



Inappropriate behaviour and harassment in adult sport - creating safer space with service design: Case Dog sports and hobbies Club X

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**Inappropriate behaviour and harassment in adult sport -
creating safer space with service design: Case Dog sports and
hobbies Club X**

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Epäasiallinen käytös ja häirintä aikuisurheilussa - turvallisemman tilan luominen**palvelumuotoilun avulla: Case Koiraurheilu- ja koiraharrastusseura X**

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Opinnäytetyön aiheena on muotoiluajattelun soveltaminen epäasiallisen käytöksen ja häirinnän hallintaan ja ehkäisyyn. Tutkimuksen tavoitteena oli parantaa jäsenkokemusta Koiraurheilu- ja koiraharrastusseura X:ssä. Tarkoituksena oli edistää sosiaalista kestävyyttä kehittämällä malli turvallisemman, tasa-arvoisemman ja osallistavamman tilan luomiseksi.

Markkinoinnin teoriat selittävät miten arvoa luodaan yhdessä. Palvelulähtöisen ajattelun teoria selittää kuinka asiakas muodostaa palvelun arvon. Sisäinen palvelu kuvaa millaista tukea ja palveluja yhdistyksissä tarvitaan sujuvan toiminnan ja jäsenten tyytyväisyyden varmistamiseksi. Palveluinnovaatiot perustuvat toisiinsa kytkeytyneisiin palveluekosysteemeihin, resursseja integroiviin alustoihin ja toimijoiden väliseen arvonluontiin, jotka kaikki tarvitsevat mekanismeja rooliensa ja prosessiensa tukemiseksi.

Kehittämistehtävä edisti liikunta- ja terveystieteiden sekä liiketalouden alaa tutkimalla jäsenkokemuksen ja sisäisen palvelun suunnittelua Koiraurheilu- ja koiraharrastusseura X:ssä. Muotoiluajattelun viitekehys oli työn hallitseva lähestymistapa. Kehittämisprosessissa hyödynnettiin palvelumuotoilua, tulevaisuusajattelua ja ennakoivia sekä yhteiskehittämisen menetelmiä.

Tiedonkeruu toteutettiin kyselytutkimuksella, jossa selvitettiin miten jäsenet sanoittavat epäasiallista käytöstä ja häirintää. Empiirinen aineisto kerättiin virtuaalisessa fokusryhmässä, jossa jäseniltä saatiin ehdotuksia ja aihioita tutkijan kehittämään kokonaismalliin. Tutkimusaineisto analysoitiin käyttämällä aineistolähtöistä sisällönanalyysimenetelmää sisällön kuvaamiseksi ja selventämiseksi sekä aineiston järjestämiseksi johtopäätöksiä varten. Koodauksessa käytettiin kahdenlaisia luokkia: luokkia, jotka auttavat määrittelemään, millaista epäasiallista käytöstä ja häirintää voi tapahtua käytännössä ja mitä seurauksia sillä voi olla, sekä luokkia, jotka kuvaavat ilmiöitä. Tutkimuksen analyysissä käytettiin induktiivista päättelyä tutkimalla epäasiallisen käyttäytymisen ja häirinnän ilmiöitä, tunnistamalla vähitellen malleja ja kehittämällä ratkaisuja havaintojen perusteella. Jäsenten tapa sanoittaa epäasiallista käytöstä ja häirintää oli hyvin moninaista ja linjassa kirjallisuuden kanssa.

Tämä tutkimus hyödyttää toimeksiantajaa tarjoamalla yleisen mallin yhdistystoiminnan ja sen palvelutarjonnan laadun kehittämiseksi ja parantamiseksi sekä jäsenkokemuksen parantamiseksi epäasiallista käytöstä ja häirintää ehkäisemällä. Se myös selventää jäsenistön sanoitusta ilmiölle. Ehdotettu kokonaismalli voi olla skaalattavissa muihin koiraurheilu- ja harrastusseuroihin sekä muuhun yhdistystoimintaan. Tämä tutkimus pyrkii tarjoamaan toimivia suosituksia sidosryhmille ja seuratoimijoille, jotka haluavat ehkäistä epäasiallista käytöstä häirintää, ja edistää laajempaa tasa-arvon ja yhdenvertaisuuden agendaa aikuisurheilun piirissä. Jatkokehittämiseksi ehdotettu helppokäyttöinen pelikirja voi hyödyttää seuratoimijoita vielä enemmän.

Asiasanat: Epäasiallinen käytös, häirintä, kiusaaminen, sosiaalinen kestävyys, palvelulähtöinen ajattelu, koiraurheilu, koiraharrastus

Tiina Auer

Inappropriate behaviour and harassment in adult sport - creating safer space with service design: Case Dog sports and hobbies Club X

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The master's thesis examines the application of design thinking to the process of managing and preventing inappropriate behaviour and harassment. The aim of the research was to enhance member experience in Dog sports and hobbies Club X. The purpose was to promote social sustainability in the club by developing a model for fostering a safer, and more equal and inclusive space.

The theories from marketing explain how value is co-created. Service-dominant logic theory explains how customer formulates service value. Internal service explains the needed support and services provided within clubs and associations to ensure smooth operations and member satisfaction. Service innovation relies on interconnected service ecosystems, resource-integrating platforms, and value co-creation between actors, all of which require mechanisms to support their roles and processes.

The development task contributes to the field of sport and health sciences and business administration, focusing on the design of member experience and internal service in canine sports and hobbies club by using design thinking as a dominant approach. The design thinking lens was utilised in development process; consequently, service design, futures thinking and foresight, and co-creation methods were used.

Data collection was conducted through a survey to discover how members articulate inappropriate behaviour and harassment, and empirical data from virtual focus group to develop input and blanks into the overall model developed by the researcher. Survey data was analysed using data-driven content analysis method to describe and clarify the content and to organise the data for conclusions. Coding consisted of two types of categories: those which could help defining how inappropriate behaviour and harassment could happen in practise and what consequences they could cause, and those which characterise the phenomena. The research analysis utilised inductive reasoning by exploring the phenomena of inappropriate behaviour and harassment, gradually identifying patterns and developing solutions based on the findings. The members provided a wide variety of definitions and expressions of inappropriate behaviour and harassment, which is in accordance with the existing literature on the subject.

This study will benefit the commissioner by providing an overall model for developing and improving the quality of club activities and service offering and enhancing member experience by preventing inappropriate behaviour and harassment. The overall model could be scalable to other canine sports and hobbies clubs and to association activities in other fields. This research aspires to offer actionable recommendations for stakeholders; association policymakers and club practitioners seeking to manage and prevent inappropriate behaviour and harassment, and advance the broader agenda of equality and equity within the realm of adult sports. The intended proposal for further development with an easy-to-use playbook may benefit clubs and associations even more.

Keywords: Inappropriate behaviour, harassment, nonaccidental violence, bullying, social sustainability, service-dominant logic, canine sports

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1 Introduction

This chapter provides an introduction and background to the thesis, focusing on a service design driven co-creation process for safer space in adults' canine sports and hobbies. Firstly, the background section outlines the current issues, thereby justifying the importance of the topic. The objectives of the thesis and the research questions of interest are then explained, followed by a presentation of the context of the empirical cases. Finally, the key concepts, theories and structure of the thesis are detailed.

1.1 Background of the thesis

How would you feel if your passion for canine sports and hobbies was overshadowed by fear of adults behaving bad or bullying peers? Dog sports and hobbies Club X asks members annual feedback from the past year's events and activities and how members are doing in the club. The survey aims to get answers and ideas from the club members on such themes as how satisfied they are with the club, how they could be motivated better to participate in voluntary work, how to enhance the conditions of voluntary work environment and arrangements, and how to develop club events and activities.

The thesis topic, inappropriate behaviour, was reported 2022 by the Dog sports and hobbies Club X members in wellbeing and co-operation survey. This raised need for development. The foundation for safer space work would be constructed first. Therefore, club values needed to take into evaluation, and the new club values were co-created by the members and launched in May 2024. Development work continues; there is room for a playbook for adults' safer canine sports and hobbies, which enables to recognise, take into discussion and finally prevent inappropriate behaviour and harassment.

As a Dog sports and hobbies Club X member, if participating into voluntary work is not fun and relaxing, i.e. if it does not create wellbeing but causes bad feelings and reduces one's energy, club members will not be so willing to participate. For a canine sports and hobbies club, organising trainings, competitions, tests, courses and other events and activities free or for a fee, as well as maintaining recreational facilities through voluntary work, are the most important ways of organising and financing club's activities. These activities and facilities, i.e., the framework for members to be able to develop oneself in the canine sports and hobbies in general are the reasons for being Dog sports and hobbies Club X members. Inappropriate behaviour among adult peers generally in canine sports and hobbies context would be important to study because it effects the club member experience.

1.2 Research and development objectives

This thesis is interested in the application of design thinking to the design process, i.e., planning, designing and building a model to prevent inappropriate behaviour and harassment. The aim of the research is to enhance member experience in Dog sports and hobbies Club X. The purpose is to promote social sustainability of the Dog sports and hobbies Club X by developing a model for fostering a safer, and more equal and inclusive space. The development process utilises service design and futures thinking and foresight methods to formulate a model with user-centric design approach in co-creation process with club members.

Research questions are following:

1: How inappropriate behaviour and harassment are articulated in adults' canine sports and hobbies context by members?

2: What kind of model could be developed to manage and to prevent inappropriate behaviour and harassment?

Research and development objectives are illustrated in Figure 1.

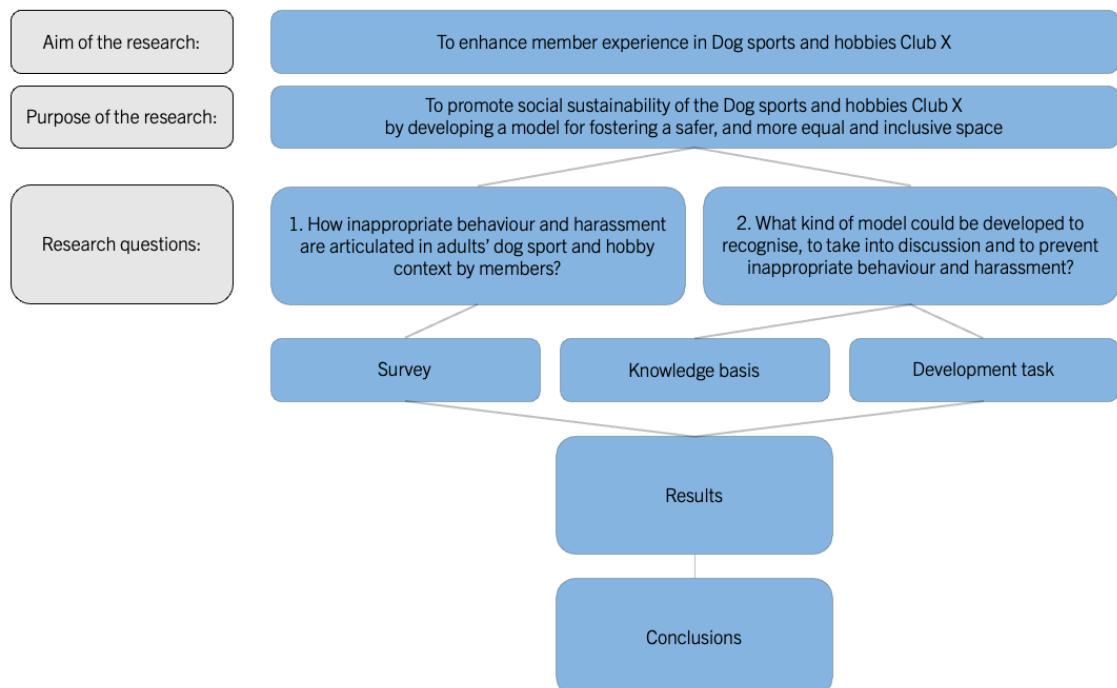


Figure 1: Research and development objectives

This study is done in Dog sports and hobbies Club X in the context of adult sports. It utilises lens of design thinking, service design and futures thinking. The first question was answered

by conducting a survey as a part of annually feedback survey to find out how members articulate inappropriate behaviour and harassment. Since the terms are somewhat vague it is important to elaborate articulation of the phenomena to better understand members and to speak same language. Formulation of the questions and interpretation of answers are based on literature review. The second question is about model development, was originally initiated by club members with co-creation in focus group, but the overall model was developed further by master's thesis researcher. The co-creation determined what perspectives are important to include in the model and introduced new concepts into overall model for further development. Consequently, not all outputs will be developed within the scope of this master's thesis. As the implementation of the overall model takes time and this type of operational transformations typically take several years, this master's thesis cannot explore how the model works or if implementation was successful.

1.3 Case and context of the thesis

Inappropriate behaviour and harassment occur in the workplace (Sutela, Pärnänen & Keyriläinen 2019, 188-197) and in private life (Kaski and Kinnunen 2023, 482-494). Interest in safer space has been growing. Recently, many organisations and businesses, as well as venues and event organisers such as sports facilities and restaurants, have published their own safer space principles, e.g., Helsingin Vinttikoirakerho ry 2025, Marttaliitto 2025. The safer space principles aim to create physically and mentally safer space and practices, i.e., possibility for people to be and function without criticism or harassment (Bell 2015; Harris 2015). This paper describes a process, and methods used for co-creating a model for safer space for adults' canine sports and hobbies in Dog sports and hobbies Club X.

Canine sports and hobbies, as a popular recreational activity, provides setting to examine the dynamics of adult sports clubs, where human-canine interactions interconnect with social dynamics among club members. In this context, the occurrence of inappropriate behaviour poses significant challenges, hindering the realisation of equitable and inclusive environments. E.g., the Finnish Olympic Committee and The Finnish Center for Integrity in Sports have published guidelines and rules concerning children and youth sport. Previous studies have focused on e.g., gender-based harassment, inappropriate behaviour or nonaccidental violence in sports in general, or between athletes or against children and youth - not in dog sports or in adult peers' context. There remains a notable gap in addressing and preventing inappropriate behaviour and harassment among peer adults, especially within canine sports and hobbies.

This research seeks to engage club members in a process of co-creation to develop interventions aimed at fostering a culture of equity, inclusion, and respect within Dog sports and hobbies Club X. By harnessing participatory methods and design thinking approaches, the

intention is to collaboratively envision and enact transformative changes that promote sustainable club practices over the next five years. From strategic management perspective a shared vision and actions to implement the model could form the basis of a strategy - what is the target state or goal of Dog sports and hobbies Club X in relation to inappropriate behaviour and harassment and how to get there.

This study will benefit the commissioner by providing a model for developing and improving the quality of club activities and enhancing member experience. Although association activities are based on fairness and volunteering, many members perceive club activities as a service for a membership fee. The model could be scalable into other canine sports and hobbies clubs and into association activities on other fields. This research aspires to offer actionable recommendations for stakeholders; Finnish Agility association policymakers and club practitioners seeking to manage and prevent inappropriate behaviour and advance the broader agenda of equality and equity within the realm of adult sports and beyond.

The case organisation, Dog sports and hobbies Club X (later "Club X") is one of the biggest dog sport and dog hobby clubs in Finland with about 500 members. It is a multidiscipline club offering training, trials and competitions in various dog hobbies and dog sports. It is governed by the rules and guidelines of the Finnish Kennel Club and the Finnish Olympic Committee. To run a club, all members must act according to the same, commonly agreed rules and policies. The club board of directors, division directors, and division coaches are responsible for overseeing the implementation of the Code of Conduct in accordance with their respective responsibilities. Any ambiguity or disagreement concerning the activities of the Association will ultimately be resolved by the Board of Directors on written request by the Training Instructor or an individual member.

The purpose of Club X is to promote dog-related recreational activities and to positively influence public attitudes towards ethical dog ownership and to emphasise the responsibilities associated with dog ownership. The aim of its recreational and competitive activities is the physical, mental and social development of people. Club X supports the development of the sporting and training skills of people who are involved in competitive dog sports or dog sports as a hobby. Club X strives its purpose primarily by organising training, competitions, courses, examinations, lectures and other events in the various canine sports and hobbies. The primary objective of Club X's activities is to provide its members with the opportunity to engage in dog activities and sports that align with their level of competence, ambition, and motivation. Furthermore, the Club X establishes and maintains conditions conducive to a wide range of activities that align with the club's overarching purpose.

The quality of the association's activities is based on the ethical principles of sports and the promotion of equality in dog sports. The Association is committed to complying with the

principles of Fair Play in sport, national and international anti-doping regulations and other laws, guidelines and regulations concerning dog health and welfare.

Members are encouraged to engage in the activities of Club X by taking part in voluntary work, competitions, trials and other events organised by the association. This enables members to acquire new experiences, gain knowledge, and enhance their understanding of dog activities and training. Members have an annual volunteering obligation.

Thesis researcher is a member of the Club X and operates in the welfare committee. She has over 18 years' experience on various canine sports and hobbies in more than 10 clubs; including position of trust, active participation in communications, and in developing and organising clubs' activities and facilities.

1.4 Key concepts and theories

Key concepts are inappropriate behaviour and harassment, social sustainability, safer space, participation and volunteerism, model planning and design, service-dominant logic, service design, co-creation, internal service, and adults' canine sports and hobbies.

In sports context "nonaccidental violence" is used for referring to bullying, harassment, or abuse (Kaski & Kinnunen 2023, 482-483, 489, 494) but in this thesis "inappropriate behaviour and harassment" covers all these above because the case organisation provides both, competitive sports and non-competitive dog skills training related hobby. "Social sustainability" refers to environment that supports long term social wellbeing and positive interactions among members. "Safer space" will be used for referring to principles that aim to create physically and mentally safer space and practices, i.e., possibility for people to be and function without criticism or harassment (Bell 2015; Harris 2015). "Participation and volunteerism" refer to engagement of members in club activities and their willingness to contribute time and effort.

Term "model planning and design" will be used to describe the process studied and model developed in this master's thesis. "Model" and "framework" are alternative terms. "Service design" is a methodology for designing services that meet the needs of users through a human-centred approach, while "co-creation" is a participatory method. "Service-dominant logic" refers to theory which explains how customer formulates service value. "Internal service" refers to the support and services provided within the Club X to ensure smooth operations and member satisfaction. "Adults' canine sports and hobbies" refer to dog sports and dog training in context of specified club where vast majority of the members are adults.

1.5 Structure of the thesis

In introduction reader gets familiar with the aim and purpose of the thesis. Case organisation and the development case are introduced. Chapter 2 briefly describes knowledge basis. One of the key concepts is inappropriate behaviour and harassment. The following discussion will outline key aspects of inappropriate behaviour as outlined in Finnish legislation. The topic belongs into United Nations' framework of social sustainability (United Nations 2015). Design thinking is by nature inclusive approach to design transitions and change, and it will be utilised in co-creation process when developing the model. Service-dominant logic, value co-creation, service innovation and internal service are briefly discussed. Few existing models for preventing inappropriate behaviour are briefly discussed.

In Chapter 3 is introduced methodology. Development process is explored in chapter 4. Empirical findings and results are presented in chapter 5. How club members define inappropriate behaviour and harassment? What kind of input was co-created for the overall mode? The overall model is illustrated and explained for implementation and further development in chapter 6. The thesis ends in the Chapter 7 Conclusions, which reviews the thesis process in the light of research reliability and identifies areas for further development.

In this report, DeepL has been used to edit the language of the text more academic style and to make the text smoother to read. Ms Copilot has been used to assist in the literature search and for explaining in English terms and concepts. Perplexity has been used in article research.

2 Knowledge basis

The theoretical background of the thesis consists of the comprehensive combination of perspectives to inappropriate behaviour and harassment, and theories of design thinking and marketing. This chapter introduces design thinking approach and formulation of member experience (value co-creation, service dominant logic, internal service), how inappropriate behaviour and harassment are defined and sanctioned, and how it is related to adults' canine sports and hobbies.

Sport has changed significantly since its origins, although it has a universal and very long history. This was especially evident in the 20th century: the establishment of major international sporting organisations, greater participation of women and people with disabilities, its use in social inclusion, and, more recently, the discussions what is sports, e.g., around e-sports.

One of the most significant changes has been the increasing attention to "safeguarding". While there are many benefits to sports participation, it is important to recognise that sport can also be a site of abuse, exploitation, and other nonaccidental harms that can have severe consequences for athletes. This has led to a notable rise in the level of scientific scrutiny directed towards safeguarding issues in the sporting sector. (Nery, Smith, Lang, Vertommen & Stirling 2022.)

Within the territory of adult sport clubs, the dynamics of social interaction intersect with individual experiences, often reflecting broader patterns of inequality and exclusion. Research demonstrates that sport clubs, while aiming for inclusivity, are continually shaped by complex social and power dynamics that can reproduce societal patterns of inclusion and exclusion based on factors such as gender, race, sexuality, and socioeconomic status (Neal, Pang, Parry & Rishbeth 2023; Lindgren, Annerstedt & Dohlsten 2017; Kay 2020). Canine sports and hobbies, as a popular recreational activity, provides setting to examine the dynamics of adult sports clubs, where human-canine interactions interconnect with social dynamics among club members. In this context, the occurrence of inappropriate behaviour and harassment poses significant challenges, hindering the realisation of equitable and inclusive environments.

The Finnish Olympic Committee and The Finnish Center for Integrity in Sports (FINCIS) have published various guidelines and studies concerning ethical issues, and children and youth sport. Previous studies have focused on e.g., gender-based harassment, inappropriate behaviour or nonaccidental violence in sports in general, or between athletes or against children and youth - not in canine sports and hobbies, or in adult peers' context. There remains a notable gap in addressing and preventing inappropriate behaviour and harassment among peer adults, especially within canine sports and hobbies. Research and development focus is illustrated in Figure 2.

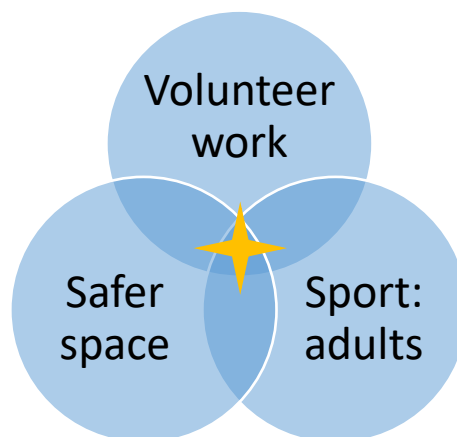


Figure 2: Formulating research and development focus

Inappropriate behaviour and harassment occur in the workplace and in private life (Kaski & Kinnunen 2023, 482-494; Sutela et al. 2019, 188-197). The safer space principles aim to create physically and mentally safer space and practices, i.e., possibility for people to be and function without criticism or harassment (Bell 2015; Harris 2015). Preventing inappropriate behaviour and harassment is written in the concept of safer space. Finnish Kennel Club and on Animal Welfare Act (693/2023) set rules for canine wellbeing. This paper concentrates into human relations, consequently dog wellbeing is outscoped. Volunteerism and volunteer work, and club structures could be compared to work life. Definitions are vague and despite the similarities, all the same legislation or control methods do not apply. Legislation is presented from various perspectives to describe the complexity of the phenomena. The Club X is regulated also by the Finnish Kennel Club and the Finnish Olympic Committee guidelines and rules. Finally, the thesis is narrowed down from sport clubs to canine sports and hobbies club. Adults are in the focus since the vast majority of the Club X members are over 18 years old. However, some theories and legislation generally may be applied on children and youth.

The development task contributes to the field of sport and health sciences and business administration, focusing on the design of member experience and internal service in adults' canine sports and hobbies club by using design thinking as a dominant approach. The theories from marketing explain how a customer formulates the value and how it is co-created. Design thinking lens is utilised in development process, consequently service design, futures thinking and foresight, and co-creation methods are used. Furthermore, aspects of the theoretical framework for the developed model are illustrated in Figure 3.

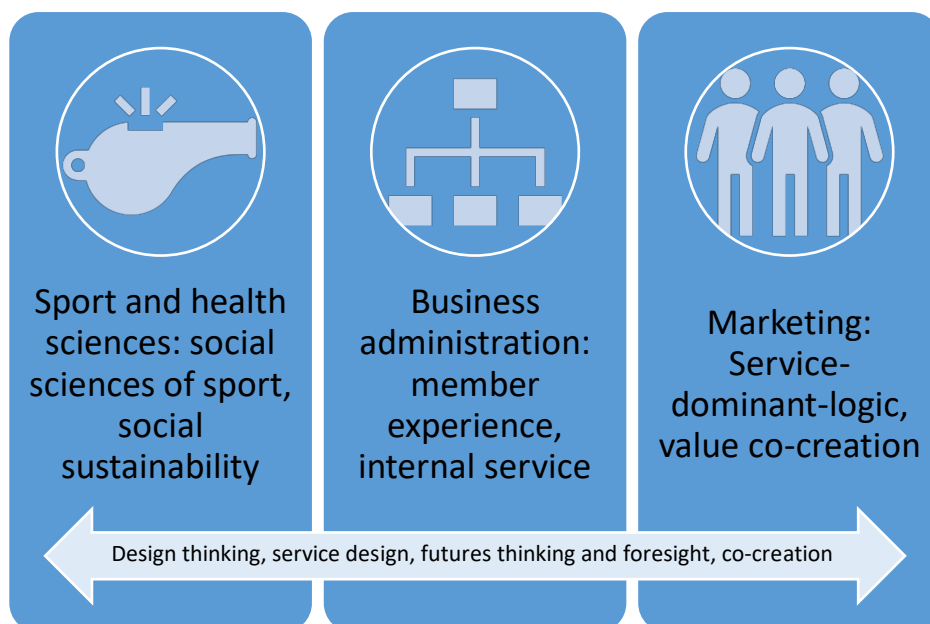


Figure 3: Theoretical framework for the development setting

Inappropriate behaviour and harassment occur in our society and sports. Kaski and Kinnunen (2023, 482) state that among Finnish elite athletes 38.8% had experienced psychological abuse, 14.7% bullying, 13.3% gender-based harassment, and 5.5% sexual harassment. As comparison, of the Finnish salary earners, 25% had experienced inappropriate behaviour or harassment, and 6% sexual harassment during last 12 months. Furthermore, 6% reported to have experienced bullying all the time and 41% sometimes during their career. (Sutela et al. 2019, 188-197.)

Several studies have explored the inappropriate behaviour and abuse in sport scene. The issue of bullying, which has long been present in sports and manifests in the relationships of athletes, has recently become a subject of heightened concern and scrutiny (Vveinhardt, Fominiene & Andriukaitiene 2019). Kaski and Kinnunen (2023) have studied the prevalence of nonaccidental violence among elite athletes in Finland. Lahti, Kyllönen, Tolvanen, Pusa & Laakso (2020) investigated the prevalence of sexual and gender-based harassment in Finnish competitive sport. Recent studies have focused on gender and sexual orientation based nonaccidental violence in competitive sports (Forsdike & Giles 2024), and about the phenomena among and to children and young athletes (Tuakli-Wosornu, Kirby, Tivas & Rhind 2023). Additionally, female gender and young age were reported as risk for nonaccidental violence but safe atmosphere and a team's readiness to act was reported to protect athletes from nonaccidental violence (Kaski & Kinnunen 2023, 482-495).

The Safe Sport Taskforce in Singapore highlights that there were few frameworks or written policies addressing inappropriate language or abusive behaviour in sports. Their proposed safe sport programme emphasises the importance of developing unified codes of conduct, education, and community consultation to safeguard all participants. (Woratschek, Horbel & Popp 2014.) Additionally, the model fosters safer and more inclusive club environments through structured, participatory processes.

Perspectives on legislation

The Finnish Constitution (731/1999) define fundamental rights for people in our society. The law states that people are equal under the law, and gender equality must be promoted in both social activities and working life. The fundamental principle of equality asserts that individuals should be treated equally without discrimination on the basis of characteristics such as gender, age, ethnicity, linguistic background, religion, beliefs, personal perspectives, physical health, or disability, unless there is a legitimate justification for such differences in treatment. Furthermore, everyone has the right to personal liberty, integrity, security and freedom of association. Public authorities must ensure the realisation of fundamental rights and human rights. (Constitution of Finland 731/1999, Chapter 2, Sections 6, 13, 22.)

Inappropriate behaviour and harassment are recognised in work life and are legally sanctioned in the Occupational Safety and Health Act (Occupational Safety and Health Act 738/2002). In general, Equality Act (1325/2014) and Act on Equality Between Men and Women (609/1986) regulates work life. Furthermore, the analogy for the phenomena in sports club context exists since similar roles can be recognised in clubs' executive committee and sub-committees, and in volunteer work. The Finnish Associations Act (503/1989) regulates the functioning of associations, including sports and hobby clubs.

Occupational Safety And Health Act (738/2002) prohibits harassment that causes harm or danger to an employee's health. According to Occupational Safety and Health Administration (Aluehallintovirasto n.d.) harassment is systematic and persistent negative action or behaviour, e.g., abuse of management authority, including repeated unjustified interference in work, unjustified changes to the quality or quantity of work, and humiliating orders. Moilanen (2021) argues that harassment occurs when "a person is subjected to systematic, repeated and prolonged oppressive, abusive or humiliating behaviour which causes harm to his or her health". Harassment is one form of inappropriate behaviour, but not the only one. In common language, harassment is often referred to as workplace bullying. (Moilanen 2021.) Occupational Safety and Health Administration (Aluehallintovirasto n.d.) includes in harassment specifically e.g., repeated threats, intimidation, malicious and suggestive messages, derogatory and ridiculing language, persistent unjustified criticism and obstruction of work, questioning of reputation or status, isolation from the workplace and sexual harassment.

The Centre of Occupational Safety (Työturvallisuuskeskus n.d.) complements that inappropriate treatment is behaviour or actions towards another person at work that are contrary to the law, good practice or one's own work obligations. Service Union United PAM (Palvelualojen ammattiliitto PAM 2025) points out that inappropriate behaviour, harassment and bullying could be committed by anyone in the workplace, but also by customers or partners. In addition, harassment or inappropriate behaviour includes also denigrating a person's individual characteristics, or belittling, ignoring, isolating, intimidating or mild physical assault (Palvelualojen ammattiliitto PAM 2025).

Furthermore, sexual harassment is always unwanted, one-sided and involuntary to the target, and can manifest in a variety of forms, including verbal, nonverbal, or physical interactions (Palvelualojen ammattiliitto PAM 2025). Conversely, a study shows that "interpersonal violence" in sport is challenging to define, prevent and remedy due to its subjectivity and complexity" (Tuakli-Wosornu, Burrows, Fasting et al. 2024).

Not all instances of misconduct in the workplace are necessarily classified as harassment or other forms of inappropriate behaviour that could be considered as posing a risk to health, as

defined in the Occupational Safety and Health Act (738/2002). To clarify, isolated incidents of minor individual acts, such as occasional inappropriate language or differences of opinion concerning work-related matters, do not constitute harassment. Decisions and instructions from employers that are based on facts and reason, as well as discussions with employees about work and workplace problems, or reasonable interference in the performance of work, do not constitute harassment. (Aluehallintovirasto n.d.) The Centre of Occupational Safety (Työturvallisuuskeskus n.d.) concludes that the establishment of a framework for fair management, transparency in decision making, and professional conduct serves as the foundation for the prevention of inappropriate treatment.

As conclusion, inappropriate behaviour and harassment, as terms, are work related phenomena. Consequently, work related legislation cannot be applied as such into association or club in the context of hobbies and volunteer work. In literature inappropriate behaviour and harassment are either grouped as one concept or separated into terms, making them difficult to understand and define clearly. Furthermore, feelings are part of humanity, and all bad behaviour is not illegal. Inappropriate behaviour is difficult to define and is partly in the grey area.

However, there are sanctions in Criminal Code (39-001/1889) for certain behaviour, e.g., defamation, assault and battery are offences, and would be applied in corresponding circumstances. Furthermore, assault is defined as harming another person's health, causing them pain or putting them in an unconscious, or similar state. Assault caused by mental injury occurs, for example, when a person who has been bullied becomes ill as a result. Application of Criminal Code in clubs and associations context require interpretation and application of the law. (Criminal Code 39-001/1889.) Ideally, we would not have to go to such lengths. Instead, the less serious, noncriminal acts, and cases of the phenomenon identified and described in the wellbeing survey could be addressed and handled according to Club X's policies and processes. Society sets limitations on people's behaviour with legislation, cultural norms and moral concepts. The rules of an association and code of conduct guide the clubs' activities.

Social sciences of sport

The master's thesis topic relates to health sciences through the documented impact of harassment and inappropriate behaviour on participants' wellbeing (Rice, Purcell, De Silva, Mawren, McGorry, & Parker 2016). Work contributes to the field of "sustainable health in physical activity and sport" which focuses on creating health-promoting environments (Lindgren, Liveng, & Torp 2025). Examining how sporting environments can become more socially sustainable participation spaces and by creating a model for safer hobbying it contributes to the overall health of club members. Fostering a socially sustainable

environment could encourage more members to participate in events, training, and competitions, which promotes physical activity and its associated health benefits. Socially sustainable environment aligns with the social sciences' interest in community building and social cohesion within sports clubs.

International Olympic Committee states that all athletes have an inherent right to participate in sporting activities in a manner that is both safe and secure. This right is defined as an environment that is characterised by respect, fairness, and the complete absence of any form of non-accidental violence directed towards athletes. (Mountjoy, Brackenridge, Arrington et al. 2016, 1019, 1021.) International Olympic Committee published the Consensus on Interpersonal Violence and Safeguarding (Tuakli-Wosornu et al. 2024) to provide a synthesis of the evidence on interpersonal violence and safeguarding in sport, introduce a new conceptual model of such violence in sport, and offer more accessible safeguarding guidance to everyone in the sporting community by combining evidence with insights from Olympic athletes. It provides five main recommendations that emphasise the collective responsibility of everyone involved in sport to eliminate interpersonal violence. 1) Address safe sport as shared responsibility. 2) Recognise that safe sport is for everyone in the sports ecosystem. 3) Promote awareness, adoption and implementation of the latest scientific knowledge on how to safeguard in sport. 4) Foster athlete-centred sport, emphasising the importance of mutual care and respect. 5) Encourage outreach to unheard voices and integrate global perspectives into safe sport. (Tuakli-Wosornu et al. 2024.)

Addressing ethical issues and inappropriate behaviour is a key concern in the social sciences of sport. This is because ethical practices are fundamental to maintaining the spirit of fair competition and the credibility of sports organisations. As a member of Finnish Olympic Committee, Club X is committed to follow Fair play and other guidelines.

Models and guidelines for preventing inappropriate behaviour and harassment

Additionally, there are multiple guides, guidelines, rules and instructions for managing and preventing inappropriate behaviour and harassment in the context of work life, associations, elite sports, and children and youth sports for in work among children and youth peers, or by coaches Publishers are e.g., by Family Federation of Finland, Finnish Olympic Committee, Finnish Center for Integrity in Sports, and various sports federations. (See Appendix 5). To conclude, this material emphasises the importance of early intervention and having a clear process for managing and resolving inappropriate behaviour and harassment. It argues importance of shared rules and instructions, sharing information, providing training, monitoring progress and making continuous improvements and development.

In the thesis context adults' sports and hobby refers to dog sports and dog training in the context of Club X, where vast majority of the members are adults.

2.1 Social sustainability

Ly & Cope (2023) state that “Social sustainability is a process that strives for effective management and allocation of social capital as a constitutive resource, and the confrontation of such controllable and uncontrollable risks as natural disasters and climate change”. They have developed a conceptual model of social sustainability, which is based on five dimensions: safety and security, equity, adaptability, social inclusion and cohesion, and quality of life. Social sustainability in the context of dog sports and hobbies can be briefly approached by applying their model as follows: 1) safety and security refer to right to feel safe; 2) equity to enable access to resources of the society, social capital and community's natural resources; 3) adaptability to promote learning and self-development; 4) social inclusion and cohesion refer to social trust, inclusion and cohesion, and promoting the connectedness; and 5) quality of life refer to wellbeing in general and to social well-being, to achieve self-actualisation in recreation, leisure and in social relationships. (Ly & Cope 2023.)

United Nations' Sustainable development goals 2030

In United Nations' Sustainable development goals (2015) inappropriate behaviour and harassment are linked into safety, equality and equity. The principles of equality and equity stand as fundamental pillars, guiding efforts towards a more just and inclusive society. Aligned with the United Nations' Sustainable development goals, these principles underscore the imperative to battle all forms of discrimination and inappropriate behaviour, fostering environments where every individual can thrive and contribute meaningfully to their communities.

Goal 5 “Gender Equality” addresses issues such as discrimination, violence, and harassment against women and girls, and it recognizes that gender-based violence and harassment are significant barriers to achieving gender equality. Goal 8 “Decent work and Economic growth” promotes inclusive and sustainable economic growth, employment, decent work for all, and safe and secure working circumstances for all workers. (United Nations 2015.)

Goal 10 “Reduced Inequalities” focuses on reducing inequality within and among countries. This goal highlights the importance of removing discriminatory practices and supporting social, economic, and political inclusion for all, regardless of age, sex, disability, race, ethnicity, origin, religion, or economic or other status. Furthermore, inequality is said to destroy people's sense of fulfilment and self-esteem. Equal opportunities can be ensured by removing discriminatory legislation, policies and practices. Goal 11 “Sustainable Cities and Communities” targets to provide general access to safe, inclusive, and accessible green and

public spaces. Finally, goal 16 “Peace, Justice, and Strong Institutions” aims making the world a safer and more inclusive place for all. It is about making sure that everyone has access to justice and that institutions are effective, accountable and inclusive. Most importantly, it's about making sure that everyone can feel safe and free from all forms of violence as they go about their lives. (United Nations 2015).

Safer space

Spaaij & Schulenkorf (2014) argue that “safe space” concept is not well or enough theorised and researched in sport management. They continue to state that safer spaces in sports programs improve mental health and community resilience. The “psychological/affective” dimension of a safe space is protection from psychological or emotional harm. The physical dimension refers to protection from physical harm, while the sociocultural dimension refers to a space where people feel at comfortable and accepted. Safe spaces should be inclusive, level playing fields that facilitate meaningful interaction through mutual respect and meaning. Lastly, the political dimension refers to open dialogue, respect for political differing views and a shared sense of community, where people feel more comfortable sharing their experiences and expressing their sporting and other identities. (Spaaij & Schulenkorf 2014, 2-7.)

Recently, many organisations and businesses, as well as venues and event organisers such as sports facilities and restaurants, have published their own safer space principles (e.g., Helsingin Vinttikoirakerho ry 2025, Marttaliitto 2025). The Safer space principles aim to create physically and mentally safer space and practices, i.e., possibility for people to be and function without criticism or harassment (Bell 2015; Harris 2015). Safer space principles not only identify and discuss inappropriate behaviour and harassment but also actively work to change the norms and promote a safer, more inclusive environment in adult dog sports. In conclusion, Club X's policies could complement principles on safer spaces to prevent or at least reduce inappropriate behaviour and harassment.

2.2 Service-dominant logic, value co-creation and service innovation

Service-dominant logic (S-D logic) is a theoretical framework that emphasizes the co-creation of value through service exchanges among participants, especially customer co-creating value. In the context of this master's thesis, this involves understanding how club members and volunteers contribute to and benefit from the club's activities, creating a mutually beneficial environment. S-D logic, pioneered by Vargo and Lusch (2004; 2016), redefines economic exchange by positioning service i.e., the application of specialised competences for mutual benefit as the core of all interactions. This paradigm shift moves beyond traditional goods-dominant models to service-centricity with “the applications of specialized

competences (knowledge and skills) through deeds, processes, and performances for the benefit of another entity or the entity itself (self-service)” (Vargo et al. 2004, 2).

S-D logic’s service ecosystems perspective (Vargo & Lusch 2016) provides a lens to analyse “institutions and institutional arrangements that enable and constrain value creation”, e.g., social structures like canine sports and hobbies clubs. Club X is not just providing a physical space but creating a service ecosystem where members co-create value through interactions, i.e., members are not passive recipients but active co-creators of the social environment. Five of the eleven foundational premises of S-D logic formulate “axioms” (Vargo et al. 2004; 2016). Axioms serve as a general framework to understand service as a process and services, including goods, are units of outputs (Stickdorn, Hormess, Lawrence & Lawrence 2018a, 29-31; Vargo et al. 2016). These have evolved over the years and the latest are introduced as follows in Table 1.

Table 1: The axioms of service-dominant logic according to Vargo et al. 2016

Axiom	Description
Axiom 1/FP1	Service is the fundamental basis of exchange.
Axiom 2/FP6	Value is cocreated by multiple actors, always including the beneficiary.
Axiom 3/FP9	All social and economic actors are resource integrators.
Axiom4/FP10	Value is always uniquely and phenomenologically determined by the beneficiary.
Axiom 5/FP11	Value cocreation is coordinated through actor-generated institutions and institutional arrangements.

When applying S-D logic in the context of service ecosystems the concept of value co-creation is evolving to emphasise the integration of resources, the provision of mutually beneficial services, and the creation of value through holistic, meaningful experiences. These ecosystems are managed and assessed through their institutional frameworks. (Vargo & Lusch 2016, 7.) The key elements of the value co-creation concept are outlined in Figure 4.

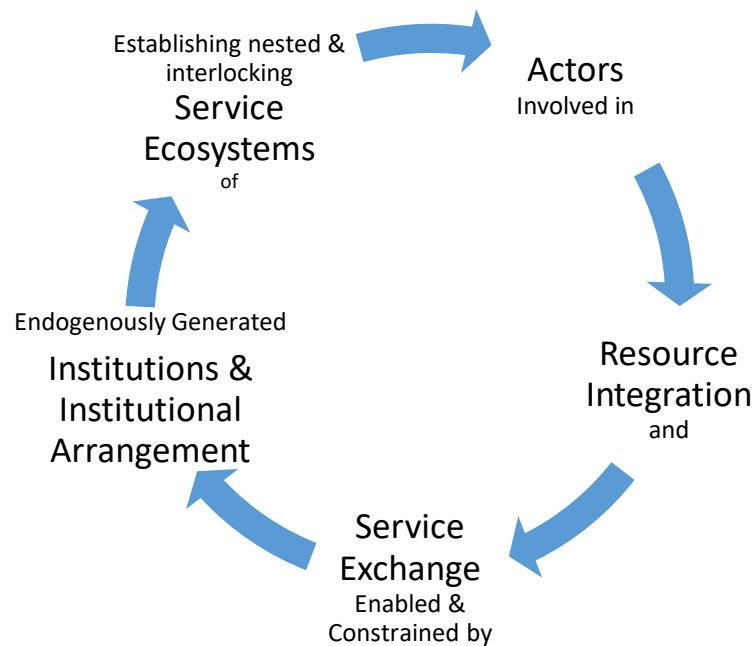


Figure 4: Value co-creation process by Vargo & Lusch (2016, 7)

It is no longer feasible for companies or industries to operate under the assumption that they can create value independently, or that value is confined exclusively to the products and services offered by the company or industry in question. Prahalad, C. K. & Ramaswamy, V. (2004, x-16) argued for the emergence of the consumer as an active actor within the service network, thus overriding the conventional passive status typically assigned to consumers by firms. In the contemporary business environment, it has become increasingly evident that firms and organisations are no longer in a position to define or specify in advance the value they offer to their customers. Instead, it is the customers themselves who are coming to define the experienced value of a product or service. The value of the personalised co-creation experiences formed through the interaction between consumers; a network of nodal companies and networks of consumer communities is of particular significance. The future of the competition lies in the new approach of value creation turning it into individual centred value co-creation experience between consumers and companies and networks of them. The concept under discussion encompasses novel approaches to the consideration and analysis of opportunities, the access of competencies, the leveraging of resources, the engagement of the organisation, and the participation in the co-creation of value, all of which are informed by experiential knowledge. (Prahalad et al. 2004, x-16.) Paradigm of value co-creation process influences also on nonprofit organisations and challenges their capabilities to compete with commercial actors in the same market, i.e., in canine sports and hobbies.

The concept of value co-creation is essential to S-D logic and as it forms the second axiom “Value is cocreated by multiple actors, always including the beneficiary” (Vargo & Lusch,

2016, 8). Hogg (2021, 1-22) discovers the concept of value co-destruction in the context of sustainable development. The term refers to the situation when service experience is not positive. Hogg identifies several reasons for value co-destruction, e.g., resources, actor itself as customer of firm, group of actors, practices, context or situation, imbalance, conflict or power relations. The proposition is that value co-creation processes have the capacity to encompass negative value in a conceptual sense. Furthermore, Echeverri & Skålén (2011) and Smith (2013) argue that value can also be destroyed during the interaction process. (Hogg 2021, 1-22.)

Lusch & Nambisan (2015, 156) propose a broadened framework for service innovation, that is based on “(1) service ecosystems, as emergent A2A (actor to actor) structures actors create and recreate through their effectual actions and which offer an organizing logic for the actors to exchange service and cocreate value; (2) service platforms, which enhance the efficiency and effectiveness of service exchange by liquefying resources and increasing resource density (facilitating easy access to appropriate resource bundles) and thereby serve as the venue for innovation; and (3) value cocreation, which views value as cocreated by the service offer(er) and the service beneficiary (e.g., customer) through resource integration and indicate the need for mechanisms to support the underlying roles and processes.” In canine sports and hobbies context this would encourage Club X to develop their offering in the co-operation with members and to innovate new services. This includes the consideration of available services, the evaluation of service experience, and the analysis of service delivery mechanisms. The most efficient approach to achieving this objective is to develop services that have significant value to members and Club X and that can be delivered in an efficient manner.

2.3 Internal service

The existence of user–provider relationships within an organisation has been established. It is suggested that people, functions and departments within the company should be considered as internal customers, with employees being regarded as mutual partners in a beneficial relationship. In such instances, individuals receive a form of compensation from the company in exchange for their labour, including opportunities for development, the acquisition of knowledge, or the utilisation of their skills. (Grönroos 2020, 413, 443.). Internal customers receive and produce internal service.

Fostering a supportive internal service requires addressing inappropriate behaviour and harassment. Internal service refers to the support provided within an organisation to help employees perform their jobs effectively. Internal service covers the support and services provided within the Club X to ensure smooth operations and member satisfaction. This includes administrative support, activities and events organisation, and resources for

members. Inappropriate behaviour and harassment can undermine internal service by creating a hostile environment, reducing member morale, and hindering communication and collaboration.

Internal service quality is defined as “employee satisfaction with the service received from internal service provider.” The assertion is made that the manner in which internal services are delivered exerts a significant influence on employee satisfaction and, by extension, the long-term profitability of the company. (Hallowell, Schlesinger & Zornitsky 1996, 21-22). Volunteer (vs. employee) experience and member satisfaction cover the overall experience and satisfaction of individuals at the Club X. State of the experience could be measured with e.g., factors such as engagement and motivation, i.e., level and trend of involvement in Club X activities and members willingness to contribute time and effort, and the impact of volunteer work on personal development and wellbeing. Volunteering is not just unpaid work but also a social opportunity to experience shared interest in Club X activities and events.

2.4 Design thinking

Design thinking is by nature inclusive approach to design transitions and change. It is a collaborative approach to problem solving that involves end-users in the design process to create solutions that better meet their needs. Design thinking emphasises empathy, ideation, and iteration. (Brown 2009, 39-41, 87-89; Design Council 2019.) Stickdorn et al. (2018a, 21-22, 91-93) agree but also argue the definitions of service design and design thinking by saying “One of the main aims of service design, or design thinking, or whatever we call it, is to break down silos and help people co-create. Do we want to set up our own silos at the same time...” Developing services the customer should be put in the centre of the process, and to empathise from customer perspective (Stickdorn & Schneider 2011, 36-37). Inappropriate behaviour and harassment can disrupt participatory methods by making participants feel unsafe or undervalued, thereby limiting their ability to contribute effectively. Design thinking and its solutions are discovered in methodological part of the thesis (4.2 Design thinking, futures thinking and foresight, co-creation, service design).

2.5 Theoretical framework

This chapter provides a comprehensive overview of the knowledge and understanding acquired through an exploration of perspectives on inappropriate behaviour and harassment in sports and worklife, and theories of design thinking and marketing. Theories introduce design thinking approach and formulation of member experience through service-dominant logic, value co-creation and internal service lens. The final framework is illustrated in Figure 5.

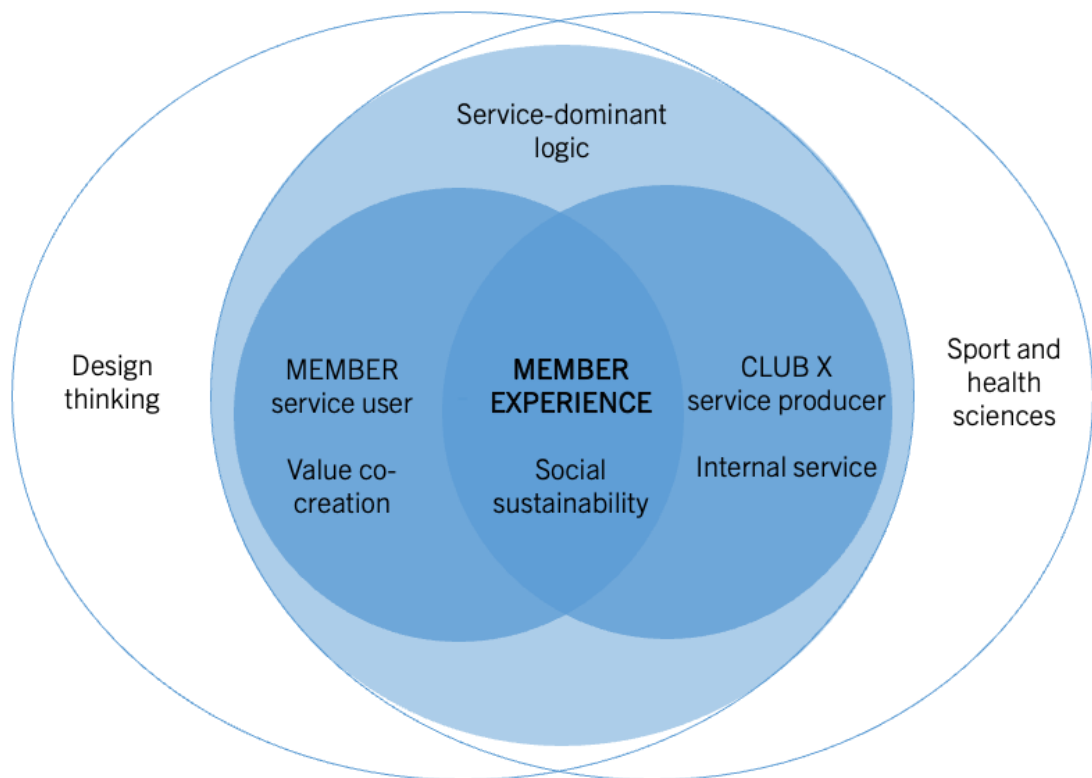


Figure 5: Theoretical framework for the thesis

Design thinking with inclusive approach is an enabler for the service development process. Service design offers tools and methods. In the Club X, there is reported lack of social sustainability, therefore inappropriate behaviour and harassment needs to be studied and Club X organisation culture be developed to be socially more sustainable. Service-dominant logic offers perspectives to value co-creation. Club X members in their various roles and positions as service users, co-create the value of the activities offered, including the membership. Club X is producer of internal service. Both benefit from better member experience.

Limitations to research setup

In Club X's surveys (Wellbeing and co-operation survey report 2022; Feedback survey report 2024) members did not report gender-based violence or sexual harassment, however, it does not mean that it would not exist. Vast majority of the Club X's members are adults. Therefore, this paper concentrates into inappropriate behaviour, nonaccidental violence and adults bullying other adults and peers.

Members did report concern about how people mistreat their canines. The establishment of a safe environment for dogs was identified as a priority by members. Animal welfare is regulated by the Animal Welfare Act (693/2023). Although people mistreating their dogs

could cause arguments between members, this study concentrates on people and their relations, therefore dogs' wellbeing, maltreatment, safety etc. are excluded.

3 Methodology

This chapter introduces research and development methodology: how research was conducted, how data was collected, saved and analysed and who were participants.

Research questions for the thesis are

RESEARCH QUESTION 1: How inappropriate behaviour and harassment are articulated in adults' canine sports and hobbies context by members?

RESEARCH QUESTION 2: What kind of model could be developed to manage and to prevent inappropriate behaviour and harassment?

3.1 Qualitative research and research-based development work

Qualitative research is a type of research that focuses on exploring and providing in-depth insights into real-world problems. In the context of qualitative research, participants' experiences, perceptions, and behaviours are systematically gathered and analysed. It tries to provide a coherent explanation of the underlying rationales and motivations. A significant strength of qualitative research lies in its capacity to articulate processes and patterns in human behaviour that are challenging to quantify. Due to the open-ended nature of the research questions, e.g., "how" and "why", qualitative research design is frequently non-linear in contrast to quantitative design. Phenomena such as experiences, attitudes and behaviours can be complex to capture accurately and quantitatively. Conversely, a qualitative approach enables participants to articulate their thoughts, emotions, and experiences at a specific juncture or during an event of interest. (Tenny, Brannan & Brannan 2022.)

The objective of research-based development is to address issues identified in practice, to modify existing practices, and frequently, to generate novel knowledge concerning practices in working life. The data are collected systematically and critically by evaluating the data from the perspectives of theoretical and practical knowledge. A variety of methodologies are applied in a multiple of ways. The importance of active interaction between participants is emphasised. The progression of the development project is facilitated by the delivery of written material and presentations to diverse target groups at various stages. This thesis aims to produce new solutions to the practice and a new kind of professional knowledge. (Ojasalo, Moilanen & Ritalahti 2014, 18.)

Research target approach according to Ojasalo et al. (2014, 52-53) is case study which objective is to produce suggestions for development and ideas, as well as acquire in-depth, detailed knowledge about the case. The case study method is a valuable tool for the analysis of complex situations, behaviours, and processes that are not readily understood or explicable through conventional means. Conversely, the approach could also be considered constructive research, since the objective of this thesis is to develop a tangible outcome, such as a plan or model. (Ojasalo et al. 2014, 52-53).

The research analysis utilised inductive reasoning, a process where specific observations are used to develop theories and generalisations. Using this approach, the researcher began by exploring the phenomena of inappropriate behaviour and harassment, gradually identifying patterns and developing solutions based on the findings. Content analysis was used to describe and clarify the content and to organise the data for conclusions. (Tuomi & Sarajärvi 2018, 107-110, 117-127.)

3.2 Description of qualitative data collection

Data collection was conducted in a survey and empirical data in virtual focus group. Survey will offer data for research question 1 and empirical data to research question 2.

Data management plan

Researcher had made in advance and followed the data management plan according to Laurea's instructions (Laurea University of Applied Sciences n.d.). Data management plan describes e.g., what kind of data is collected and how, where the data is stored and who has access to it, how the data is managed and who is data controller, how the quality of data is ensured, organisation and integrity of the data, data security and how data is saved, how version control or backup plan is done, and when data will be deleted. The commissioner, Club X, does not require research permission but has had access to the corresponding data at the contract stage. Participants have consented that the researcher may hand over the workshop material to the commissioner for further development. However, the contact details of the workshop participants will not be disclosed. Commissioner is the controller of the survey. The material does not contain sensitive personal data or other data whose processing could pose risks to individuals.

The original survey response data is saved in the commissioner's Google Forms and Google Drive, and cannot be changed afterwards, as the system takes care of version control. The researcher has uploaded the data for analysis in spreadsheet format to the personal Ms Onedrive in the personal Laurea student account. The classification of the data has been done in Miro board and in NVivo. Miro and NVivo files and screenshots could be saved into commissioner's Google Drive. The workshop material and its decoding could be saved on the

commissioner's Google Drive for further development, in which case the controller is commissioner. The systems take care of version control. However, the original downloaded material is stored separately under a different name and the working versions under other names. Data processing and classification ensure that the correct material and the material as a whole are used.

The participant's email addresses were stored for the purpose of sending workshop invitations and related communication. The email addresses are on the school's student account in Ms Forms, email and calendar invitation. Email addresses will be destroyed no later than 6 months after the publication of the thesis. The unique information was not used except for contact purposes. Data on the Miro platform will be transferred to Club X's own Google drive. The data of the member feedback survey 2024 has been saved in Club X Google Forms, and results have been discussed with the members in an online meeting.

In data management plan it had been considered that the sample may be very small, so that an individual person may be identified by someone, for example, by the style of writing in a questionnaire response. However, an attempt will be made to anonymise the responses in the report without changing the substance.

Survey data collecting

Open survey was selected to collect data from larger group of people. Club X members answered to the questions represent a sample of all members in the club X. Open questions do not suggest any choices but allow respondents to express themselves with words. Additionally, open questions may result as very heterogenous data hard to manage and code, and of which reliability could be compromised. (Hirsjärvi, Remes, Sajavaara & Sinivuori 2009, 193-201.)

Survey had been conducted to collect initial data and insights on members' experiences and perceptions of inappropriate behaviour and harassment, and to identify and define them in the context of adult dog sports and hobbies. It is important to articulate misconduct and harassment in the same way so that we are talking about the same things and using the same terms. This will help us to avoid misunderstandings and ensure that we interpret and draw the right conclusions. Open ended questions were formulated as follows.

Survey question 1

Harassment - How would you describe harassment? What kind of behaviour or treatment do you consider harassment?

In Finnish the question was "Häirintä - Kuinka kuvailisit häirintää? Millainen käytös tai kohtelu on mielestäsi häirintää?"

Survey question 2

Inappropriate behaviour, inappropriate treatment - How would you describe inappropriate behaviour/treatment? What kind of behaviour or treatment do you consider inappropriate?

In Finnish the question was ” Epäasiallinen käytös, epäasiallinen kohtelu - Kuinka kuvailisit epäasiallista käytöstä/kohtelua? Millainen käytös tai kohtelu on mielestäsi epäasiallista?”

Data sampling was based on self-selective volunteer participation (Stickdorn et al. 2018a, 103). The thesis survey was part of the members annual feedback survey. Survey was communicated to the members via the intranet, newsletter and Facebook group. Therefore, it is not very wrong to assume that respondents are members of the Club X. The survey was conducted as an anonymous Google Forms survey and total of 66 responses were received between 10 and 23 September 2025. A general link was distributed to all members and no attempt could have been made to prevent multiple responses from the same respondent. As a result, it is possible that some members may have responded more than once. The response rate could be estimated roughly at around 8-13% depending on duplicates and current total of members. Information and consent were included as part of the feedback survey, before the actual thesis relates questions. Consent had to be actively selected by ticking the appropriate option. The questions were two open questions in the end of the questionnaire. There were 41 responses to the question on inappropriate behaviour and 35 responses to the question on harassment. As two responses did not give consent to the processing of data despite being answered to the questions, these responses were deleted completely from thesis questions' part, so the final response totals are 39 and 33 responses. No individual data was collected on the respondents, but it is known that the survey link was sent to Club X members, most of whom live in the Helsinki-Vantaa-Espoo metropolitan area. Although no specific information on respondents was collected, it is known that more than half of the members are women and there are "a handful" of children. Answers were anonymised by removing personal information and in coding phase by dividing open question answers into smaller pieces based on topic. It is not possible to determine which dog sports or dog hobbies the respondents are involved in.

Empirical data collecting

Thesis main objective had been to create a model to recognise, take into discussion and to finally prevent inappropriate behaviour and harassment as formulated in research question 2. Empirical data was collected in virtual focus group. Horvath & Carpenter (2020, 4-6) propose a novel conception of co-creation as a knowledge process that uses creativity through arts-based methodologies as an alternative way of creating and developing mutual understanding. Tangible tools and creativity were utilised in virtual focus group and workshop arranged. Virtual focus group method was selected to facilitate participation for as many members as possible, irrespective of geographical location (Horvath & Carpenter 2020, 4-6; Liamputtong

2011, 26). According to Liamputtong (2011, 14-19, 26), the virtual focus group was composed of participants who would make a valuable contribution to the research questions, i.e. participants could share common concerns, perspectives or experiences. In the development process researcher facilitated members to co-create solutions with peer club members to address and take into discussion inappropriate behaviour and harassment.

One co-creation virtual focus group was conducted in 13.4.2025 and it lasted 2 hours. The invitation to participate was published week beforehand in Facebook group, newsletter and intranet. Enrolment form was published in Microsoft Forms and only data collected was email address for sending the online meeting link via email. Microsoft Teams link was used for online meeting and tasks and output were stored in Miro platform, which did not require signing in. Five members participated into focus group. Unfortunately, one enrolled participant had not consented personal data management, thus, an invitation or any other contact could not be sent. Informants were informed about the research and the virtual focus group, and they were asked to sign consent form. Researcher was the neutral facilitator for the workshop. More detailed description of execution of virtual focus group is in chapter 4.

Co-creation is a collaborative process that involves engaging stakeholders to develop solutions together. Co-creation process in customer context is introduced by e.g., by Prahalad (et al. 2004) as the consumer and the firm are co-creating value through personalized experiences that are unique to each person, yet sustainable to the firm. Calabretta, Gemser & Karpen (2016, 51) describe usage of co-creation for strategic purposes with stakeholders to both inspire and commit them to explore business opportunities. Active role i.e., interaction, participation, and co-creation, of stakeholders' commits them to the development process to put cognitive effort and to take ownership. Additionally, they may promote ongoing collaboration and finally result wide engagement. (Calabretta et al. 2016, 51.) This all would benefit Club X since developing social sustainability would require systemic changes and consensus of solutions.

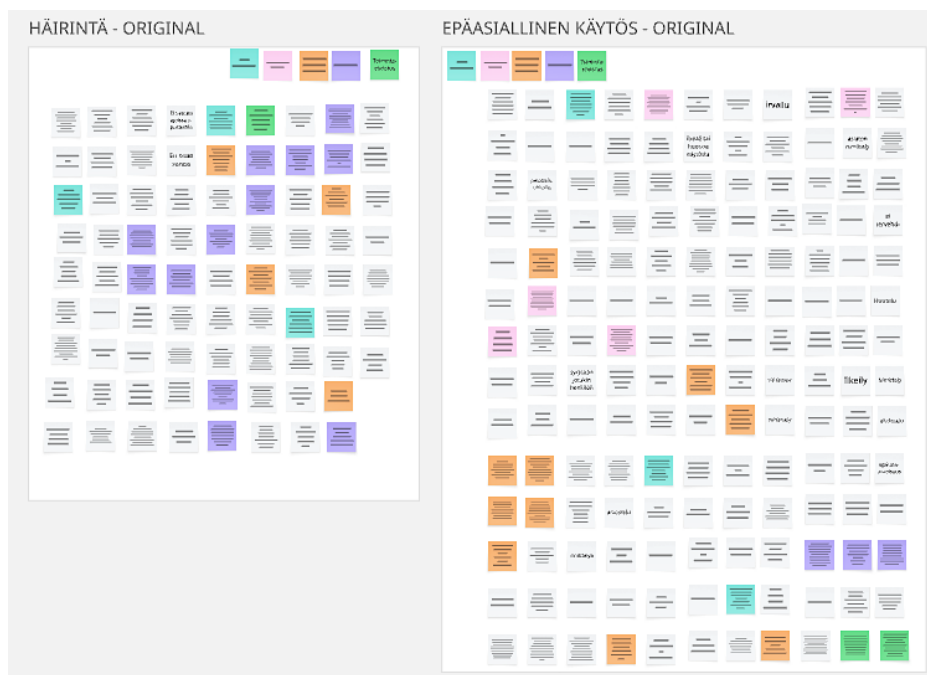
3.3 Description of qualitative data analysis

Survey data was analysed to establish a clear view how members define or what different aspects there are in inappropriate behaviour and harassment. Survey answers were first exported from Google forms to Microsoft excel as raw data (Picture 1).



Picture 1: Raw data in Excel for data analysis

Survey data was analysed with qualitative content analysis approach using data-driven content analysis method. In the first phase data was reduced to remove unrelated parts of data from the raw data collection. This consisted of removing empties, possible unrelated answers. Data was anonymised by removing any possible personal information. In practise this was done as affinity diagram in Miro board and in coding phase by dividing open question answers into smaller pieces based on topic (Picture 2 and Picture 3). According to Gioia (Gioia, Corley & Hamilton 2012, 20) in this first-order analysis, which seeks to adhere closely to the terms used by the informants, there is minimal effort made to distil categories. Researcher did mark the data into categories that might help in following phases. The categories were “New perspective” (turquoise), “Personal experience” (pink), “Related to dog or dog & handler” (orange), “Definition” (purple), “Proposal for action” and “General” (grey, majority). (Tuomi & Sarajärvi 2018, 122-127.)



Picture 2: Post-it notes in Miro board for survey content analysis



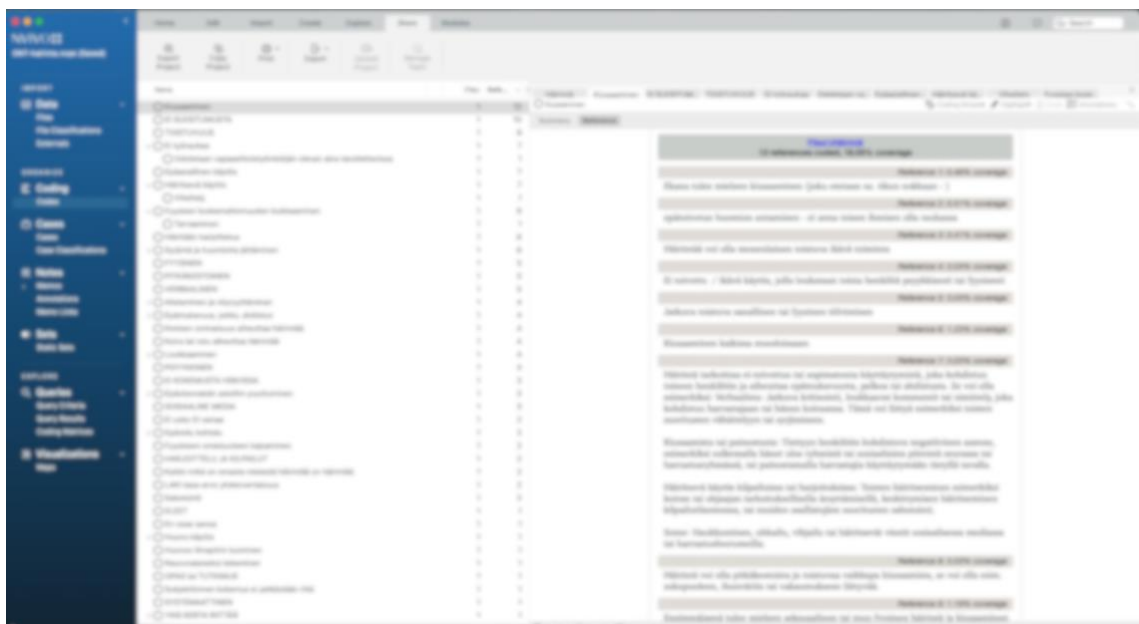
Picture 3: Post-it notes clustered in Miro board (Harassment in close view)

After data reduction and compaction answers were duplicated into NVivo program to better master the data and to easier code and categorise it. NVivo application was used to code and cluster the data into themes and subcategories as illustrated in Picture 4 and Picture 5. Similarities and differences were searched. Coding consisted of two types of categories: those which could help defining how inappropriate behaviour and harassment could happen in practise and what consequences it could cause (e.g., discomfort, fear, anxiety, bad behaviour, bullying, neglect), and those which characterise the phenomena (e.g., no consent,

gestures, training and competitions, law, guide, research, social media, repetition, verbal). (Tuomi & Sarajärvi 2018, 122-127.) According to Gioia (Gioia, Corley & Hamilton 2012, 20) in this second-order analysis the central question guiding our inquiry is whether the emerging themes suggest concepts that could facilitate the description and explanation of the phenomena under observation.



Picture 4: Raw text in NVivo for survey content analysis



Picture 5: Codes in NVivo as survey content analysis

Next step was to formulate sufficient main categories and abstracting the data, i.e., build data structure and formulate aggregate dimensions (Gioia, Corley & Hamilton 2012, 20-21; Moilanen 2022, 173-174; Tuomi & Sarajärvi 2018, 122-127). In the analysis of the survey following research question was in focus:

RQ1: How inappropriate behaviour and harassment are articulated in adults' canine sports and hobbies context by members?

Results from the survey and virtual focus group are presented in chapter 5.

4 Co-creating an overall model

Co-created model for managing and preventing inappropriate behaviour and harassment could be functioning concept in canine sports and hobbies context generally. What long-term impact could creating a model for safer space in dog sports and hobbies Club X have on the broader canine sports and hobbies community?

This chapter introduces development setting for co-creating an overall model. Development process and methods, and data collection and analysis, are included.

4.1 Purpose, objectives, development tasks and issues

Inappropriate behaviour is often linked to the way people communicate and interact with each other. Expressing feelings is part of being human, but it should be done in a respectful and constructive way. Inappropriate behaviour that offends or oppresses others is unacceptable and should be addressed.

This case study seeks to engage club members in a process of co-creation to develop interventions aimed at fostering a culture of equity, inclusion, and respect within Dog sports and hobbies Club X. By harnessing participatory methods and design thinking approaches, the intention is to collaboratively envision and enact transformative changes that promote sustainable club practices over the next five years. From strategic management perspective a shared vision and actions to implement the model could form the basis of a strategy - what is the target state or goal of Club X in relation to inappropriate behaviour and harassment and how to get there?

The purpose of this thesis is to promote social sustainability of the Dog sports and hobbies Club X by developing a model for fostering a safer, and more equal and inclusive space. The aim of the research is to enhance member experience in Dog sports and hobbies Club X. The main objective of this thesis is to develop co-created model for managing and finally preventing inappropriate behaviour and harassment. As a result of this thesis an overall model

was developed. Customers of this model are Dog sports and hobbies Club X members at all levels of the organization. This thesis is interested in the application of design thinking to the design process of planning, designing and building a model for preventing inappropriate behaviour and harassment. The development process utilises service design and futures thinking and foresight methods to formulate a model with user-centric design approach in co-creation process with club members. In the development setting the most important matter is co-creation. It gives members opportunity to effect on Club X's service offering and delivery.

Research questions are following:

1: How inappropriate behaviour and harassment are articulated in adults' canine sports and hobbies context by members?

2: What kind of model could be developed to manage and to prevent inappropriate behaviour and harassment?

The first question was answered by conducting a survey as a part of annual feedback survey to find out how members articulate inappropriate behaviour and harassment. Since the terms are somewhat vague it is important to elaborate articulation of the phenomena to better understand members and to speak same language. Formulation of the questions and interpretation of answers are based on literature review.

The second question is about model development, was originally initiated by club members with co-creation in focus group, but the overall model was developed further by master's thesis researcher. The co-creation determined what perspectives are important to include in the model and introduced new concepts into overall model for further development. Thesis researcher will suggest needed processes and outputs for further development (e.g. safer canine sports and hobbies principles, based on the safer space concept). Consequently, not all outputs will be developed within the scope of this master's thesis. As the implementation of the overall model takes time and this type of operational transformations typically take several years, this master's thesis cannot explore how the model works or if implementation was successful.

Dog sports and hobbies Club X asks members annually feedback from the past year's events and activities and how members are doing in the club. The survey aims to get answers and ideas from the club members on such themes as how satisfied they are with the club, how they could be motivated better to participate in voluntary work, how to enhance the conditions of voluntary work environment and arrangements, and how to develop club events and activities. The thesis topic, inappropriate behaviour, was reported 2022 by the Club X members in wellbeing and co-operation survey. This raised need for development; there is

room for a playbook for adults' safer canine sports and hobbies, which enables to recognise, take into discussion and finally prevent inappropriate behaviour and harassment.

If passion for canine sports and hobbies was overshadowed by fear of adults behaving bad or bullying peers and participating into voluntary work is not fun and relaxing, i.e., if it does not create wellbeing but causes bad feelings and reduces one's energy, club members will not be so willing to participate in Club X's activities. Social relations and aspects are traditionally important part of clubs' activities and offering. "Community spirit is the feelings of connection and belonging to a community and our ability to come together to improve wellbeing for everybody" (Araujo 2021, 8-9). Club members usually have a shared purpose among members of a community. Courses provided by commercial operators offer the possibility to participate in similar activities for money, but without the obligation to do voluntary work. McDonald (2007, 256) support this experience stating that nonprofit organisations are experiencing growing pressures to adopt a more business-like approach and to focus on financial outcomes for the purpose of sustainability and growth. Nowadays, these commercial operators are branded, as are sports and leisure clubs, providing the desired reference framework, the "tribe", for recreational activities. Consequently, nonprofit organisations, e.g., sport and hobby clubs may be forced to service innovation(s) and to change their way of doing business.

For a canine sports and hobbies club, organising competitions, tests, courses and other events and activities free or for a fee, as well as maintaining recreational facilities through voluntary work, are the most important ways of organising and financing club's activities. These activities and facilities, i.e., the framework to be able to develop oneself in the canine sports and hobbies in general are the reasons for being Dog sports and hobbies Club X members. Many clubs have developed models for compensating volunteer work with earned points. The objective is to motivate members to volunteer and to grant those who volunteer a priority over those who do not. However, the Associations act (503/1989) obliges members to be treated equally, but before points systems it used to be easier to be a "free rider". Clubs compete especially for active and successful enthusiasts. If members are treated inappropriately, they will not want to participate and in the worst case, from the club's point of view, will change club, taking their membership fee, their work and their share of the community with them. Inappropriate behaviour among adult peers generally in canine sports and hobbies context would be important to study because it effects the club member experience. Associations and Club X are governed by the Associations Act as a regulatory act, and by the Criminal Code for the conduct of its activities and those of its members. The value of membership for the individual member, and the business needs of the association or club, are formulated at the intersection of legislation, members and the association or club itself (Figure 6).

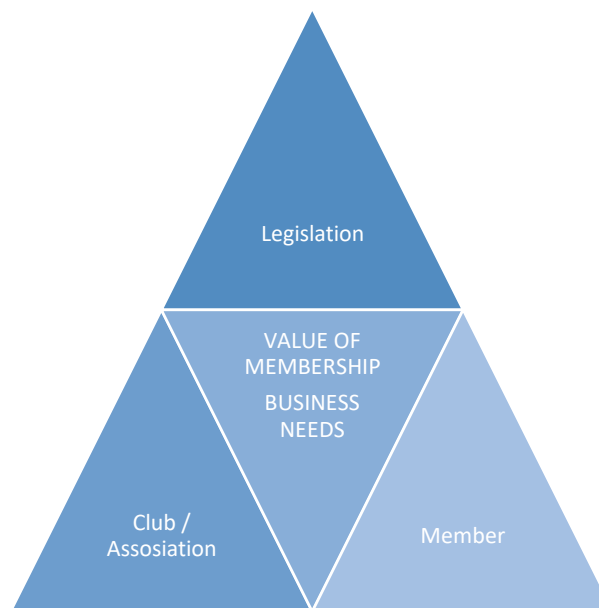


Figure 6: Formulation of membership value and business needs

4.2 Design thinking, futures thinking and foresight, co-creation, service design

Development process utilises design thinking approach, futures thinking and foresight approach and methods, co-creation approach and service design methods.

Design thinking is by nature inclusive approach to design transitions and change. It is a collaborative approach to problem solving that involves end-users in the design process to create solutions that better meet their needs. Design thinking emphasises empathy, ideation, and iteration. (Brown 2009, 39-41, 87-89; Design Council 2019; Stickdorn et al. 2018a, 21-22, 91-93.) Developing services the customer should be put in the centre of the process, and to empathise from customer perspective (Stickdorn & Schneider 2011, 36-37).

Design thinking approach could be used to generate novel and implementable ideas by utilising innovation tools (Brown 2009, 3-4). Design thinking is the framework and service design offers process, methods and tools to be used in development process. Stefan Moritz, S. (2005, 6) states that “Service design helps to innovate (create new) or improve (existing) services to make them more useful, usable, desirable for clients and efficient as well as effective for organization. It is a new, holistic, multidisciplinary, integrative field”. Service design includes principles help to identify and create desirable, feasible and viable solutions. Additionally, according to Stickdorn et al. (2018a, 24-27) the principles are human-centred, collaborative, iterative, sequential, real and holistic.

Inclusion is the practice of ensuring that all individuals, regardless of their background or characteristics, have equal access to opportunities and resources. It involves creating an

environment where everyone feels included, participated, valued and respected. (Cano-Hila 2022, 1-3.) Inappropriate behaviour and harassment are opposing to inclusion, as they e.g., exclude and marginalise individuals, preventing them from fully participating and contributing. Inappropriate behaviour and harassment can disrupt participatory methods by making participants feel unsafe or undervalued, thereby limiting their ability to contribute effectively.

Co-creation is a collaborative process that involves engaging stakeholders to develop solutions together. Co-creation process in customer context is introduced by e.g., by Prahalad (et al. 2004) as the consumer and the firm are co-creating value through personalized experiences that are unique to each person, yet sustainable to the firm. Calabretta, Gemser & Karpen (2016, 51) describe usage of co-creation for strategic purposes with stakeholders to both inspire and commit them to explore business opportunities. Active role i.e., interaction, participation, and co-creation, of stakeholders' commits them to the development process to put cognitive effort and to take ownership. Additionally, they may promote ongoing collaboration and finally result wide engagement. (Calabretta et al. 2016, 51.) This all would benefit Club X since developing social sustainability would require systemic changes and consensus of solutions.

Horvath & Carpenter's (2020, 4-6) proposal is a novel conception of co-creation as a knowledge process that uses creativity through arts-based methodologies as an alternative way of creating and developing mutual understanding. Tangible tools and creativity were utilised in virtual focus group and workshop arranged. Virtual focus group method was selected to facilitate participation for as many members as possible, irrespective of geographical location (Horvath & Carpenter 2020, 4-6; Liamputtong 2011, 26). According to Liamputtong (2011, 14-19, 26), the virtual focus group was composed of participants who would make a valuable contribution to the research questions, i.e. participants could share common concerns, perspectives or experiences. In the development process researcher facilitated members to co-create solutions with peer club members to address and take into discussion inappropriate behaviour and harassment.

Futures thinking and foresight is a strategic approach to envisioning and planning for futures scenarios. It is "any activity that helps us understand and make sense of possible future change or uncertainty about what might happen." Futures work helps organizations spot patterns of change, focus on the external context, bring in alternative viewpoints, create narratives of the future based on structured frameworks and evidence, and explore multiple versions of the future using tools like the cone of uncertainty. Futures design utilises methods attributed to foresight, e.g., making preferable futures scenarios more tangible by describing what the future might be like. Futures approaches have practical benefits for policy, such as building consensus, identifying knowledge gaps, and creating resilient strategies adaptable to

changing conditions. (Government Office for Science, 2022.) Developing long term strategies and exploring future possibilities could ensure the club's social sustainability.

Backcasting was selected as method for transforming the future (Inayatullah 2008, 14). The transformation process reduces the range of possible futures to a more limited set, focusing on the preferred option. Backcasting can be implemented as a means of avoiding the most unfavourable possible outcome by filling the gap between today and the future. Once the steps that led to the worst-case scenario have been identified, strategies to avoid that scenario can be implemented. (Inayatullah 2008, 14). Backcasting is a methodology that has been proven to be effective in establishing a connection between the future and the present. It facilitates a systematic assessment of the conditions, changes and events that are logically associated with a specified future and the present. The fundamental distinction between backcasting and traditional planning is that backcasting initiates from a future perspective and employs a reverse approach, i.e. it starts from the end and works backwards. (CIFS Toolkit for Applied Strategic Foresight 2025.)

4.3 Comparing and choosing the service design process model

The initial phase in the design of services is to establish the development process itself (Stickdorn & Schneider 2011, 126). The preliminary structure of a design process can be outlined and approximately planned (Stickdorn & Schneider 2011, 124; Brown 2009, 64-70).

Several service design process models were compared: Design Council's Double diamond and Framework for innovation, Moritz's model and Plattner's models. Similarities and differences were discovered but basis of the methods, e.g., co-creation, participatory design, collecting user data and understanding i.e., measuring user and customer experience, are based on the design thinking process. (Design Council 2004, 2015, 2019 & 2023.; Stickdorn et al. 2018, 25-27, 84-89, 97-99.; Moritz 2005, 123. Hasso Plattner Institute of Design at Stanford, 6.; Meinel, Leifer & Plattner 2011, 220.) There is no set process, but four phases could be recognised: research, ideation, prototyping or testing, and implementation. The models are in general quite similar, but with varying amounts of phases and different emphases. All the models include a customer insight phase to determine customer needs which lead to conclusions and formulating a research question. Solution ideation follows and the solutions are then co-developed in an iterative way by testing a prototype with end-users. Service design methods are tools, and these numerous available can be combined creatively. Methods applied were chosen based on the previous experience, testing and learning new methods, and based on literature recommendations. To summarise, design thinking is the framework for development approach and service design manages process and methods.

The double diamond is just a way of visualizing the design process and it can be applied creatively. The model illustrates the similarities that designers and non-designers need to

take when designing products or services (Design Council 2004, 2015, 2019 & 2023). Design Council popularised the model: model basis is in the work of e.g. John Dewey, Osborn & Parnes, Béla Bánáthy, Herbert Simon, Donald Schön and many others, who have influenced to problem-solving theories and the practice of design. Design Council has argued their own model and introduced a new, Systemic Design Framework (Design Council 2023). Current development setting is quite straightforward; consequently, a simpler process model, applied double diamond and framework for innovation, was selected for implementation. Framework for innovation combines design thinking approach with service design process and methods.

The two diamonds represent a process of exploring an issue more widely or deeply, as indicated by the divergent thinking, and then taking focused action, as indicated by the convergent thinking. In practise this means discovering, exploring and researching, or ideating and inventing multiple solutions, and then narrowing down to fewer options. The first diamond with discover and define phases, together also called problem space, helps to understand and define what the problem is. Gathering insights requires speaking to and spending time with individuals who are affected by the issues. It is said that in the first diamond one needs to define the right question. The second diamond, with develop and deliver phases, together also called solution space, encourages to invent and test multiple solutions to the clearly defined problem, and to benchmark and co-design with a variety of different people. This is not a linear but iterative process. Learning more about the underlying problems can send researcher back to the beginning or to previous phase - no idea is ever 'finished'. Finally, solutions that work are implemented. In the second diamond one needs to solve the right question. (Brown 2019, 66-68; Design Council 2004, 2015, 2019 & 2023; Stickdorn et al. 2018a, 84-90, 115.)

Stickdorn et al. (2018a, 25-28) introduce six principles of service design doing: human-centred, collaborative, iterative, sequential, real and holistic. Framework for Innovation outlines four core principles: Put people first, communicate visually and inclusively, collaborate and co-create, and iterate, iterate, iterate (Design Council 2019). These principles are utilised in this thesis development process.

The concept of being people centred signifies the necessity to comprehend the users of the services, their problems, thoughts, emotions, needs and desires. The second point is that the "communicate visually and inclusively" approach assists participants in achieving a mutual understanding. As suggested by Tschimmel (2021), problems and ideas are easier to understand if visualised, since images synthesise and clarify even complex ideas, both in an internal and external dialogue. Thirdly, the concept of "collaborate and co-create" is encouraged, with the objective being to promote collaborative work, enjoyment, and inspiration through the observation of others' contributions. The discovery of exceptional concepts is most often the result of interaction. The fourth point is to reiterate the

importance of iteration. The iterative process is often characterised by a cycle of experimentation and refinement, guided by the principle of trial and error. The initial plan is then put into practice, its functionality is assessed, and any necessary enhancements are made. The process is repeated until a feasible result is obtained. (Design Council 2019.)

Double diamond in framework for innovation divides the methods bank into explore, shape or build phases with various methods. Briefly it means that there is collection of suitable methods for all four halves of the double diamond i.e., design process stages: discover, define, develop and deliver. (Design Council 2019.)

4.4 Development process

Service design process and scientific process are illustrated in Figure 7.

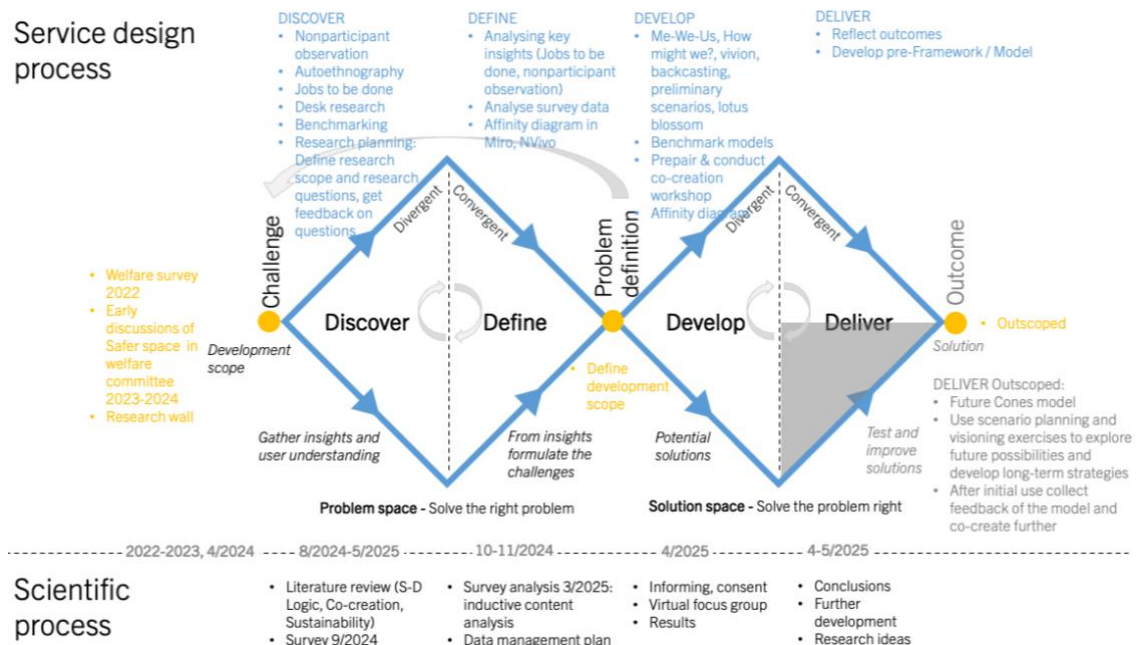


Figure 7: Scientific process and development process in double diamond with used methods, based on Design Council (2004, 2015, 2019) and Stickdorn et al. (2018a and 2018b)

The development process is described more detailed in the context of service design process as follows. The process has not been linear but according to the chosen model, i.e., overlapping multiple phases at the same time, and if necessary, returning to previous phases. The first diamond, problem space, aims to solve the right problem. The application of the first diamond helps researcher to understand the problem. The process entails engaging in discourse with individuals who are impacted by the subjects under discussion, as well as allocating time for these interactions.

4.4.1 Challenge

Challenge phase was conducted to explore development scope i.e., to find out with the commissioner what could be developed. After the wellbeing and co-operation survey (2022) wellbeing committee had raised up the need for safer space principles in discussions on 2023-2024. As a conclusion, a model for safer hobbying was agreed with the commissioner Club X. As the researcher is member of the Club X welfare committee and has had access to members' Facebook groups, she has been able to follow discussions related to wellbeing and co-operation. In practise, passive, non-participant observation had been conducted (Saaranen-Kauppinen & Puusniekka 2006). The discussions were followed every now and then in a normal member role without any dependencies as a researcher. However, in practise, it is very difficult not to pay attention to those discussions afterwards. Consequently, the researcher has utilised them as background information, despite the fact that they are unable to recall all discussions individually or precisely. Research wall was established as illustrated in Figure 8, and a preparatory research and research planning started (Stickdorn et al. 2018a, 98-123).

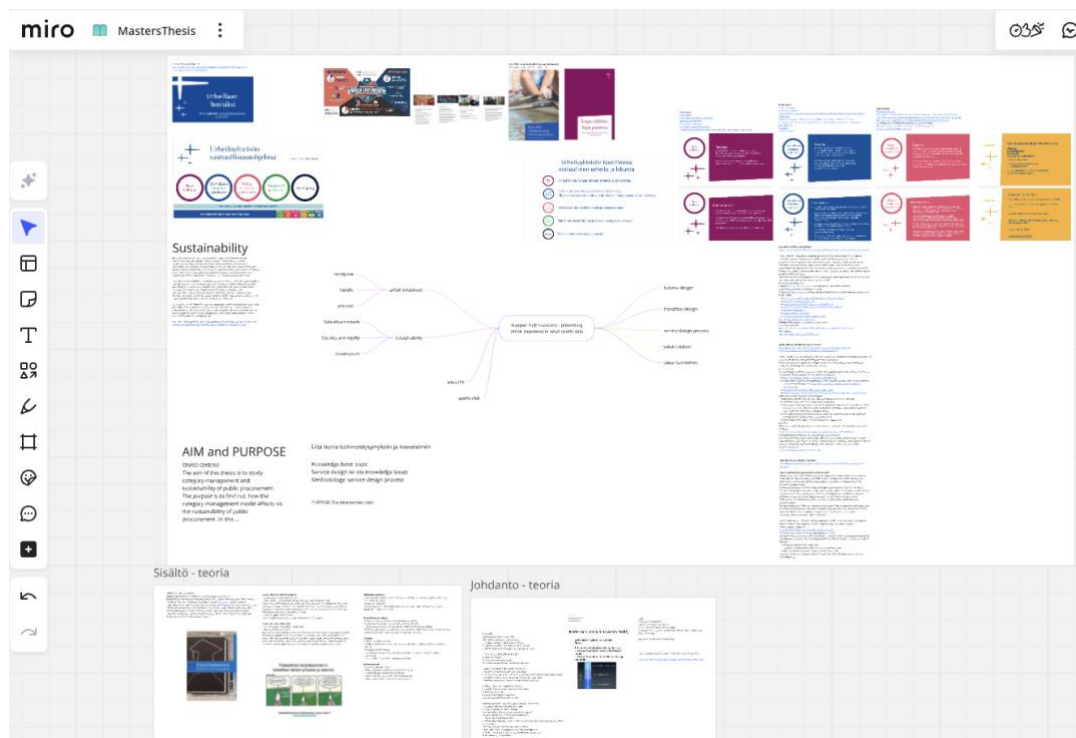


Figure 8: Research wall

4.4.2 Discover

In discover phase researcher has gathered insights and user understanding with multiple methods.

Operating environment and jobs to be done

A concise description of the case organisation, Club X, and its operating environment are provided in introduction chapter. Researcher had familiarised herself to several existing guidelines and rules in sports, and to Finnish legislation. As a part of discovery phase, benchmarked material has been partially incorporated into the literature review with theories about service-dominant logic, co-creation and sustainability.

Based on autoethnography as researcher’s own experience in dog sports and hobby clubs, and literature review as a desk research, four descriptions of jobs to be done had been formulated as illustrated in Figure 9, offer researcher perspectives to membership, and a landscape of member value co-creation aspects to the Club X and what they want to achieve in it (Stickdorn et al. 2018a, 119, 131; 2018b, 85-87).

JOBS TO BE DONE – member – direct or indirect value of the club X					
When	I have dog(s)	(Situation)	When	I am a member of club X	(Situation)
I want to	Spend nice time and hobby with it in club X activities	(Motivation or forces)	I want to	Go trainings, events, happenings, competitions and other club activities	(Motivation or forces)
So that I can	Feel good about myself when offering the dog nice doing, training and wellbeing	(Expected outcome)	So that I can	Meet other people and have social life and feeling of belonging to a group	(Expected outcome)
CLUB X OFFERS MEANS TO CREATE WELLBEING FOR MY DOG			CLUB X OFFERS MEANS TO SOCIAL LIFE AND BELONGING TO A GROUP		
When	I have dog(s)	(Situation)	When	I have to fulfill member responsibilities in volunteer work,	(Situation)
I want to	Learn new skills as a hobby, get fit with sport, and develop myself (using my dog as a tool for)	(Motivation or forces)	I want to	Do my job and participate without any hassle	(Motivation or forces)
So that I can	Feel good about myself and get wellbeing	(Expected outcome)	So that I can	Feel comfortable and joy when working. Additionally, fulfill my responsibilities and be useful to the society.	(Expected outcome)
CLUB X OFFERS MEANS TO SELF DEVELOPMENT AND WELLBEING			CLUB X OFFERS MEANS TO FULFILL MY NEEDS		

Figure 9: Jobs to be done

Passive, non-participant observation had been conducted every now and then. Research scope had been defined and survey questions based on literature review were conducted as part of the research planning in Augusts and September 2024. Feedback for the information and questions were asked from the welfare committee.

Survey

Survey had been conducted to collect initial data and insights on members' experiences and perceptions of inappropriate behaviour and harassment, and to identify and define them in the context of adult dog sports and hobbies. Research questions for the thesis, and actual questions in the questionnaire were formulated as follows.

RESEARCH QUESTION 1: How inappropriate behaviour and harassment are articulated in adults' canine sports and hobbies context by members?

The phenomena of inappropriate behaviour and harassment was divided in survey into two separate question to see if there were similarities or differences between the two terms.

Survey question 1

Harassment - How would you describe harassment? What kind of behaviour or treatment do you consider harassment?

In Finnish the question was "Häirintä - Kuinka kuvailisit häirintää? Millainen käytös tai kohtelu on mielestäsi häirintää?"

Survey question 2

Inappropriate behaviour, inappropriate treatment - How would you describe inappropriate behaviour/treatment? What kind of behaviour or treatment do you consider inappropriate?

In Finnish the question was "Epäasiallinen käytös, epäasiallinen kohtelu - Kuinka kuvailisit epäasiallista käytöstä/kohtelua? Millainen käytös tai kohtelu on mielestäsi epäasiallista?"

Thesis main objective had been to create a model to recognise, take into discussion and to finally prevent inappropriate behaviour and harassment as formulated in research question 2.

RESEARCH QUESTION 2: What kind of model could be developed to manage and to prevent inappropriate behaviour and harassment?

Data sampling was based on self-selective volunteer participation (Stickdorn et al. 2018a, 103). The thesis survey was part of the members annual feedback survey. Survey was communicated to the members via the intranet, newsletter and Facebook group. Therefore, it is not very wrong to assume that respondents are members of the Club X. The survey was conducted as an anonymous Google Forms survey and total of 66 responses were received between 10 and 23 September 2025. A general link was distributed to all members and no attempt could have been made to prevent multiple responses from the same respondent. As a result, it is possible that some members may have responded more than once. The response rate could be estimated roughly at around 8-13% depending on duplicates and current total of

members. Information and consent were included as part of the feedback survey, before the actual thesis relates questions. Consent had to be actively selected by ticking the appropriate option. The questions were two open questions in the end of the questionnaire. There were 41 responses to the question on inappropriate behaviour and 35 responses to the question on harassment. As two responses did not give consent to the processing of data despite being answered to the questions, these responses were deleted completely from thesis questions' part, so the final response totals are 39 and 33 responses. No individual data was collected on the respondents, but it is known that the survey link was sent to Club X members, most of whom live in the Helsinki-Vantaa-Espoo metropolitan area. Although no specific information on respondents was collected, it is known that more than half of the members are women and there are "a handful" of children. From the anonymised answers it is not possible to determine which dog sports or dog hobbies the respondents are involved in.

Description of thesis qualitative data collection

Data collection was conducted in a survey and in Miro board for virtual focus group. Data management plan describes e.g., what kind of data is collected and how, where the data is stored and who has access to it, how the data is managed and who is data controller, how the quality of data is ensured, organisation and integrity of the data, data security and how data is saved, how version control or backup plan is done, and when data will be deleted. The commissioner, Club X, does not require research permission but has had access to the corresponding data at the contract stage. Participants have consented that the researcher may hand over the workshop material to the commissioner for further development. However, the contact details of the workshop participants will not be disclosed. Commissioner is the controller of the survey. The material does not contain sensitive personal data or other data whose processing could pose risks to individuals.

The original survey response data is in the commissioner's Google Forms and Google Drive, and cannot be changed afterwards, as the system takes care of version control. The researcher has uploaded the data for analysis in spreadsheet format to the personal Ms Onedrive in the personal Laurea student account. The classification of the data has been done in Miro board and in NVivo. Miro and NVivo files and screenshots could be saved into commissioner's Google Drive. The workshop material and its decoding could be saved on the commissioner's Google Drive for further development, in which case the controller is commissioner. The systems take care of version control. However, the original downloaded material is stored separately under a different name and the working versions under other names. Data processing and classification ensure that the correct material and the material as a whole are used.

The participant's email addresses were stored for the purpose of sending workshop invitations and related communication. The email addresses are on the school's student account in Ms Forms, email and calendar invitation. Email addresses will be destroyed no later than 6 months after the publication of the thesis. The unique information was not used except for contact purposes. Data on the Miro platform will be transferred to Club X's own Google drive. The data of the member feedback survey 2024 has been saved in Club X Google Forms, and results have been discussed with the members in an online meeting.

In data management plan it had been considered that the sample may be very small, so that an individual person may be identified by someone, for example, by the style of writing in a questionnaire response. However, an attempt will be made to anonymise the responses in the report without changing the substance.

4.4.3 Define

In define phase insights are formulated to challenges. Existing literature and survey data were analysed to establish a clear problem definition about inappropriate behaviour and harassment, i.e., to define development scope in next phase.

Description of data analysis

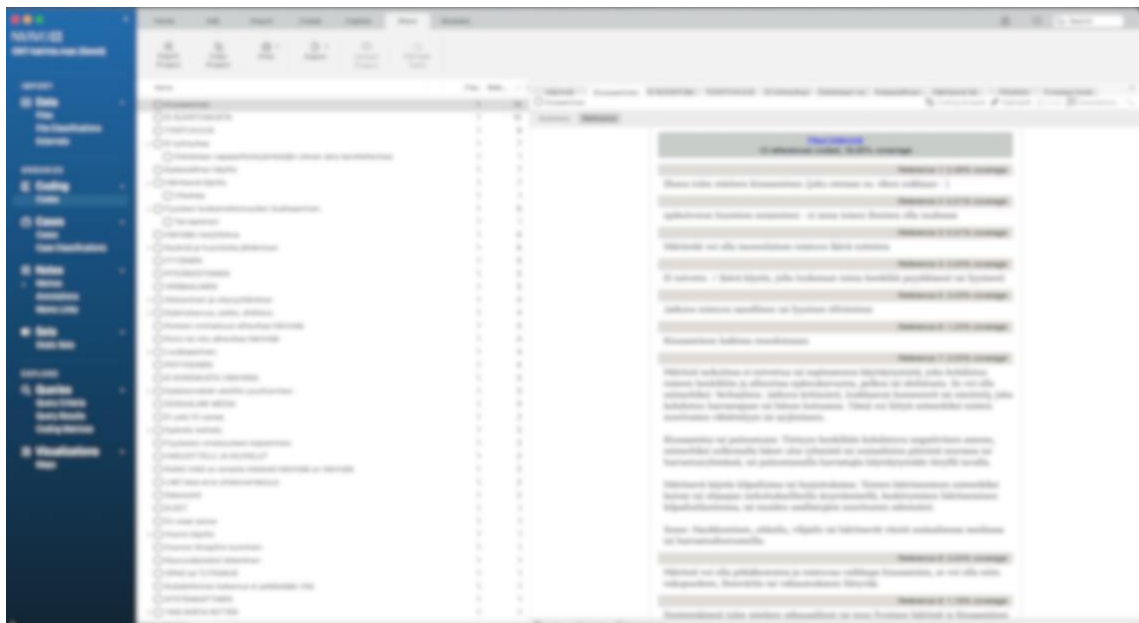
Survey answers were first exported from Google forms to Microsoft excel (Picture 6).



Picture 6: Raw data in Excel



Picture 9: Raw text in NVivo



Picture 10: Codes in NVivo

Next step was to formulate sufficient main categories, i.e., build data structure and formulate aggregate dimensions (Tuomi & Sarajärvi 2018, 122-127; Gioia, Corley & Hamilton 2012, 20-21). In the analysis of the survey following research question was in focus:
 RQ1: How inappropriate behaviour and harassment are articulated in adults' canine sports and hobbies context by members?

Results from the survey are introduced in chapter 5.

4.4.4 Problem definition

Development scope was formulated to enhance development of model to recognise, take into discussion and finally prevent inappropriate behaviour and harassment. Targeted outcome is a model which Club X will develop further. Specific actions will be co-created after the Club X executive board has evaluated and approved the model.

Next, the second diamond, solution space, aims to solve the problem right.

4.4.5 Develop

The second diamond encourages researcher to formulate a range of responses to the clearly defined problem, seeking inspiration from other sources and engaging in co-design with a diverse variety of individuals. This co-creation workshop aims to guide participants through stages of empathy and ideation. Futures thinking and foresight approach used scenario planning and visioning exercises to explore future possibilities and develop long term strategies (Ojasalo, Koskelo & Nousiainen 2015, 198-199). As articulated by Ojasalo et al. (2015, 198-199), a comprehensive understanding of alternative futures enables companies to enhance their innovation capabilities, accordingly, futures thinking should be embedded into processes of innovation. Co-creation workshops were conducted to facilitate the generation of a preliminary model. These workshops were grounded in key insights discovered during the Discover phase and distilled into principles in the Define phase. The co-creation workshop was seeking input to research question 2 about a model.

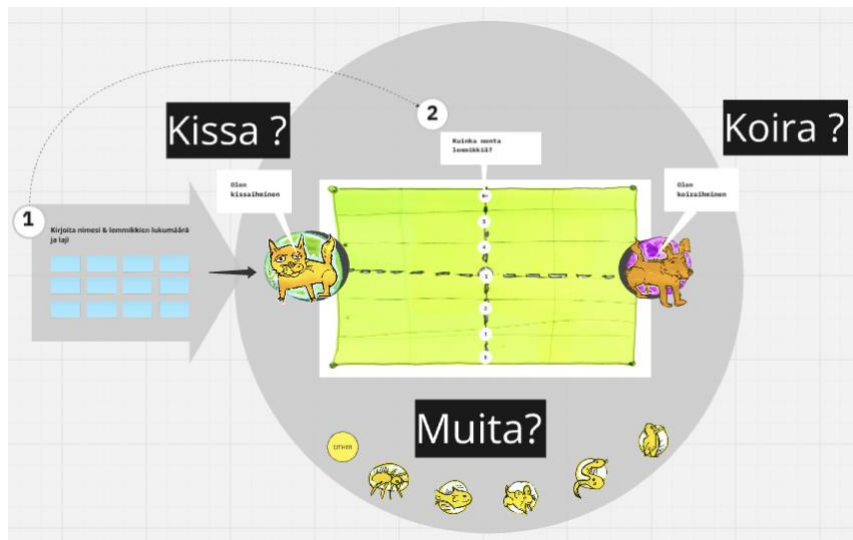
Co-creation process in customer context is introduced by e.g., in Prahalad & Ramaswamy (2004) as the consumer and the firm are co-creating value through personalized experiences that are unique to each person, yet sustainable to the firm. Calabretta, Gemser, & Karpen (2016, 51) describe usage of co-creation for strategic purposes with stakeholders to both inspire and commit them to explore business opportunities. Active role i.e., interaction, participation, and co-creation, of stakeholders' commits them to the development process to put cognitive effort and to take ownership. Additionally, Club X may promote ongoing development in wellbeing committee and finally result wide engagement into require systemic changes and consensus of solutions.

Developing in a co-creation workshop and execution of a virtual focus group

One co-creation virtual focus group was conducted in 13.4.2025 and it lasted 2 hours. The invitation to participate was published week beforehand in Facebook group, newsletter and intranet. Enrolment form was published in Microsoft Forms and only data collected was email

address for sending the online meeting link via email. Microsoft Teams link was used for online meeting and tasks and output were stored in Miro platform, which did not require signing in. Five members participated into focus group. Unfortunately, one enrolled participant had not consented personal data management, thus, an invitation or any other contact could not be sent. Informants were informed about the research and the virtual focus group, and they were asked to sign consent form. Researcher was the neutral facilitator for the workshop.

First approach was to engage club members in workshop and focus group to collaboratively design the model. A 15 minutes warm-up task to relax participants and to create rapport asked participants to evaluate their nature of being cat or dog persons (Picture 6.). Sharing and verbalising shared experience of life with dogs and being able to share something about own life could help to trust to other participants, and to break ice.



Picture 11: Warm-up

Second approach was to utilise service design and futures thinking and foresight methods to ensure the model is comprehensive and forward-thinking (Picture 12 and Picture 13). Time slot for this was about 50 minutes which consisted of 10 minutes silent work alone, 15 minutes group work and presenting to others, and rest of the time voting and deciding the unanimous vision for the next phase.



Picture 12: Formulating vision



Picture 13: Backcasting task

Participants were given a task to formulate a concise and precise statement of vision in consideration of the future trajectory selected. Me-We-Us method was used to first privately

and silently think (“Me”) what good things there are in the present that one wants to strengthen to make the future better. Each participant was asked to write their own, as tangible as possible, vision statement about how the future would be better and for whom. They were given a formula to help and guide: “I want to strengthen [what] so that in 2030 [what is different] / [what has happened] / [what the world will be like].” In “We” phase participants were asked to discuss with their pair in virtual breakout room. Two random teams of two and three people were formulated automatically by Ms Teams. Teams were instructed to choose or reformulate the common issue they want to strengthen, and to discuss what they have in common and what is different. For whom are the visions desirable? Remember to listen to each other, accept and respect different views. Present your choices to the group by sharing the vision statements with others and discuss them: what is common and what is different. Finally, (in “Us” phase together) choose or vote on a common vision, and based on the desired future you have chosen, write a succinct vision, as tangible as possible, in the form: “In 2030, [who/who/where] + [verb] + [what]”. The final vision could be, for example, “In 2030, the carbon footprint of every Finn will be 80% smaller than today”.

The given example was on purpose from different business to not to lead the participant too much with their own thoughts. Facilitator stayed in the main room for possible questions. A ten-minute break was held at this point.

To discover present and futures scenarios backcasting method was utilised. Given time was 30 minutes. Resercher explained briefly the idea of futures thinking and foresight, and the different futures, i.e., possible, probable, plausible and preferable. Participants were asked to formulate a vision related to inappropriate behaviour and harassment, that includes perspectives to bullying, harassment, racism, inappropriate behaviour, equality, equality, discrimination. They were asked to think about the current situation in the club, and what kind of desired future would they want. “Now formulate a vision. Imagine that we are now in the future. What has happened? How do we get to the desired future state? Don't just think about what is possible now, think about what you want to be possible in the future! We are looking for creative solutions! What has happened in society? What has happened in City X? What has happened in the Olympic Committee? (e.g. law, values, monetary policy, housing, mobility, health, etc.).” If necessary and more interest they were guided to check ““Triple bottom” by John Elkington: Economic, Social, Environmental --> Sustainability)” to understand better the combination of social, economic and environmental aspects to measure value, and sustainability is in the overlapping point. Facilitator continued instructions: “What has happened in our society? What has happened to our members and membership? Draw a path through the desired events or issues and complete the path if necessary. What do we need to do today or this year 2025 to move towards our desired vision in the future?” Participants were also asked to think about what could be the “Low hanging fruits” and what requires “Long term Planning”. Facilitator continued: “You might want to check Natural step approach

in “<https://thenaturalstep.org/approach/>”. Participants were instructed to write post-it notes individually on Miro board, starting from the futures vision they just had described, and what had happened. After that, they were asked to write consequent post-its about present. Finally, participants invented the steps in between, what needs to happen or what had happened from present to future to come true. “Write down the events and actions that are a prerequisite for the vision to become a reality. Consider the cause and effect relationships between events and the logic of the chain of events.” They were instructed to proceed first from future to present, but proceeding also from present to future was allowed.

At the end of the workshop, the group worked 15 minutes on creating the model. Using How might we? questions participants invented key elements of identifying, take into discussion and preventing inappropriate behaviour and harassment. They had following supportive instructions on the Miro board:

“Includes: bullying, harassment, racism, inappropriate behaviour, equality, equality, discrimination

Identify - how might we identify?

What are the ways? What would help us to identify? What should be taken into account when identifying? What should we know? Who can act? Who can help? What things contribute to identification?

Take into discussion - how might we take into discussion?

What tools could be used to help? What should be taken into account when speaking up? What should I know? What conditions should be in place for raising awareness? Who can take action? How can you act? Who can help? WHAT things contribute to speaking up?

Prevention - how might we prevent?

What is prevention? What should be taken into account? What should I know? What conditions should we have in order to be able to prevent? Who can prevent? How can they prevent? What things contribute to prevention?”

Facilitator read the instructions and participants worked on the board in two pairs, since one participant needed to leave earlier. Brief five minutes was used into rapid ideation session. After that pairs were guided to continue to next phase using Lotus blossom (Lotus blossom n.d.) method to deepen aspects of each previous recognised ideas in ten minutes. Lotus blossom, or “8x8” offer means to rapidly collect multiple perspectives on one idea. If time is limited the result may remain a bit shallow.

Virtual focus group results were copied as text from Miro board into tables in Ms Word to format of easier reading. Empirical data is not analysed as such because it represents ideas

and aspects from participants, and the data can be used as input to the overall model. Results are introduced in chapter 5.

4.4.6 Deliver

Deliver phase is for testing and improving solutions. The main objective of this thesis was to develop an overall model; thus, it would be a hypothetic model for others to study and develop further. The model would be tested in realm. In practise deliver phase is partly outscoped. However, from service design perspective reflecting outcomes and formulating an overall model is feasible. On scientific process perspective this phase includes articulating conclusions, suggestions for further development and opportunities for research. These all are discussed in the following chapters.

4.4.7 Outcome

Last phase in double diamond is the outcome, solution. It is outscoped. The reason for the decision is that, at this stage, it is not possible to determine how the overall model will be developed further or how it will be implemented. However, as part of the thesis outcome, proposals for further development and research opportunities have been proposed.

5 Findings of the research and development process

This chapter describes the survey results and inputs from the virtual focus group.

As demonstrated by the survey data, there are two perspectives from which inappropriate behaviour and harassment may be approached, and answers emphasise these two aspects. Firstly, they define how inappropriate behaviour, and harassment could occur in practice and the consequences that could occur (e.g. discomfort, fear, anxiety, bad behaviour, bullying, neglect). Secondly, they characterise the phenomena (e.g. no consent, doing gestures, in trainings and competitions, social media, repetition, verbal, physical). The members provided a variety of definitions of inappropriate behaviour and harassment, which is in accordance with the existing literature on the subject.

5.1 Articulation of inappropriate behaviour and harassment in adults' canine sports and hobbies by members

Survey question 1: Harassment - How would you describe harassment? What kind of behaviour or treatment do you consider harassment? (In Finnish the question was "Häirintä - Kuinka kuvailisit häirintää? Millainen käytös tai kohtelu on mielestäsi häirintää?")

Based on the survey conducted, harassment was described as repeated and unwanted behaviour that can be verbal, physical or psychological. It causes discomfort, fear or distress to the target. Harassment can take many forms, such as persistent bullying, discrimination, spreading unfounded rumours or disturbing the peace at training or competition. The key is that the harassment is repeated and directed at the person in a way that violates their autonomy and wellbeing.

Spreading unfounded rumours, bad-mouthing backstabbing, fidgeting while the other is training

Constant nasty comments, spreading lies behind your back, sexual harassment (e.g. touching, sexual comments), repeated misdirection

Nasty, belittling, mocking language and gestures

Name-calling, belittling, ridiculing, backstabbing, exclusion

Constant repeated verbal or physical groping

Some: Name-calling, threats, innuendo or harassing messages on social media or hobby forums.

Not giving your dog exercise time. Interfering with a companion dog's behaviour/behaviour and giving instructions, even if advice is not sought.

The process of code visualisation has been demonstrated to reflect the intricacies and variety of different classes and subcategories included in (Picture 14). Discomfort, fear and anxiety, subordination and humiliation, discrimination and exclusion, unfair treatment, infringement, and bad manners and bad behaviour in general were identified as the most complex and diverse classes in the data. Additionally, there were several separate classes.

Ten codes or classes that collected most of the references alone were: bullying, no consent, repetitive, no working peace, inappropriate behaviour, disturbing behaviour and disturbing the trainings, physical integrity, discrimination and exclusion, prolonged, and physical or verbal. Individual codes that attracted attention with many hits were bullying, no consent, repetition, no working peace, inappropriate behaviour, disturbing behaviour, physical integrity, disturbing trainings, and exclusion and exclusionary behaviour.

e.g. not saying hello, bad language, swearing, shouting, also talking about dogs in an inappropriate way (e.g. threatening to make mittens, etc.)

Commenting on and criticising another dog's performance in training.

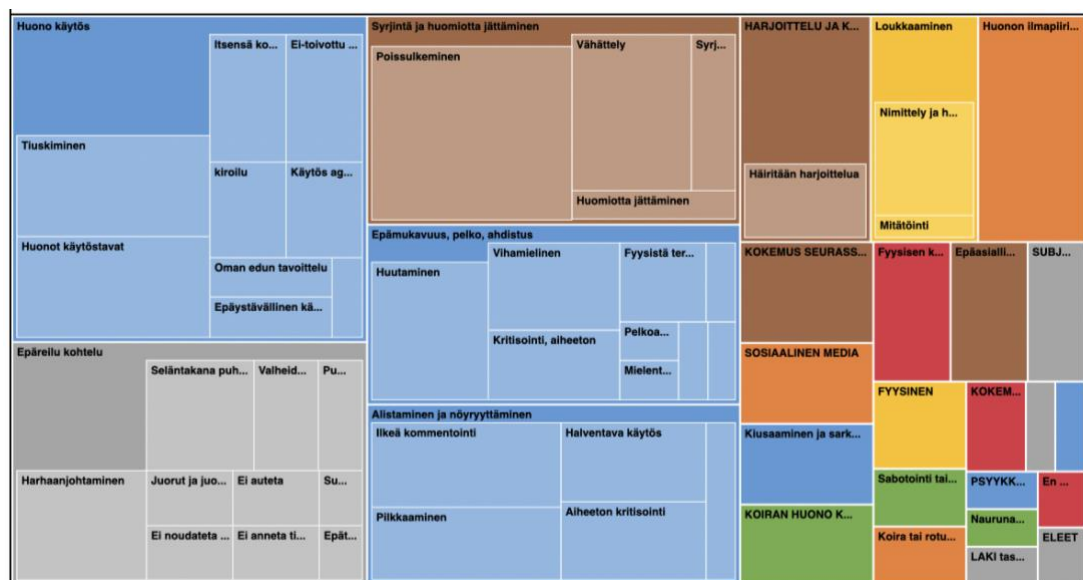
Talking bad about training the other dog.

There are an awful lot of different types of inappropriate behaviour.

Bullying, ignoring, exclusion, rude interaction, lack of appreciation, sarcasm, fooling around behind jokes, talking behind your back, gossiping, inequality, not helping, negative gesturing and sneaking around.

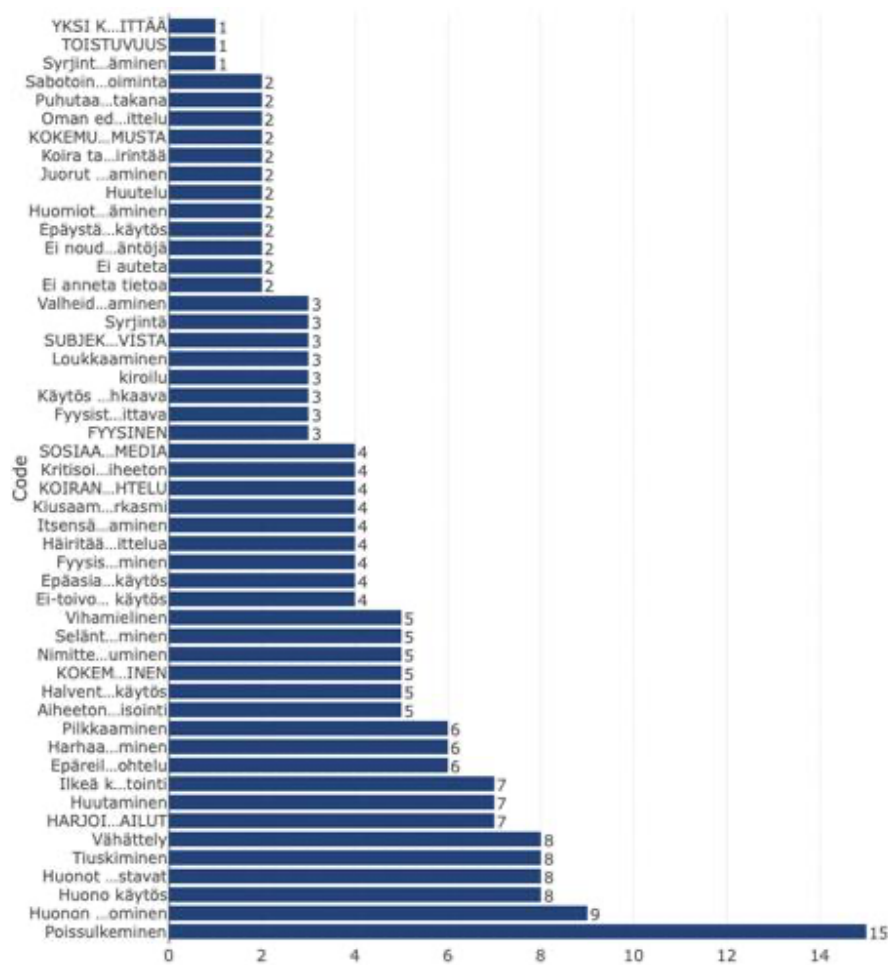
Nasty talk, shouting, bullying, inappropriate language, putting yourself above others, putting others down

The process of code visualisation has been demonstrated to reflect the intricacies and variety of different classes and subcategories included in (Picture 15). Bad manners and bad behaviour in general, unfair treatment, discrimination and exclusion, discomfort, fear and anxiety, and subordination and humiliation were identified as the most complex and diverse classes in the data. Those classes got the most of the references. Additionally, there were a lot of separate codes, e.g., exclusion, unfair criticism, nasty commenting, and yelling.



Picture 15: Number of coding references (inappropriate behaviour)

Ten codes or classes that collected most of the references alone were: exclusion and exclusionary behaviour, bad manners and bad behaviour in general, creating a bad atmosphere, understatement and belittling, related to trainings and competitions, shouting and yelling, nasty comments, unfair treatment, snapping, and misleading (Picture 16).



Picture 16: Number of coding references (inappropriate behaviour)

It could be concluded that, whilst there are notable similarities between the terms, there are some dissimilarities. Both inappropriate behaviour and harassment were described as repeated and unwanted behaviour that can be verbal, physical or psychological. Repetitive nature, physicality, need for consent, disturbing behaviour, and bullying were emphasised in harassment. In inappropriate behaviour discrimination and exclusion, bad behaviour in general and bad manners, creating bad atmosphere, and doing gestures are notable difference. Target could be peers, competitors, umpires and other staff, and mistreatment on dog was recognised. In general, inappropriate behaviour was recognised in volunteer work and in Club X. In sports inappropriate behaviour is connected also to breaking the rules and guidelines to get unfair advantage. Discrimination and exclusion existed a lot in harassment but those were not as emphasised as in inappropriate behaviour. Similarities and differences of inappropriate behaviour and harassment survey coding are explored in Table 2.

Table 2: Perspectives to similarities and differences from survey coding and answers

Harassment	Inappropriate behaviour
Definition: repeated and unwanted behaviour that can be verbal, physical or psychological.	Definition: repeated and unwanted behaviour that can be verbal, physical or psychological. <i>- passive-aggressive, snapping, swearing, yelling, sarcasm, not helping, hiding or ignoring abuses in a leading position, bad manners and behaviour in general</i>
Subjective (partly), if one feels then it is.	Subjective, objective (defined), false interpretation, <i>taking criticism personally when the target of criticism is policies</i>
Form: can take many forms, e.g., <i>persistent bullying, discrimination, spreading unfounded rumours or disturbing the peace at training or competition</i>	Form: can take the forms, e.g., <i>bullying, verbal abuse, exclusion, shouting, criticism and physical harassment</i>
Common: Bullying, disturbing, criticism, discrimination, exclusion, ignoring, subjugation, nasty impressions, derogatory, mocking, belittling Repeated misleading, denial of information, spreading lies, talking behind your back Verbal, gestures, physical, psychological <i>One-time/repetitive, longterm, systematic</i>	Common: Bullying, disturbing, <i>unfair</i> criticism, discrimination, exclusion, ignoring, subjugation, nasty impressions, derogatory, mocking, belittling, <i>laughing at</i> Repeated misleading, denial of information, spreading lies, talking behind your back Verbal, <i>making gestile</i> , physical, psychological, <i>hostile</i> Repetitive, longterm, systematic
Causes: discomfort, fear or distress to the target. Feeling discomfort, fear, <i>anxiety</i> .	Causes: discomfort and <i>infringes on the person's autonomy and wellbeing</i> . Feeling discomfort, fear.
The key: harassment is <i>repeated and directed</i> at the person <i>in a way that violates</i> their autonomy and wellbeing <i>- sexual harassment, rasism</i>	The key: inappropriate behaviour <i>causes discomfort and infringes</i> on the person's autonomy and wellbeing
Social media, in activities and events, in trainings and in competitions	Not only at physical events and activities but also on social media such as Facebook

<p>Law, guidelines, reseach</p>	<p>Social media, in activities and events, in trainings and in competitions</p> <p><i>Poor sportsmanship</i> is recognised, i.e., actions that <i>compromise the integrity of the sport</i>, such as <i>cheating, aggressive behaviour, or disrespect towards other peers, competitors or umpires and other staff</i>.</p> <p><i>In volunteer work, in club</i></p> <p><i>Breaking the rules and guidelines</i></p> <p>Law, definitions</p>
<p>Dog: <i>Breed racism</i>, criticise a dog or dog & handler</p>	<p>Dog: <i>can also be directed because of the dog</i>, or at dogs taking the form of rough handling or excessive exercise. Criticise a dog or dog & handler, <i>mistreat the dog</i>.</p>
<p><i>Most complex and diverse classes in the data (that got some references but there is still other classes that got meny references):</i> Bad manners and bad behaviour in general, unfair treatment, discrimination and exclusion, discomfort, fear and anxiety, and subordination and humiliation, <i>infringement</i>.</p>	<p><i>Most complex and diverse classes in the data that got most of the refences:</i> Bad manners and bad behaviour in general, unfair treatment, discrimination and exclusion, discomfort, fear and anxiety, and subordination and humiliation.</p>
<p>Ten codes or classes that collected most of the references alone were: <i>bullying, no consent, repetitive, no working peace, inappropriate behaviour, disturbing behaviour and disturbing the trainings, physical integrity, discrimination and exclusion, prolonged, and physical or verbal</i>.</p>	<p>Ten codes or classes that collected most of the references alone were: <i>exclusion and exclusionary behaviour, bad manners and bad behaviour in general, creating a bad atmosphere, understatement and belittling, related to trainings and competitions, shouting and yelling, nasty comments, unfair treatment, snapping, and misleading</i>.</p>

5.2 Overall model for managing and to preventing inappropriate behaviour and harassment

Co-creation workshop results: input for the model

In virtual focus group the participants developed input for the model with How might we? questions described in Table 3. As a conclusion, participants recognised Club X values, common rules, guidelines, code of conduct, and definitions of inappropriate behaviour and harassment as keys to recognising, taking into discussion and preventing inappropriate behaviour and harassment. It is important that members do interventions and speak up, and that all members are treated equally in general and by all.

Table 3: From How might we? answers as inputs for model

To recognise	To take into discussion	To prevent
Conclusion: It makes you feel uncomfortable (you know that it might have been inappropriate behaviour if it feel bad).	Conclusion: Speak up.	Conclusion: Equal members. Common agreement.
<p>Common definitions of what constitutes inappropriate behaviour.</p> <p>You must be open and tell if there is something wrong with the situation.</p> <p>What is sensitivity? You have to be able to recognise your own bad behaviour. You have to know how to apologise. Prompt from higher authority that you can and you should apologise to the other person if you have offended them.</p>	<p>A common mandate to talk openly about things.</p> <p>A channel through which to communicate complaints.</p> <p>A request from a superior to tell someone else when you experience inappropriate behaviour (= it is OK to say, it is a model of how to act).</p>	<p>By creating common rules. Bringing out the values: here it has been mutually agreed to do this and that (i.e. no misbehaviour).</p> <p>Everyone knows the values.</p> <p>Provide information.</p> <p>By paying attention to the training rules!</p>

Someone snapping at you is not ok.	You need to feel safe.	Everyone has peace of mind and leaves their worries outside the door.
When you notice that someone is being mistreated.	Intervention can also be friendly.	Encourage to break off the situation before it escalates. Intervention at the situation and not afterwards.

Participants envisioned preferable futures as described in Table 4. Main objectives were to build means for safer dog sport and hobby, and that all members know and share the Club X values and execute common rules and guidelines. Participants raised up the need for good team spirit to be promoted. They pointed out that the physical facilities for dog sports and hobbies are excellent, but the good team spirit is missing. Club day and club tutor were introduced as new concepts, and additionally, a new member package to develop. The aim for further development was to enable members to be proud and happy members of Club X.

Table 4: Backcasting

Present (2025)	Actions (2025-2030)	Preferable futures (2030)
No means to intervene if there is bad behaviour. Lack of common rules of behaviour (e.g. safe space principles).	Everyone at the events and arranging competitions has their name tags on!	Have the means to intervene if there are problems with one's interaction. There is someone to complain to and intervene (there is a mandate). More people have the courage to intervene, and things can be resolved in a supportive way...
Not always good behaviour. Bad behaviour. Wanting things (behaviour etc.) to be better.	Club day 1 (2026): framework, facilities are there, organised with members, baking etc. can be done by volunteers, the main thing is to be together, new sports introduced. (2026)	Friendly and equal treatment. Community condemns bad behaviour.
In the rush, communication is tight and the focus is only on doing.		When a new member joins the club, it is very clear how to get them involved and

	Integration of new members into the club. (2027)	how to find new friends in the club :)
Feelings of disconnectedness. Companions experience a sense of loneliness when people they know and contacts are not easily found at the meetings.	Club day, toy workshop, dog topics, what members are interested in. (2027) Club tutor (2027)	Feel a sense of belonging and being an important member of the club. There is a sense of belonging in the club.
The framework is good, but the spirit is bad? Come as you are?	Club day again (2028) The values of the club are known and used by everyone. (2028)	There is a nice feeling of security (no bullying or misbehaviour). Come as you are! Great setting and good atmosphere <3
	Club day, lots of members coming in, lectures, dog topics of interest. (2029)	It's fun to be a member of the club. Proud to be a member of the club. Proud to be a member of club X.
Training buddy not acting as agreed - not sure who to tell or who should act!	Rules for bad behaviour. (2029)	Everyone knows how to behave (i.e. not to be mean, etc.)
It's exciting to come to volunteer in event or competition. I don't know who belongs to the club.	Community spirit has grown. (2029)	It's nice to get out and about and see your fellow club members :)
A commitment to volunteering doesn't guarantee a training place?		Volunteering guarantees course place

Workshop materials are also valuable source for further development when co-creating the intended playbook and Club X policies and practices, and in developing the overall model.

6 Overall model to promote social sustainability and enhance member experience

The overall model proposed is formulated by researcher from the insights gathered from literature and virtual focus group and it is based on the double diamond development process. The co-creation workshop produced input and blanks for the basis and components of the overall model.

6.1 Description of the proposed overall model

Overall model to promote social sustainability and enhance member experience in the Club X by developing a model for fostering a safer, and more equal and inclusive space, is introduced in Figure 10.

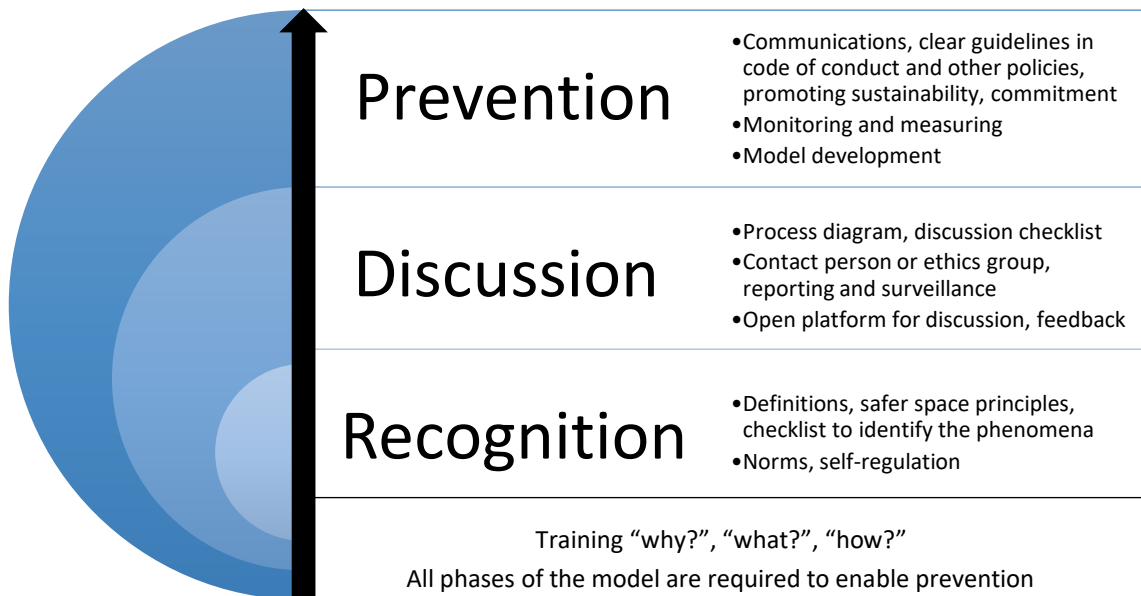


Figure 10: Overall model to promote social sustainability in the Club X.

For research question 2: “What kind of model could be developed to manage and to prevent inappropriate behaviour and harassment”, researcher developed a main overall model as follows.

In the overall model, preventing inappropriate behaviour is aided by recognising and discussing the relevant phenomena. Creating principles for safer space help to prevent inappropriate behaviour, by creating psychologically and socially safer environment. It would require developing a harassment reporting channel, train dog handlers and coaches in safer space principles and implement an ethical code of conduct for all spaces, events and activities. Efficient communications and promoting good and fair sportsmanship and

sustainability helps in implementation. The overall model further development should utilise co-creation significantly.

Recognition

Training is needed to explain why the model is developed and how it works. The terms to which the members are to commit have been selected collectively. The definitions have been co-created. Checklist helps identifying phenomena. Developing safer space principles assist members to recognise new norms and phenomena, and to self-regulate own behaviour. Safer space principles are actively promoted in Club X activities, events and spaces.

Discussion

Training how the process works, who is contact person or ethics group in case of need, and the checklist for discussing about feelings, is done actively and regularly. There exists reporting mechanism(s) and Club X is committed to active surveillance and discussion of possible reported issues. Organize groups around specific themes, such as ethical behaviour, fair sportsmanship, and community engagement, to gather diverse perspectives. Creating platforms for open dialogue, such as workshops, training sessions, and feedback forums, helps not only recognising but also taking into discussion inappropriate behaviour and harassment.

Prevention

Preventing inappropriate behaviour and harassment requires active communications. Active and sustained communication of the new policy and further development of the approach are necessities. Consequently, promoting a culture of respect, fair sportsmanship and social sustainability by fostering equity and inclusion, not forgetting need for good manners and developing all social skills and emotional intelligence, will support cultural change and finally enhance member experience. Establishing preventive means e.g., clear guidelines in code of conduct and earlier mentioned principles for safer space help in the transition for more socially sustainable club. Collecting feedback, monitoring and measuring current state keep the model relevant and open for further development. All phases of the model are required to enable the prevention. New culture sets and evolves several years.

6.2 Intended further development

Further development is needed to implement the overall model as illustrated in the Figure 11. The overall model is also input for the Club X's operating model and code of conduct. User friendly playbook with iterative process, including to co-create, to prototype, to test and to develop further, complements the overall model and makes it in richer and more tangible form. Training in the principles and practices of the new paradigm help members to recognise and to take into discussion inappropriate behaviour and harassment. Additionally, it

also helps individuals in self-regulation and self-assessment. Principles for safer space, i.e., safer canine sports and hobbies, help to prevent inappropriate behaviour and harassment.

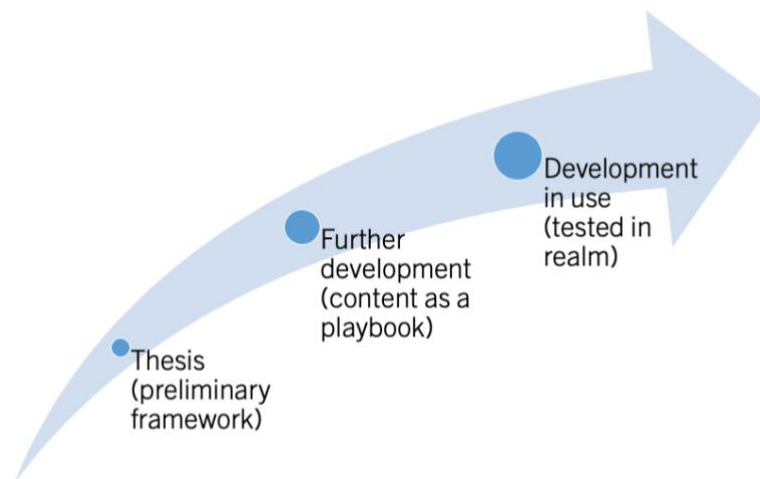


Figure 11: Plan for evolving the model

Thesis introduces an overall model which is required to develop further and more comprehensive form to be able to implement. Playbook refers to the output that describes means for Club X and its members to manage and to prevent inappropriate behaviour and harassment by creating safer space. It could consist of 1. co-created *definitions* of inappropriate behaviour and harassment to train and to recognise the phenomena, and to select committed ones, 2. *process or model* for recognising and take into discussion inappropriate behaviour and harassment, resulting outputs e.g., as a checklist, a detailed description of model, process diagram, and 3. *means for measuring* current level and impact of the model over the years, 4. creating *principles for safer space* for fostering socially and physically safer space for sport and hobby. Proposal for these and additional actions are intended as follows.

To develop a playbook, compile current findings and co-create strategies. Include guidelines, best practices, and tools for recognising, discussing, and preventing inappropriate behaviour and harassment. To implement the playbook and safer space principles, use trainings and communications, and evaluate process and content by gathering feedback and feelings from members within the club and also from visitors in events, activities and spaces. Co-creation engages the different actors in the playbook, but training in the principles and practices of the new paradigm is also needed. Co-creation workshops could be used to align member competencies (e.g., conflict resolution skills) with collective safety goals. Assess the effectiveness of the playbook in creating a safer and more socially sustainable environment e.g., in annual member feedback survey. To promote participation and volunteerism, monitor

changes in member participation in events, training, competitions, and volunteer activities. Evaluate the impact of the playbook on members' willingness to engage and contribute to the club and its events and activities, and assess the value of the club for the members. Use iterative development process to collect feedback in each phase, co-create further, test and take into use the evolved version of the playbook.

Based on virtual focus group outcomes, a new members' package for welcoming and introducing Club X culture and code of conduct would be useful. Club day and club tutor were introduced as new concepts. The aim for development was to enable members to be proud and happy members of Club X.

From a strategic perspective, there exists the possibility that certain changes may prove to be advantageous. Renewed strategy and vision could promote socially sustainable Club X of which members are proud of and feel sense of belonging in the club. Slogan could be e.g. "Club X is a socially sustainable and safe dog sports and hobbies club where everyone can exercise without fear of harassment or inappropriate behaviour." Both, the club and the members, are committed to each other and co-create the value together. Understanding the mutual value of the club, and creating and visualising career paths there could commit members better into volunteer work. Activities to recognise driving forces and to build scenarios for possible and preferable futures could help Club X preparing and anticipating for possible futures and what they will require from Club X.

Principles for safer space would be good to discuss and evaluate and if necessary, collaboratively redesign with other stakeholders, including co-operative dog sports and hobbies club Y to ensure that all members from both clubs as well as all participants in events and using training facilities follow the same guidelines.

The final model would be illustrated and explained to be able to use in Club X and in several disciplines in other hobbies and dog sports etc.

6.3 Theoretical approach to further development

Theoretical approach to further development could mean utilising service-dominant logic, a theory which explains how customer formulates service value. This theoretical framework emphasises the co-creation of value through service exchanges among participants, especially customer co-creating value. When applying service-dominant logic in the context of service ecosystems the concept of value co-creation is evolving to emphasise the integration of resources, the provision of mutually beneficial services, and the creation of value through holistic, meaningful experiences. (Vargo and Lusch 2004; 2016.) In the context of master's thesis, this involves Club X understanding how club members and volunteers contribute to and benefit from the club's activities, creating a mutually beneficial environment. Club X is not

just providing a physical space but creating a service ecosystem where members co-create value through interactions, i.e., members are not passive recipients but active co-creators of the social environment. It is no longer feasible to operate under the assumption that they can create value independently, or that value is confined exclusively to the services offered by the Club X.

Paradigm of value co-creation process influences also on nonprofit organisations and challenges their capabilities to compete with commercial actors in the same market, i.e., in canine sports and hobbies. With service design methods these ecosystems and values could be explored and assessed. E.g., surveys, workshops and focus groups help to transform tacit member experiences and latent needs into explicit guidelines, fostering shared understanding of e.g., service value and inappropriate behaviour. Participatory innovation utilises co-creation workshops to align member competencies (e.g., conflict resolution skills) with collective safety goals. Service-dominant logic positions knowledge and skills as operant resources that drives systemic change, source of strategic benefit and foundation for exchange, value creation, and economic growth (Vargo & Lusch, 2016, 7-10). Training and development of skills are mutual benefit of Club X for the trainers (organisational service offering and membership perspective) and members (membership perspective).

Comprehensive analysis of the business environment using the PESTLE methodology could give visibility to other stakeholders in the same field and better understanding with whom to compete, with whom to co-operate in ecosystems. Futures thinking and foresight approach supports scenario planning and visioning exercises also to explore future possibilities and develop long term strategies (Ojasalo, Koskelo & Nousiainen 2015, 198-199). As articulated by Ojasalo et al. (2015, 198-199), a comprehensive understanding of alternative futures enables organisations to enhance their innovation capabilities, accordingly, futures thinking should be embedded into processes of innovation.

Service-dominant logic's service ecosystems perspective (Vargo & Lusch, 2016) provides a lens to analyse social structures like dog sports and hobby club. These ecosystems are characterised by actor-to-actor networks which means that members, trainers, and club administrators interact as peers, each contributing unique skills to maintain club operations. Everyone in the club and association must understand each member value and responsibility in the ecosystem. Institutional coordination, e.g., when codes of conduct, shared values, and behavioural expectations act as "rules of the game", reduce conflicts and fosters trust. At the moment there is lack of trust and means in the Club X.

In the context of sustainable development, Hogg (2021, 1-22) discovered the concept of value co-destruction. The term refers to the situation when service experience is not positive. Hogg identifies several reasons for value co-destruction, including resource related issues, the

firm's own customers, groups of actors, practices, context or situation, imbalance, conflict or power relations. Furthermore, Echeverri & Skålén (2011) and Smith (2013) posit that value can also be destroyed during the interaction process. (Hogg 2021, 1-22.) For example, when club members violate shared norms, they disrupt the institutional arrangement, thus requiring a re-evaluation of interaction mechanisms to restore balance. Misaligned interactions (e.g., harassment) degrade ecosystem viability by undermining trust and resource integration. Assessing and developing these sources and forms of value co-destruction Club X could improve its processes, services and offering.

Internal service refers to the support and services provided within the Club X to ensure smooth operations and member satisfaction. This includes administrative support, activities and events organisation, and resources for members. Inappropriate behaviour and harassment can undermine internal service by creating a hostile environment, reducing member morale, and hindering communication and collaboration. Additionally, a fresh new strategy and vision to support social sustainability and to enhance member experience are needed, to provide a dynamic perspective to membership. Volunteer experience and member satisfaction cover the overall experience and satisfaction of individuals at the Club X. State of the experience could be measured e.g., factors such as engagement and motivation, i.e., level and trend of involvement in Club X activities and members willingness to contribute time and effort, and the impact of volunteer work on personal development and wellbeing. Volunteering is not just unpaid work but also a social opportunity to experience shared interest in Club X activities and events.

Lusch & Nambisan (2015, 156) propose a broadened framework for service innovation, that is based on service ecosystems, defined as emerging actor-to-actor structures. These structures are characterised by the dynamic creation and recreation of value through the actions of actors. The result is an organic logic that facilitates the exchange of services and the co-creation of value among the actors involved. Service platforms have been proven to enhance the efficiency and effectiveness of service exchange by transforming resources into a more usable form. This facilitates ease of access to the appropriate resource combinations. It is evident that they function as a catalyst for innovation. Controversially, to Vargo and Lusch, they view value as co-created by the service provider and the service beneficiary through the integration of resources. Broadened framework for service innovation in canine sports and hobbies context would encourage Club X to develop their offering in the co-operation with members and to innovate new services. This includes the consideration of available services, the evaluation of service experience, and the analysis of service delivery mechanisms. The most efficient approach to achieving this objective is to develop services that have significant value to members and Club X and that can be delivered in an efficient manner.

7 Conclusions

The final chapter is dedicated to a comprehensive summary of the development work and evaluation of the process and the results. In addition, opportunities for research options are discussed.

The thesis explores the application of design thinking to the design process, with the objective of preventing inappropriate behaviour and harassment. The aim of the present study is to enhance the member experience at Dog sports and hobbies Club X. The purpose is to support social sustainability at the Club X by developing a model for cultivating a safer, more equal and inclusive club environment. The development process employs service design and futures thinking methodologies, as well as foresight methods, to formulate a model with a user-centric design approach in a co-creation process with club members. Research questions are following:

- 1: How inappropriate behaviour and harassment are articulated in adults' canine sports and hobbies context by members?
- 2: What kind of model could be developed to manage and to prevent inappropriate behaviour and harassment?

Theorising from a marketing perspective, this paper explores the concept of value co-creation. The service-dominant logic theory provides a comprehensive explanation of the way customers formulate service value. The concept of internal service encompasses the support and services that are made available within clubs and associations with a view to ensuring smooth operations and the satisfaction of members. Lack of social sustainability in the form of inappropriate behaviour was reported to have a negative impact on member experience in context of adults' canine sports and hobbies. Service innovation is characterised by interconnected service ecosystems, resource-integrating platforms, and value co-creation between actors. These elements necessitate mechanisms to support their roles and processes. (Lusch & Nambisan (2015, 156.)) The provision of internal services within Club X is intended to ensure the smooth functioning of operations and the satisfaction of members. Conducting a survey and virtual focus group is concluded an overall model with intended proposal for further development.

7.1 Assessment of the process and results of the development project

The development task contributes to the fields of sport and health sciences and business administration, with a focus on the design of member experience and internal service in adults' canine sports and hobbies club by using design thinking as a dominant approach. The

development process employs a design thinking lens, utilising methodologies such as service design, futures thinking and foresight, and co-creation methods.

The data was collected in two ways. Firstly, a survey was conducted in order to discover how members articulate inappropriate behaviour and harassment. Secondly, an empirical data set was collected in a virtual focus group, with the aim of developing input and blanks into the overall model developed by the researcher. The analysis of survey data was conducted utilising a data-driven content analysis method, with the objective of providing a comprehensive description and interpretation of the content, and ensuring the data was organised in a manner suitable for deriving conclusions. The coding process involved the identification of two distinct categories. The first category encompasses coding that is intended to define how inappropriate behaviour and harassment could occur in practice and the potential consequences resulting from such actions. The second category involves coding that characterises the phenomena under investigation. The research analysis employed inductive reasoning by exploring the phenomena of inappropriate behaviour and harassment, gradually identifying patterns and developing solutions based on the findings.

As demonstrated by the survey data, there are two perspectives from which inappropriate behaviour and harassment may be approached. Firstly, they define how inappropriate behaviour, and harassment could occur in practice and the consequences that could occur (e.g. discomfort, fear, anxiety, bad behaviour, bullying, neglect). Secondly, they characterise the phenomena (e.g. no consent, doing gestures, in trainings and competitions, social media, repetition, verbal, physical). Based on the survey conducted, harassment was described as repeated and unwanted behaviour that can be verbal, physical or psychological. It causes discomfort, fear or distress to the target. Harassment can take many forms, such as persistent bullying, discrimination, spreading unfounded rumours or disturbing the peace at training or competition. The key is that the harassment is repeated and directed at the person in a way that violates their autonomy and wellbeing.

The survey results indicated that inappropriate behaviour is characterised by its repetitive and unwelcome nature, manifesting in verbal, physical or psychological forms. The manifestations of bullying can be diverse, encompassing various forms such as verbal abuse, exclusion, loud and obtrusive behaviour, criticism, and physical harassment. The focal issue lies in the fact that such behaviour engenders discomfort and infringes upon an individual's autonomy and wellbeing. It was further reported that such behaviour could not only be exhibited at physical events and activities, but also on social media platforms such as Facebook. It was noted by members that inappropriate behaviour can also be directed towards dogs, or that dogs can be the recipients of rough handling or excessive exercise. In the context of adult canine sports and hobbies, the term "inappropriate behaviour" is defined as actions that compromise the integrity of the sport. Such actions include, but are not

limited to, cheating, aggressive behaviour, or disrespect towards other competitors or umpires. Poor sportsmanship is recognised as a form of such behaviour.

In the overall model, preventing inappropriate behaviour is aided by recognising and discussing the relevant phenomena. Creating principles for safer space help to prevent inappropriate behaviour, by creating psychologically and socially safer environment. It would require developing a harassment reporting channel, train dog handlers and coaches in safer space principles and implement an ethical code of conduct for all spaces, events and activities. Efficient communications and promoting good and fair sportsmanship and sustainability helps in implementation. The overall model further development should utilise co-creation significantly.

Based on the survey, Club X could utilise resulted characteristics and descriptions of the phenomena in further development. An overall model is good basis for the final model structure. Thesis suggest feasible and viable actions for further development. However, overall model was developed as a hypothetical model or as tool that could be tested in real life when necessary.

Defining harassment

We can see that legislation does not know the term "bullying" despite of survey respondents used it commonly. However, Occupational Safety And Health Act (738/2002, §28) prohibits harassment that causes harm or danger to an employee's health. According to Occupational Safety and Health Administration (Aluehallintovirasto n.d.) harassment is systematic and persistent negative action or behaviour, e.g., abuse of management authority, including repeated unjustified interference in work, unjustified changes to the quality or quantity of work, and humiliating orders. Moilanen (2021) argues that harassment occurs when "a person is subjected to systematic, repeated and prolonged oppressive, abusive or humiliating behaviour which causes harm to his or her health". Harassment is one form of inappropriate behaviour, but not the only one. In common language, harassment is often referred to as workplace bullying. (Moilanen 2021.)

Occupational Safety and Health Administration (Aluehallintovirasto n.d.) includes in harassment specifically e.g., repeated threats, intimidation, malicious and suggestive messages, derogatory and ridiculing language, persistent unjustified criticism and obstruction of work, questioning of reputation or status, isolation from the workplace and sexual harassment. All harassment is inappropriate behaviour, but not all inappropriate behaviour is necessarily harassment. Harassment is a more serious and long-lasting form of inappropriate behaviour that causes significant harm to its victim. Findings from the survey were in line with these definitions.

Emotions and inappropriate behaviour

Inappropriate behaviour is often linked to the way people communicate and treat each other. Inappropriate behaviour includes expressing feelings by shouting, insulting or belittling others. Emotions are an essential part of humanity and interaction, so it is important to understand what is acceptable and what is not. In every community, conflicts and clashes occur from time to time, causing resentment and feelings of hurt, e.g., mild, casual acts or speech, although in themselves bad behaviour, are not inappropriate under the law (Aluehallintovirasto n.d.). Survey results were in line with the definitions from the literature.

The utilisation of respectful and constructive communication has been experienced to be a contributing factor in the resolution of such issues. It is important to acknowledge the value of articulating personal sentiments, provided that such expression is conducted in a manner that is both considerate and constructive. To illustrate this point, consider the following example: if an individual is experiencing feelings of frustration, they may articulate this sentiment by stating, "I am somewhat frustrated with this situation. Would it be possible to engage in a discussion to explore potential solutions?" Although negative emotions such as anger and frustration are natural responses, it is important to articulate them in a manner that is not perceived as offensive or threatening. For instance, it is recommended that the message be sent after a period of sleep.

It is imperative to be empathetic to the feelings of others. This entails the act of listening and attempting to comprehend the perspectives and emotions of others without the imposition of one's own judgement. The capacity for individuals to articulate their emotions openly and honestly has been demonstrated to facilitate the establishment of trust and the enhancement of co-operation. Nevertheless, it is crucial to exercise caution when selecting one's words and to refrain from allocating blame. The enhancement of club or association atmosphere can be achieved through the expression of positive emotions and the avoidance of a "complainer" or "dementor". It is generally accepted that emotions such as joy, enthusiasm and gratitude are positively received and have the capacity to enhance motivation.

Learnings from the development setting

This research intended to engage club members in a process of co-creation to develop interventions aimed at fostering a culture of equity, inclusion, and respect within dog sports club. By harnessing participatory methods and design thinking approaches, the intention was to collaboratively envision and enact transformative changes that promote sustainable club practices over the next five years. Moreover, the objective of the research project was to enhance the member experience within the Club X. The primary aim was to promote the social sustainability of the Club X by developing a model for fostering a safer, more equal and

inclusive space. These targets have been resulted in the development process, overall model invented and in intended proposals for further development. The findings of this study will provide the commissioner with an overall model for the development and enhancement of the quality of club activities, with the aim of improving the member experience. Additionally, it is imperative to discover the latent needs of the members to succeed. Despite the fundamental principles of association activities being based on fairness and volunteering, it is evident that many members perceive club activities as a service for which a membership fee is levied. Thesis has proposed solutions and measures to address this shortcoming.

The model has the potential to be adapted for application in a range of other canine sports and hobbies clubs, as well as association activities across a variety of other domains. The researcher agrees that the overall model may be too high level and require further elaboration and development of the model, as has been suggested in concrete terms. Only after that, this research could provide stakeholders, Finnish Agility Association policymakers and club practitioners with actionable recommendations. These recommendations are designed to manage and prevent inappropriate behaviour and to advance the broader agenda of equality and equity within the realm of adult sports and beyond. In comparison, the necessity for improvement is not necessarily an unfavourable occurrence. Developing the final model enables to better describe and visualise the phenomenon of inappropriate behaviour and harassment, means and action to tackle it, and to offer accessible and easy to use playbook. When benchmarking the current guidelines etc. it was evident that almost all were in the context of children and youth. It is anticipated that the intended future development process could facilitate the formulation and conceptualisation of the model within an adult context.

Raising this issue may highlight the existence of the phenomenon, but it may also provoke a negative reaction in people. The expression of divergent opinions has the potential to engender further discord and a perception of miscomprehension among individuals. Conversely, the "me too" and "woke" phenomena can serve to emphasise misbehaviour as an existing phenomenon. To a certain extent, individuals may be overly sensitive to inappropriate behaviour and harassment, even if it is merely considered poor manners or behaviour.

The governance of the association's activities is overseen by two primary legislative acts: the Criminal Code and the Associations Act. The fundamental issue lies in establishing the cultural norms of the association, that is to say, delineating the boundaries of acceptable behaviour within this particular context.

Process and lesson learned

The researcher has gathered information to deepen theoretical understanding of the topic and can confirm that the empirical data aligns perfectly with the definitions found in legislation and manuals. However, the researcher herself was surprised and intrigued by the variety of ways in which inappropriate behaviour and harassment can be articulated. As the model is intended to further develop and as terms and concepts will be specified, it will undoubtedly become challenging to define the boundaries between acceptable and unacceptable behaviour. A significant number of behaviours were categorised by members as either inappropriate behaviour or harassment. However, it is imperative to establish common definitions and practices to ensure clarity and prevent misunderstandings. It is vital to cultivate tolerance and empathy for the feelings of others, while also developing the capacity for self-regulation of one's own emotions.

Although the knowledge basis is quite comprehensive, it was necessary to reduce the number of theories and perspectives used, in order to keep the theoretical foundations, compact and focused. The ability to competently execute service design, futures thinking, and foresight methods has been mastered. The researcher is obliged to acknowledge that the instructions for the virtual focus group, conducted as a co-creation workshop, could have been more precise. This is so that participants could have been better prepared with the necessary equipment, e.g. an additional screen and mouse.

The process has not unfolded in a manner consistent with initial predictions, yet an adequate number of steps have been completed within the specified timeframe. About organising events and the distribution of information to other members of the association, the scheduling of the project has been somewhat ambiguous, and there is room for enhancement on the part of the researcher. It has not been a linear but iterative process. Learning more about the primary problems can send the researcher back to the beginning or to previous phase. It is evident that it would have been beneficial to conduct a second round of iteration with focus group. Notwithstanding the challenges encountered, the research process remains intriguing and captivating. The researcher anticipates and welcomes the subsequent stages of development with keen interest. Conversely, the knowledge basis achieved, the facilitation and execution, and outputs of the workshop, as well as the potential for further exploitation, and the design of the overall model, have been found to be highly satisfactory.

7.2 Reliability and ethics

When operating in a close relationship with commissioner and research participants as a member of the Club X and its welfare committee, researcher bias quite difficult to avoid. Consequentially, it is imperative for the researcher to be aware of this. (Stickdorn et al. 2018a, 105-115.) Consequently, the thesis researcher had adopted the role of an observer in

the study and had functioned in a role of a facilitator during the collection of empirical data. Research questions were evaluated and discussed with welfare committee; they have had access to the raw data and been discussing of the results when reported briefly to the club members originally in 2024. It is evident that the researcher triangulation proved to be insufficient leaving room for enhancement in this research and development setup. It is imperative to acknowledge the researcher's inherent dependencies on the commissioner as a member of Club X, which may be perceived as potential biases, and to ensure that these are communicated to readers.

Method triangulation has been used as several methods level out potential biases (Stickdorn et al. 2018a, 105-115). The phenomena had been originally reported in wellbeing and co-operation survey in 2022 as secondary data, and it was studied again in the feedback survey in 2024. Nonparticipant observations and virtual focus group as co-creation workshop was utilised to collect perspectives and data of the phenomena. Desk research was conducted to collect general understanding and discovering many existing models and guidelines for managing and preventing inappropriate behaviour and harassment. Using multiple methods assisted in data triangulation as raw data from the survey was analysed using content analysis and inductive reasoning and compared with literature. The virtual focus group participants undertook a hands-on task of designing tangible outcomes for the futures visions and pathway concepts. Data sampling was based on self-selective volunteer participation in both survey and focus group (Stickdorn et al. 2018a, 103). Answers were anonymised by removing personal information and in coding phase by dividing open question answers into smaller pieces based on topic.

In composing the thesis, the guidelines set out by the Finnish National Board on Research Integrity of the Ministry of Education and Culture (2012) for the thesis "Responsible conduct of research and procedures for handling allegations of misconduct in Finland" were adhered to, in addition to the thesis guidelines of the "Rectors' Conference of Finnish Universities of Applied Sciences" (ARENE 2018) and the principles of professional ethics in the field (Laurea University of Applied Sciences n.d.). Consequently, principles of research ethics have been adhered to, as evidenced by the completion of the relevant research authorisation procedures. Researcher dependencies and possibility to bias has been described. The process has been outlined in detail, a data management plan has been formulated, the participants have been adequately informed, and their signed consent has been obtained. Moreover, sampling, data collection and analysis has been described in detailed targeting to transparency.

In evaluating the validity of a study, particular attention is paid to whether the study has achieved the objectives it set out to accomplish. As previously stated, the objective of the study and its subsequent response to the aims and purposes outlined have been presented. In

this respect, the study is considered valid, i.e. it has resulted in descriptions by members of inappropriate behaviour and bullying, and a general model for improving activities to foster social sustainability has been presented with suggestions for further development. In evaluating the reliability of the study, particular attention is paid to the reproducibility of the results. The objective of the researcher has been to describe the collection and analysis of the data with the necessary transparency so that a replication of the study could be conducted by another party, for example in a different year or in a different context.

7.3 Opportunities for further research

This chapter introduces proposals for new research related to inappropriate behaviour and harassment in adults' canine sports and hobbies.

It is imperative to acknowledge the underlying causes of inappropriate behaviour, which include factors such as time constraints, uncertainty regarding performance in talks and competitions, a fear of failure, and feelings of shame. In general, a potential absence of a sense of affiliation with a social collective may be a consequence of the post-coronavirus era. This may be attributable to the impact of the pandemic on interpersonal relationships, which has resulted in a shift in social dynamics, characterised by a transition from in-person interactions to virtual communication. These implications could be studied further to recognise how members behaviour has changed and what requirements this set for the Club X. Additionally, assessing and developing the sources and forms of value co-destruction Club X could improve its processes, services and offering.

The gap model of service quality from Parasuraman, Zeithaml & Berry (1985) could be adapted to understand how customer expectations and service delivery impact the way members and organisations view communities of practices. The gaps model provides a structured approach to customer-centricity, outlining strategies to bridge the gap between customer expectations and perceptions. The model has five potential gaps that could lead to issues with the provision of services to customers and beneficiaries, but solving the customer gap is the key to succeed. (Parasuraman et al. 1985; Zeithaml, V., Bitner, M. & Gremler, D. 2010). By exploring the possible gaps Club X could better understand member needs and to align its service offering and methods accordingly.

Social theories research could help understanding the mechanism of social behaviour. When understanding the factors influencing individuals' behaviour, it could have consequences for the implementation of solutions and the way the change is communicated. Social norms theory (Young 2015) lays the foundation for understanding how social norms evolve, are maintained, and can be influenced. This theory could be used to address and change the norms around inappropriate behaviour in canine sports. Applying the theory of social norms to

the development project involves understanding how social norms influence behaviour and using this knowledge to promote positive changes.

Teece (2007, 2017) introduced the concept of dynamic capabilities and the development of business models. To meet the changing requirements of the business environment, it is crucial for companies to adapt their dynamic capabilities, i.e. the unique set of competencies and distinctive business practices, including the business models. Adjusting the business model is done by top management with 1) sensing, to identify new opportunities, 2) seizing, to design and refining business model, and committing resources to it, and 3) transforming i.e., realigning the company structure and culture. (Teece 2017.) Club X could discover its current capabilities and adjust the required ones.

Futures thinking with anticipation and foresight could help Club X to better understand present and the possible futures. Conducting an analysis of the operating environment with PESTEL framework to identify and map the most influential drivers for change and formulate several possible or desirable futures scenarios could offer fresh vision to formulate the desired future. Use of scenario planning and visioning exercises could help to explore future possibilities and develop long-term strategies. The futures triangle, a conceptual framework developed by Sohail Inayatullah (2008), functions as an intuitive tool to guide thinking and facilitate the mapping of the dynamics that occur when change occurs across the three dimensions that shape future outcomes: “The push of the present, the pull from the future, and the weight of history.”. Finally, scenario development using e.g., 2x2 matrix could help Club X to build alternative, plausible futures or future conditions, and to choose those most relevant and interesting from the strategic point of view.

7.4 Summarising and concluding

In summary, survey data demonstrates two perspectives on inappropriate behaviour and harassment: how they occur (e.g., bullying, ignoring) and the consequences (e.g. discomfort, fear, anxiety). The second aspect focuses on the phenomena (e.g., lack of consent, repetitiveness, verbal and physical harassment). The overall model is based on literature, research and virtual focus group insights. The co-creation workshop provided input and ideas for its basis and components. Recognising and discussing these phenomena can help prevent inappropriate behaviour and harassment. Principles for safer spaces help create a psychologically and socially safe environment, including developing a harassment reporting means, training handlers and coaches, and implementing an ethical code of conduct. Good communications and promoting fair play can help implement the overall model, which should be co-created to further develop.

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Unpublished

Feedback survey report. 2024. Dog sports and hobbies Club X

Wellbeing and co-operation survey report. 2022. Dog sports and hobbies Club X

In this report, DeepL has been used to edit the language of the text more academic style and to make the text smoother to read. Ms Copilot has been used to assist in the literature search and for explaining in English terms and concepts. Perplexity has been used in article search.

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Appendix 1: Information and consent form, survey questions

Information

Tiedote opinnäytetyön osallistujalle

TIEDOTE OPINNÄYTETYÖSTÄ

Inappropriate behaviour in adult sports – creating safer space with service design: Case dog hobby club X.

Pyyntö osallistua opinnäytetyöhön

Sinua pyydetään mukaan opinnäytetyöhön, jossa tarkoituksena on kehittää [] malli epäasiallisen käytöksen tunnistamiseksi ja puheeksi ottamiseksi, ja lopulta ehkäisemiseksi. Olemme arvioineet, että sovellut opinnäytetyön osallistujaksi, koska olet täysi-ikäinen [].

Tämä tiedote kuvaa opinnäytetyötä ja sinun osuuttasi siinä. Perekdyttyäsi tähän tiedotteeseen sinulla on mahdollisuus esittää kysymyksiä opinnäytetyöstä, jonka jälkeen sinulta pyydetään suostumus opinnäytetyöhön osallistumisesta.

Vapaaehtoisuus

Opinnäytetyöhön osallistuminen on täysin vapaaehtoista. Kieltäytyminen ei vaikuta kohteluusi, toimintaasi tai muuhun osallistumiseesi [] ja jäsenenä sen toiminnassa.

Voit myös peruuttaa tai keskeyttää osallistumisesi koska tahansa syytä ilmoittamatta. Mikäli keskeytät osallistumisen, sinusta siihen mennessä kerättyjä tietoja ja näytteitä voidaan käyttää osana opinnäytetyöaineistoa.

Opinnäytetyön tarkoitus

Tämän opinnäytetyön tarkoituksena on kehittää [] malli epäasiallisen käytöksen tunnistamiseksi ja puheeksi ottamiseksi, ja lopulta ehkäisemiseksi. Opinnäytetyössä selvitetään jäsenistön määritelmää epäasialliselle käytökselle ja häirinnälle, jotta aiheesta on riittävä jaettu ymmärrys. Työpajoissa jäsenistön kanssa yhteiskehitetään em. malli. Syntyneitä materiaalia voidaan hyödyntää yhdistyksen toiminnan ja mallin edelleen kehittämisessä opinnäytetyön valmistumisen jälkeen.

Opinnäytetyömenetelmät ja toimenpiteet

Osallistuja osallistuu työpajaan, jonka kesto on n. 1-2 tuntia. Työpajat voidaan järjestää etäyhteydellä esim. Teamsissä, tai paikan päällä ([] tai muussa ennalta ilmoitetussa paikassa.

Opinnäytetyön kehittämisen osio toteutetaan siten, että termien määrittelyyn on pyydetty suostumuksellisia vastauksia seurakyselyn osana, ja mallin kehittäminen tapahtuu työpajoissa jäsenten kanssa.

Opinnäytetyön mahdolliset hyödyt

Mallin kokeilulla, käyttönotolla ja edelleen kehittämisellä pyritään tunnistamaan, ottamaan puheeksi ja lopulta ennaltaehkäisemään epäasiallista käytöstä yhdistyksen toiminnassa, ja siten luomaan turvallisempi tila koiraharrastaa ja -urheilla.

Opinnäytetyöstä mahdollisesti seuraavat haitat ja epämuukavuudet

Opinnäytetyön aihe saattaa nostaa epäasiallisen käytöksen ja häirinnän totuttua enemmän puheenaiheeksi yhdistykseen liittyvässä toiminnassa.

Tiedote opinnäytetyön osallistujalle

Osallistujan vakuutusturva

Ei sovellettavissa.

Opinnäytetyön tuloksista tiedottaminen

Opinnäytetyön valmistumisen jälkeen [REDACTED] tiedottaa opinnäytetyön valmistumisesta. Opinnäytetyö julkaistaan avoimesti Theseus-tietokannassa.

Opinnäytetyön aineiston hävittäminen ja mahdollinen jatkokäyttö

Työpajamateriaalia voidaan käyttää mallin ja yhdistyksen toiminnan kehittämisen apuna. Työpajassa syntynyt materiaali ja materiaalin mahdollinen opinnäytetyön tekijän tekemä purkumateriaali siirretään yhdistyksen verkkolevylle. Opinnäytetyön valmistumisen jälkeen aineistoa ei tallenneta data-arkistoihin avoimesti muiden käytettäväksi (esim. Tietoarkisto tai Fairdata IDA). Opinnäytetyön tekijän henkilökohtaiselta opiskeluun liittyvältä verkkolevyltä ja henkilökohtaiselta tietokoneelta työpajamateriaali hävitetään viimeistään kuusi kuukautta opinnäytetyön valmistumisen jälkeen.

Lisätiedot

Pyydän sinua tarvittaessa esittämään opinnäytetyöhön liittyviä kysymyksiä opinnäytetyön tekijälle.

Opinnäytetyöntekijöiden ja ohjaajan yhteystiedot

Opinnäytetyöntekijä

Nimi: Tiina Auer

Puh. [REDACTED]

Sähköposti: tiina.auer@student.laurea.fi, [REDACTED]

Opinnäytetyön ohjaaja

Nimi: Jukka Ojasalo

Laurea Ammattikorkeakoulu / Leppävaaran yksikkö

Sähköposti: jukka.ojasalo@laurea.fi

Consent form

Opinnäytetyön osallistujan suostumus

Opinnäytetyön nimi: Inappropriate behaviour in adult sports – creating safer space with service design: Case dog hobby club X.

Opinnäytetyön toteuttaja: Laurea Ammattikorkeakoulu, Tiina Auer, _____

Minua _____ on pyydetty osallistumaan yllä mainittuun opinnäytetyöhön, jonka tarkoituksena on kehittää _____ malli epäasiallisen käytöksen tunnistamiseksi ja puheeksi ottamiseksi, ja lopulta ehkäisemiseksi.

Olen saanut tiedotteen opinnäytetyöstä ja ymmärtänyt sen. Tiedotteesta olen saanut riittävän selvityksen opinnäytetyöstä, sen tarkoituksesta ja toteutuksesta, oikeuksistani sekä osallistumiseen mahdollisesti liittyvistä hyödyistä ja riskeistä. Minulla on ollut mahdollisuus esittää kysymyksiä ja olen saanut riittävän vastauksen kaikkiin opinnäytetyötä koskeviin kysymyksiini.

Olen saanut tiedot opinnäytetyöhön mahdollisesti liittyvästä henkilötietojen keräämisestä, käsittelystä ja luovuttamisesta ja minun on ollut mahdollista tutustua opinnäytetyön tietosuojaselosteeseen.

Osallistun opinnäytetyöhön vapaaehtoisesti. Minua ei ole painostettu eikä houkuteltu osallistumaan opinnäytetyöhön.

Minulla on ollut riittävästi aikaa harkita osallistumistani opinnäytetyöhön.

Ymmärrän, että osallistumiseni on vapaaehtoista ja että voin peruuttaa tämän suostumukseni koska tahansa syytä ilmoittamatta. Olen tietoinen siitä, että mikäli keskeytän (voin jatkaa sitä myöhemmin) osallistumisen, keskeyttämiseen asti kerättyjä tietoja voidaan käyttää opinnäytetyöhön.

Olen saanut tietoa opinnäytetyön aineiston mahdollisesta jatkokäytöstä tai tallentamisesta data-arkistoon ja hyväksynyt tämän.

Allekirjoituksellani vahvistan osallistumiseni tähän opinnäytetyöhön.

Vahvistan suostumukseni henkilötietojen käsittelyyn tietosuojaselosteessa kuvatulla tavalla

Allekirjoitus: _____

Nimenselvennys: _____

Alkuperäinen allekirjoitettu osallistujan suostumus sekä kopio opinnäytetyötiedotteesta liitteinen jäävät opinnäytetyöntekijän arkistoon. Opinnäytetyötiedote liitteinen ja kopio allekirjoitetusta suostumuksesta annetaan osallistujalle.

Survey questions

15/04/2025, 19:33

Vuosittainen seurakysely

10. Onko sinulla jotain erityisosaamista, jota voisit jakaa?

Valitse kaikki sopivat vaihtoehdot.

- Kouluttajana
- Luennoitsijana
- Jaos- tai toimikuntatyöskentelyssä
- Viestintään tai tietotekniikkaosaamiseen liittyvää osaamista
- Rahastonhoitajana
- Muu: _____

Mikäli sinulla on erityisosaamista, jota voisit jakaa, otathan yhteyttä vastaavaan toimikuntaan tai jaokseen. Kaikki yhteystiedot löytyvät täältä: _____

11. Vapaa sana:

HÄIRINTÄ, EPÄASIAALLINEN KÄYTÖS TAI EPÄASIAALLINEN KOHTELU

Hyvinvointikyselyssä (2022) tuli ilmi, että jotkut ovat kohdanneet seuratoiminnassa huonoa käytöstä tai epäasiallista kohtelua/käytöstä.

Työturvallisuuslaki (738/2002) velvoittaa työntäjän suojelemaan työntekijää häirinnältä ja muulta epäasialliselta kohtelulta, mutta laki velvoittaa myös työntekijöitä välttämään toiseen kohdistuvaa terveyttä haittaavaa tai vaarantavaa häirintää ja muuta epäasiallista kohtelua. Kaikki huono käytös ei kuitenkaan ole laissa rangaistavaa. Myös urheilussa ja seuratoiminnassa on tunnistettu häirintä ja epäasiallinen käytös kun määritellään mitä on vastuullinen ja turvallinen harrastaminen ja seuratoimintaa (esim. <https://www.olympiakomitea.fi/tietoa-meista/vastuullisuus/>).

Seuraavat kysymykset liittyvät _____ toiminnan kehittämiseen sekä Tiina Auerin Laurean Tradenomi (ylempi AMK) opinnäytetyöhön, joka käsittelee käsittelee turvallisen harrastamisen kehittämistä palvelumuotoilun keinoin. Tiina on seuramme jäsen ja mukana hyvinvointiryhmässä.

15/04/2025, 19:33

Vuosittainen seurakysely

12. Annan luvan käyttää seuraavia vastauksia Tiina Auerin Laurean Tradenomi (ylempi AMK) opinnäytetyötä varten. Opinnäytetyö käsittelee turvallisen harrastamisen kehittämistä palvelumuotoilun keinoin. Vastaukset käsitellään anonyymisti ja vastaukset pseudonymisoidaan. *

Merkitse vain yksi soikio.

Kyllä

En

13. **Häirintä** - Kuinka kuvailisit häirintää? Millainen käytös tai kohtelu on mielestäsi häirintää?

14. **Epäasiallinen käytös, epäasiallinen kohtelu** - Kuinka kuvailisit epäasiallista käytöstä/kohtelua? Millainen käytös tai kohtelu on mielestäsi epäasiallista?

Google ei ole luonut tai hyväksynyt tätä sisältöä.

Google Forms

Appendix 2: NVivo coding for Inappropriate behaviour

Transcription of Inappropriate behaviour:



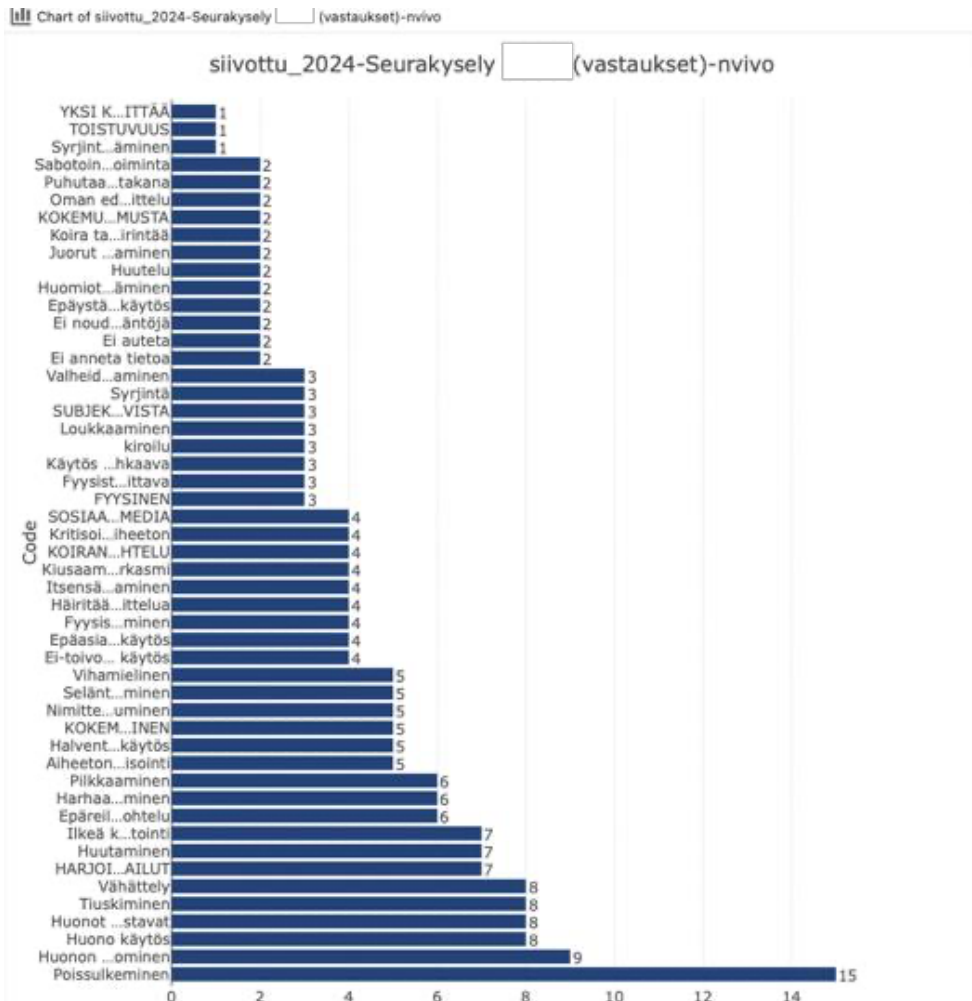


Coding of Inappropriate behaviour:

Name	Files	References	Count	Weight
<input type="radio"/> Epäreilu kohtelu			1	6
<input type="radio"/> Ei anneta tietoa			1	2
<input type="radio"/> Ei auteta			1	2
<input type="radio"/> Ei noudateta sääntöjä			1	2
<input type="radio"/> Epätasa-arvo			1	1
<input type="radio"/> Harhaanjohtaminen			1	6
<input type="radio"/> Juorut ja juoruaminen			1	2
<input type="radio"/> Mitätöinti			0	0
<input type="radio"/> Perättömät huhut			0	0
<input type="radio"/> Puhutaan pahaa seläntakana			1	2
<input type="radio"/> Seläntakana puhuminen			1	5
<input type="radio"/> Suosiminen			1	1
<input type="radio"/> Syyllistäminen			0	0
<input type="radio"/> Valheiden levittely, mustamaalaaminen			1	3
<input type="radio"/> FYYSINEN			1	3
<input type="radio"/> Fyysisen omaisuuteen kajoaminen			0	0
<input type="radio"/> Fyysisen koskemattomuuden loukkaaminen			1	4
<input type="radio"/> Tarraaminen			0	0
<input type="radio"/> Häiritsevä käytös			0	0
<input type="radio"/> Viheltely			0	0
<input checked="" type="radio"/> HARJOITTELU JA KILPAILUT			1	7
<input type="radio"/> Häiritään harjoittelua			1	4
<input checked="" type="radio"/> Huono käytös			1	8
<input type="radio"/> Ei-toivottu käytös			1	4
<input type="radio"/> Epäystävällinen käytös			1	2
<input type="radio"/> Huonot käytöstavat			1	8
<input type="radio"/> Itsensä korostaminen			1	4
<input type="radio"/> Käytös aggressiivinen tai uhkaava			1	3
<input type="radio"/> kiroilu			1	3
<input type="radio"/> Oman edun tavoittelu			1	2
<input type="radio"/> Pomottaminen			1	1
<input type="radio"/> Sopimaton käytös			0	0
<input type="radio"/> Tavaroiden paiskominen			0	0
<input type="radio"/> Tiuskiminen			1	8
<input type="radio"/> Huonon ilmapiirin luominen			1	9
<input type="radio"/> Ihmisen ominaisuus aiheuttaa häirintää			0	0
<input type="radio"/> Kiusaaminen ja sarkasmi			1	4
<input type="radio"/> Koira tai rotu aiheuttaa häirintää			1	2
<input checked="" type="radio"/> Alistaminen ja nöyryyttäminen	0	0		
<input type="radio"/> Aiheen kritisointi	1	5		
<input type="radio"/> Halventava käytös	1	5		
<input type="radio"/> Häpeä	0	0		
<input type="radio"/> Huutelu	1	2		
<input type="radio"/> Ilkeä kommentointi	1	7		
<input type="radio"/> Nöyryyttäminen	0	0		
<input type="radio"/> Pilkkaaminen	1	6		
<input type="radio"/> EI SUOSTUMUSTA	0	0		
<input checked="" type="radio"/> Ei työrauhaa	0	0		
<input type="radio"/> Odotetaan vapaaehtoistyöntekijän olevan aina ta...	0	0		
<input type="radio"/> Ei usko EI-sanaa	0	0		
<input type="radio"/> ELEET	1	1		
<input type="radio"/> En osaa sanoa	1	1		
<input type="radio"/> Epäasiallinen käytös	1	4		
<input checked="" type="radio"/> Epämukavuus, pelko, ahdistus	1	1		
<input type="radio"/> Ahdistusta aiheuttavaa	1	1		
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-			
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<input type="radio"/>	Seksuaalinen lähentely	0	0

Number of coding references:



Coding of Harassment:



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				<input type="radio"/> LAKI tasa-arvo yhdenv...	↔	1	2
				<input type="radio"/> Sabotointi	↔	1	2
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				<input type="radio"/> Huonot käytöstavat	↔	1	2
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				<input type="radio"/> Koskeminen, sek...	↔	1	1
				<input type="radio"/> Seksuaalinen lähent...	↔	1	2

Appendix 4: Workshop materials

Task 1 Vision: instructions

Ohjeistus: Me - We - Us: Visio

Epäasiallinen käytös ja häirintä

VISIO

ME - WE - US

1. Miettikää, mitä sellaista hyvää on nykyhetkessä, jota haluatte vahvistaa, jotta tulevaisuus olisi parempi? Kirjoittakaa kukin oma visiolause siitä, millä tavoin tulevaisuus olisi parempi ja kenelle. Yrittäkää olla mahdollisimman konkreettisia. Voitte käyttää apuna seuraavaa muotoilua: "Haluan vahvistaa **mitä**, jotta vuonna 2030 **mikä on eri tavalla / mitä on tapahtunut / millainen maailma on.**"
2. Keskustele parin kanssa. Valitkaa tai muotoilkaa uudelleen yhteinen asia mitä haluatte vahvistaa. Keskustelkaa, mikä niissä on yhteistä ja erilaista. Kenen kannalta visiot ovat toivottavia? Muistakaa kuunnella toista, hyväksyä erilaiset näkemykset ja kunnioittaa niitä.
3. Esitelkää valintanne ryhmälle: Jakakaa visiolauseet muiden kanssa ja keskustelkaa niistä: mikä on yhteistä ja mikä erilaista.
4. Valitkaa tai äänestäkää yhteinen visio.
5. Kirjoittakaa valitsemanne toivottavan tulevaisuuden pohjalta napakka, mahdollisimman konkreettinen visio muodossa: "**Vuonna 2030 kuka/mikä/missä + verbi + mitä**". Lopullinen visiolause voisi olla esimerkiksi "Vuonna 2030 jokaisen suomalaisen hiihdeläjä on 80 % pienempi kuin nyt".E

Copy of Työpajat

Ryhmän yhteinen visio

Vuonna 2030 kuka/mikä/missä + verbi + mitä

Visio

Haluun vahvistaa **mitä**, jotta vuonna 2030 **mikä on eri tavalla / mitä on tapahtunut / millainen maailma on.**

Henkilö 1	Henkilö 4
Henkilö 2	Henkilö 5
Henkilö 3	Henkilö 6

Vuonna 2030 kuka/mikä/missä + verbi + mitä

Vuonna 2030 kuka/mikä/missä + verbi + mitä

Vuonna 2030 kuka/mikä/missä + verbi + mitä

Vuonna 2030 kuka/mikä/missä + verbi + mitä

Task 2 Backcasting: instructions

Ohjeistus: Future Backcasting

VISIO

Epäasiallinen käytös ja häirintä
Sisältää: kiusaaminen, häirintä, rasismi, epäasiallinen käytös, tasa-arvo, yhdenvertaisuus, syrjintä

1. Millainen on tämän hetkinen tilanne?
2. Millaisen tulevaisuuden haluamme?
 - a. Possible future: could happen, all possibilities
 - b. Propable future: very likely, most likely to happen
 - c. Plausible future: could happen but uncertainty
 - d. Preferable future: most desirable, what we want to happen ("Desired future")
 - e. Muodosta visio.
3. Kuvitellaan, että olemme nyt tulevaisuudessa. Mitä kaikkea on tapahtunut? Kuinka pääsemme haluttuun tulevaisuuden tilaan? Älä mieti vain mikä on nyt mahdollista vaan mieti myös minkä haluat olevan tulevaisuudessa mahdollista! Etsimme luovia ratkaisuja!
 - a. Mitä yhteiskunnassa on tapahtunut? Mitä Vantaalla on tapahtunut? Mitä Olympiakomiteassa on tapahtunut? (esim. laki, arvot, rahapolitiikka, asuminen, liikkuminen, terveys jne.) "Triple bottom" by John Elkington: Economic, Social, Environmental --> Sustainability)
 - b. Mitä seurassamme on tapahtunut?
 - c. Mitä jäsenissä ja jäsenistössä on tapahtunut?
4. Piirtäkää polku haluttujen tapahtumien tai asioiden kautta ja täydentäkää polkua tarvittaessa.
5. Mitä pitää tänään tai tänä vuonna 2025 tehdä, jotta voimme päästä tulevaisuudessa kohti haluamaamme visiota? ("Low hanging fruits" & "Long term Planning")

<https://thenaturalstep.org/approach/>

Backcasting

VISIO

Mitä tässä välissä tapahtuu?
Kirjaa tapahtumia ja tekoja, jotka ovat edellytyksenä tulevaisuuskuvan toteutumiselle. Huomioi tapahtumien syy-seuraussuhteet ja tapahtumaketjun loogisuus.

Miten on nyt? Millaiseksi on muuttunut?

Nykyisyys 2025 **Tulevaisuus 2030**

Mahdollisuudet ja riskit

Appendix 5: Reference guides, guidelines and other reference materials list

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