF		The certification program for golf courses awarded by GEO is the only FGA-supported (Suomen Golfkentänhoitajien Yhdistys) sustainability golf certificate for field management.
GREEN GLOBE		Target groups of tourism companies such as accommodation, transport, tour operators, congress centers and tourism organisation's that are on the international market and have been working for sustainable tourism for a long time.
GREEN KEY		Global environmental program for accommodation sector.
GREEN ACTIVITIES		Green Key's little sister. It provides a tool and strong communication support for small entrepreneurs operating in nature.
HI-QUALITY & SUSTAINABILITY (HI-G&S)		Quality management system for hostels designed by Hostelling International.

ISO 14001	The standard is suitable for organisation's of all sizes, both in the private and public sectors, who want to manage their environmental responsibilities systematically.
JOUTSENMERKKI	One of the Nordic countries' best-known eco-labels. The certification of consumer products has expanded to include many services, including hotels, restaurants and convention centers.
ROOPE-SATAMA	A unique environmental program for Finnish marinas designed by Pidä Saaristo Siistinä ry.
TOURCERT	TourCert offers orientation for sustainable tourism for destinations, businesses and as well as for tourists.
WWF GREEN OFFICE	With the Green Office certificate, organizations can build their brand as a responsible actor.

4.2.3 Sustainability and the consumer

“Sustainable individuals are characterized by creating harmony, interconnection, and relatively high levels of self-awareness in their values, thoughts, behaviors, and actions as well as fostering continued individual growth in their physical, emotional, social, philosophical, and intellectual abilities. Individual sustainability includes possessing a well-developed and demonstrated value system that acknowledges the importance and interconnectedness of all global biological and social systems, and our appropriate place within them”. (Pappas B. & Pappas C. 2014)

As sustainability as a definition keeps evolving, at the same time consumer preferences have grown and have become experienced. This has developed new sustainability trends as individuals have become more aware of the results of their actions. Sustainability can be described with many different actions; from recycling to having a hybrid car. This can bring challenges for the service providers – strategic business plans are needed in order to understand all the stakeholders' needs. It is obvious that it is crucial to listen to customers, but it is also important to identify the ways in which sustainability is progressively connected with products and brands. In order to demonstrate full effort in communication – socially conscious advertising has become important among service providers. (Nielsen, 2018)

Consumer choices are important drivers of present societal functioning, they influence the production of goods, but also the negative environmental impacts of such production. Especially when it comes to affluent societies, consumers can have particularly costly preferences – both economically and environmentally – as they strive toward higher and higher levels of material satisfaction. Consumers also decide how they live, reside, if they will travel -where, when, and how – and who will be their political leaders; leaders who may or may not set policies for greater environmental sustainability. (Boucher & Heinonen 2019, 2)

5 Preliminary research

This chapter will deal with the preliminary research design, which provides an overview of the implemented actions before starting the develop phase. For the author to understand the particular topic, it was important to explore different operators' actions on sustainable development.

5.1 Coaching day by Varsin Hyvä FinEst

At the beginning of the research it was essential for the author to participate in the coaching day by FinEst in order to receive an insight into what factors are important to look at in sustainable tourism. During the coaching day another approach came up as the presenter from Aurana Oy talked about the differences between responsible and sustainable tourism from an entrepreneurial perspective. Responsible and sustainable development can be examined from different aspects depending on in what stage the development process is in. The author participated in the coaching day with the aim to observe and gather ideas for the service design process. Aurana Oy is specialized in business development in the field of tourism.

The event was organized by the Leader group Varsin Hyvä FinEst -project, which is an international co-operation project with the Leader groups of Estonia, Pohja-Harju and Nelja Valla Kogu. The coaching day was organized in June 2019 and it contained a lot of

information about responsible tourism in rural areas. Most of the participants were entrepreneurs operating in rural areas, wishing to learn more about responsible tourism and how to attract and fulfill consumers' needs.

The key questions and topic for the day were;

- What do you sell, how and to whom? (products and target groups)
- How to evaluate the price of a product? (value-based pricing)
- Is the customer always right? (responsible tourism and communication)
- What is needed for marketing and how to sell the product? (distribution channels)

Participating in the coaching day gave the author an entrepreneurial perspective on responsible tourism and what factors must be considered when developing a unique selling point, also known as USP. The whole coaching day mainly consisted of strategies on how to reach and create a unique selling point which means a factor that differentiates a service or product from other competitors. These factors can be created for example based on price, quality or even better, on the current trend – sustainability.

Responsible tourism is about;

“making better places for people to live in and for people to visit.”

(Soulful Concepts Group, 2016.)

Sustainable tourism is about;

“taking into consideration its current and future economic, social and environmental impacts, the needs of visitors, the industry, the environment and host communities”

(Soulful Concepts Group, 2016.)

When aiming for sustainable development, one must first make responsible decisions. Participating for the event clarified the author the differences between responsible and sustainable tourism. Communication on sustainable actions was also highlighted and experienced essential in order to understand customer needs.

5.2 Survey results of Naantali

As part of the preliminary research the author asked for permission to use the survey results of the municipality of Naantali. The results gave an important insight into individuals' values and expectations on sustainability and supported the results from the online customer survey, which was conducted during this research. Visit Naantali did not participate in the implementation of the survey.

The survey was implemented in 2019 and was part of an operational programme, with the aim to lead the municipality of Naantali to a more sustainable future. The ongoing global climate crisis was one of the key factors that increased the importance of implementing the environmental programme. The survey was implemented by Kajala Saija, on behalf of the municipality of Naantali and the environmental programme. The survey attracted a total of 434 responses.

The survey results presented and analyzed here are issues that are of interest in the research. Of the respondents, 88,5 % were residents of Naantali and the rest of them were pupils, local associations, organizations and others. When asked whether they are worried about the environmental situation and its future, the majority (35,9%) responded somewhat worried. Worried were 21,7% of the respondents and very worried 14,1%. Only 7,6% of the respondents were not worried about the environmental situation. Based on the results the majority of the respondents were more or less worried about the ongoing environmental changes. The importance of nature and sustainability were also highlighted when they were asked, what issues they experience important for Naantali to focus on in decision-making. The action that got the most answers was the municipality's effort in environmentally friendly actions (59,4%). Also, the respondents experienced good access to nature areas important (48,8%). The other alternatives to choose from concentrated more on local services, transportation, employment – and apartment situation.

The respondents were also asked about the importance of different actions that the municipality of Naantali could implement to prevent climate change. The results showed that waste management, recycling and protection of forest areas were experienced as most important. Waste management was also considered important when asked about the best actions to protect waters. The municipality of Naantali aims to develop sustainable development with the help of different actions. The respondents were asked what actions they feel are important when concentrating on communication in sustainable development.

The most important action was to make purchases that are environmentally friendly and support sustainable development. Decision-making according to environmental values was also experienced important. The respondents could then evaluate the importance of different actions. Of several actions listed, good waste management in the municipality was considered extremely important as well as replacement of plastic products with eco-friendly products.

The survey comprised of several aspects on sustainable development and many questions were based on residents' opinions on how development could better fulfill their needs. The results in this survey supported the customer survey that was conducted as part of the research for this thesis. The results will be presented in chapter 6.2.

5.3 Benchmarking Hanko

Hanko tourist office is a forerunner in going green and the municipality has had a vision to be environmentally responsible year-round in 2020. The tourist office awarded the first local companies with a green sun as a sign of environmental responsibility in 2014. The companies had to answer positively to a minimum of ten questions out of twelve in order to receive the certificate. Hanko tourist office is a Green Start company, which means that they have participated in sustainability training offered to travel destinations and developed by Visit Finland and business college Haaga-Perho.

An interview was conducted in January 2020 with the Tourism manager of Hanko tourist office, Jon Lindström. The interview was part of the preliminary research and the main aim for the author was to benchmark another green certificate- programme and to understand the process of the green sun- certificate. The green sun is a local brand and certificate and Hanko is known as a year-round environmentally friendly town. It does not only mean that they invest in environmentally friendly actions but in social and economic actions too, meaning wellbeing and sustainable decisions for the whole community.

The institute of Haaga-Perho offers Green Start- courses for companies that operate in the travel industry with the duration of 1-4 days (Laatutonnin valmennuspaketti). During the course, a practical "plan of action" will be planned. The benefit of the Laatutonni Green

Start- certificate is that it is completely tailor-made for each company, depending on their starting point and aims, and it covers all dimensions of sustainability.

So far six companies in the municipality of Hanko have received a green sun- certificate. Applying for a green sun- certificate is free of charge and the companies can decide on their own organizational investments for sustainable development. The tourist office of Hanko encourages the local companies to do green actions and develop. A green sun- certificate is also an asset that provides more visibility.

The interview provided the author with new ideas and perspectives on sustainable development and co-operation within the municipality. The green sun-certificate gives an opportunity also for the companies, that have an interest in sustainable development with fewer resources. As part of the research, it was important to investigate and benchmark different sustainable development programmes in Finland. Figure 4 introduces the logos of Laatumäki Green Start- certificate and the Green Sun of Hanko.

Figure 4. Laatumäki Green Start- certificate and the Green Sun of Hanko.



5.4 Sustainable Travel Finland – coaching day

In February 2020 the author participated in the STF- programme coaching day organized by Visit Finland. The aim for the author was to understand the process that a travel destination will go through when applying for the STF- certificate. The coaching day was aimed at the regional companies in the travel industry and they all aim at the STF- certificate. Visit Naantali also participated in the coaching day and received tools and online platform access to start the process. After finishing the programme, a travel destination will receive a STF- certificate and another green certificate based on the destination's needs and features. In addition to the STF- certificate, Visit Naantali applied for Ekokompassi- certificate, which was one of the certificates introduced in chapter 4.2.2. The main themes addressed during the coaching day are introduced in figure 5. Responsible and sustainable decisions can be noted in every action that a company implements.



Figure 5. Topics for Sustainable Travel Finland coaching day by Visit Finland.

A very important topic and theme during the coaching day was cultural evolution. When companies are developing their actions into more sustainable, they also need to concentrate on the changing values and needs of the customers. Especially travelers are conscious about their choices and actions. Travelers and individuals on a daily basis are starting to be more demanding when choosing a service provider. Four traveler types that were created based on value-based behavior were introduced by the founder of Mood of Finland, Anu Nylund.

According to Nylund, the ongoing climate crisis and sustainable trends have evolved cultural evolution in our society, however, there are still persons that appreciate materia or have strong so-called traditional values (Mood of Finland). So called traditional persons are normally elderly people but there are also younger people with old, traditional values. These culture types can act differently depending on different needs. As a result of this coaching day, service design was used to create four personas as a result of this thesis. The personas are based on the culture types that are presented in figure 6 and on gathered data that was collected in the customer survey. The survey results and personas will be presented in chapter 6.

<p>TRADITIONALS</p> <p>Emphasize traditional values and religion is their opinion. They have the only truth. They are opposed to change. They want everything to remain unchanged. They do not want change and are not very open to learn new things.</p>	<p>MODERN</p> <p>Technology has been developed to its peak but mutual respect, trust, cohesion, neighborhood, community, love and care are underdeveloped virtues. Silence is important as well as materia and economical welfare.</p>
<p>POSTMODERN</p> <p>Individualists, walkers of their own way. Seeking herself and her identity. She desires to be different and accepts another's difference. They do not want to respect the rules and respect authorities. Art!</p>	<p>TRANSMODERN</p> <p>Diversity is important in transmodern culture. Personal growth, mental life and nature as well as sense of community. Willing to experience together with others. The experiences!</p>

Figure 6. Mood of Finland – Culture Types.

Nylund also introduced what “Conscious and Good Tourism” means nowadays and even more in the future. These apply not only to individual travelers but companies in different industries. Conscious and Good Tourism is about;

Changing our mindsets – the way we see, be and do Tourism, community by community, host by host.

Exploring and expressing what it means to be fully human, fully alive and living in harmony with nature.

Coming together in communities to break down the barriers that isolate Tourism from other sectors.

Regenerative Tourism: moves us from “doing less harm” past “doing more good” to becoming partners-servants of nature to help life thrive and evolve.

(Mood of Finland)

The coaching day provided the companies with the STF- platform and their own destination’s sustainable development plan. The coaching day consisted of theoretical input, discussions, creative thinking and group tasks. At the end of the day all the needed tools

were given, such as paper, colorful post-it notes and pencils for the creation of a mind map. Every group discussed what sustainable actions they already had developed in their company and what actions should be done in the future. These sustainable actions were observed from four different perspectives – ecological sustainability, economic sustainability, sociocultural-and ethical sustainability and sustainability in communication. The green post-it notes were the actions that the group experienced positive, and the companies are already applying in their actions. The red post-it notes were the actions that should be developed in a sustainable manner. The one yellow post-it note signifies the attitude towards sustainable development and what the group experienced is needed for a positive change.

Communication was experienced as one of the topics that had more red post-it notes than the others. This means that there are more sustainable development actions to be done in order to achieve the goal. The group members agreed that there is not enough communication for example in social media or on company websites about the sustainable actions. One example was that a guest house served apple juice for breakfast but there was nowhere mentioned that the apples were from their own garden. It is very important to inform customers that they can enjoy organic apple juice for breakfast, this brings extra value for customers and tells about the company's responsible decisions. Based on the group work, all the companies had already started with sustainable development by following the principal guidelines such as recycling, monitoring energy consumption, co-operating with other local companies and concentrating on quality when purchasing new products. The ecological sustainability had more green post-it notes than the others. The group agreed that for sustainable development and change, the most important aspect is attitude. With sustainable development planning companies can identify their strengths and pain points in terms of implementing a new action plan. The mind map with post-it notes that was prepared by the group is demonstrated in figure 7.

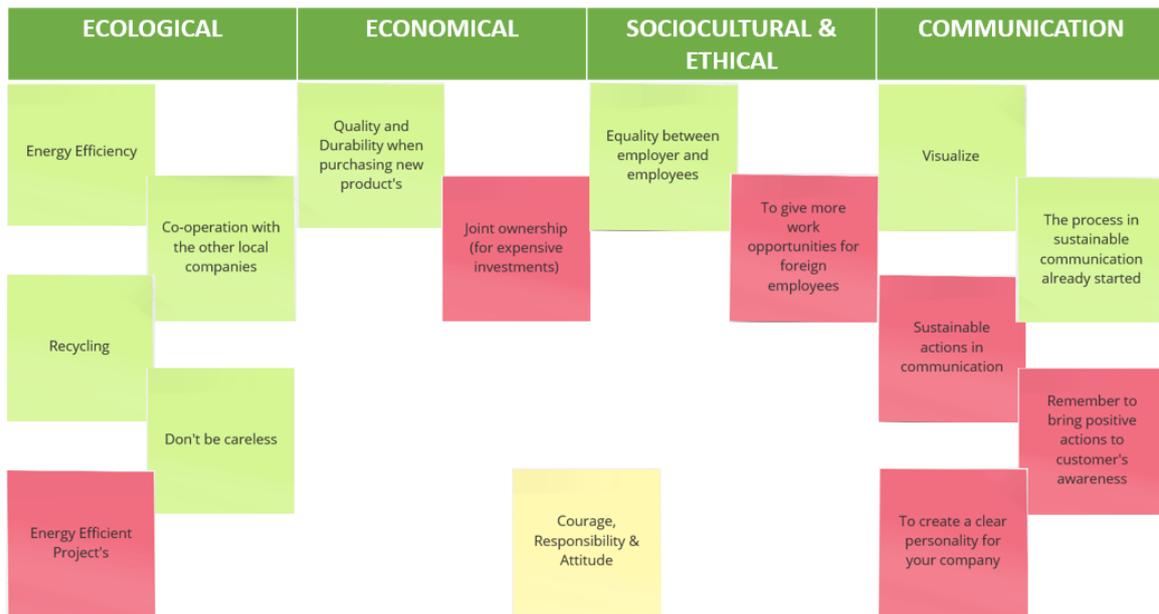


Figure 7. Sustainable Actions – Group mind map.

Participating in the coaching day helped the author to understand the process when a company seeks to start with sustainable development actions and aims to have a green certificate. It was essential to participate in order to understand the situation of the commissioner. The coaching day also gave valuable information about the regional companies' attitudes on sustainability and the group mind map gave insights into their current situation. The group task introduced the identified strengths and development needs.

For the reader to better understand the STF-programme, the next chapter will introduce the 7- step development pathway that a destination will go through in order to receive the STF-certificate. Visit Rauma is one of the pilot destinations that started with the STF-programme in 2019. Their experiences and sustainable development aims are presented in chapter 5.5.

5.5 Interview with pilot destination Visit Rauma

It felt important to interview the CEO of Visit Rauma since the travel destination is one of the pilot destinations for the STF-programme. The town of Rauma has a strong image as a travel destination thanks to its recognition as a World Heritage Site. The old Rauma itself is

a World Heritage Site and an example of an Old Nordic city constructed in wood. It was damaged by a fire in the late 17th century but has preserved its architectural heritage. The second World Heritage Site in Rauma is Sammallahdenmäki, which is the first prehistoric archaeological site in Finland. The CEO, Irene Villanen from Visit Rauma stated, that their aims in the STF-programme are to strengthen the image of the town of Rauma as a sustainable travel destination, to protect the cultural heritage and to support the locals' needs by creating a sustainable development tool. By supporting the services that are targeted for the locals, they will get better possibilities to highlight the locality e.g. by being able to prepare local crafting. Economic profitability and locality together are important in sustainable development.

In order to ensure the tourism industry's sustainable development and preparedness for the changing customer demand, Visit Finland has developed an STF-programme, which is targeted for companies operating in the travel industry. An introduction of the programme was presented in chapter 5.4. and included information about the coaching day by Visit Finland. This chapter goes deeper into the STF- process and introduces the interview with Visit Rauma, which is one of the pilot destinations for the STF-programme 2019.

At the start of the STF-programme, Visit Finland opened a Nationwide pilot implementation for development of the tourism industry. The pilot search (travel destinations) and possibility to apply was being released at the end of 2018. Of a total of 36 destinations that applied for the programme, seven were selected as pilot destinations. Visit Rauma was one of the pilots and started the programme in March 2019. In order to be selected for the programme, the travel destination had to meet the following aspects;

- To have regional needs for sustainable development in the travel industry
- To have completed previous development actions
- To have the needed support of the public sector or some specialized business sector

The STF-programme offers a 7-step development pathway for destinations. It is implemented on an online platform where the compliance with the criteria is being verified. To support the process, Visit Finland has prepared an STF e-guide, which will help the user to familiarize himself with the content and the whole concept of sustainable development. There is no timetable for the development process, but each travel destination will define the schedule for the development plan. After the destination receives an STF-certificate, they

will continue with the continuous actions of sustainable development. The 7-steps for the STF-process is presented in figure 8.

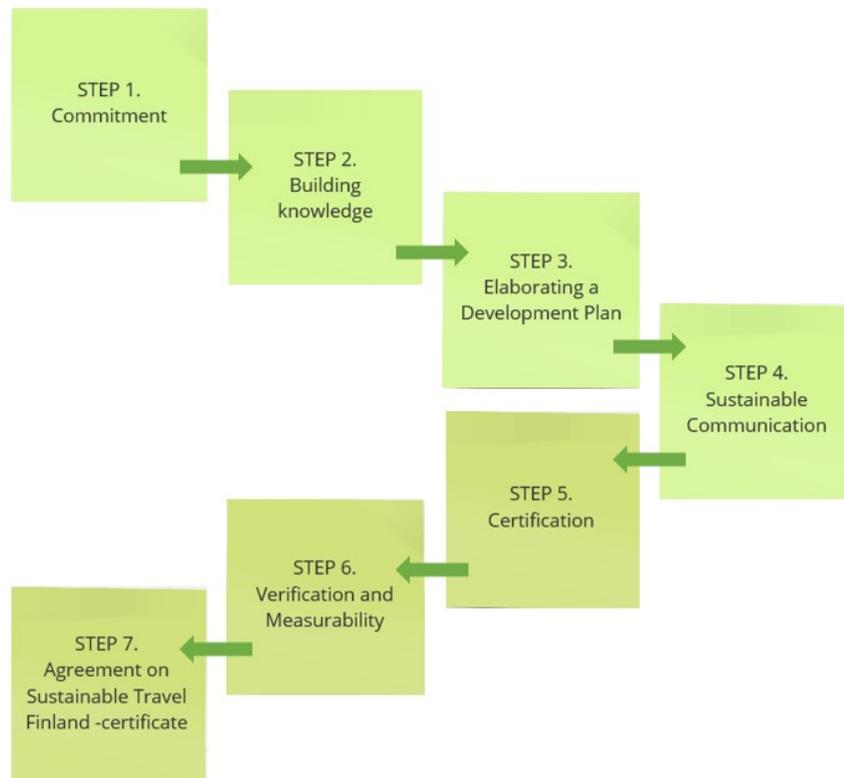


Figure 8. Sustainable Travel Finland – Certificate Process.

In order to apply for the STF-process, 51 percent of the destination's companies should commit themselves to the programme and aim for the certificate. Visit Rauma organized a meeting, which was open for all the local companies operating in the travel industry. The STF-concept was introduced and the companies that were interested in applying had a chance to join the project. If a company became interested in the process and green certificate later, they could apply directly to Visit Finland.

Visit Rauma's experience of the process has been positive, and the STF e-guide has been versatile as it consists of the different aspects of sustainability; sociocultural, economic and environmental. The process provides an excellent start for sustainable development. An issue that Villanen mentioned during the interview, is that 51 percent is quite a large number of companies that is needed in order to be able to apply for the STF-process and certificate. It might bring challenges for smaller destinations, if there is an interest but not enough companies that are able to participate. In these cases, the sustainability process would not be available for everyone.

The STF-programme was opened for other travel destinations in addition to the pilot ones in 2019. Visit Naantali started their process as it became available for any destination. Before starting the STF-programme Visit Naantali had started with sustainable actions by preferring local products and by encouraging employees and customers to use public transportation. They also encourage their employees with everyday daily eco-actions, monitor water- and energy consumption and invest in products with quality. Visit Naantali participated in the Turku region's STF-programme coaching day in February 2020 and received the access and tools for the 7-steps online platform. Visit Naantali will receive the STF-green certificate after all the 7-steps and sustainable development stages have been implemented.

6 Results

This chapter presents the results of the research. The preliminary research actions that were presented in chapter 5 were crucial in order to proceed to the develop phase. The results of the preliminary research helped in developing the online surveys, one for companies and another aimed at consumers. A service safari was implemented in a form of a website review for Visit Naantali. To support the website review and visualize the suggestions, a mood board was prepared. Based on the customer survey results (chapter 6.2) and on four culture types that were presented at the STF-coaching day, four personas were created.

6.1 Survey for the regional stakeholders of Visit Naantali

In order to understand the stakeholders' situation in sustainable development, an online survey was conducted for two weeks in March 2020. The author will refer to the stakeholders as companies in this survey. The access to the online survey was limited to two weeks as it was sent by e-mail and a more fruitful outcome was expected with a short time to answer. During these two weeks, a reminder was sent by e-mail. Unfortunately, the covid-19 virus, which affected the economy and individuals in Finland in the spring 2020 and continued to affect afterwards, could be seen in the response rate. 14 companies responded to the survey, which was lower than expected as it was sent to approximately 300 companies. The total

number of responses lowered to 13, as one company had by mistake answered twice. The survey consisted of 12 questions and it was sent to various companies in different fields. 38,5% of the respondents operate in catering services, 30,8% offer accommodation services, 23,1% are in event organization and 46,2% in another field. The rest 46,2% consisted of tourist information, store operation, wellness services, retail, theme park, pharmacy and cruises and boat rides. The aim of the survey was to find out to what extent the companies had started with sustainable actions and what their future plans for sustainable development were. In order to understand the differences in development between companies, the number of employees was asked. As many companies have seasonal employees, the number of employees was asked as an average.

Table 3. Number of employees.

Company 1	5 employees	Company 8	20 employees
Company 2	19 employees	Company 9	500 employees
Company 3	1 employee	Company 10	12 employees
Company 4	1 employee	Company 11	6 employees
Company 5	1 employee	Company 12	2 employees
Company 6	4 employees	Company 13	1 - 2 employees
Company 7	12 – 200 employees		

In order to obtain general information of the companies' situation, they were asked what sustainable actions they are implementing. All the thirteen companies had already started with sustainable actions. Of all the five choices, the no changes made, and I am not sure did not got any answers. The majority (46,2%) of the companies had already made some changes, which means six companies of thirteen. 23,1% had made changes and 30,8% had made many changes. When analyzing the activity in sustainable development, the results were very promising and demonstrated that the companies had actively started with responsible actions. The companies' activity in sustainable actions is presented in figure 9.

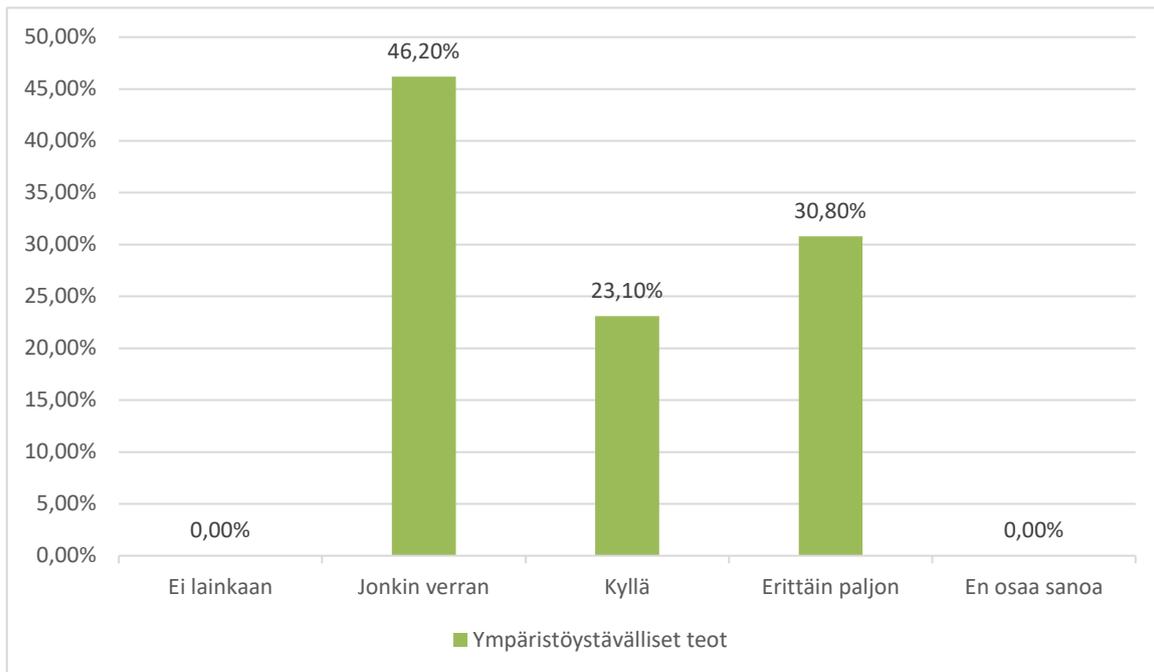


Figure 9. Activity in sustainable actions.

The next question was targeted at the companies that already had implemented sustainable actions in their operations. As all of the thirteen companies had already more or less actively started with sustainable actions, all thirteen actions got answers. The results showed that activities that got the most answers were waste management (84,6%), recycling (76,9%), use of local products (69,2%), use of eco-labelled detergents (53,8%), purchasing products with quality (76,9%), monitoring energy- and water consumption (69,2%) and minimizing leftovers (61,5%).

The last question was open-ended, and the respondents were able to mention additional activities that had been taken into use. Four companies informed about other sustainable activities that they are implementing; productization of eco-products (e.g. biking), marketing a secondhand shop with sustainable and high-quality products, avoiding plastic products and the use of wind-generated electricity. One entrepreneur also commented that their business premises were built with ecologically sustainable materials and they have a modern dry toilet (kuivakäymälä) in use. They also use wind generated electricity and have wood heating on the premises. The entrepreneur mentioned that sustainable actions are also implemented by living close to the business premises and not having to use a car for business travel. The companies were also asked about the possible reasons why they had not started implementing sustainable actions yet. One entrepreneur commented that lack of resources is

the reason for not having invested more in sustainable actions. The actions that needed more implementation planning were joint acquisitions with other local companies (15,4%), customer guidance in consumption (15,4%), customer guidance to use public transportation (23,1%), encouraging employees to use public transportation (7,7%) and communication about the sustainable actions that are being implemented (30,8%). The percentages for the implemented sustainable actions are presented in table 4.

Table 4. Implemented sustainable actions.

Ympäristöystävällinen teko	%
Jätehuollon hoito määräysten mukaisesti	84,6%
Lajittelu ja kierrättäminen	76,9%
Paikallisten tuotteiden suosiminen	69,2%
Ympäristömerkityt pesu- ja puhdistusaineet	53,8%
Yhteishankinnat alueen muiden yritysten kanssa	15,4%
Asiakkaiden ohjeistaminen kulutuksessa (mm. energia ja sähkö)	15,4%
Asiakkaiden ohjeistaminen julkisen liikenteen käyttöön	23,1%
Energian- ja vedenkäytön kulujen seuraaminen	69,2%
Ruokahävikin seuraaminen	61,5%
Työntekijöiden kannustaminen julkisen liikenteen käyttöön	7,7%
Työntekijöiden ja asiakkaiden motivoiminen arjen ekotekoihin	30,8%
Vastuullisuudesta viestintä ja tiedottaminen	30,8%
Tuotteiden hankinta harkiten (laatu, kestävyys)	76,9%
Muu, mikä?	30,8%

Re-placing plastic products with environmentally friendly options is one of the important actions towards sustainable development. The companies were asked whether they have plastic products in use. The majority (61,5%) of the companies still had some number of plastic products in use, which means eight companies of thirteen. Three of the companies (23,1%) informed that they do not use any plastic products. The percentages are presented in figure 10.

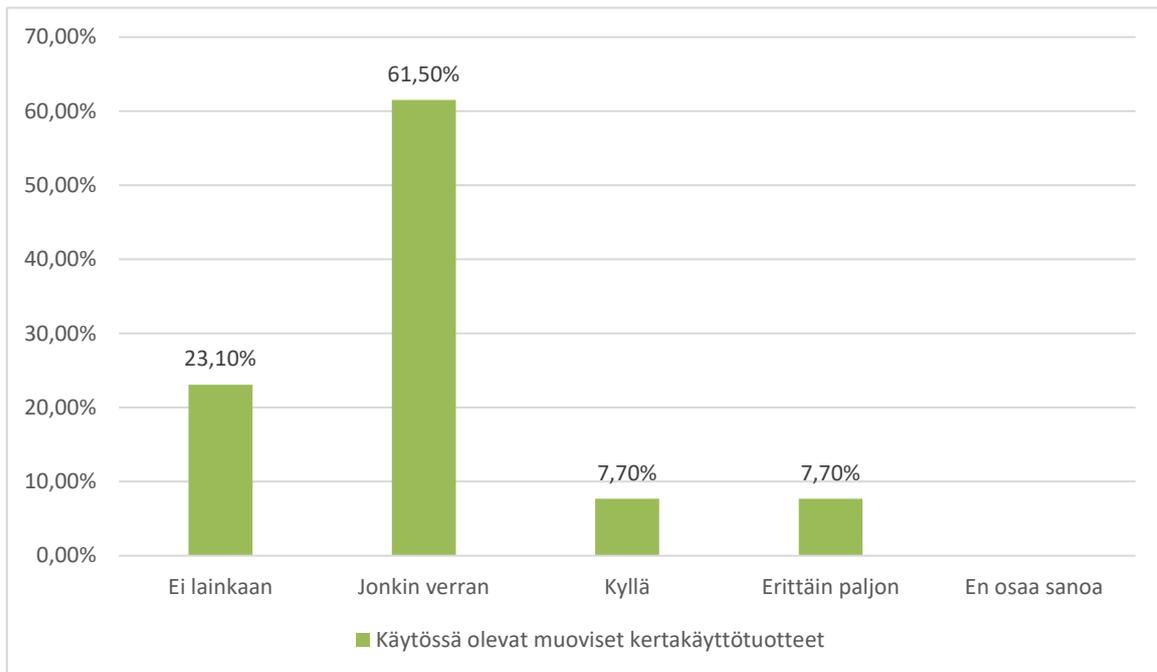


Figure 10. Plastic products in use.

The following question was meant for the companies that were still using plastic products. They were asked whether they were planning to re-place them with more ecological products. Ten out of thirteen companies were still using plastic products and the majority (38,5%) were planning to re-place them in the future. Of the companies, 23,1% answered most certainly. Only one company (7,7%) was not planning to and another was not sure about how their company will proceed in the future. Figure 11 presents the percentages.

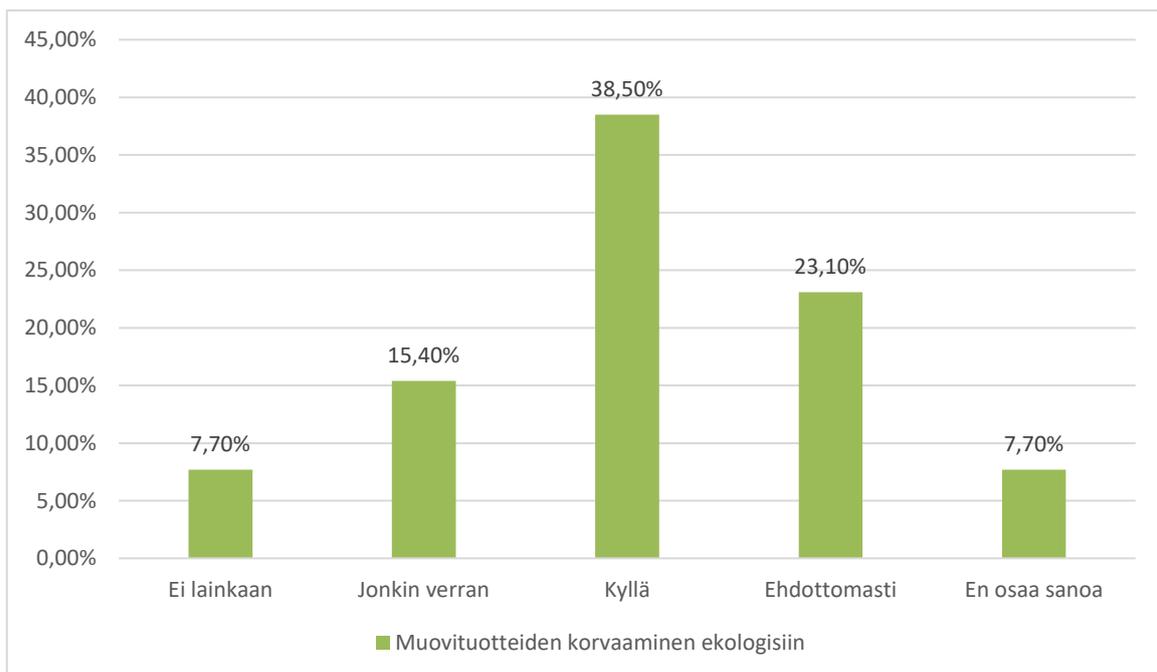


Figure 11. Re-replacing plastic products with ecological ones.

An important goal with the survey was to find out whether the companies already had a green certificate in use. None of the thirteen companies had one yet. They were asked whether receiving a green certificate would be part of the future planning for sustainable development. Four companies (30,8%) could possibly apply for a green certificate in the future. 23,1% definitely planned on applying for a certificate. Two companies (15,4%) informed that they are not planning on applying for a certificate. The percentages for a green certificate are introduced in figure 12.

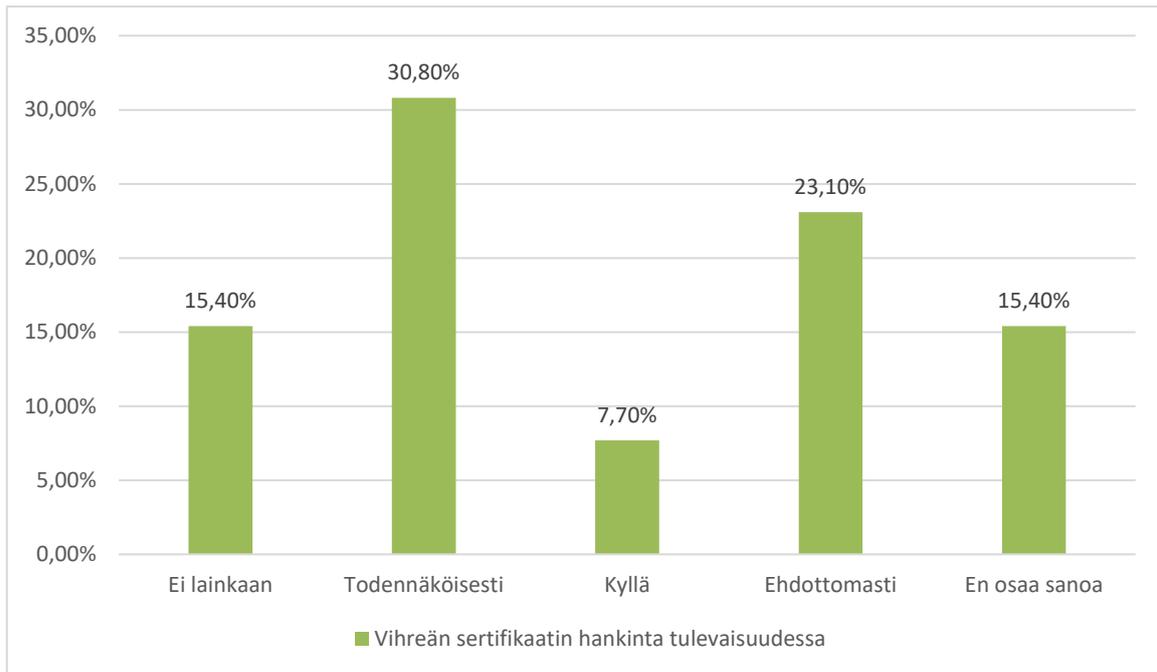


Figure 12. Green certificate in the future.

At the end of the survey the companies were asked if they know that Visit Naantali participates in the STF-programme and target for a green certificate. Six of the thirteen companies were aware of the sustainability programme.

6.2 Customer survey

An online customer survey was conducted in order to collect consumer perspective on values and attitudes towards sustainability. The aim of the survey was for the author to understand to what extent service providers' sustainable actions affect the customers decision-making and how sustainability is seen in their everyday life. The online survey was open for

respondents between 18.3. – 30.4.2020 and was published in Finnish and English. The online survey was first published on the Facebook profile of Visit Naantali, which did not attract as many respondents as wished for. The final number of responses was 139, which was fruitful when collecting valid data. Two of them were in English. Most of the responses were gathered after the survey was published in various groups on Facebook e.g. groups of professionals operating in the travel industry.

Age and gender were asked to gain an understanding of the possible differences in sustainable values. Most of the respondents (35%) were between 30 -39 years old. The age distribution is introduced in figure 13.

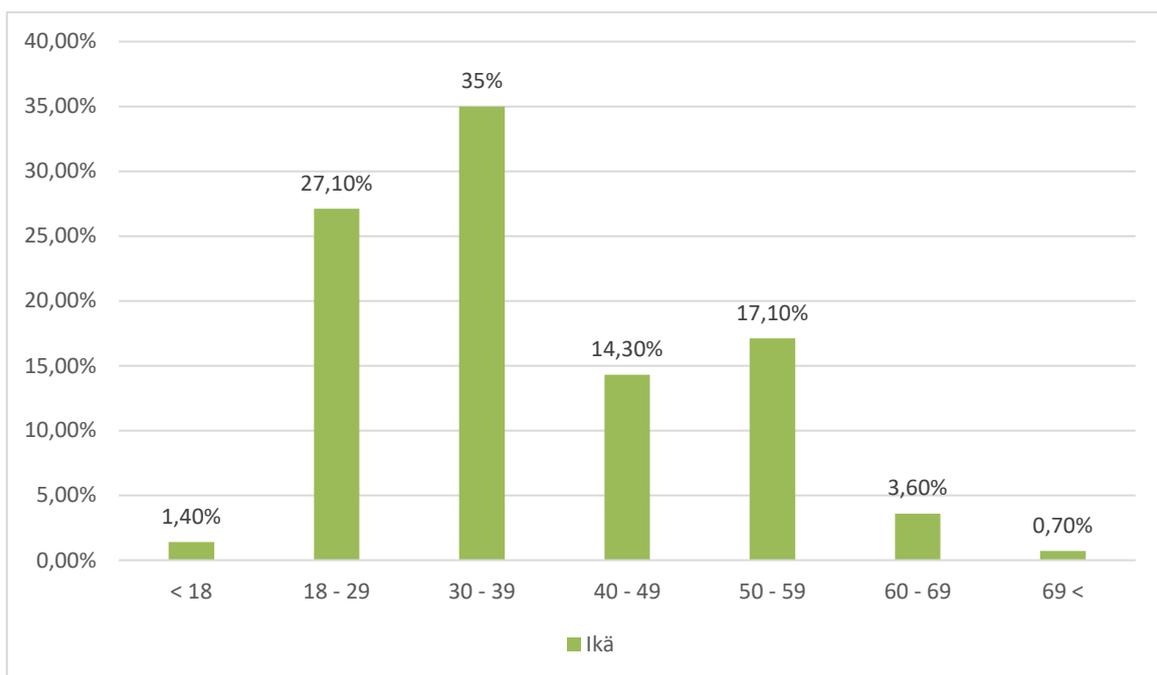


Figure 13. Age.

As presented in figure 14, the majority (90%) of the respondents were female. Based on these results women seem to be more concerned about sustainability, as they were more attracted to respond to the survey. Different aspects must be taken into account; one of the groups in Facebook consisted mainly of women. Social media as a channel for information gathering is effective and reaches different target groups. Despite this, it has to be noted that even many elderly use social media nowadays, there are still a large number that could be reached in more practical ways such as questionnaires to fill out.

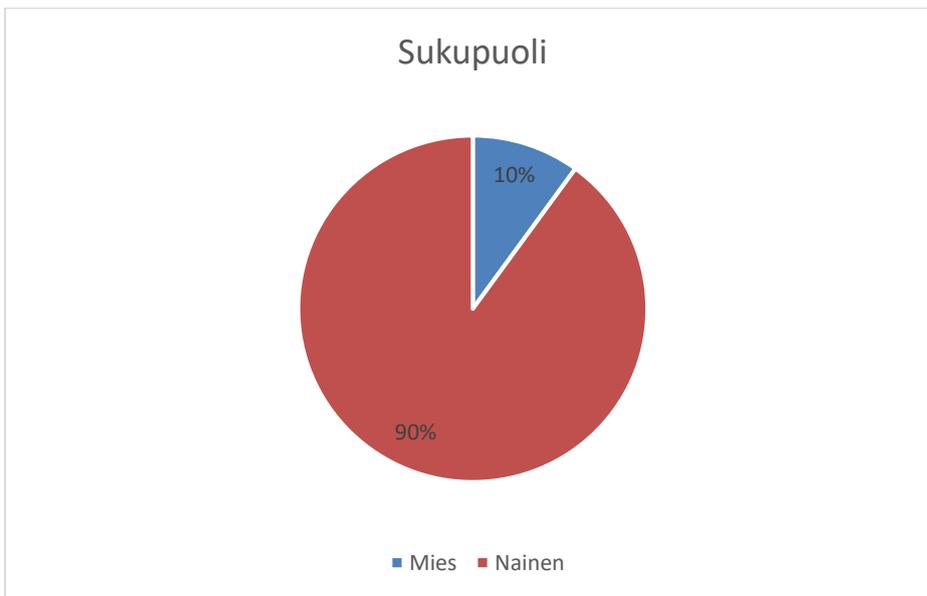


Figure 14. Gender.

The respondents were asked whether they are worried about the climate change. The majority (44,3%) of the respondents were worried about the ongoing global climate crisis. Somewhat worried were 32,9% and very worried 16,4%. Based on the results most of the respondents were more or less worried when only 5% were not concerned. The percentages are presented in figure 15.

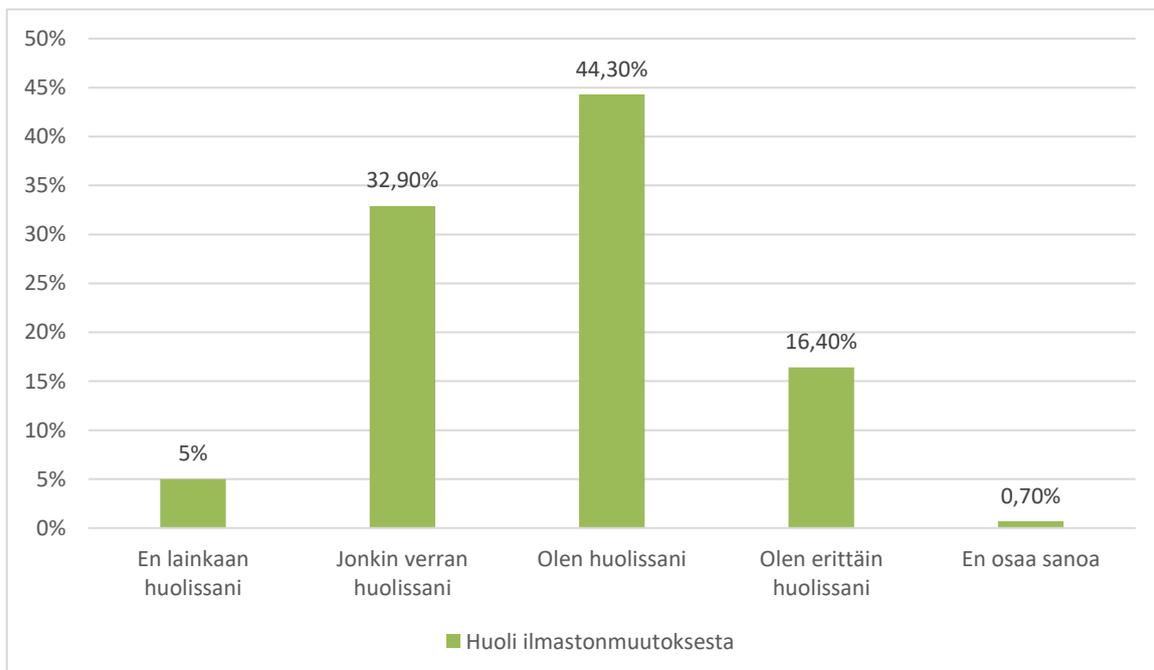


Figure 15. Concern about climate change.

It was important to gather insights on individuals' decision-making and values in sustainability. The actions and percentages are demonstrated in table 5. As seen, recycling was implemented the most (91,4%). The culture of recycling clearly has an impact on Finnish culture and the government has also offered possibilities to implement it. The other everyday life actions that got most answers was the use of local and domestic products (73,4%), monitor energy- and water consumption (48,9%), to avoid plastic products (66,9%) and use leftovers with the intention not to waste food (64,7%). The results show that every respondent implements sustainable actions. Less answers got the use of an electric or hybrid car with 5%, which was expected as purchasing one might be a matter of one's economic situation.

Table 5. Sustainable actions in everyday life.

Ympäristöystävällinen arjenteko	%
Kierrätän	91,4%
Suosin paikallisia ja kotimaisia tuotteita	73,4%
Seuraan energian- ja vedenkulutusta	48,9%
Vältän muovituotteita (mm. kestokassi)	66,9%
Kompostoin	29,5%
Suosin julkisia	35,3%
Käytän sähkö/hybridiautoa	5,0%
Käytän ympäristömerkittyjä pesu- ja puhdistusaineita	38,1%
Käytän kasviperäisiä maitotuotteita	27,3%
Käytän ruoantähteet ja vältän hävikkiä	64,7%
Käytän tuuli- tai aurinkoenergiaa	17,3%
Minulla on käytössä ilmalämpöpumppu	26,6%
Pyrin viettämään lomani kotimaan kohteissa, kun mahdollista	28,8%
Ruokavalio (esim. ei lainkaan tai vähän lihatuotteita)	25,9%
Ei mikään yllämainituista	0%
Muu, mikä?	12,2%

Some of the respondents (12,2%) also mentioned other sustainable actions. These actions consisted mainly of the following; not owning a car - the use of bike and public transport, buying clothing from secondhand stores - avoiding clothing chains as they usually do not support sustainability, the use of nuclear power and not going on flights to foreign countries. Other actions that were mentioned were the use of biodiesel in car, a reduction of consumption in general in order to reduce the production of new products and preferring intangible gifts, more ecological and durable toys for children. One respondent mentioned reasons that make sustainable actions challenging – there was an interest in recycling, but it was experienced too complicated as there was not enough space at home. The respondent

mentioned that in their household they recycle batteries, bottles and light bulbs and do shopping in secondhand stores. Some open-ended comments are introduced in figure 16.

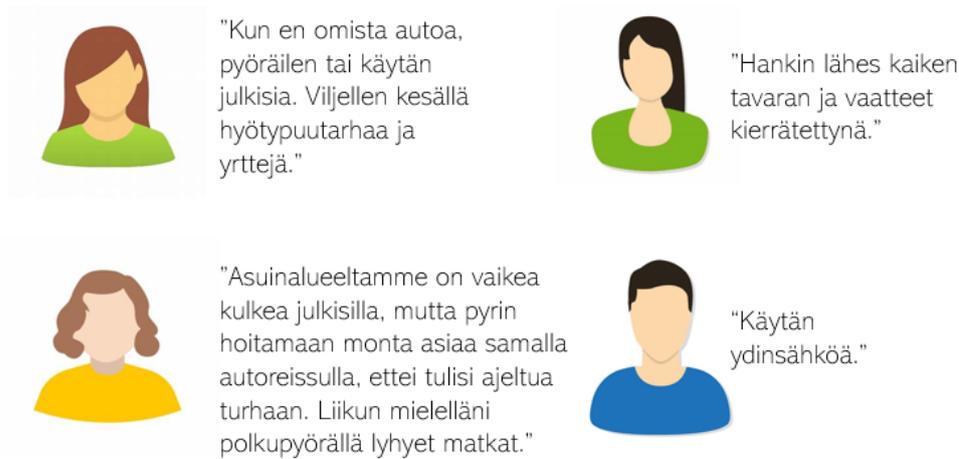


Figure 16. Open-ended comments about sustainable actions.

It was also important to gather information about individual's behavior when traveling and investigate to what extent they make sustainable decisions in a different environment. As shown in figure 17, the majority (54,7%) make some sustainable choices when traveling. The other 33,8% make sustainable choices, which confirms that individuals are concerned about their actions also when traveling, yet the actions may differ from the normal everyday life ones.

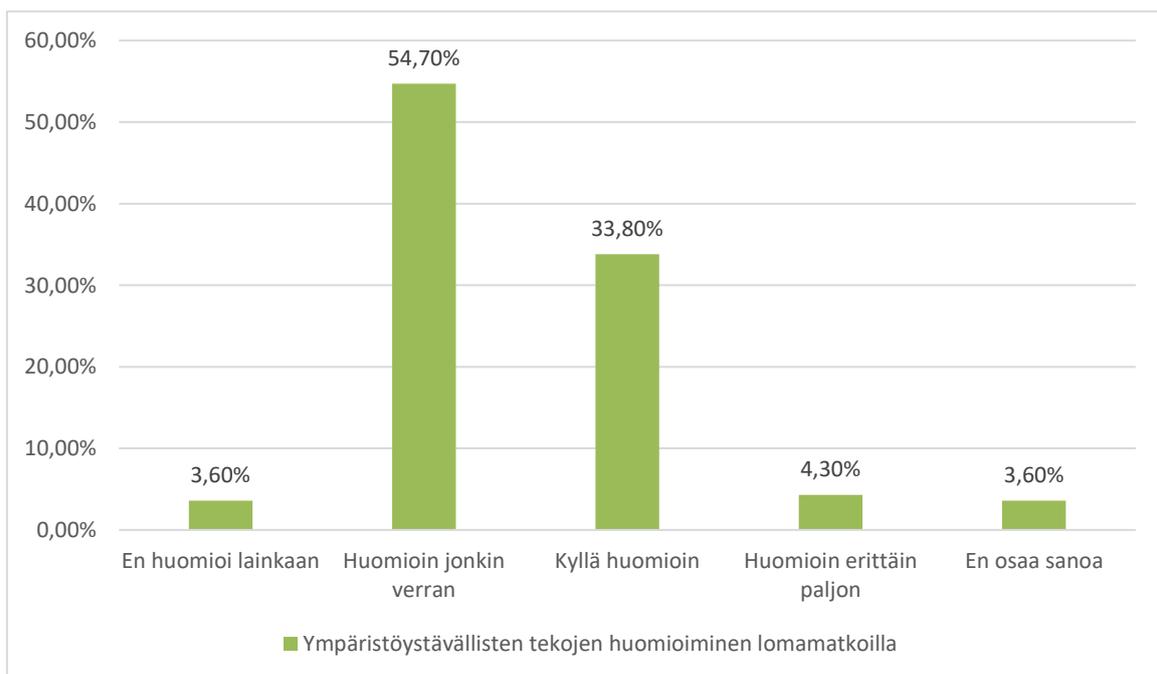


Figure 17. Sustainable actions importance when traveling.

The respondents were further asked which of the mentioned actions they experienced important when traveling. The actions that got most answers were the following; use of reusable bottles (73,4%), supporting local entrepreneurs (72,3%), preferring souvenirs that are meant to be consumed (e.g. local spices and honey) (70,5%) and respecting heritage sites (70,5%). Also, half of the respondents experienced getting to know the destination and its attractions in an environmentally friendly way (e.g. by bike) important (48,9%). Of the respondents, 1,4% did not feel any of the actions important when traveling. These actions are presented in table 6.

Table 6. Sustainable actions when traveling.

Ympäristöystävälliset teot lomamatkoilla	%
Kulkuvälineen suosiminen, jossa on vähemmän päästöjä (hiilijalanjälki)	25,2%
Vesipullon uudelleenkäyttö	73,4%
Kohteeseen tutustuminen ekologisesti (mm. pyörällä)	48,9%
Paikallisten tuottajien tukeminen	72,3%
Eläinpuistojen välttäminen	36,7%
Tuliaisten suosiminen, jotka ovat tarkoitettu kulutettavaksi (mm. paikalliset mausteet, hunaja)	70,5%
Perintökohteiden kunnioittaminen	70,5%
Majoituksen valinta (palveluntarjoajan tukeminen, mm. pienet majoitusliikkeet, varauksen teko suoraan palveluntarjoajalle)	33,1%
En mitään yllämainituista	1,4%
Muu, mikä?	5,8%

Other actions mentioned were the following; not using services that cause unnecessary disturbance to animals or consume nature, eating vegan food also when traveling, limitation of the number of holidays abroad and number of flights and not traveling at all. Four commented that they avoid trashing.

In the research it was crucial for the author to understand the importance of service providers' sustainability in consumers' decision-making. The next question was about the service providers' sustainable actions. They were asked to what extent service providers' actions such as the use of local products and ingredients affect their decision-making when e.g. choosing a restaurant. The majority (46%) answered that service providers' sustainable actions affect somewhat on their decision-making. 30,2% experienced that it certainly affects and for the other 7,2% it affected a lot. It became clear that service providers' sustainable actions are quite important as only 12,9% did not consider them important when choosing a service. The percentages are presented in figure 18.

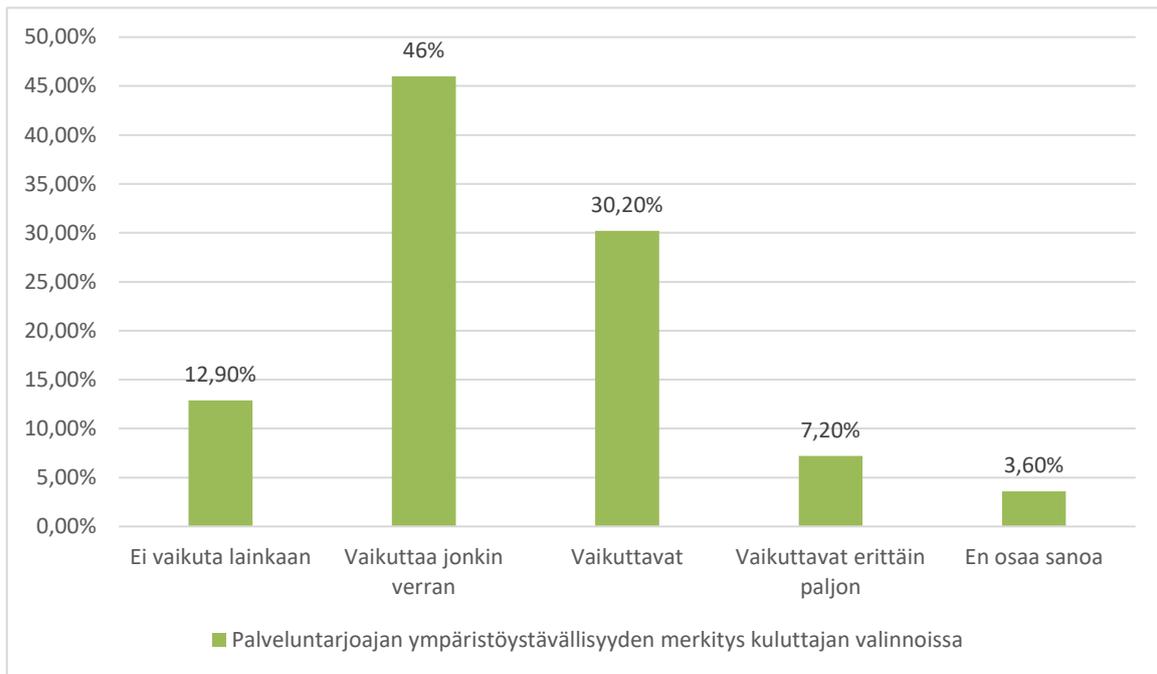


Figure 18. Importance of service providers sustainability in consumer decision-making.

The respondents were asked whether they would decide not to use a service provider's services if their actions would not meet with their values. This question had some similarities with the previous question but aimed to combine an individual's decision-making together with their values. As demonstrated in figure 19, the majority (56,1%) would possibly decide not to use some service that would not meet with their values. On the other hand, the percentage can also be analyzed so that the respondents were not sure about their green values when it comes to choosing a service provider. 23,7% would not use a service and a small percentage (6,5%) would definitely not use a service that would not support their values.

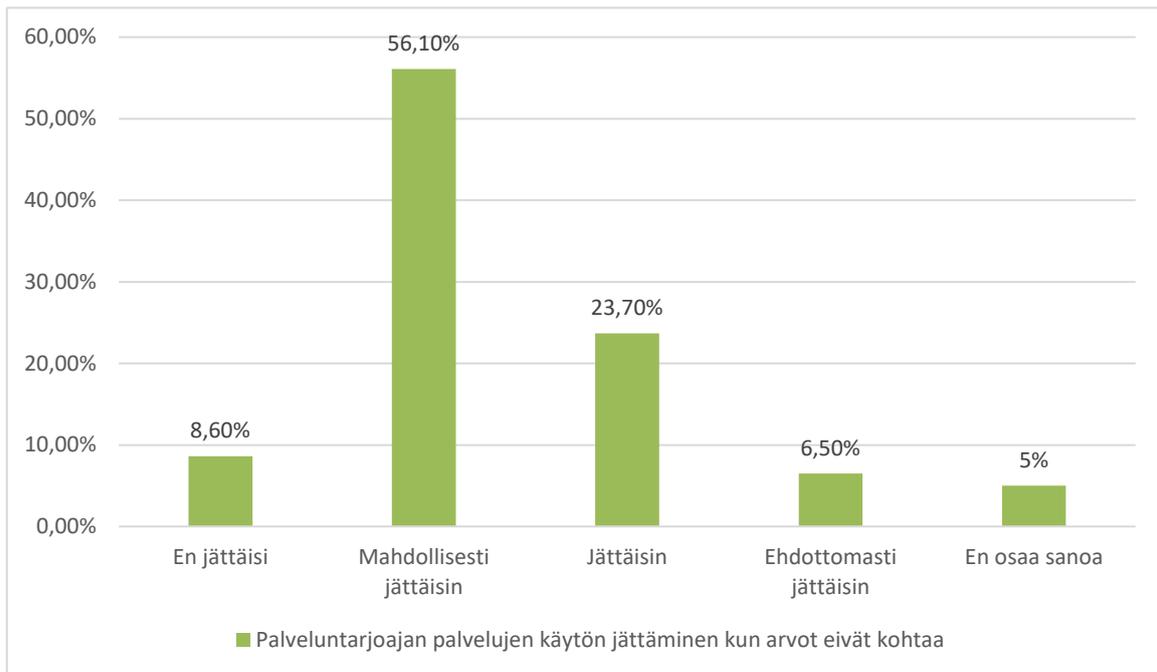


Figure 19. Decision not to use service providers services when they don't support their values.

It was asked how important the respondents experience service providers' sustainability in their actions and communication in general. Almost half of the respondents (46%) experienced it important. Most of the percentages are seen in the choices where a service provider's sustainability is more or less important as somewhat important (25,9%) and very important (20,9%) got the second and third most answers. Only 3,6% of the respondents did not experience it important at all and all of them were male respondents. The respondents were asked to explain briefly the reasons for their opinion. One commented that he had recently started to get worried about the environmental situation and started with some sustainable changes in his everyday life. The other mentioned that in his opinion there has rarely been clear evidence about sustainability, some service providers market it more. The third commented that the main principles are that a service provider complies with the law and the product is good. He continued commenting that carbon dioxide is not relevant and communication about sustainability only has a marketing meaning - and might hide the features of the product itself. The percentages and open-ended comments are introduced in figures 20 and 21.

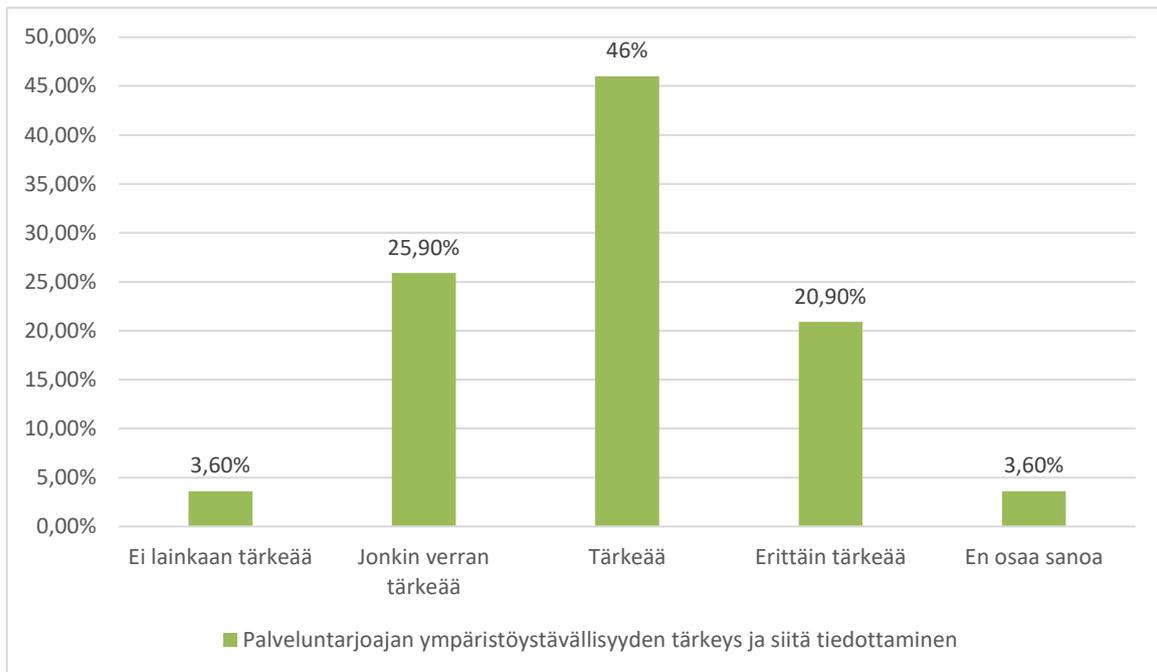


Figure 20. Importance of service providers sustainability and communication about it.

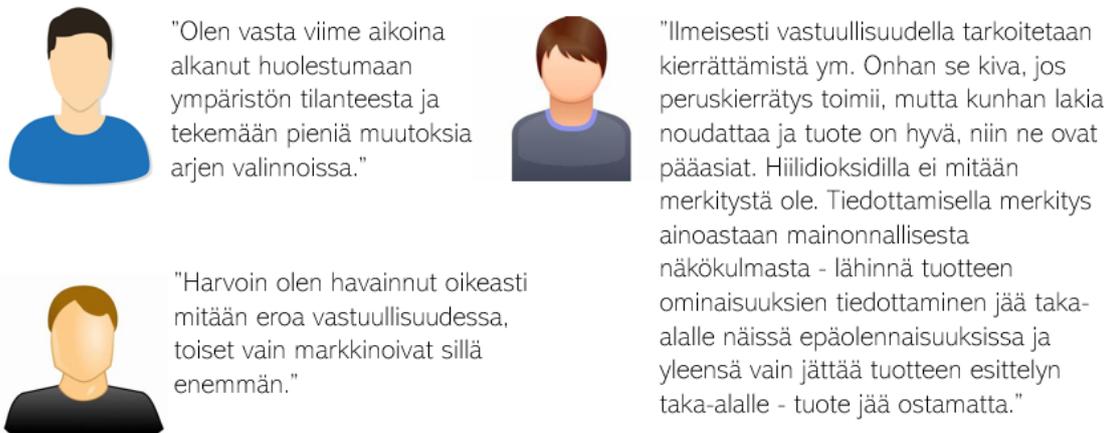


Figure 21. Open comments about why service providers' communication about sustainability is not important.

As part of the research, from a service provider's point of view, it was important to analyze how a service provider should convincingly communicate and share information about its sustainable actions. The respondents could choose several options and as seen in figure 22,

social media (81,3%) and internet websites (77,7%) got many answers. Most answers (82%) got the actions that are visibly seen in a service provider's department.

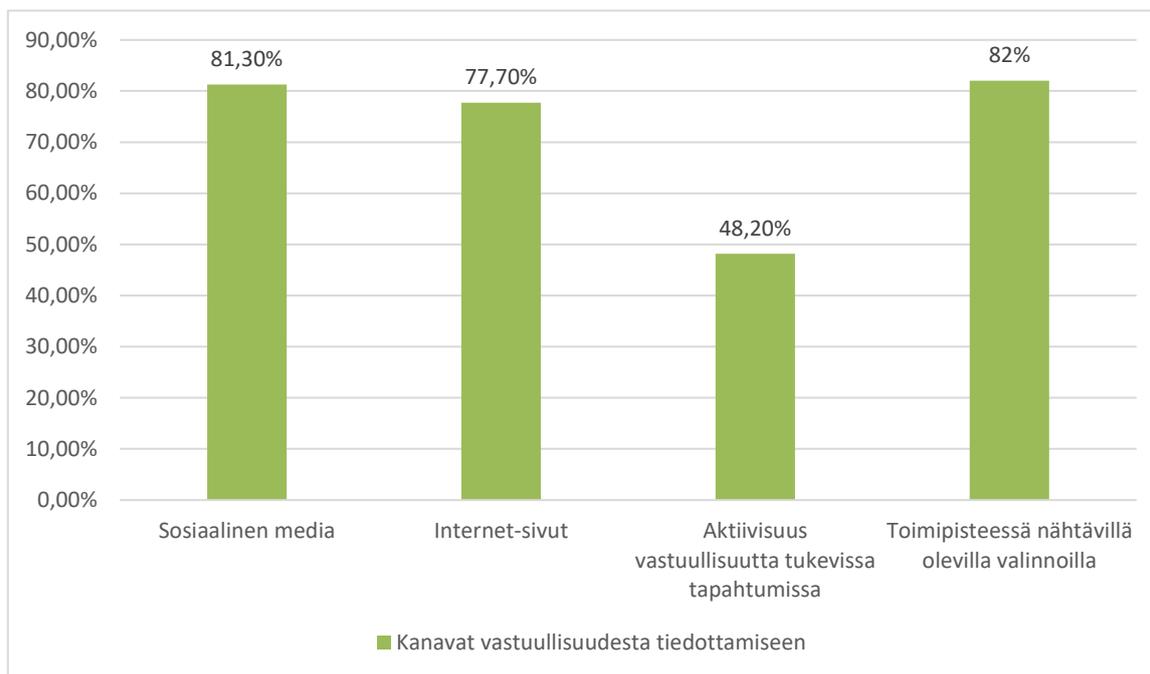


Figure 22. Channels for communication about sustainability.

Since the research was implemented in co-operation with Visit Naantali, they were asked whether they have visited the region of Naantali and its Old Town before. 71,9% of the respondents had visited Naantali, 28,1% had not visited. 76% of the respondents visited Naantali as a day visitor, 24% as a traveler, 7% as a resident of Naantali, 3% as a summer resident, 11% as other than mentioned. The respondents could choose between various options.

The final question of the survey concentrated on what actions visually seen are experienced as a sign of sustainability. Especially when visiting towns or destinations for the first time, what do the respondents pay attention to. Trash bins located at short distances got the most selections (85,6%) and the number of green parks and nature (71,2%) was experienced the second most important. Traffic in general got high percentages and how it is organized; traffic lanes for bikers (66,2%) and good connections for public transportation (69,8%). As mentioned earlier in the survey, electric cars were not experienced as one of the most important sustainable actions, as it might be a matter of financial possibilities. It is also seen in the results that charging points for electric cars got the least answers (36,7%). This might be explained as the reason that the popularity of electric cars has been slowly growing during

the past years. Individuals may experience sustainability differently when it comes to understanding different backgrounds and values. The percentages for visual aspects are presented in figure 23.

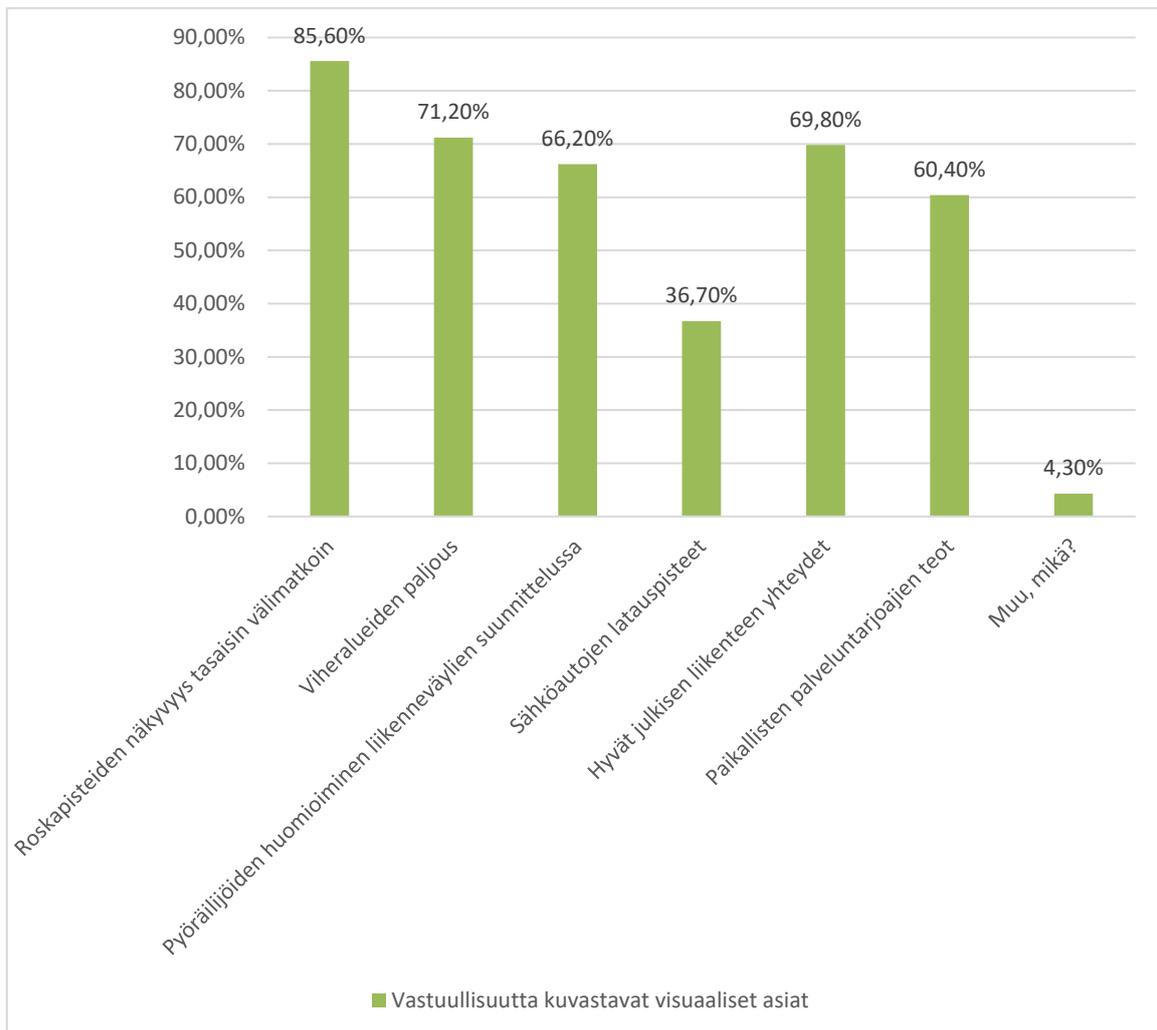


Figure 23. Visual aspects that are paid attention to in sustainability.

Other comments on sustainability that is visually seen included recycling points, well maintained and functional traffic, a recycling center, the use of solar energy and the energy efficiency of new public buildings. One commented that in her opinion dumpsters are a basic requirement in Naantali and in general, and the number of green spaces does not tell about responsibility. She continued that the green areas and flower beds serving the tourist tells about successful planning and appreciation of the city towards its inhabitants and tourists. She finished by commenting that green spaces are obvious in every city, but how they are designed for the target group, might make a difference.

6.3 Website review for Visit Naantali

In order to create development suggestions in sustainable communication and visibility, the internet website of Visit Naantali was analyzed by executing a service safari. A service safari aims to explore a service and experience it from the customer's perspective. The idea is to identify the opportunities, pain points and possible development issues.

After discussing with the commissioner, it became clear that their sustainable actions could be more visible for the customers, especially on their website. At the beginning of 2020 it was also noted that their websites did not include any information about sustainability. Later on during the spring, a section on "responsibility" was added to their website. When analyzing the website, it was also noted that Visit Naantali had created a logo for sustainability "Green side of Naantali". The logo of the website of Visit Naantali is introduced in figure 24.



Figure 24. Sustainability in the website of Visit Naantali and logo of Green side of Naantali.



During the service safari, also Visit Naantali's communication in social media channels was analyzed. Spring 2020 was an important time for Visit Naantali in sustainable communication. Figure 25 is from the Facebook profile of Visit Naantali. They support local companies that have chosen green values as part of their operation and it is seen in active postings on Facebook. Also, followers can find tips on how to travel in an environmentally friendly way and go on sightseeing in the region and surroundings of Naantali.



Figure 25. Communicating sustainability on the Facebook profile of Visit Naantali.

The suggestions for further website development are presented in table 7. The sections are divided into three parts; positive aspects that were identified during the analysis, ideation for future development and suggested steps to be developed for the future. As part of the website analysis, the table is the outcome of the authors suggestions.

Table 7. Website review suggestions for communication development.

Positive now:

- Sustainability mentioned as part of the Moomin world “Matkojen tulee olla hitaita ja pitkiä. Minä pidän jalan kulkemisesta.” -Nuuskamuikkunen (Visit Naantali)
- Tips for ecological tourism and environmentally friendly travelers
- Information about sustainable actions of Visit Naantali: Sustainable Travel Finland mentioned
- New Green side of Naantali-logo to support sustainability
- Local, sustainable companies represented and supported
- Communication about sustainability on the Facebook profile of Visit Naantali
- “Vastuullisen luontomatkoilijan muistisäännöt” (introduces five golden rules for responsible nature travelers)
- Shared links for more information e.g. “Luontoon.fi”

- Positive opportunities of sustainability highlighted instead negative factors

Ideation for the future:

- A story about sustainable development in Naantali (background)
- Audience-specific approach to communication (CREATE CONVERSATION)
- Instead of communicating about “our latest achievement’s” getting into a dialogue with stakeholders and customers
- Engage consumers in understandable, truthful messages that create conversation and include many touch points to help consumers understand and believe that Visit Naantali is responsible and trustworthy on sustainability
- Involve the customers (ENCOURAGE)

Development suggestions for the future:

- Spread information to reach an international market, the section should be available in other languages too (English, Swedish)
- Inform about everyday sustainable actions of the team of Visit Naantali (e.g. social media);
 - Visit Naantali’s “garbage collections” day together with volunteers
 - Postings e.g. *“Our team in Visit Naantali enjoys ecologically produced coffee”* with a picture
- A platform for communication (engaging local companies and customers)
 - A possibility for the companies to inform about their services/events e.g. *“today we offer you a refreshing organic apple juice served with a cherry tomato and goat cheese pie! Psst. The tomatoes are from our garden and the cheese is locally produced”*
 - A possibility for customers to ask for tips and information
- A “submenu” for the “responsibility” section (subheadings for easier information search / customer experience) e.g.;
 - Suggestions for responsible shopping in Naantali
 - Sustainable treats and eco-friendly restaurants

- Accommodation services with green values
- More activity on Instagram and other social media channels?

There were several positive aspects noticed on Visit Naantali's website. During the spring 2020 they had a new section on "responsibility". It quickly informs the customers about their responsible actions and values when entering the website. Visit Naantali also highlights local companies and entrepreneurs, which encourages them to constantly develop in sustainability. For future sustainable development, in this research communication was identified as an important issue. Now that Visit Naantali is about to receive two different green certificates; the STF-certificate and Ekokompassi-certificate, it is important to communicate about their actions in the future together with the local companies and customers. As a suggestion, Visit Naantali could concentrate on developing new channels such as a platform for companies and customers to use. Communication is all about engaging people. These channels, also with social media could be for constant information gathering and sharing. In order to better understand customers' needs, it would also be important to encourage them to share ideas and when possible, also implement them. For this, the table introduced includes e.g. the comment on "garbage collection" days for volunteers. For further development, the "responsibility" section could be modified into subheadings, which would make it easier for the webpage visitor to find the needed information. A possibility to read the section in English would reach international customer segments.

6.4 Mood board

A mood board consist of physical or digital collages that combine images, materials and text. These collages are then arranged into a format. Mood boards are utilized for several design projects, e.g. to create brand, - product, - and website designs. Mood boards are used for many purposes - starting with ideation and inspiration around the project. Mood board is a valuable tool in a design project – it offers guidance for the service designer to stay aware and on track with a customer's needs and expectations. (Designers, 2020)

To support the website review, a mood board was prepared as part of the service safari. A mood board includes ideation and visions of what aspects Visit Naantali could concentrate

on in their future development. The mood board was implemented based on the suggestions that the author prepared during the website analysis. It reflects the importance of communication. The figures presented in the mood board describes the actions that Visit Naantali is already implementing – yet to further develop, more activity in communication is needed. It would be important to create opportunities for customers to participate. It is crucial to communicate through different channels and to remember to bring also the smallest sustainable actions into customers' awareness. Good communication is also about creating environments and possible platforms for customers and companies to be able to share ideation. Being sustainable is also about engaging stakeholders and customers, and aiming for sustainable development together. The mood board is introduced in figure 26.

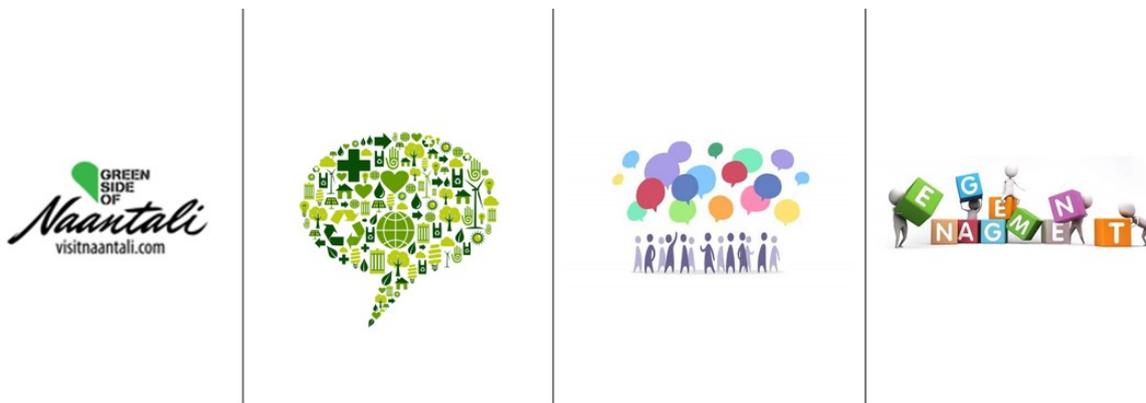


Figure 26. Mood board.

6.5 Personas

Based on the results of the customer survey, four personas were created. In the research personas reflect the different values and approaches for sustainability in individual's everyday life and decision-making. Personas as a design tool can be powerful when expressing goals, behaviors, needs and frustrations. The aim of utilizing personas in the service design process was to give an idea for the commissioner and its regional stakeholders about different customer types, also explained from a tourist's point of view. The personas might give a better understanding for consumer behavior and their needs. The four culture

types (Mood of Finland) that were represented in chapter 5.4. supported the process of creating the personas.

6.5.1 Persona 1. “Sustainability based on different values”

The first persona created was identified as “most common” based on the preliminary research and customer survey results. They support sustainable actions and it becomes clear in their everyday life from recycling to other green choices. Yet their decision-making is not only based on the most sustainable choices, this depends on the service that they seek and the service provider. The persona has strong values, but the decision-making can be based on other values than green ones, depending on the service need. Figure 27 introduces the first persona.

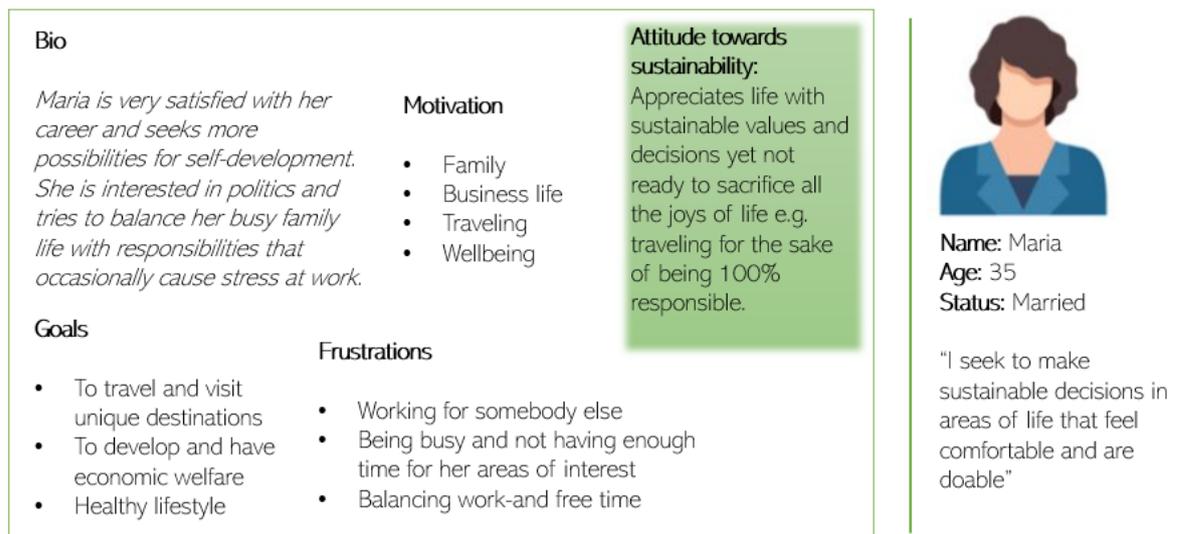


Figure 27. Persona 1.

6.5.2 Persona 2. “Sustainability combined with traditional values”

The second persona can also be identified among younger generations but is most commonly seen in the behavior of middle aged or elderly. They are very confident and aware of what they want when it comes to sustainability and service providers. Many everyday life decision-making is based on their green values. The second persona is presented in figure 28.

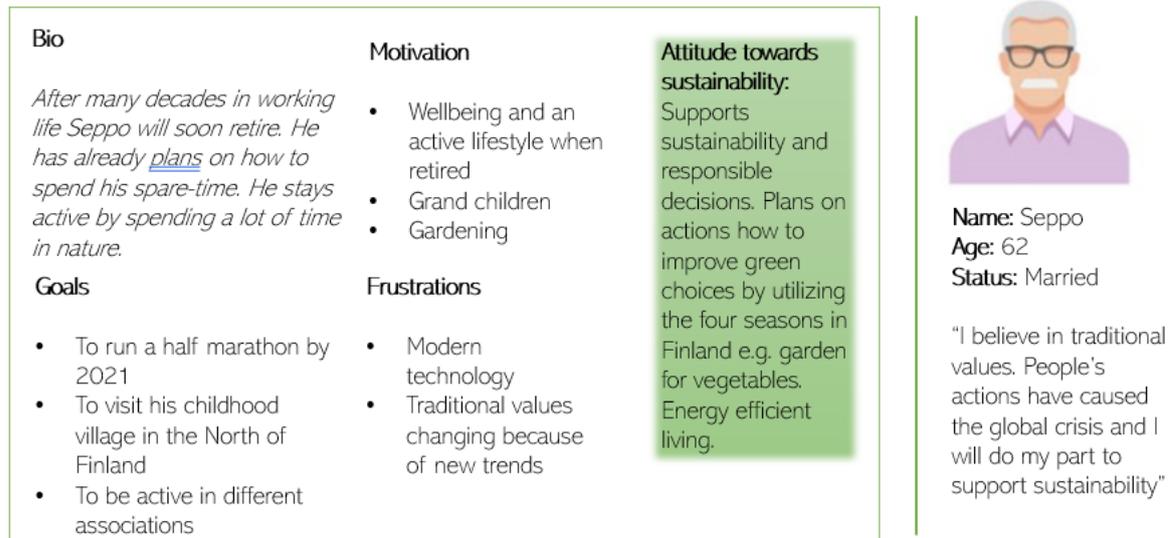


Figure 28. Persona 2.

6.5.3 Persona 3. "Sustainability has high value"

The third persona is an individual with green values. They seek to respect nature and environment in every decisions and actions. Green values can be seen in the persona's style – recycled clothing, a vegetarian diet and possibly living with as little materia as possible. Figure 29 introduces the third persona.

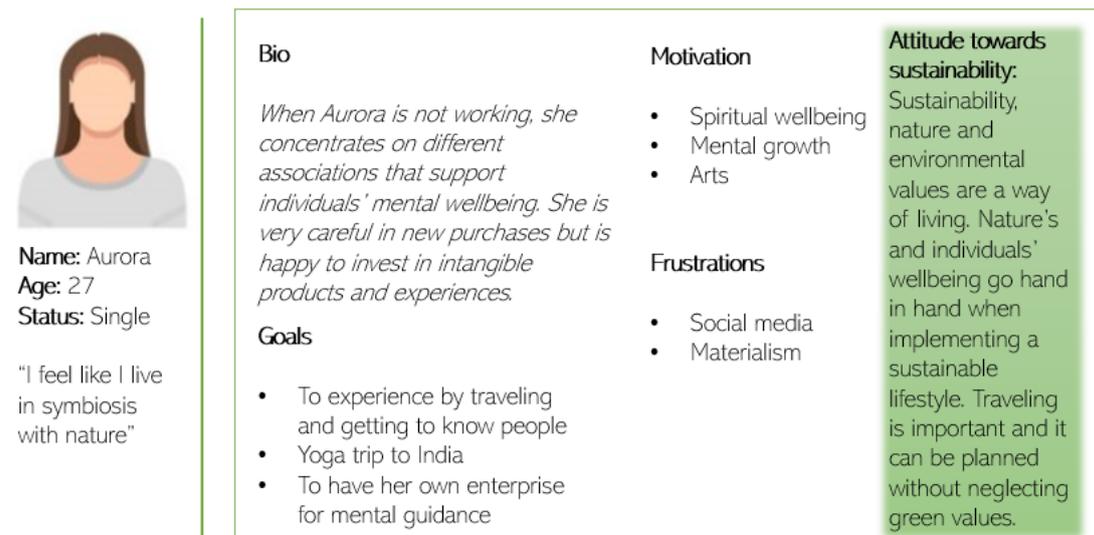


Figure 29. Persona 3.

6.5.4 Persona 4. “Sustainability questioned”

The fourth persona identified has some doubts on what attitude to have towards sustainability. This persona is very sure about their beliefs yet might question and be skeptical about the trend of sustainability and marketing that is seen by the service providers. The fourth persona is presented in figure 30.

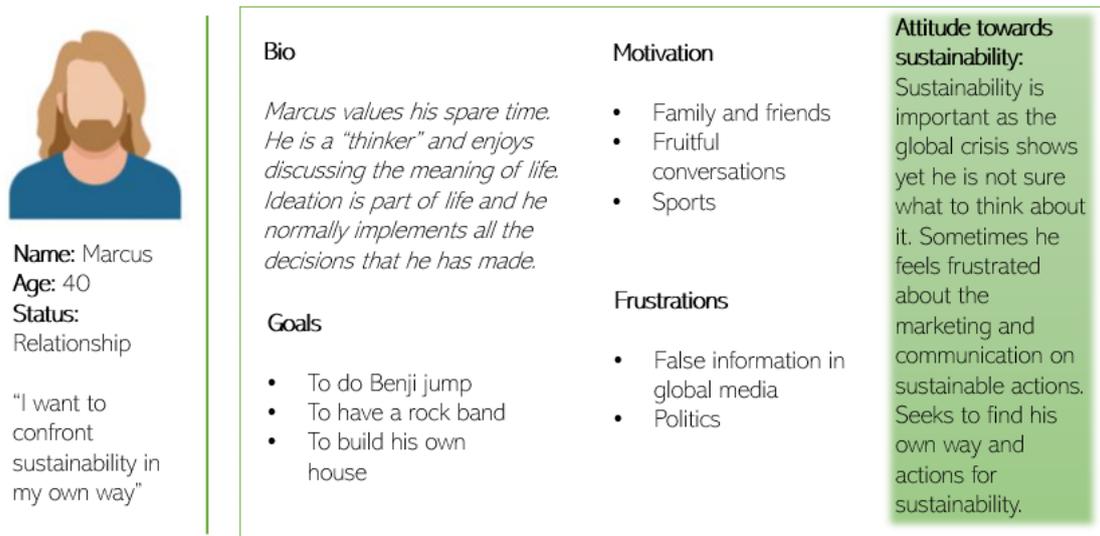


Figure 30. Persona 4.

7 Service design suggestions for sustainable development

Based on the customer survey results an overview with suggestions for sustainable development was compiled and provided for the commissioner for further development. Figure 31 introduces the issues that were identified and needs to be improved. It also demonstrates in percentages valuable data on the importance of service providers’ sustainable actions. In order to prepare suggestions that would give valuable insights for the companies, the results from the customer survey were important.

With the help of the overview and suggestions, companies can possibly better understand the importance of sustainable development and its communication. Nowadays there is plenty of information on sustainability for companies to find – but is the consumer’s point of view highlighted? With the tools of service design, the research gave new insights on

sustainability with a customer-centric approach. It is important for companies to identify the changes in demand and better plan business strategies in order to fulfill customer needs. The figure introduces sustainable actions from which companies can identify their development needs. It also encourages them to aim towards a green certificate, which is going to be of high importance in the future.

An overview with suggestions for sustainable development based on the research

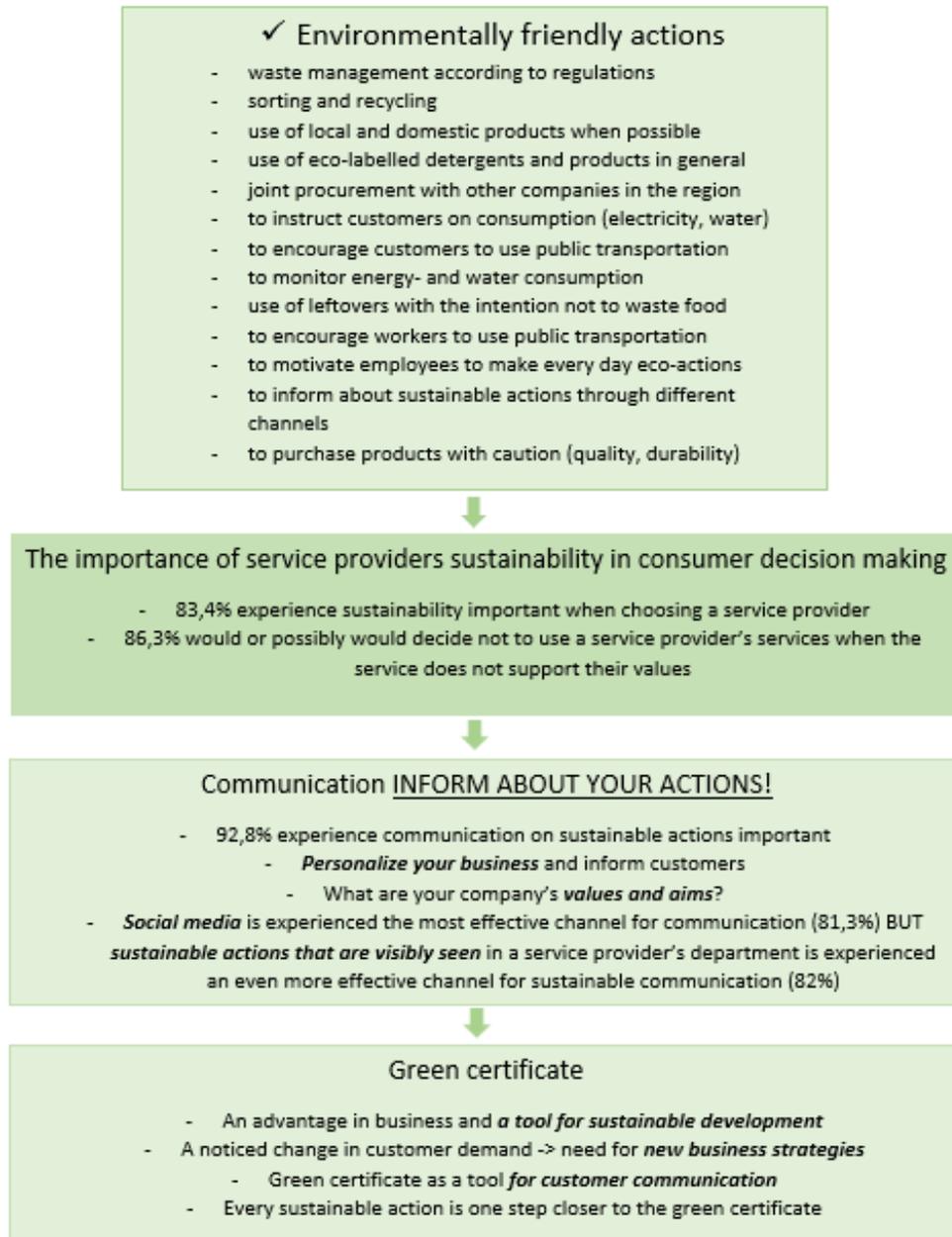


Figure 31. An overview with suggestions for sustainable development based on the research.

To support a sustainable development process for companies, Visit Finland provides aspects of responsibility and communication. The author participated in the STF-coaching day in February 2020 organized by Visit Finland. The themes of sustainable development and communication were introduced and discussed during the coaching day (figures 5 and 7). In this research, lack of communication by companies was identified as a pain point. It felt important to introduce figure 32 in order to support company-specific ideation. According to Visit Finland the following aspects should be considered when planning for sustainable development and informing about it.

Responsibility and communication by Visit Finland



Figure 32. Aspects of responsibility and communication (Visit Finland, 2019)

8 Conclusion and discussion

The aim of this thesis was to investigate changes in demand and attitudes caused by the global climate crisis and ongoing trend of sustainability from both a consumer- and company perspective. The research process started with preliminary research; benchmarking, stakeholder map, the double diamond and interviews. The develop phase consisted of two surveys, personas, service safari and mood board. The surveys were implemented by gathering customer insights from a consumer perspective and by collecting data from the regional stakeholders of Visit Naantali. The design and develop part introduced four different personas that were created based on the customer survey results. Suggestions for improvement of sustainable communication were introduced to Visit Naantali after implementing a website review. Finally, with the results an overview with suggestions was prepared for the commissioner. In this chapter the author will summarize the results, make conclusions and discuss the outcome.

It was crucial to understand how the global trend of sustainability is seen in individuals' decision-making in everyday life and when choosing a service provider. The conducted customer survey gave important insights into understanding individuals' values when making decisions. The number of responses was rewarding (139). Based on the results women seem more concerned about sustainable actions and eager to participate as most of the respondents were women. One possible reason is that some Facebook groups, where the survey was published, had more female participants. The online survey reached individuals who actively use social media. Elderly people who are not social media users were not reached, and this might have affected the results. The results showed that the majority are worried about the ongoing climate crisis and this is also seen in sustainable decisions and actions that they implement in their everyday life. It was interesting to realize that sustainable decisions when traveling were experienced important too, which confirms that individuals actively seek to make sustainable decisions also in different environments.

Service providers' sustainable actions were experienced as important, which confirm that individuals are aware of their green values also when analyzing companies' sustainable actions and purchasing their products. The results were interesting as quite many were not sure whether to purchase a service or product if the service provider's actions would not meet with their values. This result was contradictory as it tells about uncertainty when it comes to choosing a service provider. Based on the results, individuals' decision-making

vary and not always support their green values when purchasing products or services for different needs.

The aim of the second research question was to find out how actively the regional stakeholders of Visit Naantali had started with sustainable development. Unfortunately, the covid-19 virus, which affected the economy and individuals in Finland in the spring 2020 could be seen in the response rate. All the companies that responded to the survey had started with sustainable actions. Despite the sustainable actions that the companies were implementing, the use of plastic products was surprisingly high. This was mostly explained by the higher pricing for ecological products and lack of economic preparedness. Most of the companies were planning on re-placing them in the future, which can be understood as active sustainable development planning. None of the companies had a green certificate yet, but many of them showed an interest in applying for one in the future. Based on the results, all the companies had started with sustainable actions, yet it has to be remembered that many of the stakeholders of Visit Naantali were not reached. The low number of responses (13 companies) can also be explained by bad timing. The online survey was conducted in March 2020. It must also be considered that many companies might not have an interest in the survey if the topic was not current for their business.

The third research question investigated how can service design be utilized when developing sustainability in companies. The selected research methods gave valuable information for the author to prepare an overview with suggestions for companies to consider in sustainable development. If there had been an interest among the companies to participate in a workshop, sustainable development plans for companies would have been prepared by utilizing service design tools. Chapter 7 includes a figure with suggestions for sustainable development for companies.

The benchmarking and the interviews gave essential information at the beginning of the research in order for the author to better understand the tools and programs that are offered for sustainable development. The research methods that were used for the research process worked out well – there was an abundance of respondents filling in the customer survey, however, there could have been more responses in the company survey. The two surveys were necessary in order to collect customer- and business centric aspects on sustainability. The collected data gave insights to utilize service design methods – four personas were created based on the customer survey and culture types that were introduced in Sustainable Travel Finland – coaching day (chapter 5.4.). The personas gave an important insight into

different types of attitudes on sustainability in individuals' everyday life. These personas can also be utilized by companies to better understand different customer segments and needs. Communication on sustainability was identified as a pain point. The implemented service safari as a form of a website review for Visit Naantali was beneficial in order to improve their communication on sustainable actions. In order to have even deeper insights into companies' sustainable situation, personal interviews with entrepreneurs would have been essential. Not being able to implement a workshop due to the prevailing factors also affected the research process and final outcome.

The research identified that communication is experienced important from the consumer's point of view. This was confirmed by the customer survey results. It was positive to realize that also companies were aware of the lack of communication. This can be seen in the group mind map (figure 7) that was prepared by the authors of different companies in Sustainable Travel Finland – coaching day, chapter 5.4. The commissioner Visit Naantali had already started with sustainable actions before starting the research and was about to receive two green certificates (Sustainable Travel Finland- certificate and Ekokompassi) when this research was completed in August 2020. The commissioner received valuable information on the sustainable situation by the stakeholders that responded in the survey. The website review gave the commissioner important insights for further development as well as the customer survey and personas that were later created, gave new aspects for changing customers' needs. Finally, the overview with suggestions based on the results gave encouragement and guidance for Visit Naantali together with the stakeholders to continue and further plan sustainable development in the region. The author received positive feedback from the commissioner when the overview and the results were presented. The results and suggestions will be utilized for future development ideation.

For the author the research was an instructive experience. The co-operation with the commissioner was interesting and was well implemented, starting in spring 2019 and ending in August 2020. The research process gave new insights into service design and for the versatile tools it can offer to better understand customer centric approaches. The gained results confirmed that the climate crisis is affecting and can be seen in individuals' and companies' sustainable actions yet left many new research questions in mind to be further researched. For a deeper investigation, personal interviews with the companies' and random individuals would have been necessary. This would give a possibility to better understand personal experiences from a consumer- and company perspective. Interviews would also allow deeper investigation on companies' plans for future development. For further research

it would be interesting to reach individuals and companies that are less concerned about sustainable actions.

Reference List

- Acciona. *Sustainable development*. [online] <https://www.acciona.com/sustainable-development/> (accessed 05.09.2020).
- Ben-Eli, M 2015 '*Sustainability: definition and five core principles*', The Sustainability Laboratory, pp. 3. [online] <http://www.sustainabilitylabs.org/assets/img/SL5CorePrinciples.pdf> (accessed 18.06.2020).
- Boucher, J. L. & Heinonen, J. 2019. *Sustainable consumption, promise or myth?* England: Cambridge Scholars Publishing.
- Business Finland. *Certificates and programs*. [online] <https://www.businessfinland.fi/suomalaisille-asiakkaille/palvelut/matkailun-edistaminen/vastuullisuus/sertifioinnit--ohjelmat/> (accessed 27.04.2020).
- Cleverism. *The ultimate guide to service design*. [online] <https://www.cleverism.com/ultimate-guide-service-design/> (accessed 05.09.2020).
- Designers. *Guide to mood boards*. [online] <https://www.toptal.com/designers/visual-identity/guide-to-mood-boards> (accessed 17.08.2020).
- Designorate. *Why companies need to apply design thinking*. [online] <https://www.designorate.com/why-companies-need-design-thinking/> (accessed 18.08.2020).
- Interaction design foundation. *The principles of service design thinking*. [online] <https://www.interaction-design.org/literature/article/the-principles-of-service-design-thinking-building-better-services> (accessed 04.09.2020)
- Miettinen, S. & Valtonen, A. 2013. *Service design with theory: discussions on change, value and methods*. Vantaa, HansaBook.
- Mood of Finland. [online] <https://moodoffinland.fi/> (accessed 13.08.2020).
- Nielsen. *Sustainability is a consumer-centric strategy*. [online] <https://www.nielsen.com/us/en/insights/article/2018/sustainability-is-a-consumer-centric-strategy/> (accessed 07.09.2020).

Pappas B. & Pappas C. 2014, 'The sustainable personality: values and behaviors in individual sustainability', *International Journal of Higher Education*, vol. 4, no 1, pp. 12. [online] <https://files.eric.ed.gov/fulltext/EJ1060565.pdf> (accessed 19.05.2020).

Soulful Concepts Group. *Difference between responsible and sustainable tourism*. [online] <https://soulfulconcepts.com/index.php/2017/03/14/difference-between-responsible-and-sustainable-tourism/> (accessed 15.04.2020).

Suomenlinna. *The principles of sustainable tourism*. [online] <https://www.suomenlinna.fi/en/world-heritage/sustainable-tourism/the-principles-of-sustainable-tourism/> (accessed 14.01.2020).

The Stationary Office 2011. *ITIL Service Design: Best Management Practice*. Great Britain, The Cabinet Office.

This is Finland. *Environmental protection in Finland*. [online] <https://finland.fi/life-society/environmental-protection-in-finland/> (accessed 08.08.2020).

United Nations. Sustainable Development Goals. [online] <https://www.un.org/sustainabledevelopment/development-agenda/> (accessed 05.09.2020).

Visit Finland. *Sustainable Finland*. [online] <https://www.visitfinland.com/sustainable-finland/> (accessed 14.01.2020).

Visit Finland. 2011. *Finnish Tourist Board*. [online] http://www.visitfinland.fi/wp-content/uploads/2013/04/2006-Sustainable-tourism-Finland_-updated-Aug2011.pdf?dl (accessed 25.01.2020).

Visit Finland. *Business Finland*. [online] <https://www.businessfinland.fi/suomalaisille-asiakkaille/palvelut/matkailun-edistaminen/vastuullisuus/sustainable-travel-finland/> (accessed 28.03.2020).

Visit Finland. *Business Finland*. [online] <https://www.businessfinland.fi/suomalaisille-asiakkaille/palvelut/matkailun-edistaminen/toiminta-suomessa/vastuullisuudesta-yrityksen-ja-alueen-myyntivaltti/> (accessed 29.03.2020).

Visit Finland 2019. *Työkaluja vastuullisuuteen ja viestintään*. Vastuullisen matkailuyrityksen käsikirja.

Visit Naantali. [online] <https://www.visitnaantali.com/> (accessed 16.05.2020).

List of Figures

Figure 1. Frame of reference

Figure 2. Stakeholder map of Visit Naantali

Figure 3. Double diamond

Figure 4. Laatutonni Green Start- certificate and the Green Sun of Hanko

Figure 5. Topics for Sustainable Travel Finland coaching day by Visit Finland

Figure 6. Mood of Finland – culture types

Figure 7. Sustainable actions – group mind map

Figure 8. Sustainable Travel Finland – certificate process

Figure 9. Activity in sustainable actions

Figure 10. Plastic products in use

Figure 11. Re-placing plastic products with ecological ones

Figure 12. Green certificate in the future

Figure 13. Age

Figure 14. Gender

Figure 15. Concern about climate change

Figure 16. Open comments about sustainable actions

Figure 17. Importance of sustainable actions when traveling

Figure 18. Importance of service providers sustainability in consumer decision-making

Figure 19. Decision not to use service providers' services when they do not support their values

Figure 20. Importance of service providers' sustainability and communication about it

Figure 21. Open comments about why service providers' communication about sustainability is not important

Figure 22. Channels for communication about sustainability

Figure 23. Visual aspects that are paid attention to in sustainability

Figure 24. Sustainability in the website of Visit Naantali and logo of Green side of Naantali

Figure 25. Communicating sustainability on the Facebook profile of Visit Naantali

Figure 26. Mood board

Figure 27. Persona 1

Figure 28. Persona 2

Figure 29. Persona 3

Figure 30. Persona 4

Figure 31. An overview with suggestions for sustainable development based on the research

Figure 32. Aspects of responsibility and communication (Visit Finland, 2019)

List of Tables

Table 1. Processes and outputs

Table 2. Green certificates

Table 3. Number of employees

Table 4. Implemented sustainable actions

Table 5. Sustainable actions in everyday life

Table 6. Sustainable actions when traveling

Table 7. Website review suggestions for communication development

Appendices

Appendix 1. Questions for the interview with Hanko tourist office

Appendix 2. Questions for the interview with Visit Rauma

Appendix 3. Survey questions for the regional stakeholders of Visit Naantali

Appendix 4. Customer survey questions

Appendix 1. Questions for the interview with Hanko tourist office (28.01.2020).

<i>Kysymys 1.</i>	Hangon matkailutoimisto ja vastuullisen liiketoiminnan työkalun Green Start- yritysvalmennuksen suorittaminen. Miten matkailutoimistonne kuuli mahdollisuudesta?
<i>Kysymys 2.</i>	Kuinka kauan koko prosessi kesti?
<i>Kysymys 3.</i>	Perho-opiston laatutoni – valmennuspaketti. Mitä valmennukseen osallistuminen vaatii toimijalta ja mitä oikeuksia se antaa?
<i>Kysymys 4.</i>	Hangon matkailutoimisto ei saanut varsinaisesti itse vihreää aurinkoa, toimiiko se ensisijaisesti "suunnan näyttäjänä"?
<i>Kysymys 5.</i>	Miten alueen yrityksiä tiedotettiin projektista ja mahdollisuudesta saada vihreä aurinko- sertifikaatti?
<i>Kysymys 6.</i>	Mitä muita toimenpiteitä (kuin ympäristövastuulliset teot) kuudelta yritykseltä vaadittiin vihreän auringon saamiseksi?
<i>Kysymys 7.</i>	Mitä lisäkuluja vihreän auringon saaneille yrityksille mahdollisesti tuli?
<i>Kysymys 8.</i>	Seurataanko näiden toimijoiden ympäristövastuullisia tekoja säännöllisesti vihreän auringon saamisen jälkeen?
<i>Kysymys 9.</i>	Mitkä ovat Hangon matkailun tulevaisuuden suunnitelmat ympäristöystävälliseen kehitykseen?

Appendix 2. Questions for the interview with Visit Rauma (17.03.2020).

<i>Kysymys 1.</i>	Rauma valittiin Visit Finland:n valtakunnalliseen, vastuulliseen matkailun kehittämistyön pilottitoteutukseen. Pilottihaku järjestettiin hiljattain, milloin pilottihakuhaku alkoi ja milloin Rauma tuli kutsutuksi kehittämistyöhön?
<i>Kysymys 2.</i>	Mitä toimenpiteitä kestävä kehityksen eteen Raumalla on tehty ennen pilottiohjelmaan osallistumista?
<i>Kysymys 3.</i>	Mitä pilottiohjelmaan pääsystä vaadittiin?
<i>Kysymys 4.</i>	Mitkä ovat Rauman tavoitteet pilottityöskentelyssä?
<i>Kysymys 5.</i>	Miten alueen yrityksiä tiedotettiin mahdollisuudesta osallistua ohjelmaan?
<i>Kysymys 6.</i>	Mitä työkaluja Visit Finland tarjoaa destinaatioille, jotka aloittavat Sustainable Travel Finland- ohjelman?
<i>Kysymys 7.</i>	Kuinka pitkään prosessin toteuttamiseen ja Sustainable Travel Finland- sertifikaatin saamiseen menee?
<i>Kysymys 8.</i>	Onko Raumalla toteutettu kyselyä vastuullisuuden ja ympäristöystävällisten tekojen merkityksestä?

Appendix 3. Survey questions for the regional stakeholders of Visit Naantali.

1. Yritys (vapaaehtoinen)
2. Millä alalla yritys toimii?
 - Ravitsemuspalvelut
 - Majoituspalvelut
 - Ohjelmapalvelut
 - Muu, mikä?
3. Kuinka monta työntekijää yrityksessä työskentelee? (voi olla suuntaa-antava)
4. Onko yrityksessänne jo tehty muutoksia vastuullisempiin ja ympäristöystävällisempiin tekoihin?
 - Ei lainkaan
 - Jonkin verran
 - Kyllä
 - Erittäin paljon
 - En osaa sanoa
5. Jos ympäristöystävällisiin tekoihin on ryhdytty, ole hyvä ja valitse mitä seuraavista noudatatte (voit valita useamman)
 - Jätehuollon hoito määräysten mukaisesti
 - Lajittelu ja kierrättäminen
 - Paikallisten tuotteiden suosiminen
 - Ympäristömerkityt pesu- ja puhdistusaineet
 - Yhteishankinnat alueen muiden yritysten kanssa
 - Asiakkaiden ohjeistaminen kulutuksessa (mm. energia ja vesi)
 - Asiakkaiden kannustaminen julkisen liikenteen käyttöön
 - Energian- ja vedenkäytön kulujen seuraaminen
 - Ruokahävikin seuraaminen
 - Työntekijöiden kannustaminen julkisen liikenteen käyttöön
 - Työntekijöiden ja asiakkaiden kannustaminen arjen ekotekoihin
 - Vastuullisuudesta viestintä ja tiedottaminen (esim. sosiaalisessa mediassa)
 - Tuotteiden hankinta harkiten (laatu, kestävyys)
 - Muu, mikä?

6. Jos muutoksia ei ole vielä tehty tai vain jonkin verran, kertoisithan myös lyhyesti minkä syiden takia niihin ei ole ryhdytty.
7. Onko käytössänne muovi- ja kertakäyttövälineitä?
- Ei lainkaan
 - Jonkin verran
 - Kyllä
 - Erittäin paljon
 - En osaa sanoa
8. Jos käytössänne on muovi- ja kertakäyttöt tuotteita, onko suunnitelmisnne ottaa kyseiset tuotteet pois käytöstä ja siirtyä ekologisempiin vaihtoehtoihin? (ole hyvä ja siirry seuraavaan kysymykseen, jos ette käytä kyseisiä tuotteita)
- Ei lainkaan
 - Jonkin verran
 - Kyllä
 - Ehdottomasti
 - En osaa sanoa
9. Onko yrityksellänne vihreää sertifikaattia?
- Kyllä
 - Ei
10. Jos vastasit kyllä, kertoisitko mikä niistä?
11. Jos vastasit ei, onko yrityksellänne kiinnostusta tai suunnitelmissa hankkia sertifikaatti?
12. Oletko tietoinen, että Visit Naantali on mukana tavoittelemassa alueellista sertifikaattia (Visit Finland)?
- Kyllä
 - Ei
13. Jos sertifikaatin hankinta ei ole ajankohtainen, mutta olisitte kiinnostuneet suunnittelemaan yritykselle oman vastuullisen toimintasuunnitelman, ole hyvä ja

jätä sähköpostiosoitteenne niin lisäämme teidät myöhemmin järjestettävään työpajaan.

Appendix 4. Customer survey questions.

1. Age
 - <18
 - 18 – 29
 - 30 – 39
 - 40 – 49
 - 50 – 59
 - 60 – 69
 - 69<

2. Gender
 - Female
 - Male

3. How worried are you about the climate change?
 - Not at all worried
 - Somewhat worried
 - Worried
 - Very worried
 - I am not sure

4. How can sustainable decisions be seen in your everyday life? (Select all that apply)
 - I recycle
 - I choose local and domestic products when possible
 - I monitor energy- and water consumption
 - I avoid plastic products
 - I compost
 - I use public transportation
 - I have an electric or hybrid car in use
 - I use eco-labelled detergents and products in general
 - I use plant-based dairy products

- I use leftovers with the intention not to waste food
 - I use wind- and sun generated electricity
 - I have an air source heat pump
 - I try to spend holidays at domestic destinations
 - In my diet (e.g. not using or using less meat products)
 - None of the mentioned above
 - Other, what?
5. To what extent do you make sustainable choices when traveling?
- I do not make sustainable choices
 - I make some sustainable choices
 - I make sustainable choices
 - I make mainly sustainable choices
 - I am not sure
6. Which of the following do you consider important when traveling? (Select all that apply)
- Transportation that has less emissions (carbon footprint)
 - Re-usable bottles
 - Getting to know the destination and its attractions in an environmentally friendly way (e.g. by bike)
 - Supporting local entrepreneurs
 - Avoiding wildlife parks
 - Preferring souvenirs that are meant to be consumed (e.g. local spices and honey)
 - Respecting heritage sites
 - Choosing accommodation run by a local company
 - None of the mentioned above
 - Other, what?
7. To what extent does the use of local ingredients and local products impact your decision when choosing a restaurant?
- It does not affect at all
 - It affects somewhat
 - It affects
 - It affects very much

- I am not sure
8. Would you use a service provider's services if their actions do not meet with your environmentally friendly values?
- I would anyway use their services
 - I might use their services
 - I would not use their services
 - I would definitely use their services
 - I am not sure
9. How important is it that a service provider is environmentally friendly and informs about its actions through different channels? (Communication)
- It is not important
 - It is of little importance
 - It is important
 - It is very important
 - I am not sure
10. If you answered 'it is not important' please explain why?
11. How should a service provider convincingly communicate and share information about its sustainable actions? (Select all that apply)
- On social media
 - On an Internet website
 - By noticeable actions (e.g. charity, organizing an event)
 - By visibly seen choices at their department
 - Other, what?
12. Have you visited Naantali's Old Town?
- Yes
 - No
13. If you have, how did you get to know it?
- As a day visitor
 - As a traveler

- As a resident
- As a summer resident
- Other, what?

14. When visiting towns or destinations for the first time, which of the following do you pay attention to? (Select all that apply)

- Trash bins located at short distances
- Green parks and nature
- Traffic lanes for bikers
- Charging points for electric cars
- Good connections for public transportation
- Service provider's visible actions (e.g. take-away bags made of paper)
- Other, what?

15. Thank you for participating in the survey! We will randomly choose a winner among the respondents. The prize is a guided tour for two persons arranged by Visit Naantali. If you want to be part of the drawing, please enter your e-mail address here.