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Jaana Lindgren

SUSTAINABLE MEETINGS IN DESTINATION TURKU, FINLAND

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MASTER'S THESIS | ABSTRACT

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The aim of the study, commissioned by Turku Convention Bureau, was to develop their website (meetturku.fi) by gathering, clarifying and reorganizing the terminology and information regarding sustainability and accessibility in meetings industry. The aim was thus to provide better service to the scientists as well as national and international societies and other organizations who plan to organize scientific congresses in destination Turku. In addition, the aim was to offer a possibility for a new marketing channel for the companies that are in marketing cooperation with Turku Convention Bureau, by motivating them to publish their sustainability strategies on their websites. At the same time, the awareness of the importance of sustainability of both the commissioner and the marketing cooperation companies were raised.

The research was carried out by using qualitative service design tools and methods, including co-creative workshops and interviews, as well as benchmarking. The top 5 destinations in GDS (Global Destination Sustainability) index 2019 were benchmarked; two workshops are arranged for gathering insight for the content. Experts were interviewed to ensure the validity of the content. Marketing cooperation companies were contacted and interviewed for their existing sustainability actions.

The website material was developed based on the collected data and the prototype of the site is published on the Turku Convention Bureau site at meetturku.fi. The content was organized under title "Sustainable meetings", under four subcategories, in Finnish and in English: 1) Sustainable Turku and Turku area, 2) Sustainable marketing cooperation companies, 3) Checklist for sustainable meeting arrangements, and 4) Labels, certificates and standards (City of Turku 2019). The prototype was tested by 20 persons working in different fields, having various amounts of experience in arranging meetings. The website was modified according to collected feedback and the final version remained on the site for the commissioner to be updated further in the future and to be used as a tool in their daily work.

KEYWORDS:

Meetings industry, congress arrangements, sustainable meeting, sustainability, service design

Jaana Lindgren

KESTÄVIÄ KOKOUKSIA SUOMEN TURUSSA

Opinnäytetyön tavoitteena oli kehittää toimeksiantajan, Turun kaupungin ja Visit Turun kongressiyksikön, www-sivuja (meetturku.fi) kokoamalla, selkiyttämällä ja uudelleen organisoimalla kestävien kokousten järjestämiseen ja saavutettavuuteen liittyvää terminologiaa ja informaatiota. Tarkoituksena oli tarjota parempaa palvelua tieteellisiä kongresseja järjestäville tutkijoille ja kansallisille ja kansainvälisille järjestöille ja muille organisaatioille, jotka järjestävät kokouksia ja kongresseja Turussa ja Turun alueella. Tavoitteena oli myös tarjota Turun kaupungin ja Visit Turun kongressiyksikön markkinointiyhteistyökumppaneille uusi markkinointikanava motivoimalla niitä julkaisemaan kestävän kehityksen strategiansa www-sivuillaan. Työn tavoitteena oli myös parantaa toimeksiantajan ja markkinointiyhteistyökumppanien tietoisuutta kestävän kehityksen huomioonottamisen tärkeydestä.

Tutkimuksessa käytettiin kvalitatiivisia tutkimusmenetelmiä, kuten palvelumuotoilun työkaluja ja haastatteluja, sekä vertailuanalyysiä. GDS (Global Destination Sustainability) -indeksissä vuonna 2019 viiden parhaiten menestyneen kongressikaupungin www-sivuja vertaillaan. Sivujen sisällön laatimiseksi järjestettiin workshop ja asiantuntijoita haastatellaan sisällön oikeellisuuden ja kattavuuden varmistamiseksi. Markkinointiyhteistyökumppaneihin otettiin yhteyttä ja heitä haastateltiin olemassa olevista kestävän kehityksen toimenpiteistä.

Www-sivun materiaali ja rakenne koottiin ja järjestettiin tutkimuksissa kerätyn tiedon pohjalta ja julkaistiin prototyypinä toimeksiantajan www-sivustolla (meetturku.fi). Sivulle ”Kestävät kokoukset” luotiin neljä alakategoriaa suomeksi ja englanniksi: 1) Kestävien kokousten Turku ja Turun seutu, 2) Yhteistyöyritysten kestävä ratkaisu, 3) Kestävien kokousjärjestelyjen muistilista, ja 4) Merkit, sertifikaatit ja standardit (Turun kaupunki 2019). Prototyypin testasi 20 henkilöä, joilla on vaihteleva määrä kokemusta kokousten ja kongressien järjestämisestä. Sisältöä ja rakennetta muokattiin saadun palautteen pohjalta ja lopullinen versio siirtyi toimeksiantajan käyttöön, päivitettäväksi tulevaisuudessa mahdollisten muutosten mukaisesti sekä käytettäväksi työvälineenä päivittäisessä työssä.

AVAINSANAT:

Kokoukset ja kongressit, kongressin järjestäminen, kestävä kokous, kestävä kehitys, palvelumuotoilu

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1 INTRODUCTION

The present state of the environment as seen almost daily in news is causing concern and anxiety. Among other things, the huge amount of plastic waste in oceans and the climate change and global warming, are about to constitute a major crisis that needs to be taken seriously. A lot is already being done, but there should be an even greater change of attitudes in individual persons, organizations and governments, to really make a difference.

Meetings and congresses are nowadays a significant line of industry, both globally and in Finland. It brings both economic value as well as brand value to the organizing country and city. Participating in a congress means travelling, usually by flying, to another country, which alone makes organising congresses a challenge for sustainability. Also, there are other challenges like increasing waste pollution attached to a large number of people assembling in one place for several days.

Meetings industry around the world has become more aware of the problem, and many cities have already created their own sustainability strategies to be provided to the congress organizers. There are ISO standards especially created for this field, awards to be given to green cities and labels and certifications to be applied for products and services. The standards, awards, labels and certifications will be discussed in Chapters 8.7. (p. 13) and 8.8. (p. 16).

City of Turku is among the 5 biggest congress cities in Finland. Turku Convention Bureau (Turku CVB) already has sustainability material available on their website at meetturku.fi, but there is a need to enhance it, and, also to reorganize it. A more comprehensive and exhaustive information package will make it easier for the Turku CVB personnel to guide the congress organizers to make more sustainable choices for their congress. The online information is going to be practical, easy to grasp and usable also for a congress organizer who is looking for it independently. With help of a checklist, for example, the organizer will be more capable of considering all necessary points of view in how to reach sustainability in arranging the congress or event.

During this study, the field of sustainability in meetings industry will be studied, including national and international organizations and their potential sustainability strategies. In addition, further information will be gathered on, for example, labels and

standards as well as websites of 5 Scandinavian Convention Bureaus. Furthermore, the most significant sustainability factors will be studied by benchmarking existing information and interviewing experts in the field.

As Service Design tools, stakeholder map, business model canvas, customer journey map and service blueprint will be used. For creating personas and gathering information for the mind map, two co-design workshops will be organised, one for peer students and the other for experts having congress organizers as their customers.

In the next phase of the process, content for the website under 4 titles will be assembled: 1) Sustainable Turku and Turku area – including presentation of the sustainability strategy, acts and plans of the city of Turku 2) Sustainable marketing cooperation companies of Turku CVB, 3) Checklist of sustainable meeting arrangements, and 4) Labels, certificates and standards. The structure of the site will be discussed and decided on with the commissioner and the webmaster of the city of Turku.

The contents under titles 1, 3 and 4 will be based on the study and benchmarking as well as interviews. Under title 2 Sustainable marketing cooperation companies, there will be links to websites of the marketing cooperation companies of Turku Convention Bureau. The companies will be contacted, and their existing sustainability strategies will be gone through with them. In case there is no sustainability strategy available, the company is asked to create one. The sustainability sites of the companies will then be linked to the site Sustainable marketing cooperation companies. Having a sustainability strategy on their website will naturally not be obligatory, but desirable. It can also be regarded as an extra visibility to the company bringing positive image.

The website will then be prototyped and tested with customers of Turku Convention Bureau as well as persons working in the field of meetings industry and people who have studied Service Design, to get as versatile feedback as possible. The final version will be published in spring 2019.

My background as a Congress Manager of the Congress Office of the University of Turku, will be helpful in this process. I worked for the Congress Office for 20 years, during which time I was involved in organizing more than 300 congresses. Therefore, I have a deep knowledge of the subject area. I also learned to know numerous congress organizers and, also, most of the marketing cooperation companies' representatives are familiar to me. Presently, I work at Prime Minister's Office as a senior specialist,

2 COMMISSIONER

Turku Convention Bureau (Turku CVB) is a part of the City of Turku and the Visit Turku and they cooperate closely with the tourism industry in the area. Turku CVB provides services to congress organizers planning to organize their congress in the area. The services, which are impartial and free of charge, include invitation materials and bid books, site inspection visits, information and preliminary reservation of meeting facilities, banquet halls and hotel accommodation, marketing materials for delegate marketing, proposals for social programme and pre/post tours, as well as maps and tourist brochures. About 15 companies operating in the field of congress and meetings industry, such as congress venues, catering companies and hotels, are cooperating with Turku CVB annually, paying a membership fee that covers marketing cooperation with the Convention Bureau. (Personal communication with Congress Manager Sari Ruusumo 30 Oct 2017.)

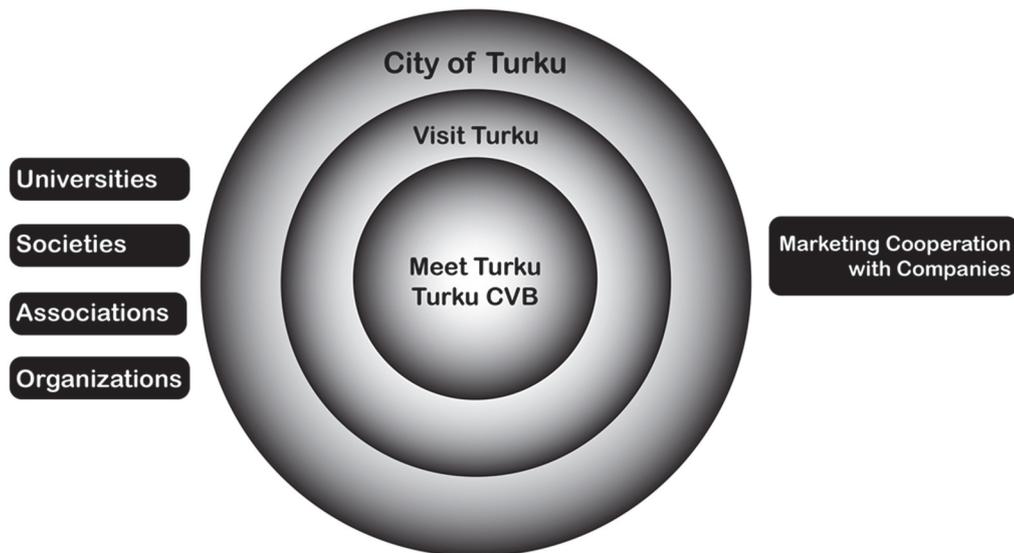


Figure 2. Turku Convention Bureau.

Stakeholder map

Stakeholder map is a tool for documenting the key stakeholders and for presenting the relationships between them. In the stakeholder map, end users of the service or product, beneficiary parties, power-holding quarters, as well as quarters affecting harmfully and potentially sabotaging design outcomes. Identifying the key stakeholders and their relationships already at the beginning of the service design project is crucial. At the same time, positive stakeholders that could be involved in the design process can be discovered. (Curedale 2013, 235.) A stakeholder map was created in cooperation with the commissioner. The fifth and final version can be found below (Figure 3) and also as Appendix 1. In the stakeholder map, the most important stakeholders of Turku Convention Bureau are placed on the right side: The most significant group are the universities, academic societies and associations, that usually are behind the big international scientific congresses. Secondly, cooperation with service providing companies is also crucial to the convention bureau. The final outcome of this work, the website, will be targeted mainly to these two groups, for providing the congress organizing organizations a tool for organizing a sustainable congress, and for companies a marketing opportunity.

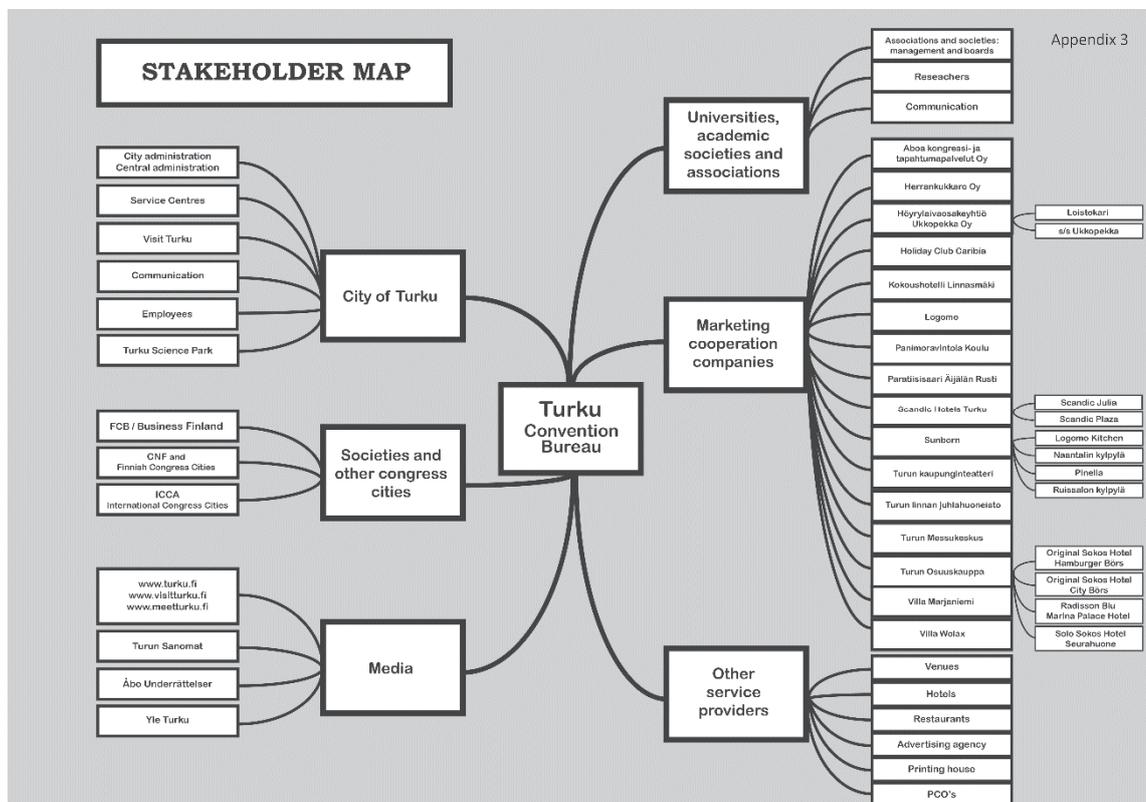


Figure 3. Stakeholder map.

3 RESEARCH

In this chapter, the aim of the research as well as the frame of reference will be discussed. In addition, the main research questions will be presented, and the steps of the research process will be presented.

3.1 Aim

The aim of this study is to develop the website of Turku Convention Bureau (meetturku.fi) by gathering, clarifying and reorganizing the terminology and information regarding green values, sustainability and accessibility in meetings industry, to provide better service to the scientists as well as national and international societies and other organizations who plan to organize scientific congresses in destination Turku, and, to offer a possibility for a new marketing channel for the companies that are in marketing cooperation with Turku Convention Bureau, by motivating them to publish their sustainability strategies on their websites. At the same time, the awareness of the importance of sustainability of both the commissioner and the marketing cooperation companies will be raised.

3.2 Frame of reference

Due to the visibility in the media of the current state of for example, the oceans that are filling up with plastic (Visser 2017), as well as the greenhouse gas emissions' impacts on climate change (Eurostat 2018), people are more aware of the need for more sustainable choices. This awareness cannot, however, be seen in practice yet in meetings industry. What can be done is to give congress organizers more practical information on, firstly, the current status of the problem as well as on how the future will turn out if nothing is done, and also on the situations where sustainability could and should be considered. Secondly, they should be provided with clear and practical information on the more sustainable options in different situations. When the customers have more information, their values will gradually change, and this will affect also their processes. The values of the service providers will also change when sustainable actions are being asked from them. When customers are more aware and start to require more sustainable services,

the service providers will need to start offering them, which hopefully will gradually change also their values and processes into more sustainable ones. When there are more sustainable services available, and people are aware of their existence, the awareness of the importance of the matter should again increase even more. This process is visualized in Figure 3 below.



Figure 4. Frame of reference.

3.3 Research questions and methods

The research questions of the thesis are the following:

1. How to create a functioning and user-friendly website with relevant information on sustainability and accessibility in meetings industry in destination Turku?
2. How to raise the sustainability knowledge and awareness of the marketing cooperation companies and to motivate them to create and/or publish their sustainability strategy on their website, and how to help the commissioner to motivate the congress organizers to take sustainability into consideration in their congresses?

Background information will, firstly, be gathered by various benchmarking methods, interviews, and documents analysis. Secondly, further research will be done by using suitable service design tools.

Process chart

In the process chart, Figure 5, the process of the thesis work is described. A research for getting background information will be done by searching literature and online articles on the subject matter. In addition, information will be gathered through benchmarking and interviews. This information will be included in the mind map. Next, more insight will be gathered through Service design methods, mainly using co-design methods. During this stage, a customer journey map, service blueprint, business model canvas and a stakeholder map will be created. Also, personas will be identified in a workshop. The next stage will be contacting the companies, to discuss their sustainability strategies and uploading them on their website. In addition, content and structure of the sustainability website of Turku CVB will be developed. Following this, there will be a prototype version of the website that will be tested with help of a group of customers as well as the commissioner. After testing and updating, the final version will be published, and future developments and ideas will also be discussed.

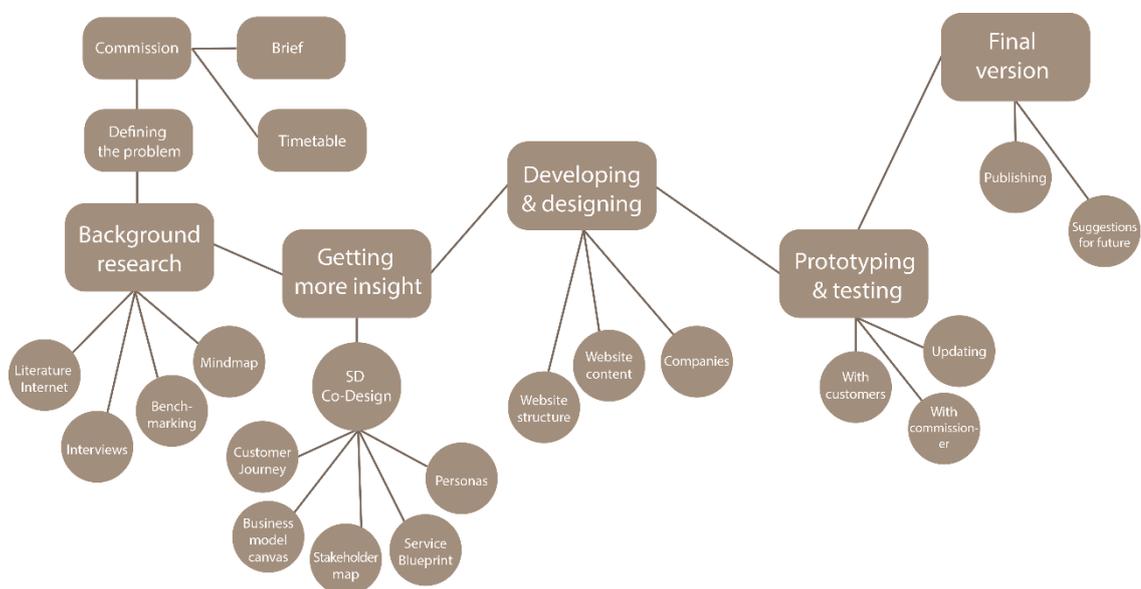


Figure 5. Process chart.

4 SUSTAINABILITY

In this chapter, the concept 'sustainability' will firstly be discussed, starting from the definition and the work of Brundtland's report from 1987 and continuing to the present-day Sustainable Development Goals of the United Nations. Secondly, sustainability in meetings industry and corporate responsibility will be discussed.

Term "sustainability" has many definitions. The most common definition seems to be the one by United Nations (UN) World Commission on Environment and Development (WCED) in the 300-page report *Our Common Future* (UN. *Our Common Future*.1987):

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (UN 1987)

This report, also known as the Brundtland report, was released more than 30 years ago, therefore, the concept, or the need to act upon is by no means new. The report was written by the World Commission on Environment and Development (WCED) with former Norwegian Prime Minister Gro Harlem Brundtland as the Chair. The report also laid ground for the UN Conference on Environment and Development that was held in Rio in 1992 also called the Earth Summit. The product of the Summit is Agenda 21, which is an action plan of the UN, the aim of it being achieving global sustainable development. (UN, Sustainable Development Goals. Agenda 21.)

The main target of the Brundtland commission, was to propose long-term solutions for sustainable development, reaching out as far as the 21st century. Secondly, their task was to find ways for cooperation between countries in sustainability issues. The topics covered in the report, included, in addition to sustainable development, the role of the international economy, population and human resources, food security, species and ecosystems, energy, industry, and proposed legal principles for environmental protection. (UN 1987.)

The need for actions in the field of sustainability is even greater today than what it was in 1987. The Intergovernmental Panel on Climate Change (IPCC) is the United Nations body for assessing the science related to climate change. IPCC published on 8 October 2018 a special report on "the impacts of global warming of 1.5 °C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of of

strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty” (IPCC 2018). Based on climate models, the report describes differences in regional climate characteristics between the present situation and the global warming of 1.5°C and 2°C. The central conclusion of the report is that the climate change will cause serious risks to the nature as well as the well-being of people. (IPCC 2018.)

United Nations’ Sustainable Development Goals, were also published in the 2030 Agenda for Sustainable Development. The goals have been adopted by all UN Member states in 2015. It consists of 17 Sustainable Development Goals, SDGs, which should be acted on by all countries in a global partnership. The goals are universal, they concern us all, the states, cities, companies, and individuals. All the goals are equally important and are linked to each other. Each of us can make a difference by making the right choices and by demanding better decisions from the policy-makers. (UN, Sustainable Development Goals. SDGs.)



Figure 6. UN’s sustainable development goals (SDG’s).

Sustainability in meetings industry

A topical issue today is the fact that, because of global warming, the resources of the planet Earth will not last for long and that the whole mankind is facing also other severe problems. The term “sustainable tourism development” was not invented until early 20th century as the negative impacts of tourism began to arise concern (Sharpley 2009.).

A common understanding is also that corporate sustainability strategy gives a company a remarkable competitive edge. Companies need to have comprehensive sustainability strategies that cover all aspects in their business, from executives to employees as well as other stakeholders, from administration to all production processes, to struggle these challenges. (Lubber 2010.)

To meet with the challenges in turning its actions more sustainable, the organization needs a framework to do it effectively. Today, there is a variety of tools available, and even standards for it, for example, ISO 14001 and ISO 20121. In addition, there are several approaches and tools to simplify the complex task of planning a sustainability strategy for different kinds of organizations. (MacDonald 2003.)

Peter Roberts (1995) also stresses the importance of having a good environmental practice for business. According to him, the five priorities for an environmental strategy are: preventing damage to the environment caused by the event, including environmental cost in the product or service, minimizing waste and recycling and thus producing more with less, exercising strategic thinking and giving publicity to achievements, and introducing partnership solutions to be effective. (Roberts 1995, 244.)

There are also numerous companies on the market, offering to help the organization with a corporate sustainability strategy. In addition to saving natural resources and the environment, the benefits of a sustainability strategy may include 1) retaining top talent and increasing employee satisfaction, 2) proactive management of business risks, 3) product/service differentiation, 4) reducing operating and manufacturing costs and 5) enhancing image, reputation and brand recognition as benefits that can be gained through creating an effective corporate sustainability strategy (Sustainability Edge Solutions 2017.)

Numerous online documents and manuals regarding sustainability in meetings industry have been published during recent years. Finland Convention Bureau published a manual

for sustainable meeting in 2014. According to the manual, travelling, both flying and by car, is the biggest factor in polluting, but major environmental effects are also caused while staying at the destination, especially when the stay lasts for several days. (Visit Finland 2014.)

In the manual, the three dimensions of sustainability are listed: Social, ecological, and economic sustainability. In literature, also cultural sustainability is mentioned as one dimension. The manual, as well as this thesis, concentrate on the ecological dimension of sustainability. The manual gives a very thorough insight in environmental considerations, including organizations' environmental responsibility, carbon footprint and other sustainability indicators, energy consumption, water consumption, waste, chemicals, and traffic and transportation. In addition, a path to the congress organizer for creating a sustainable meeting is described. The manual gives also a good starting point for the companies that are offering their services for congress organizers. (Visit Finland 2014.)

Organizing sustainable events and meetings in short and long term is important for both the local community affected by the event as well as for the key stakeholders. As sustainable development and sustainability are today globally recognized as important issues, an organization organizing a non-sustainable meeting or event would probably end up losing local support and face negative media visibility. (Holmes et. al. 2015, 2.)

Sustainability is presently a highly topical issue, fresh news are released on a daily basis on pollution and actions that should be taken to prevent global climate warming. Having a visible and clear sustainability strategy and a list of sustainable actions will give the companies in meetings industry a significant competitive edge.

5 MEETINGS INDUSTRY

For reaching a comprehensive understanding on the subject Sustainability, different background research methods will be used: To get a more comprehensive idea of the whole line of industry, the most prominent organisations will be studied. In addition, the present sustainability actions and the role of the City of Turku as a congress venue will be looked at. Finally, the most common labels, standards and certificates in the field of sustainability will be examined.

Finland has become very absorbing venue for international congresses and events. According to statistics of Finland Convention Bureau (2018), the number of congresses organized in Finland has been rising in the recent years. The highest numbers were reached in 2017, when there was a total of 111188 delegates in 791 congresses and meetings organized in Finland, 22 per cent more than in 2016. Most of congresses took place in Helsinki and Espoo, followed by Tampere, Turku and Jyväskylä. The economic impact of meetings industry is significant. One delegate brings even 5 times more euros than an average tourist, about 248 EUR/day/person. (Koivistoinen 2018.)

Finland has frequently been around number 20 on the annual ranking list of UIA (Union of International Associations) when measuring the number of congresses organized. The popularity of Finland as a congress venue is mostly due to strong technological know-how, well-functioning infrastructure as well as clean nature. Finns are also well-known for punctuality and good service as well as excellent language skills. In addition to the economic impact, the impact of international congresses and events to the image of Finland is extremely important. (Toivonen 2018.)

Presently, Finland is preparing for its third Presidency of the Council of the European Union. The former presidencies were held in 1999 and 2006. As a member of the Secretariat for the Finland's EU Presidency, I have an opportunity to follow the organizing work also from the sustainability point of view. Finland will be organizing about 90 meetings, as most of the meetings will be held in Brussels. The meetings will be concentrated in Helsinki and in Finlandia Hall. This reduces travelling to the minimum. (Eurooppatiedotus 2018.)

As former Prime Ministeri Juha Sipilä stated in his speech for the EU Parliament in Brussels on 31 January this year, climate change and global warming will be a central

theme during Finland's EU Presidency (Helsingin sanomat 2019.). This means, for example, giving no gifts to the participants, no physical materials will be delivered during the meetings. This is a major change, as e.g. ties and scarves have been a traditional gift given by every Presidency. The money that will be saved, about half a million euros, will be spent on flight emission compensations. Finland is taking a pioneering role and it is desirable that the following Presidencies will follow our example.

5.1 Organizations in meetings industry

To gain more background information and understanding on the field of meetings industry as well as their actions for sustainability in the meetings industry, national and international meetings industry organizations, their sustainability actions as well as events in the field were also benchmarked. The benchmarked organizations are Congress Network Finland (CNF), European Cities Marketing (ECM), Events Industry Council Sustainability Initiative, Finland Convention Bureau (FCB), Global Destination Sustainability Index (GDS INDEX), International Congress and Convention Association (ICCA), Local Governments for Sustainability (ICLEI), IMEX Group (Worldwide Exhibition for Incentive Travel, Meetings and Events), Meeting Professionals International (MPI), as well as the World Tourism Organization (UNWTO.).

CNF (Congress Network Finland)

CNF is a Finnish organization whose goal is to “advance and improve member’s professional knowledge and widen their network possibilities; develop research within the industry, share information and act as a lobbyist together with other actors” (CNF ry.). Presently, the network has about 70 members. The Turku Convention Bureau is a member of CNF. (CNF ry.)

ECM (European Cities Marketing)

ECM is an “association for Tourist Boards, Convention Bureaux and City Marketing Organisations in Europe. It is a non-profit organisation improving the competitiveness and performance of the leading cities of Europe. ECM provides a platform for Leisure, Meetings Industry and City Marketing professionals to exchange knowledge, best practices and widen their network to build new business. (European Cities Marketing)

ECM is a partner of GDS index. The City of Turku is a member of ECM. (European Cities Marketing.)

Events Industry Council Sustainability Initiative

The Events Industry Council Sustainability Initiative is a program who seeks to advocate and educate around sustainability in the global meetings and events industry. Their educational program includes, for example, “Sustainable Event Professional Certificate Programme” and they have also launched the “innovation in sustainability award” together with IMEX. They have also published a 6-step approach to best practices for green meetings on their website. (EICSustainability.)

FCB (Finland Convention Bureau)

Finland Convention Bureau helps international associations and other organizations to plan a congress or corporate event in Finland. The organizer can for example, use the press and promotional material from their media bank, all their services are free of charge. (Visit Finland.)

GDS INDEX (Global Destination Sustainability Index)

The GDS index is “the first-ever sustainability ranking for event destinations worldwide, created specifically to help destinations, event planners and suppliers to evaluate the sustainability strategies of destinations and their events industry” (GDS Index). The coordinating partners are ICCA, ICCA’s Scandinavian Chapter, IMEX, MCI Group and ECM. (GDS Index.)

ICCA (International Congress and Convention Association)

ICCA is the global community and knowledge hub for the international association meetings industry. They have 1100 member companies in almost 100 countries worldwide. ICCA was established 50 years ago, and their area of expertise is in the international association meetings market. According to their website, it is estimated that there are approximately 24000 different association meetings organised on a regular basis. The City of Turku is a member of ICCA. (ICCA World.)

ICCA has been one of the organizations launching the GDS index (see above). According to them, leading meetings industry cities are seeking to make their locations more sustainable and responsible and thus also more competitive and attractive to congress

planners, by for example, benchmarking. The GDS index was launched to help them in this task. (ICCA World 2016.)

ICLEI (Local Governments for Sustainability)

ICLEI – Local Governments for Sustainability is a prominent world-wide network of more than 1,500 cities, towns and regions committed to building a sustainable future. ICLEI provides technical consulting, training and information services to build capacity, share knowledge and support local government in the implementation of sustainable development at the local level. Our basic premise is that locally designed and driven initiatives can provide an effective and cost-efficient way to achieve local, national and global sustainability objectives. They also promote local action for global sustainability and support cities in becoming sustainable, low-carbon, resilient, ecomobile, biodiverse, resource-efficient and productive, healthy and happy, with a green economy and smart infrastructure. (ICLEI.)

IMEX Group (Worldwide Exhibition for Incentive Travel, Meetings and Events)

IMEX organizes an annual, worldwide exhibition for incentive travel, meetings and events in Frankfurt, Germany, and in Las Vegas, the USA. According to their website, their initiatives span advocacy, CSR and sustainability, career development and the recognition of excellence - all supporting the mission to unite and advance the meetings industry. The IMEX-EIC Innovation in Sustainability Award salutes organisations making a significant commitment to reduce their environmental impact. (IMEX Frankfurt.)

MPI (Meeting Professionals International)

Meeting Professionals International (MPI) is a worldwide meeting and event industry association. MPI provides education, networking opportunities and business exchanges, and acts as a prominent voice for the promotion and growth of the industry. MPI has an event sustainability policy that can be found at https://www.mpiweb.org/docs/default-source/about-mpi-reports-more/mpi-event-sustainability-policy.pdf?sfvrsn=21f37579_2. According to the policy, MPI focuses on three objectives related to event sustainability: Communication, measurement and education. (MPI.)

UNWTO (The World Tourism Organization)

The World Tourism Organization is “a specialized agency of the United Nations” (UNWTO). It is “responsible for the promotion of responsible, sustainable and universally accessible tourism” (UNWTO). It takes actions to reduce poverty and to promote worldwide sustainable development. (UNWTO.)

5.2 Sustainability in the City of Turku

The updated strategy of the City of Turku foresees that in 2029, which is the 800th anniversary of Turku, it has the happiest residents of all Finnish cities. According to the present chairman of the city board Mr. Lauri Kattelus, the most crucial definitions of policy are emphasizing the prevention of social exclusion and inequality as well as reacting to climate change by speeding up the carbon neutrality goals. (Turun kaupunki 2018.)

As part of the carbon neutrality goal, Turku has been participating in, for example, an EU funded Civitas Eccentric project, where electrical traffic and transportation has been developed (Mobility as a Service, MaaS). There are already two electric buses in service. Another goal in the project is to develop joint use services of cars and bikes (City of Turku 2018). The 300 Föli city bikes have been available for residents and tourists to rent from the beginning of May 2018 (Turun kaupunki 2018).

City of Turku has also participated in Sustainable development structures for ACTIVE TOURISM project coordinated by Baltic Sea Tourism Forum. Development manager Päivi Pohjolainen, the representative of the City of Turku in the Baltic Sea Tourism Forum, was interviewed on 16 March 2018 regarding the project as well as her knowledge of other sustainability projects. According to her, the aim of the ACTIVE TOURISM project is to establish “an improved cross-border tourism communication and cooperation facilitated by a permanent service unit – the Baltic Sea Tourism Center”. (Baltic Sea Tourism 2018.)

City of Turku has been cooperating with the local universities in several development projects, for example, the University of Turku in project “Vastuullisuusviestinnän vauhditushanke” regarding responsibility in Finnish companies in 2014. (University of Turku 2014.)

Turku was also acting as a partner in Sustainable tourism development project (Kesma II) which was an interregional EU funded project in 2013–2014. The themes in this project included Sustainable travelling, Cultural sustainability, Ecological sustainability and Social sustainability. (KESMAII.)

In 2011, the city of Turku participated in organizing the Nordic Conference on Sustainable Development in the Baltic Sea Region in Turku. The congress with 584 participants was organized totally in accordance with sustainable practices. The process and the practical sustainable choices is described in the book “Sustainable conference in practice”. (Aaltonen 2011.)

As Susanna Saari, lecturer at Turku University of Applied Sciences and the former president of Skål International, stated, the environmental awareness and friendliness to the environment are growing trends. She also stated that the congress participant does not decide the venue of the congress, but they can decide not to participate, if the venue is not to their liking. Turku has many advantages, including the highly professional convention bureau. (Personal communication on 4 July 2018.)

5.3 City of Turku as a congress venue

The Congress Manager of Turku Convention Bureau Sari Ruusumo was interviewed on 30 October 2017 to reach an understanding of the importance of meetings industry in Turku area. According to her, in the process of raising the awareness of congress organizers, the convention bureau has an essential role. They are in most cases the first ones to meet the organizers of both national and international congresses, and they usually make the preliminary reservations of the congress and dinner venues as well as the hotel quotas. Therefore, the convention bureau needs to have information on the sustainability of the service providers to give to the customer, who will then be able to make decisions based on that information.

Turku Convention Bureau was started in 2002. Before, there were an average of 20–25 congresses organized in Turku per year. After Turku Convention Bureau started operating, the corresponding number has been 50–70 annually. During the 16 years, the bureau has served hundreds of congress organizers, associations and societies, as well as service providers in Turku area. The increase of the number of congresses organized

annually and the number of delegates has been significant. Owing to the active cooperation with the universities in Turku as well as numerous national and international societies, Turku has been, after Helsinki, among the five biggest congress cities in Finland. Today, the meetings industry brings a total income of 10–15 million Euros per year to Turku area.

5.4 Certificates and labels

With the help of labelling and certificates, it is easier to choose the most environmentally-friendly products and services. They help the organizers to meet their sustainability goals. Of the many international and national labels, certificates, standards and awards, the following ones were chosen for closer discussion with the commissioner. Only the most relevant ones will be added to the website, to give further information on what the different labels and certificates mean.

Joutsenmerkki (The Swan - the Official Nordic Ecolabel)



Joutsenmerkki (The Swan) is the official Nordic Ecolabel, introduced by the Nordic Council of Ministers. It is a well-known ecolabel in Finland. Today, there are products and services from washing-up liquid to furniture and hotels that can carry the Swan label. (Joutsenmerkki 2018.)

European Ecolabel



The European Ecolabel Scheme encourages the production and consumption of goods and services that respect the environment. Products that bear the EU Ecolabel logo have been officially distinguished as being amongst the most environmentally friendly in their range.

The EU Ecolabel can be granted to consumer non-food products and services which have a significant impact on the environment. The EU Ecolabel criteria aim at reducing that impact during the entire life-cycle of the product, from production to disposal. (European ecolabel 2018.)

EU organic logo



The main aim of the EU organic logo is to make organic products easier to be identified by the consumers. Furthermore, it gives a visual identity to the organic farming sector. In addition, non-pre-packaged organic food produced within the EU or organic products imported from third countries might display the EU organic logo. (EC. Agriculture and Rural Development 2018.)

Leppäkerttumerkki



Leppäkerttumerkki (The Finnish Organic Association) is a Finnish organic food label, and it can be granted only to Finnish organic products that meet the requirements. To the label it is possible to include information on the area where the product was produced. The product carrying the label must meet the regulations of EU organic regulation, and therefore it can be used together with the EU organic logo. (Luomuliitto.)

Demeter-merkki



Demeter is a Finnish brand of Biodynaaminen yhdistys (Biodynamic Society) for products from Biodynamic Agriculture. Only strictly controlled and contractually bound partners are permitted to use the Brand. A comprehensive verification process insures strict compliance with the International Demeter Production and Processing Standards, as well as applicable organic regulations in the various countries. (Biodynaaminen yhdistys.)



© Friend of the Earth

Friend of the Earth is an international certification program for products from sustainable agriculture and farming. Friend of the Earth is aiming at promoting sustainable agricultural practices by means of certification and consumers awareness. (Friend of the Earth 2018.)

Friend of the Sea



FOS (Friend of the Sea) is a non-profit non-governmental (NGO) organization and a leading international certification project for sustainable seafood. Certified products include most of the traded species, fishmeal, fishfeed and Omega-3 fishoil. Only products from stocks which are not overexploited can be certified. (Friend of the Sea 2018.)



Fairtrade

Fairtrade Standards include social, economic and environmental standards that are set for both companies and the farmers and workers who grow the food. For farmers and workers, the standards include protection of workers' rights and the environment, for companies they include the payment of the Fairtrade Minimum Price and an additional Fairtrade Premium to invest in business or community projects of the community's choice. (Fairtrade Foundation 2018.)



Green key

The Green key label is awarded to for example, hotels and hostels that meet the criteria regarding saving energy and water, producing less waste and recycling, serving vegetarian food and using locally produced and organic ingredients, using ecolabeled detergents and paper products, as well as helping customers to use ecological means of transportation and visit nature sites. (Green key Finland.)

UTZ Certification



The products that carry UTZ certification “have been sourced, from farm to shop shelf, in a sustainable manner” (UTZ and Rainforest Alliance 2017). UTZ and Rainforest Alliance merged in 2017, and

they are currently building their new organization and certification programme. (UTZ and Rainforest Alliance 2017.)

5.5 Standards and awards

There are also ISO standards as well as awards and audits arisen in the meetings industry field during recent years. They are useful for benchmarking, but it is also possible for a congress or a city to apply them, to show the congress participants the commitment to sustainability.



The EU Eco-Management and Audit Scheme (EMAS)

The EU Eco-Management and Audit Scheme (EMAS) is “a premium management instrument developed by the European Commission for companies and other organisations to evaluate, report, and improve their environmental performance” (EC. EU Eco-Management and Audit Scheme). EMAS stands for performance, credibility and transparency in its actions. (EC. EU Eco-Management and Audit Scheme.)

European Green Capital Award (EGCA)



A European Green Capital is selected annually by the European Commission. The first award was given in 2010 to Stockholm. The award winners are European cities that are committed to improving the environment and are excellent role models for other green cities all over Europe. The factors considered are local transport, noise pollution, waste management, biodiversity and creation of green jobs. Other Scandinavian Cities that have won the Award are Copenhagen (2014) and Oslo (2019). Of Finnish Cities, Lahti was one of the shortlisted finalists for the 2019 award. (EC, Environment.)

European Green Leaf Award (EGLA)



The European Green Leaf Award is awarded by the European Commission to towns and smaller cities (population 20000-100000) committed to better environmental outcomes, with an emphasis on efforts that generate green growth and new jobs. The first European Green Leaf Award was given in 2015 to Mollet del Vallès. In 2018, the joint winners of the award are Leuven (Belgium) and Växjö (Sweden). Joensuu is one of the five finalists shortlisted for the 2019 award. (EC, Environment.)

EcoCompass and EcoCompass event



The EcoCompass certificate “demonstrates a commitment to continuously improving and complying with the 10 criteria of EcoCompass. EcoCompass is based both on the respective Nordic environmental management systems and on international standards on environmental management. The forces behind EcoCompass are the cities of Helsinki, Espoo, Vantaa and Kauniainen, as well as HSY, HSL and Helen” (Ekokompassi). At the moment, there are regional offices also in Tampere and in Pohjois-Savo. (Ekokompassi.)

WWF Green Office



WWF Green Office aims at sustainable development and combating climate change. The environmental programme helps offices meet the UN’s Sustainable Development Goals (SDGs). The practical measures will help you to pay particular attention to the goals relating to the environment and wellbeing, such as fighting climate change, conserving biodiversity, and developing sustainable forms of livelihood. (WWF Green Office.)

Sustainability standards from ISO



ISO (International Organization for Standardization, www.iso.org) is an independent, non-governmental international organization. ISO has published more than 21500 International Standards and related documents covering almost every industry, from technology to food safety, to agriculture and healthcare. Many organizations aiming to contribute to sustainable development use ISO standards. ISO wants to help standardizers in addressing sustainability in the

development process of new standards or when existing standards are being revised with ISO Guide 82. As the standards are payable, it is not possible to go through them into more detail here. For example, the price of the ISO 20121 is 158 CHF / 133 EUR. There are also ISO standards that are specific sustainability standards for a certain field. Standards related to event management and sustainability are: ISO 14000 Environmental management, ISO 20121 Event sustainability management systems, ISO 20400 Sustainable Procurement and ISO 26000 Guidance on Social Responsibility. (International Organization for Standardization ISO.)

The Danish Government held the Presidency of the Council of the European Union in 2012. They had a vision to organize the first sustainable European Union Presidency, which was implemented by forming a consortium of the Danish Government and leaders from the Danish meetings industry. The goal was to improve the environmental, social and economic sustainability of the Presidency and the Danish meetings industry. Due to this, Denmark achieved the first ISO20121 certification in the meetings sector. (Sustainable events Denmark 2013.)

6 SERVICE DESIGN

The more traditional methods of developing services have in recent years been challenged by methods of service design, where the stress is no longer on product development process but on the creative cooperation with the customer and the new ideas born in that creative process. In service design process, the visuality is essential – the ideas are described with help of drawings, videos or pictorial reports. In this way, it is easier for the developers of the service to grasp what the service is about. (Miettinen, 2011, 21.)

Stickdorn et al. (2011) define service design as an interdisciplinary approach combining different tools and methods from various disciplines. Unlike traditional academic disciplines, service design is a new way of thinking, introducing an evolving approach. (Stickdorn et al. 2011, 29.)

There is no single definition for service design. To outline the concept and the way of thinking, Stickdorn et al. seek to illustrate the service design thinking with help of five core principles (Stickdorn et al. 2011, 29). Firstly, it is user-centred, meaning, mainly, that the service provider should be able to speak same language as the service user. Secondly, it is co-creative, different customer groups, actors and other stakeholders are involved in the service process. Thirdly, it is sequencing, which means that a timeline of service moments is created to understand the process better. Fourthly, it is evidencing, meaning that service evidence should be used for emotional associations, thus increasing loyalty of the customer. And lastly, it is holistic, whether the working level in focus is individual touchpoints, a service sequence or the service provider. (Stickdorn et al. 2011, 36-45.)

The share of services in companies' turnover is already more than 60 % in Finland, which makes these methods of developing and designing services necessary. With help on services, the product can be made more desirable. Services can also enable making the product more individual, which offers a possibility to offer better and more versatile service to the customer. Service design combines the areas of cultural, social and human interaction. (Miettinen 2011, 22.)

6.1 Benchmarking

Benchmarking is used, firstly, for learning from others, and secondly, for developing the activities of an organization. For the service to be successful on the market, it is essential for the service provider and the project group to be familiar with themselves as well as the operational environment. Benchmarking is research, observation, comparing, evaluating as well as interest for activities of other organizations, and the goal is to learn. (Tuulaniemi 2011, 138.)

When benchmarking the lines of action that others have already come up with can be utilized. It is also possible to avoid making the same mistakes and, also stand out by knowing the market. Furthermore, strategic choices can be made when other actors in the same line of business become familiar. (Tuulaniemi 2011, 139.)

For benchmarking purposes, the Global Destination Sustainability Index as well as the websites of the convention bureaus of the cities that were the top 5 destinations of the list, were studied and compared. Based on the benchmarking, a preliminary mind map was created to be utilized for 1) interviews with experts in the field of sustainability, as well as 2) the final checklist to be uploaded on the website of the Turku Convention Bureau.

GDS-Index

According to the website, the GDS Index is a “collaborative business initiative that was created to help destinations, convention bureaus and event planners to recognize responsible practices in the events industry” (GDS Index 2019). This is done by “measuring and comparing the social and environmental sustainability strategies, policies and performance of participating destinations and by sharing best practices globally”. (GDS Index 2019.)

The website of the 5 top cities on the GDS 2019 index list were visited and the structure and content of their sustainability pages were looked at. The 5 top cities in 2019 are: 1. Gothenburg (Sweden), 2. Copenhagen (Denmark), 3. Reykjavik (Iceland), 4. Oslo (Norway) and 5. Uppsala (Sweden). It is notable that all 5 top cities are from Scandinavia, although the index is global. Furthermore, out of 26 first ranked cities, 15 are Scandinavian. Of Finnish cities, Helsinki is the

5th together with Uppsala, Espoo is the 10th together with Brussels, and Tampere is the 11th. (GDS Index 2019.)

The table containing the review of the sites can be found as Appendix 2. The Gothenburg Convention Bureau site is the only one where a page called “Sustainability” is easy to locate on the starting page. On the other sites, it must be searched for and in some cases, information is not even to be found under the same title. On most cases, the term “Sustainable” is used, the term “Green” was used only on Welcome to Oslo site. All the sites include similar kind of information on sustainability issues. Again, the most comprehensive site is the Gothenburg Convention Bureau site. The term “sustainability” can be found already on the cover page. The structure of the site is clear and logical, information is easy to find, and there not too much information. For a meeting organizer it would be important to find information on sustainability already on the starting page of the convention bureau, to draw their attention to the subject, even if they are not looking for it.

6.2 Mind map

Mind map is use for creating an overall picture of the subject area. It is used, for example, for gathering ideas, and for identifying concepts and contents. Due to its visuality it is easier to adopt and remember. (Tuulaniemi 2011, 140.)

The mind map can be found below and as Appendix 3. The first version was based on the benchmarking of the websites of other convention bureaus. The content was then discussed in detail in an interview with two experts in the field of biology, research professor Juha Hiedanpää (personal communication on 21 March 2018) and senior scientist Toni Laaksonen (personal communication on 12 March 2018), both working in the Natural Resources Institute Finland (LUKE). In addition to being experts in the fields of biology, ecology and sustainability, they also have experience in organizing international scientific congresses. They both approved the basic structure and contents of the mind map, no structural changes to the content were made. Practical ways of how to carry out the sustainable ideas were discussed and many ideas for the website were also developed during the interview. In addition, they both stressed the importance of the availability and clarity of sustainability information. These suggestions will be discussed more when the content and structure of the website are designed.

Another way of enhancing the ideas in the mind map and, also to get more ideas to the website structure as well, was to arrange a co-design workshop with two peer students using the “635 method”. This workshop will be discussed below in chapter 5.4.1. “635 method”.

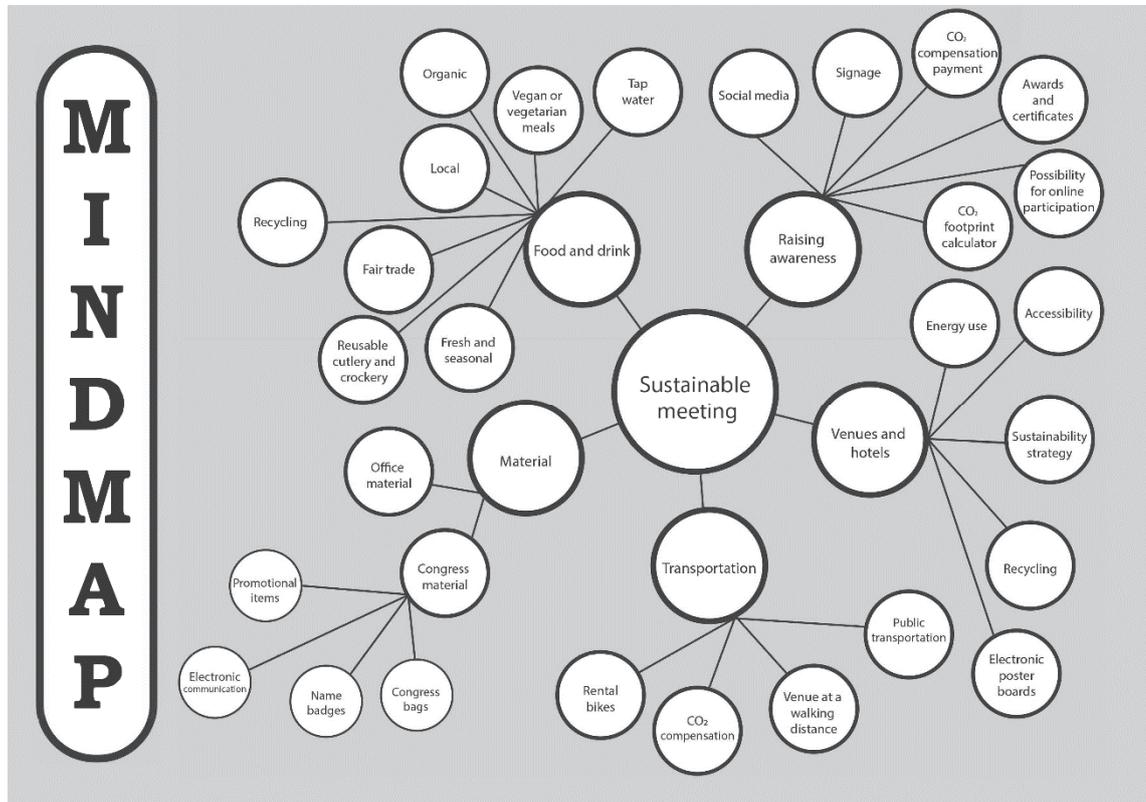


Figure 7. Mind map.

6.3 Business model canvas

According to Tuulaniemi (2011, 137), before deciding whether the service should be developed, it should be reflected on the strategy of the organization, whether the service is in line with the strategy or not. In strategic compatibility there are several factors that should be considered, such as the resources that are required and the potential risks attached to it. (Tuulaniemi 2011, 137.)

Business model canvas helps the designer to clarify the core aims of the organization in question, as well as to recognize its priorities, strengths and weaknesses at the same time (Stickdorn et al 2011, 212.) The final version of the business model canvas can be found below and as Appendix 4. It is the 4th version and it has been developed during 3 workshops and email conversations with the commissioner. The first versions were too general, concentrating more

on other aspects of Turku Convention Bureau’s activities in general, so more concentrating on sustainability was needed. The development of the versions was performed during workshop sessions with the commissioner. As described already earlier, the updated strategy of the City of Turku is strongly stressing the importance of carbon neutrality and other acts towards a more sustainable city, and therefore it is reasonable to state that stressing sustainability in the sector of congresses and meetings is conforming to the strategy of the city.

BUSINESS MODEL CANVAS Designed for: Turku Conv. Bureau Designed by: Jaana Lindgren Date: 4 April 2018 Version: 4				
Key Partners <ul style="list-style-type: none"> * Universities' scientists * Persons in any other organizations who are responsible for arranging scientific congresses and events * Marketing cooperation companies * Finland Convention Bureau * Congress Network Finland 	Key Activities <ul style="list-style-type: none"> * Personal contacts with potential congress organizers * Asking for offers and making preliminary reservations for congress venues and hotel quotas, recommending suitable venues and hotels to customers * Organizing events for congress organizers together with marketing cooperation companies * Updating and publishing the Convention handbook in Finnish and in English. * Providing the customers with sustainable marketing material 	Value Propositions <ul style="list-style-type: none"> * We provide our customers with tailor-made, professional services in the initial part of planning the congress, as well as in bidding and marketing, delivered in a flexible and customer-oriented manner. We also offer them up-to-date information on what the Turku region has to offer for a congress organizer and how to organize a sustainable meeting in destination Turku, Finland. We also support marketing of the congress a year in advance and provide the organizers with sustainable delegate marketing materials, such as congress bags. * We provide our customers also with informative events together with the marketing cooperation companies, with information on new developments in the meetings industry. * For the marketing cooperation companies we provide a possibility to organize destination Turku marketing events in cooperation with the companies. We organize a joint marketing event "Kongressitempous" twice a year, giving the customers and suppliers a possibility to meet and discuss. We offer the companies visibility on the MeetTurku website, including their sustainability strategies. 	Customer Relationships <p>A majority of our customers expect to receive very dedicated personal assistance and service, they also appreciate it if they receive service also outside the office hours. They expect to receive advice on what actions they should take to organize a sustainable meeting.</p> <p>Service and assistance is provided through email messages, phone calls and face-to-face situations, as well as in social events. Information and advice are also provided through the website.</p>	Customer Segments <p>Any organization who plans to organize a scientific congress in Turku are, big or small, and needs help in bidding, planning and marketing:</p> <ul style="list-style-type: none"> * universities * national and international scientific societies and associations * academic events and banquets * any above-mentioned customers that wish to organize their event in a sustainable manner
Key Suppliers <ul style="list-style-type: none"> * Congress and gala dinner venues * Hotels * Restaurants * Advertising agency * Other service suppliers, e.g. PCO's 	Key Resources <ul style="list-style-type: none"> * Personnel with a wide work experience in the field * Financial resources for marketing efforts * Financial resources for salaries and minor general costs, such as phones * Revenues from marketing cooperation (marketing fees) * Established cooperation with the universities 	Customer Channels <ul style="list-style-type: none"> * Direct contacts with potential customers. * Updated information on the website, also on sustainability. Links to suppliers' websites and their sustainability strategies. * Information and link on the websites of the universities and the city of Turku as well as Finland Convention Bureau 		
Cost Structure <ul style="list-style-type: none"> * Most important costs: salary costs 30 %, marketing costs (material, events, advertising) 60 %, other costs 10 % * Our business is more value-driven. 		Revenue Streams <p>Turku Convention Bureau is a destination marketing organization. Our service is impartial and free-of-charge to the event/congress organizer. The revenue comes from the City of Turku (85%) and the marketing cooperation companies (15%) who pay an annual fee based on the cooperation package they have chosen.</p>		

Figure 8. Business model canvas.

6.4 Co-design

Co-Design or co-creation can be seen as the core aspect of the service design philosophy. It is used for studying and innovating a service experience. Co-creation can be combined with many other service design tools. A successful co-creation process requires careful planning and effective structuring in advance. (Stickdorn et al. 2011, 198). With help of co-creation the service designer can consider different optional directions and also gather a wide range of material in the process, to enhance the perspectives. (Stickdorn et al. 2011, 199.)

635 method

To get more insights on the subject matter and, also to expand the contents of mind map, this subject matter was chosen for the groupwork of the Co-Design workshop that was organized to 6 peers on 9 March 2018. For this purpose, the 635 method was used.

The 635 method was invented by professor Bernd Rohrbach in 1968. In the book *Service Design – 250 essential methods*, Robert Curedale writes that 635 method is suitable for framing insights (Curedale 2013, 264). He gives grounds for using this method as follows: It enables generating a lot of ideas in a short period of time. It also gives the participants a possibility to develop their peers' ideas. Moreover, the ideas are recorded by the participants. It can also be considered as a democratic method, as ideas are contributed privately.

The idea of 635 method is that six participants, sitting around a table, write three ideas within the given time of the given subject on a paper with the design objective written on the top of the paper. The paper is then passed on to the participant sitting next to the person, who reads and adds three additional ideas or modifications of other participants' ideas to the paper. This goes on until all participants have expanded or revised the original ideas. There should not be discussion at any stage. (Curedale 2013, 264.)

The question and the subject were kept as open as possible, to get as many good and versatile ideas as possible. The 6 participants were thus asked to write on the paper ideas on what they would expect to find on the website of Turku Convention Bureau, if they were asked to organize a sustainable meeting in Turku area. In addition, they were told that the ideas could deal with either the content or the structure of the website. The participants were also instructed that they can use both Finnish and English when answering, so that they could use the time for ideation and not for translating words and ideas into English. As there was not enough time for the workshop, the group was given only 2 minutes for writing time the ideas on 3 first rounds. For the last 3 rounds they were given 4 minutes, as it was apparent that it would be a lot more difficult to think about new ideas towards the end. There was not time to go through the analysing part at the end of the workshop, but the feelings of the participants about the method were discussed. The good sides included efficiency, getting the ideas documented on paper, as well as seeing other participants' ideas and getting to develop them. However, some participants thought that it was difficult to stay quiet through the whole process, and that they started running out of ideas towards the end. They also felt very tired after the process, which means that they had really concentrated on the task.

As mentioned already, there was no time to analyse the outcomes of the workshop with the participants. Thus, the 108 ideas were analysed later and divided under the sustainability titles of the mind map (Appendix 3). There were a lot of similar ideas, and, also ideas that were already on the previous version of the mind map, but there were also new ideas, like giving a certificate to the most ecological congress organized in Turku, and/or announcing those congresses on the Meetturku.fi website. The main ideas are listed in Figure 10 on the next page.

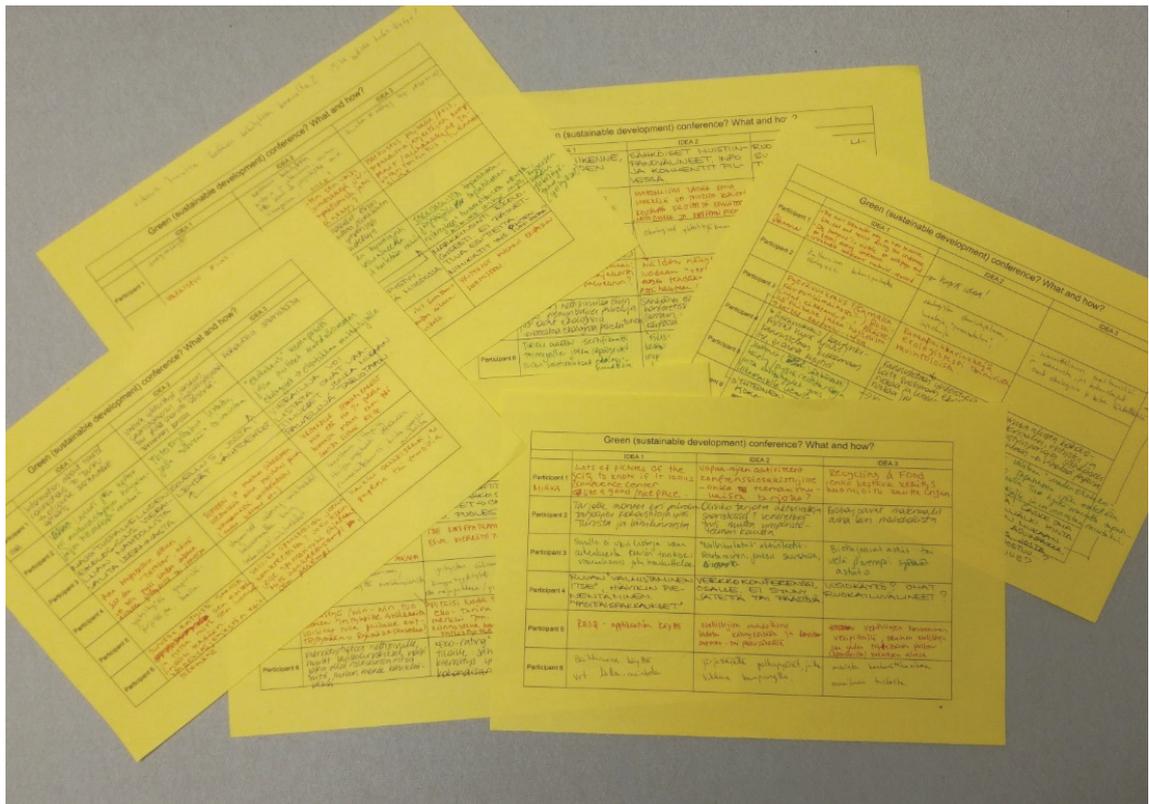


Figure 9. Outcome of the 635-method workshop.

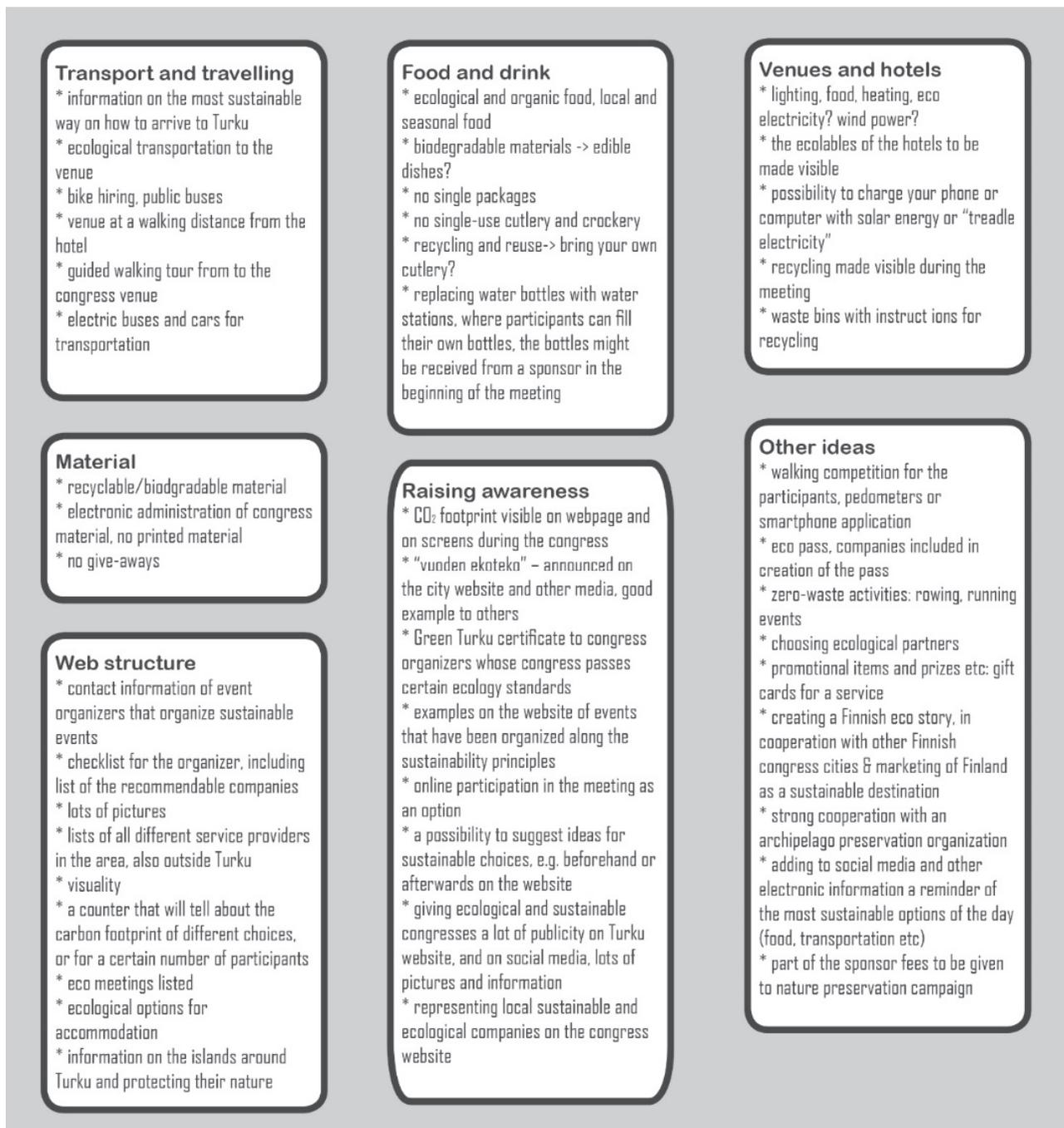


Figure 10. 635-method workshop task.

Persona workshop

A co-creative workshop for creating the personas was organized on 3 May 2018. As the quality of the results of a co-creative workshop depends on the knowledge of the workshop participants (Stickdorn et. al 2018, 40–42), the employees of the commissioner, that is, the 2 employees of Turku Convention Bureau as well as 4 representatives from a PCO (professional

congress organizer) Tavicon Oy to the workshop. They have very different viewpoints of the congress organizers as customers, as the services of a CVB are free-of-charge, whereas the services of a PCO are payable. In addition, a representative of a congress venue and hotel, Radisson Blu Marina Palace, was invited to participate in the workshop. Therefore, the total number of participants in the workshop was 7. The workshop was held in a meeting room of Radisson Blu Marina Palace. Firstly, a guided tour in the conference room area of the hotel was organized, after which there was a lunch served to the participants. This functioned well as an ice-breaker before the workshop.

The workshop was organized following the instructions in the “online companion” version of the book “This Is Service Design Doing: Applying Service Design Thinking in the Real World” (Stickdorn et al 2018, 40–42). The ideal number of participants of the workshop is 5–20. As there are not so many people available who work in the field and have enough expertise, it was possible to get 7 persons mentioned above to attend the workshop. Before the workshop, the participants were sent information on the time and place as well as on the purpose and aim of the workshop (Appendix 5). In the info, the aim of the thesis was explained as well as the main ideas of service design. Thirdly, the participants were given a description of how the workshop was going to be organized and what they were expected to do during the workshop. A definition of the term ‘persona’ was also presented in the information sheet. For the workshop, a persona template was created (Appendix 6).

The participants were divided into three groups and each group was asked to create 3–5 personas. In addition to the personas describing the average or the typical congress organizer, the groups could also create extreme personas, like the most challenging customer, or the dream customer. It seemed that all groups were, firstly, concentrating on the worst-case customers, and then on the dream customers, and only after that on the average customer groups. Before the workshop started, most participants seemed a little sceptical and distrustful on the task, but when they got started, they were all very enthusiastically discussing and working on the personas, and after the workshop everybody thought that it was very fun and interesting experience. When the groups were ready with the task, coffee was brought into the meeting room together with “brain food”. After coffee break, the personas were then presented to other groups, and time was given for reflecting the task, after which the most common personas were discussed. However, the participants agreed that it was not possible for them to choose 2 or 3 of the created personas, as all the presented ones were very common types of personas as congress organizers. Later on, the personas were further discussed with the commissioners, and

they chose one of the personas to be the most common persona (Personal discussion with Sari Ruusummo on 8 March 2019).

There are certain typical characteristics in different occupational groups, and there are also differences between occupational groups in science and business. The participants agreed that it is good to have many kinds of people to work with, it makes the job interesting, challenging, varying and many-sided. When talking about the attitudes towards sustainability and ecological issues, the group agreed that not so many congress organizers are yet so aware of the issue, they do not ask for sustainable options that much. For many of the customers, in addition to the scientific content of the congress, saving money and having (preferably high-quality) things for free or at a very low price is still most important. This supports the conception that it is not enough to have information available, the importance of sustainable choices should also be explained to the congress organizers to make them more aware.

The personas created were translated into English and are presented in Appendix 7. According to the commissioners, the most typical persona is the following:



Ilpo Ihana, 49 years

Position: A secretary of a society

Motto: Don't worry, it's going to be okay!

Attitude: Positive, trying to see something good in everything, relaxed

Goals: Well-organized and relaxed congress with a high-level programme

Pain points: Nelli Nipottaja who complains about everything and rides roughshod over everyone else's opinions.

Biography: Has a family, cares for his summer cottage and likes fishing, has a dog. High work ethic, but work is not the only thing in his life. Listens to other people's opinions but is also capable of telling his own opinion. Values other people's professional skills and experience. Lets a person work in peace and does not interfere in every detail. Answers the questions and makes decisions. focuses on the bigger picture.

Figure 11. Persona.

In the personas that were created, there are features that come up more frequently

- * The attitude they have on the professionals in the field of congress organizing. Are they trusting or sceptical?
- * Their willingness to share responsibility with other people. Are they trying to do everything themselves, or do they build a team with shared responsibilities?
- * Their interest in concentrating on the bigger picture and the content of the programme, or on the minor details.
- * Their understanding of the financial issues and the budget of the congress.

* Their ability to make decisions.

During the persona workshop it came evident that the sustainable choices are not yet a priority for the congress organizers. Thus, the most important function of the sustainability website is, in the beginning, to help the convention bureau to raise the sustainability awareness of their customers by bringing up the subject area as well as the contents of the. As sustainability is constantly becoming more visible in media and the congress organizers are getting more aware of the importance of making sustainable choices, they will look actively for information also themselves.

Below there is a picture of the workshop participants and the persona templates they filled in during the workshop.



Figure 12. Persona workshop in action.

6.5 Customer journey map

Customer journey map is used for getting a visualized overview of the experience from the perspective of the user. The map includes usually touchpoints, where the user interacts with the service. The customer journey can be personalized by adding personal quotes and commentary by the user. With help of customer journey map, the service designer is able to identify problem areas and possibilities for innovation. It also gives an opportunity to focus on specific touchpoints. (Stickdorn et. al. 2011, 158–159.)

A customer journey map was created in cooperation with the commissioner in two workshops (Figure 13 and Appendix 8). The touchpoints were chosen based on the earlier interviews with experts, with whom the service had also been discussed during the interview. The main problem in the customer journey map is the fact that, the website of the Turku Convention Bureau is not easy to find by surfing around the City of Turku website. Thus, finding information also how to arrange a sustainable congress is challenging.

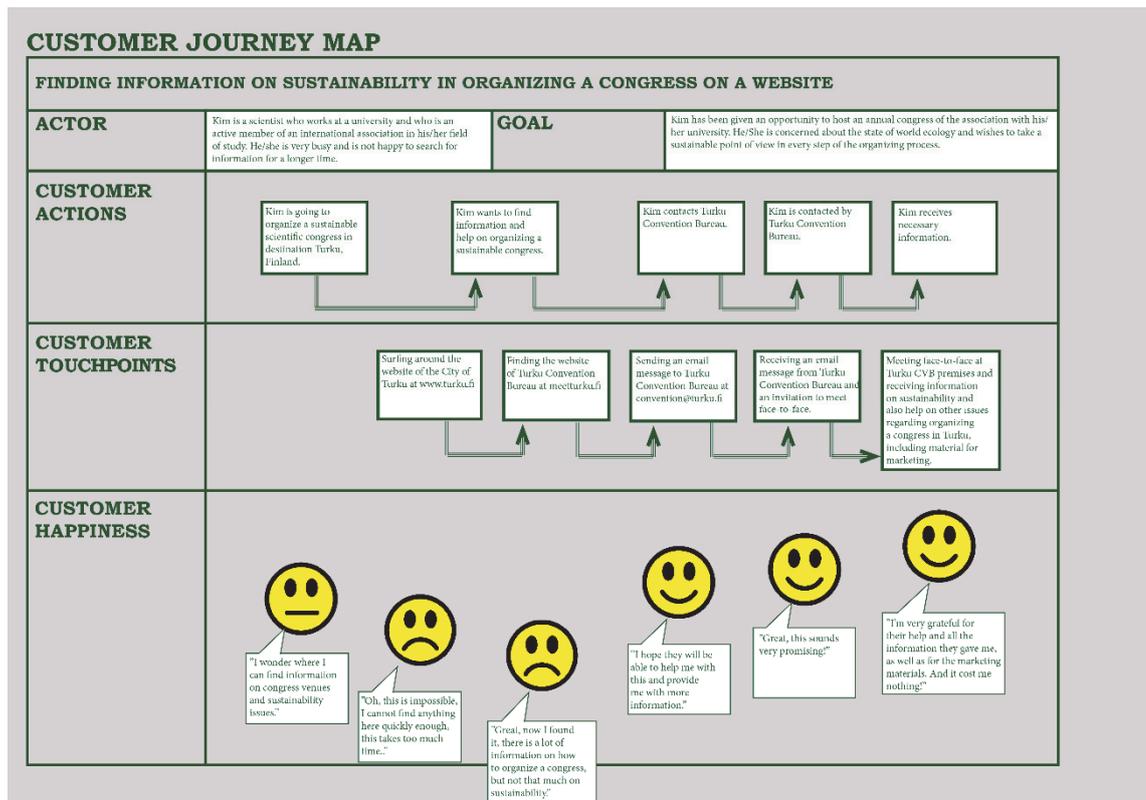


Figure 13. Customer journey map.

6.6 Service blueprint

The service blueprint comprises two elements: The time in form of the customer service experience as well as the line of visibility, where the described touchpoints above the visibility line are the ones that the customer sees and experiences. The actions that are taking place behind the scenes, are placed under the visibility line. The customer experiences above the visibility line are also called the frontstage and the actions under the visibility line are thus called backstage. (Polaine, Løvlie et Reason, 2013, 91–92.)

A service blueprint was created in cooperation with the commissioner in two workshops on 16 and 23 March 2018 (Figure 14 and Appendix 9). In the blueprint, the main problems for the customer seem to be the difficulty to find the relevant website, and secondly, the fact that the information on the site is not sufficient. For the first problem, it is not possible to work on during this thesis work. The site is a small part of a bigger entity with a large amount of information, the website of the City of Turku (www.turku.fi). This fact will also have a major effect on structure of the final sustainability website to be created. The sustainability website will be the solution for the second problem spotted on the service blueprint.

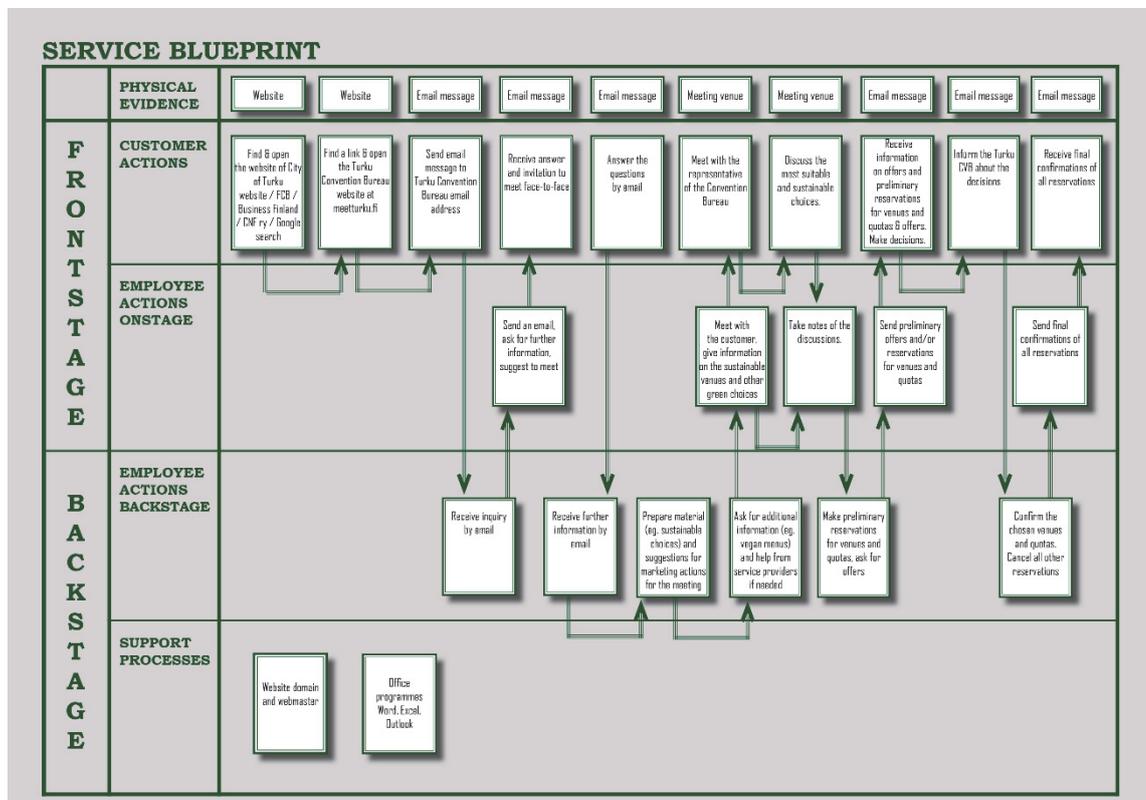


Figure 14. Service blueprint.

6.7 Prototype

As a result of the service design process, a prototype is created. It is a fast-built rough model that helps to build and develop the service further in an inexpensive way. Therefore, the purpose of the prototype is to sketch the different elements of the designed service, as well as to test the service, to study, for example, the functionality of the designed service, as well as its usability and attractiveness. (Tuulaniemi 2011, 196–197.)

Adobe XD

In many cases, the prototype is built of paper, cardboard and tape, whereas in this project the designed service is a web site, and, therefore, the best solution for prototyping was considered to be Adobe XD CC. Adobe XD is a free-of-charge solution for designing interactive prototypes for websites and mobile apps. The prototype can easily be shared with the team or customer for comments by just sending them a link. For the prototype, the current website of Turku Convention Bureau was examined by going through their current material on the site, to see the structure and to figure out how to arrange the information on the platform. After examining the site, a meeting with the webmaster of Visit Turku, Mr. Olli Yli-Oja was held on 23 April 2018. During the meeting, the structure of the Visit Turku website was discussed, including the structural restrictions regarding for example, pictures, where they can be placed and where not. It came up that there are limitations regarding the website. There can be pictures on the starting page, but it is more complicated to upload pictures on the sub-pages.

Creating the prototype

The prototype of the whole site was made using Adobe XD. The picture of the prototype in process with links from start page to other pages are shown in Appendix 10. For the background of this prototype, the background and structure of Turku Convention Bureau website (meetturku.fi) was copied as a screen capture. The screen capture was then placed as a background picture on the Adobe XD design platform and the sustainability structure was added on the picture. In addition to the starting page, 4 subpages were created with the following preliminary structure and content.

After adding texts to all subpages, the links between the pages were created. The prototype was then published, and the link to the prototype was sent to the commissioners Ms. Sari Ruusumo and Ms. Anne Malin for comments and approval (Personal communication on 31 January

2019). They approved the design of the prototype and the development work of the content could be continued. The texts under the four titles were finalized and sent to the commissioner for updating on their website.

The division into the four subsites was made based on own ideas on how the information would be most logically found. According to the first plan, the following four subsite titles under site “Green Events” and their contents were designed:

1. Green Turku area

The subpage includes the general description of Turku area as a sustainable meeting venue, the sustainability strategy of the City of Turku, an international sustainability project where the city is / has been a partner, as well as any potential news that involve sustainable issues. To start with, news on the goal of the city of Turku of being Carbon-neutral in 2029 as well as on city bikes and electric buses were included here. In the future, the content of this page is likely to be the least static of the four subpages, and the commissioners will update and add any news that are published regarding sustainable actions in Turku and Turku area.

2. Labels and Standards

The subpage includes the most important and most frequently occurring sustainability standards and labels in meetings industry, including logos and explanations. This subpage is likely to stay quite static, unless new standards and certificates emerge or some of the old ones disappear.

3. Checklist for organiser

The subpage includes a sustainability checklist for a congress organizer. The items that could be included in the list are endless. The items on the list have been chosen based on the mind map and discussions with the experts, as well as on my own experience as a congress coordinator and manager for 20 years at the University of Turku as well as my present work as a senior specialist at Prime Minister’s office, organising meetings for Finland’s EU presidency. One of the main themes for Finland’s EU presidency is sustainability, and items on the list are also based on the actions that are going to be taken during the presidency as well.

In addition to sustainability, accessibility of all venues has also been included in the checklist. Also, the accessibility of the website and mobile applications, in accordance with EU’s directive, is an item on the list (EU 2016).

4. Sustainable companies

The subpage includes links to the sites of companies that have published their sustainability strategy on their website. This part is something new that could not be found in any other sites, there where lists of companies, but no links to their sustainability sites. In this case, the challenge was to motivate the companies to, firstly, create the sites, as none of them had information on sustainability on their website. When the website link was sent to the testers, there was only one company on the list, so the subpage looked rather empty. The Turku Convention Bureau has, at the moment, 16 marketing cooperation companies. 10 of them were contacted on 14 May 2018 for the first time, and 8 of them were also interviewed in a face-to-face situation during summer 2018, discussing their sustainability actions and giving an idea and examples of what kind of strategy they could create. A reminder message was sent to the companies on 17 September 2018, as well as on 31 January 2019 and 10 March 2019. One of the companies informed in February 2019 that they are not interested in taking part in this project, so there were 9 companies left. Two more companies submitted links to their sites after the testing was over. Others have been interested and also motivated in creating the sustainability site, promising to get it done as soon as possible, but it seems that, as they do not have anything done before this, the lack of time and resources creates a problem for them.

6.8 Testing

The version that was tested, was not the original prototype made by Adobe XD, but the version that was already published on [meetturku.fi](http://www.meetturku.fi) site. The Finnish-language site can be found at <http://www.meetturku.fi/meet-turku/kestavat-kokoukset> and the English-language site can be found at <http://www.meetturku.fi/en/meet-turku-en/sustainable-meetings>. It was decided, that the Finnish language site would be published first, so the material that had been gathered and created for the site was translated from English into Finnish. At this point, some changes had been made to the original prototype version due to the restrictions regarding the platform used by the city of Turku. The most visible change was leaving out the logos on the *Labels, certificates and standards* page. This possibility had already been brought up in the meeting with the webmaster in April 2018, so this change was foreseeable. Instead, links to the sites listed on that page were added to each title, so the logos could be found by entering each page individually.

The link to the site was sent to 22 people with different roles and backgrounds. Some of them work at the university and have functioned as chairmen in scientific congresses, two of these work in the field of biology and ecology. Some work for a convention bureau or a PCO, and some have studied Service Design and been involved in a website development project. These three were the main grounds for choosing the testers. A majority of testers are also familiar to me from my previous work as a congress manager at the University of Turku, so asking for the favour was easy.

The testing persons were sent an email message (in Finnish) with a short description of the thesis project, and the purpose, structure and contents of the Sustainable Meetings site. All subpages were also discussed in the message, giving grounds to the contents. The testers were also given the direct link to the site and asked to answer the following questions:

1. In general, do you consider the site and its contents useful and practical?
2. Do you have any comments on the contents of the site?
3. Do you have any comments on the structure of the site?

Feedback

All answers from the testers can be found in a table (translated from Finnish into English) as Appendix 11. The testers were asked for permission to include their names and organisations in the table.

Question 1. In general, do you consider the site and its contents useful and practical?

All comments regarding the usefulness of the site were very positive. Some examples of the answers:

“It is very important that you are doing this, as every congress organizer and participant appreciates nowadays that sustainability is brought up.”

“The page looks great. You have thought about the subject into detail. I have not thought about ecological choices so thoroughly, even though the subject is very important.”

“The site looks great and very informative, liked it a lot.”

At this point, both terms “Green” and “Sustainable” were used. After studying the field of sustainability and benchmarking websites of other convention bureaus, and also discussing it by email with research professor Juha Hiedanpää from Natural Resources institute Finland, it was found out that “Sustainable” is a lot more common and more specific term for the subject than “Green” (Personal communication on 8 March 2019). The name of the site was thus changed from “Green events” to “Sustainable meetings”. The use of the Finnish term “kestävä” felt strange to a couple of testers, as they stated that it also refers to something that lasts for too long, and that collocation made it feel slightly negative as a term. However, as “kestävä” is the Finnish translation used for “sustainable”, there are no options for it in this connection.

Question 2. Do you have any comments on the contents of the site?

Most comments that were received were on the contents of the site. The checklist was, on one hand, considered especially useful, and, on the other hand, too long and causing anxiety as there are so many things to take into account. In addition, it was suggested that the items on list would be in the form of doing, like “introduce vegan options” or “favour organic options”. After receiving the comments, the list was rewritten to be more in the form of doing, which made it clearer and easier to read.

Examples of comments:

“I especially liked that the information is compact and concrete. Not ambiguous or too difficult to perceive.”

“The check list of sustainable acts brings up the essential facts, through which the congress organizer can show that they take sustainability seriously.”

“The checklist is good, but it should not be any longer, otherwise people won’t read it. The list makes you anxious, because there is so much you should consider. On the other hand, if the congress organizer asks for the sustainable actions from the service provider, they would feel pressurized to change their actions towards more sustainable ones.”

Secondly, the sustainability actions taken by the marketing cooperation companies were found very interesting and important. The testers were stressing the importance to have more

links to the companies' websites. They were also stating that it should be a huge competitive edge for the companies to be on the list.

Examples of the comments:

<p><i>“The sustainable actions of the marketing cooperation companies is a very good addition. They should also be available in English.”</i></p>
<p><i>“Linking the organisations to direct sustainability actions would benefit the user: Now one gets a list of different actions to take into account, yet one needs to find out himself/herself what companies would help in achieving them.”</i></p>
<p><i>“It is a very good idea to have the sustainable actions of the cooperation companies included, hope there will be more than just the one.”</i></p>

Question 3. Do you have any comments on the structure of the site?

There were very few comments on the structure of the site and the ones that were received were partly conflicting. The structure of the entire sustainability site was considered clear, and the information is easy to find, only suggestions on the order of the four titles were made, mainly stating that the page with labels and standards should be the last one.

Examples of comments:

<p><i>“A clear structure and easy to navigate.”</i></p>
<p><i>“All information is easy to find.”</i></p>
<p><i>“The order of the four titles should be different, the labels and certificates should be the last one, as it includes only some nice-to-know information.”</i></p>

Creating the final version

The Sustainable Meetings site was modified after testing. Also, the English language version was modified to match the Finnish language version. Firstly, the name of the site was changed from Green Events to Sustainable meetings. The word 'Green' was replaced throughout the site with the word 'Sustainable' or 'Sustainability'. The title "Green Turku area" was replaced with "Sustainable Turku and Turku area". The title "Labels and Standards" was replaced with "Labels, certificates and standards". The title "Checklist for organizers" was replaced with "Checklist of sustainable meeting arrangements". And, finally, the title "Sustainable companies" was replaced with "Sustainable marketing cooperation companies".

The order of the four subpages was changed by changing the places of the "Labels and Standards" and the "Sustainable marketing cooperation companies" in both language versions. The checklist was modified by making the subtitles more visible and by rewriting the suggestions into a more active voice in both language versions as well.

7 EVALUATION

In this chapter, the project outcome will be discussed, based on own viewpoints and feedback given by the testers of the prototype, as well as feedback received from the commissioner.

The main aim of this thesis was to create material on sustainability to be published on the website of the Turku Convention Bureau. The material was designed to be divided into 4 subcategories, including information on 1. the sustainability of the city of Turku and Turku area, 2. the sustainability actions and strategies of the marketing cooperation companies of the Turku CVB, 3. choices that the congress organizer can make when organizing a congress, and 4. most common standards, certificates and labels in the field of sustainability.

The structure was carried out almost as had been planned. The biggest problem that occurred was the fact that it was not possible to add pictures on the subpages. Therefore, there could only be text and, for example, the logos on the “Labels, certificates and standards” page had to be left out. The logos can be seen on the organizations’ sites by clicking on the name of the organization, but the original idea could not be realized. Otherwise, as the testers also stated, the structure is clear and logical. The division into four categories seems also logical. Some testers did, however, state that there could be more pictures and images to make it look nicer, as, for example, pictures of a green and clean environment would stress the idea of sustainability. With website platforms there is not much that can be done, the structure is often very restricted.

The content of the site also received positive feedback from the testers. The name of the site was changed from “vihreät tapahtumat” to “kestävät kokoukset”. For some testers, the term “kestävä” as a translation of “sustainable” was unfamiliar, for them the Finnish term sounds more like “long-lasting”, giving a negative feeling. However, “kestävä” is a well-known and identifiable term in this context, there is no better term for it in Finnish, and, in fact, the meaning of the word is not “long-lasting”. For the actual content, no missing subject areas were suggested by the testers. The three first categories were all experienced to be highly important and useful for a congress organizer, the fourth one with standards, certificates and labels was considered more of a “nice to know” category, and thus the category was placed on the fourth and last place.

Secondly, the aim was to motivate the marketing cooperation companies to create a subsite on their own website, on their sustainability actions. Although contacting the companies was easy

because the representatives were mostly familiar, and although they were very interested and excited about the idea of having the sustainability strategies on their websites, the actual work took a very long time and the companies were contacted several times before the first links were received. When the prototype was published for testing, there was only one link on the site. Afterwards, a few more links were added, and a few will still be coming in the near future. This category is could not be found in any other site that was benchmarked, so it seems that it is a new kind of information that can be provided on a convention bureau site. The companies were grateful for having the opportunity to have the link on the site, and that they finally were asked to create such page of their own sustainability actions. They were aware of the importance of the subject, but they had not acted on it before this project. For the testers, the category attracted a lot of attention, as for a congress organizer, it will be a great help to be able to check the sustainability actions of each service provider on their own website.

The aim of the sustainability website is also to help the commissioner in their work, to provide a tool for developing their own processes towards sustainability, and, also for giving their customers, the congress organizers, a complete information package on how to organize a sustainable congress in Turku and Turku area. The cooperation with the commissioners, Congress Manager Sari Ruusumo and Marketing coordinator Anne Malin, was very fluent all along the project, all necessary information could be received from them effortlessly, face-to-face-meeting could be arranged whenever needed, and they were very enthusiastic about the project, considering how they could change their processes, already from the beginning. For example, they gave up ordering screen cleaners from China for giveaways that were made of microplastic. They also decided stop ordering delegate bags from China, and will be ordering bags produced in Turku, made of recycled fabrics, in a sheltered workshop (Työkeskus) run by the City of Turku. They have also started to bring up sustainability more in all discussions with congress organizers. Therefore, there was no challenge in motivating them to the process, they were already motivated.

The commissioner gave also written feedback. According to them, the whole process was carried out very well, demonstrating knowledge of the special characteristics of the field of meetings industry, as well as knowledge of experts in the field. In addition, the attitude in working on the project was inspired and aiming to high quality, creating also an inspirational attitude for the commissioners. The project, according to the commissioner, is encouraging them and the marketing cooperation companies for actions in practice and will function as a significant example for other Finnish congress cities.

To conclude with, it seems that there was a demand for a development project in this subject area. Both the commissioners and the marketing cooperation companies have agreed on the fact that the project has made them consider sustainability in their processes a lot more than before. The aim was to make a change, which seems to have succeeded very well.

8 DISCUSSION

The sustainability part of the website of Turku Convention Bureau was only the beginning or a starting point of a continuing process. The city of Turku will be taking steps towards carbon neutrality that can be made visible on the site. Also, the marketing cooperation companies will update their strategies, and, hopefully, there will be more companies on the list as well. There are also new inventions and ideas that can be included on the checklist. Furthermore, new labels, certificates and standards will be introduced and some of the old ones will disappear. The site needs constant updating and staying alert, following the new trends and news in the field of sustainability.

On the level of the city, there could be a need for coordination of sustainable actions taken by other actors and not only the convention bureau and its marketing cooperation companies. Creating a sustainability website on the level of city administration might be a good idea, and, applying for a sustainability certificate or award for the city.

On the national level, sustainability is not a very visible subject on the websites of convention bureaus and professional congress organizers (PCO's). These two kinds of organizations have an important role as they meet the congress organizers already in the beginning of the planning process, when it is still possible to affect their choices.

Finland's EU Presidency will be showing the way to future presidencies by, for example, not giving any gifts to the participant and by compensating the emissions caused by the participants' flights to Helsinki. Sustainability is one of the major themes throughout the organization. Hopefully, it will function as an example also for other meetings and conferences in the future, whether they are arranged in Finland or abroad.

The first research question of the thesis was how to create a functioning and user-friendly website with relevant information on sustainability and accessibility in meetings industry in destination Turku. The testing group agreed that the information on the website is relevant and easy find, and that the structure is clear. According to the commissioner, the high quality in carrying out the thesis process and the project encourages practicality in implementation and has given them new inspiration to maintain sustainable actions in their processes in the future. Thus, the website will function as an important tool for them.

The second research question was how to raise sustainability knowledge and awareness of the marketing cooperation companies and to motivate them to publish their sustainability strategy on their website. In the beginning of the project, none of the companies had any material on their website on sustainability. Although it took a long time before the first website was published, all the companies were interested in the project, asking for advice and suggestions for what should do and how they could proceed with their own site. Even the companies that did not finish creating the sustainability website by the end of the project, received information on sustainable actions that their customers may enquire. They stated that they consider creating the website to be an important task and, also thanked for the cooperation and help during the project.

In conclusion, as the website has been published and the commissioner is content and already utilizing it in their work and in marketing, it can be said that the thesis project was carried out successfully.

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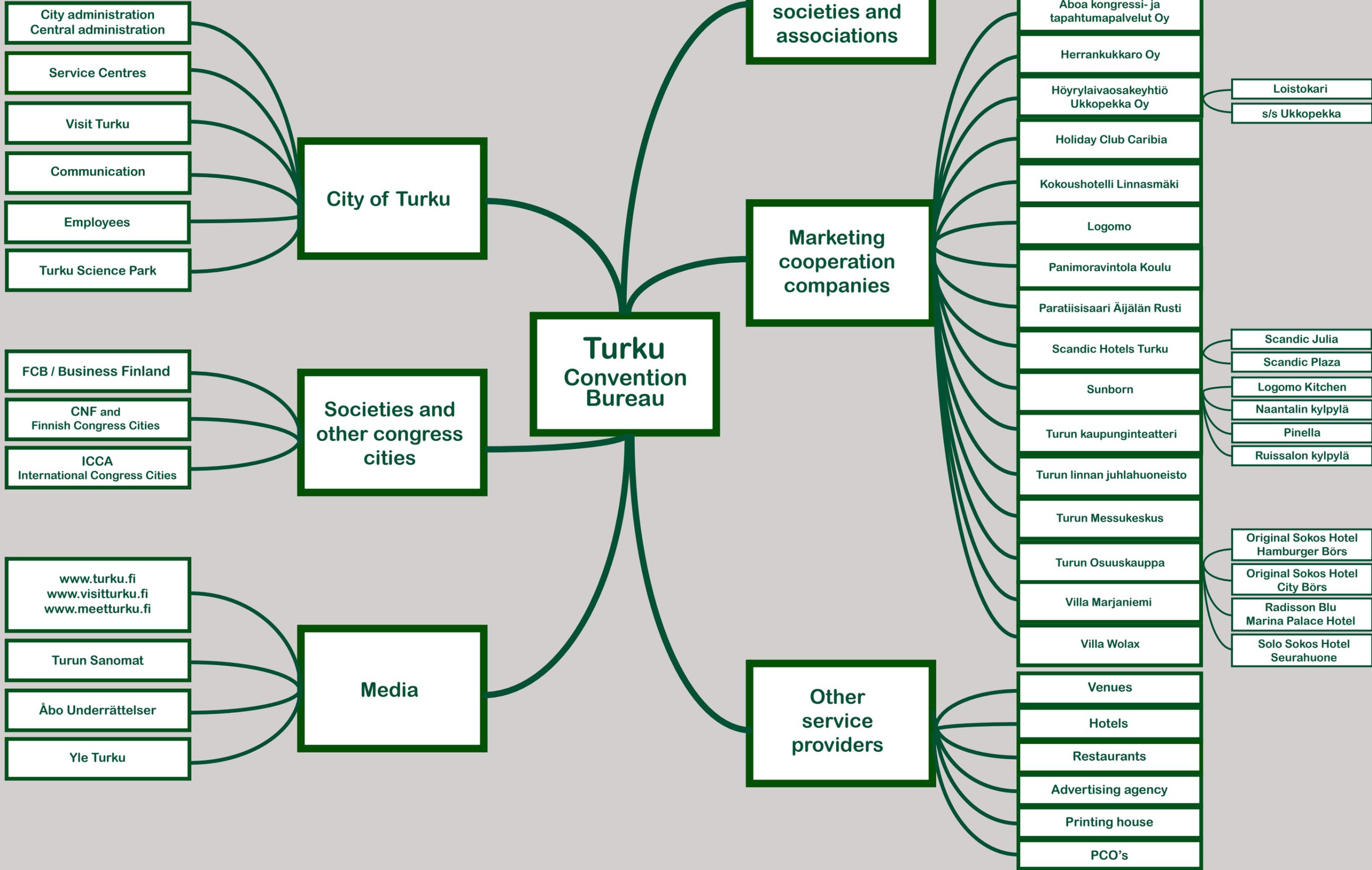
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STAKEHOLDER MAP



Top 5 destinations in GDS index 2019

Appendix 2

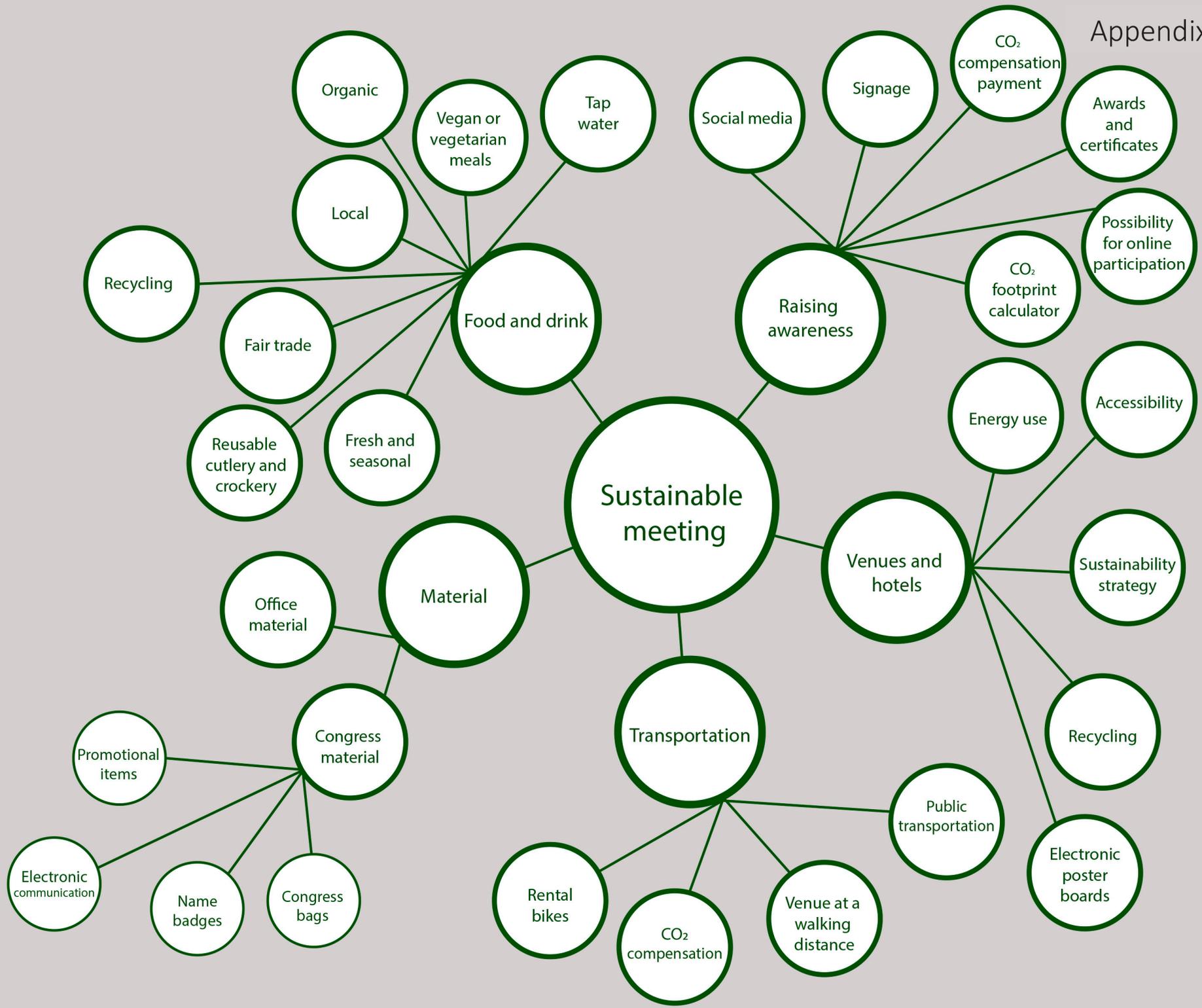
Convention bureau	Website structure and content	Other remarks
1. Gothenburg, Sweden	<p>Göteborg → Convention Bureau</p> <ul style="list-style-type: none"> → Sustainability <ul style="list-style-type: none"> → Our approach to sustainability → Europe’s most sustainable hotel city → Sustainable transport → Sustainable meetings – how it’s done, with practical tips tools and checklists <ul style="list-style-type: none"> → First of all → Areas to take into account <ul style="list-style-type: none"> → Travel and transport → Venue → Purchasing and waste → Food and beverage → Accommodatoin → Hosts → Communication and marketing → Open, welcoming and accessible to as many people as possible → Contribute to the local community → Sustainable suppliers <ul style="list-style-type: none"> → List of suppliers, no links to the websites → Labels and certificates <ul style="list-style-type: none"> → With logos and links to websites → Green Gothenburg study visits 	<ul style="list-style-type: none"> * The word “sustainability” can be found already on the cover page * Clear structure, all links on pictures and on one page. * No too much information, easy to find details you are looking for.
2. Copenhagen, Denmark	<p>Copenhagen CVB</p> <ul style="list-style-type: none"> → Why Copenhagen <ul style="list-style-type: none"> → Sustainable solutions and meetings <ul style="list-style-type: none"> → Getting around → Sustainable accommodation and venues in Copenhagen → Local and sustainable produce → Sustainable checklist <ul style="list-style-type: none"> → Your transportation → Your food → Your waste → Your venue and hotel → 8 reasons why sustainability drives innovation 	<ul style="list-style-type: none"> * the word “sustainability” cannot be found on the cover page, you need to look for it under the subpages * information is more scattered under titles that are not so * very much information, difficult to find your way around the site

Top 5 destinations in GDS index 2019

Appendix 2

	<ul style="list-style-type: none"> → Sustainable event management helps save the planet and your budget → A major boost of CSR (Corporate Social Responsibility) in the boardroom → #BeeSustain 	
3. Reykjavik, Iceland	<p>Meet in Reykjavik</p> <ul style="list-style-type: none"> → Why Reykjavik → Green Reykjavik → Sustainable actions in the MICE industry in Reykjavik <ul style="list-style-type: none"> → Suppliers performance → Environmental performance → Social performance 	<ul style="list-style-type: none"> * Sustainability issues cannot be found on the convention bureau page. When visiting the site Meet in Reykjavik, it is found under “Why Reykjavik” This was quite confusing. * No checklist or list of labels and certificate * The site does not give much practical guidance to the meeting organizer
4. Oslo, Norway	<p>Welcome to Oslo</p> <ul style="list-style-type: none"> → Your Oslo → Green Oslo <ul style="list-style-type: none"> → Green guide → Eat green → Play green → Green consumption → Green events, with links to different events → Green transport → Green accommodation 	<p>The “Green Oslo” site was not easy to find. There are no practical tips to the organizer for what to take into account when organizing a meeting, just lists of service providers and examples of green events.</p>
5. Uppsala, Sweden	<p>Destination Uppsala</p> <ul style="list-style-type: none"> → Convention Bureau → Sustainability <ul style="list-style-type: none"> → Ecological & social sustainability <ul style="list-style-type: none"> → Tips for sustainability <ul style="list-style-type: none"> → Environmentally certified facilities → Environmentally certified hotel → Accessibility adaptations → Checklist → Contact list for social sustainability → Event tickets for public transport and flight transfers 	<p>The sustainability page was not easy to find, I found it by searching it through the search field.</p>

MINDMAP



Key Partners

- * Universities' scientists
- * Persons in any other organizations who are responsible for arranging scientific congresses and events
- * Marketing cooperation companies
- * Finland Convention Bureau
- * Congress Network Finland

Key Suppliers

- * Congress and gala dinner venues
- * Hotels
- * Restaurants
- * Advertising agency
- * Other service suppliers, e.g. PCO's

Key Activities

- * Personal contacts with potential congress organizers
- * Asking for offers and making preliminary reservations for congress venues and hotel quotas, recommending suitable venues and hotels to customers
- * Organizing events for congress organizers together with marketing cooperation companies
- * Updating and publishing the Convention handbook in Finnish and in English.
- * Providing the customers with sustainable marketing material

Key Resources

- * Personnel with a wide work experience in the field
- * Financial resources for marketing efforts
- * Financial resources for salaries and minor general costs, such as phones
- * Revenues from marketing cooperation (marketing fees)
- * Established cooperation with the universities

Value Propositions

* We provide our customers with tailor-made, professional services in the initial part of planning the congress, as well as in bidding and marketing, delivered in a flexible and customer-oriented manner. We also offer them up-to-date information on what the Turku region has to offer for a congress organizer and how to organize a sustainable meeting in destination Turku, Finland. We also support marketing of the congress a year in advance and provide the organizers with sustainable delegate marketing materials, such as congress bags.

* We provide our customers also with informative events together with the marketing cooperation companies, with information on new developments in the meetings industry.

* For the marketing cooperation companies we provide a possibility to organize destination Turku marketing events in cooperation with the companies. We organize a joint marketing event "Kongressitempaus" twice a year, giving the customers and suppliers a possibility to meet and discuss. We offer the companies visibility on the MeetTurku website, including their sustainability strategies.

Customer Relationships

A majority of our customers expect to receive very dedicated personal assistance and service, they also appreciate it if they receive service also outside the office hours. They expect to receive advice on what actions they should take to organize a sustainable meeting.

Service and assistance is provided through email messages, phone calls and face-to-face situations, as well as in social events. Information and advice are also provided through the website.

Customer Channels

* Direct contacts with potential customers.

* Updated information on the website, also on sustainability. Links to suppliers' websites and their sustainability strategies.

* Information and link on the websites of the universities and the city of Turku as well as Finland Convention Bureau

Customer Segments

Any organization who plans to organize a scientific congress in Turku are, big or small, and needs help in bidding, planning and marketing:

- * universities
- * national and international scientific societies and associations
- * academic events and banquets
- * any above-mentioned customers that wish to organize their event in a sustainable manner

Cost Structure

- * Most important costs: salary costs 30 %, marketing costs (material, events, advertising) 60 %, other costs 10 %
- * Our business is more value-driven.

Revenue Streams

Turku Convention Bureau is a destination marketing organization. Our service is impartial and free-of-charge to the event/congress organizer. The revenue comes from the City of Turku (85%) and the marketing cooperation companies (15%) who pay an annual fee based on the cooperation package they have chosen.

Persona Workshop

Radisson Blu Marina Palace
3.5.2018 klo 11.45–15.00

Hyvä workshopin osallistuja,

Opiskelen Turun amk:ssa MBA-tutkintoa, aiheina Leadership and Service Design (palvelumuotoilu). Teen parhaillaan opinnäytetyötä Turun kaupungin kongressiyksikölle eli Turku Convention Bureauille.

Opinnäytetyön otsikko on ”Sustainable Meetings in Destination Turku, Finland”. Työn lopputuloksena tulee olemaan kongressien järjestämiseen liittyen kestävää kehitystä ja ekologisia käytäntöjä koskeva sivu Turku CVB:n sivustolla suomeksi ja englanniksi. Sivun käännettään myös ruotsiksi. Sivun sisältöjen kehittäminen tapahtuu pääosin palvelumuotoilun keinoin.

Palvelumuotoilun keskeisenä tavoitteena on palvelukokemuksen (engl. service experience) käyttäjälähtöinen suunnittelu siten, että palvelu vastaa sekä käyttäjien tarpeita että palvelun tarjoajan liiketoiminnallisia tavoitteita. Yksi palvelumuotoilun metodi on co-design eli yhteissuunnittelu.

Torstaina 3.5. toteutamme yhdessä yhteissuunnittelutyöpajan, jonka aikana on tarkoitus laatia kuvitteellisia käyttäjäprofiileita tyypillisimmistä kongressijärjestäjistä, jotka ovat teidän asiakkaitanne. Tyypillisten ”persoonien” lisäksi voidaan laatia myös profiilit ääritapauksista ”Congress organizer from hell” ja ”Dream congress organizer”. Työpajassa toimitaan 2-3 hengen ryhmissä, työskentelyyn tarvittavat työvälineet saatte paikan päällä, tässä tapauksessa paperia ja kyniä. Workshopin lopuksi on tarkoitus vertailla laadittuja profiileita, ja valita kaikista laadituista profiileista 3-5 ryhmän mielestä tyypillisintä profiilia. Laadittuja profiileja voidaan myös yhdistellä.

Työpajassa tarvittavaa asiantuntemusta teiltä kaikilta löytyy roppakaupalla, riittää kun olette valmiita muistelemaan menneitä, lähinnä kuitenkin erilaisia asiakkaitanne, sekä innostutte askartelemaan tyypillisimmistä asiakastyypeistä kuvitteelliset henkilökuvaukset.

Alla vielä tarkempi kuvaus käyttäjäprofiilista:

Käyttäjäprofiili (Persona)

Profiilit ovat hyvä empatiatyökalu käyttäjien asemaan ja heidän ymmärtämistä varten. Menetelmän avulla voidaan saavuttaa parempi ymmärrys niistä ominaisuuksista ja tekijöistä, jotka tulee ottaa huomioon palvelua suunniteltaessa. Persoonien avulla saadaan kehitystyö ja ideointi käyntiin. Profiilit tai niiden pohjalta tehdyt profiilikortit auttavat myös luomaan yhteistä ymmärrystä käyttäjästä tai käyttäjistä kehitystiimin kesken.

Kuvitteellinen käyttäjäprofiili voi sisältää mm.

- * nimen
- * persoonan kuvauksen
- * käyttäytymistapoja
- * ryhmälle tyypillisiä tavoitteita ja elämäntapoja

Tervetuloa workshoppailemaan!!

Jaana
puh. 040 733 7898

Käyttäjäprofiili: Kongressijärjestäjä

Nimi	Ikä
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Asema, organisaatio

Motto

Asenne

--

Tavoitteet

Kipupisteet

Biografia

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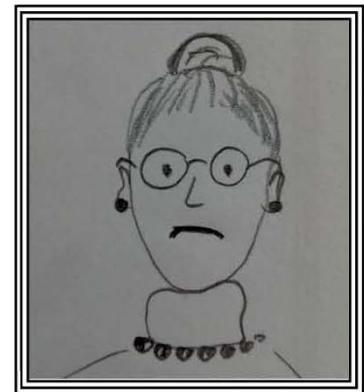


Aimo Tohtori, 50 years

Position: A secretary of a society
 Motto: The lines are clear, what has been agreed on, is to be handled.
 Attitude: Customer orientation, positiveness
 Goals: Let's organize the best possible congress, better than the previous one.
 Pain points: Demands of sponsors.
 Biography: a doctor, married with 2 children (at school) and a dog, lives in a detached house, goes in for all kinds of sports, cycles to work., has a summer cottage. The congress material as well as cookery and cutlery need to be pro-environmental and non-polluting, no unnecessary paper material. Pays attention and listens to ideas and justifications of professionals and experts. Masters project administration and finances. Is capable of delegating tasks to his team. Organizes a proper party to the organizing team after the congress.

Nelli Nipottaja, 38 years

Position: University researcher
 Motto: I know everything and I can do anything.
 Attitude: Navel of the world
 Goals: Reputation and honour
 Pain points: Uncertainty that she is trying to hide in all possible ways.
 Biography: A spinster. Work means everything. Perfectionist. Wants to interfere in everything and make all decisions herself, trusts only on her own opinions. Does not listen to professionals' ideas or justifications. Wants to get everything at no cost. Complains about everything. Would take care of the project alone if it was physically possible.



Heikki Hektinen, 38 years

Position: Just graduated doctor
 Motto: I can if the others can.
 Attitude: My day has 50 hours.
 Goals: To organize the best ever congress, just by myself with no budget.
 Pain points: I do not have time to organize the congress.
 Biography: a doctor, married with children, sporty overachiever, a ball of fire who is all over the place, doesn't want/need project group or team. Constantly trying to figure out the point of time and budget for the event. The point of time for the event changes year after year. Lives in the city centre with a solid network of people willing to help out in e.g. child care. Very active in social media. Not very concerned about ecological issues, even though he drives a hybrid car.

Linda von Oldendorff, 55 years

Position: Doctor of Philosophy, Docent, Cultural Studies
 Motto: Skandinaviskt och stiligt
 Attitude: High-quality, high-level and uncompromising
 Goals: To organize an event that is a warm and unforgettable experience with some cultural spices.
 Pain points: Adding modern elements to the programme to make post-graduate students interested.
 Biography: Divorced, grown-up children. Goes in for riding. Upright, determined, able to negotiate. Civilized, cultured, social character. Maritime - co-owner of a sailing boat together with some other women. Special field is the visual arts. Financial issues are not her strong area. Has been working at the university since her graduation. Wants to work together as a team to reach a high-level outcome.



Not available

Mr. Professor, 50+ years

Position: A professor at the university

Motto: Things will shape well!

Goals: High-level, scientifically strong program

Pain points: The final decisions are behind the international society --> takes a long time.

In addition, more focused on the content of the congress than on practical arrangements or decisions. Adopting new, sustainable practices is challenging.

Biography: A middle-aged professor, who has achieved already a lot in his career. The next challenge is to host and organize a congress (asked by the international society in hsi field).

Top knowledge of the contents, biggest problem either having a too big organizing team or no team at all. Has participated in several congresses, knows what and how he wants to organize his congress. Is familiar with at least some of the congress and dinner venues in town. Sustainability is not the top priority "In these congresses, a thick-like-a-brick abstract book has always been printed, and that is what we will do this time as well."

Hilma Haihattelija, 43 years

Position: Artist

Motto: Carpe diem!

Attitude: Drifter

Goals: Memorable event, focusing more on experiences than content.

Pain points: Nelli Nipottaja (see above)

Biography: Lives together with an actor, three cats. Lives in a big flat with high rooms.

Budgets, costs etc. are not something to be focused on. In meetings, every comment regarding reality are annoying, because they are restraining creative thinking. Does not take any responsibility of practical things. Everything is to be done together while nobody is responsible of anything.



Markku Mainio, 60 years

Position: Senior Scientist at Finnish Institute of Occupational Health

Motto: Clean air is a human right.

Attitude: Relaxed, but particular, fair-minded.

Goals: Content, especially domestic, comes first in congress organizing.

Pain points: Lives in the capital, in suburban area. Married, has already grand-children.

Takes joga classes at workers' institute and goes Nordic walking with his wife. Owns a allotment garden cottage. Top indoor air specialist on an international level. Long career at Finnish Institute of Occupational Health, 40 years of experience. Is always keen to know the grounds for taken actions.

Mrs Practical, 50+ years

Position: Researcher / Lecturer at a university

Motto: Organizing and systematic

Attitude: Positive, quality conscious (venue, sustainability)

Goals: To organize a high-quality, successful, well-organized congress with a high number of delegates.

Pain points: Too high objectives

Biography: Has a family, sporty, interested in culture. Also aware of sustainable and ecologic values. Wants to focus on more sustainable side events, like guided walking tours and museums. Is able to make decisions together with a strong team. Knows what she wants, is able to control the budget. Has attended many congresses, probably also organized some before, or at least been a member of an organizing team.

Not available



Ilpo Ihana, 49 years

Position: A secretary of a society

Motto: Don't worry, it's going to be okay!

Attitude: Positive, trying to see something good in everything, relaxed

Goals: Well-organized and relaxed congress with a high-level programme

Pain points: Nelli Nipottaja (see above), who complains about everything and rides roughshod over everyone else's opinions.

Biography: Has a family, cares for his summer cottage and likes fishing, has a dog. High work ethic, but work is not the only thing in his life. Listens to other people's opinions but is also capable of telling his own opinion. Values other people's professional skills and experience. Lets a person work in peace and does not interfere in every detail. Answers the questions and makes decisions. focuses on the bigger picture.

Mr "I Know It All", 60 years

Position: Professor at the university

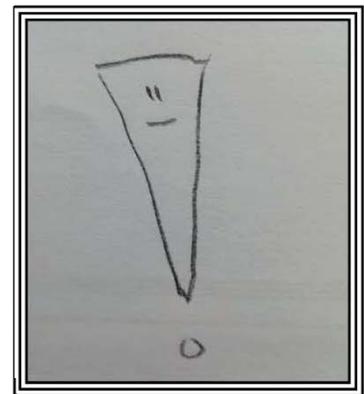
Motto: Organizing a congress is a piece of cake, doable on the side of work

Attitude: Does not understand how demanding it is to organize a congress.

Goals: Perfection

Pain points: Very demanding, no idea of the budget

Biography: Long career. Children are already grown-ups. Expert in his field on an international level. Not at all practical, cannot concretize ideas. Organising a congress is often the last effort of his career. No organizing team, all decisions are behind this one person.



Maija Mahdoton, 45 years

Position: Professor at the university

Motto: Glorify traditions!

Attitude: Let's involve everybody in decision-making.

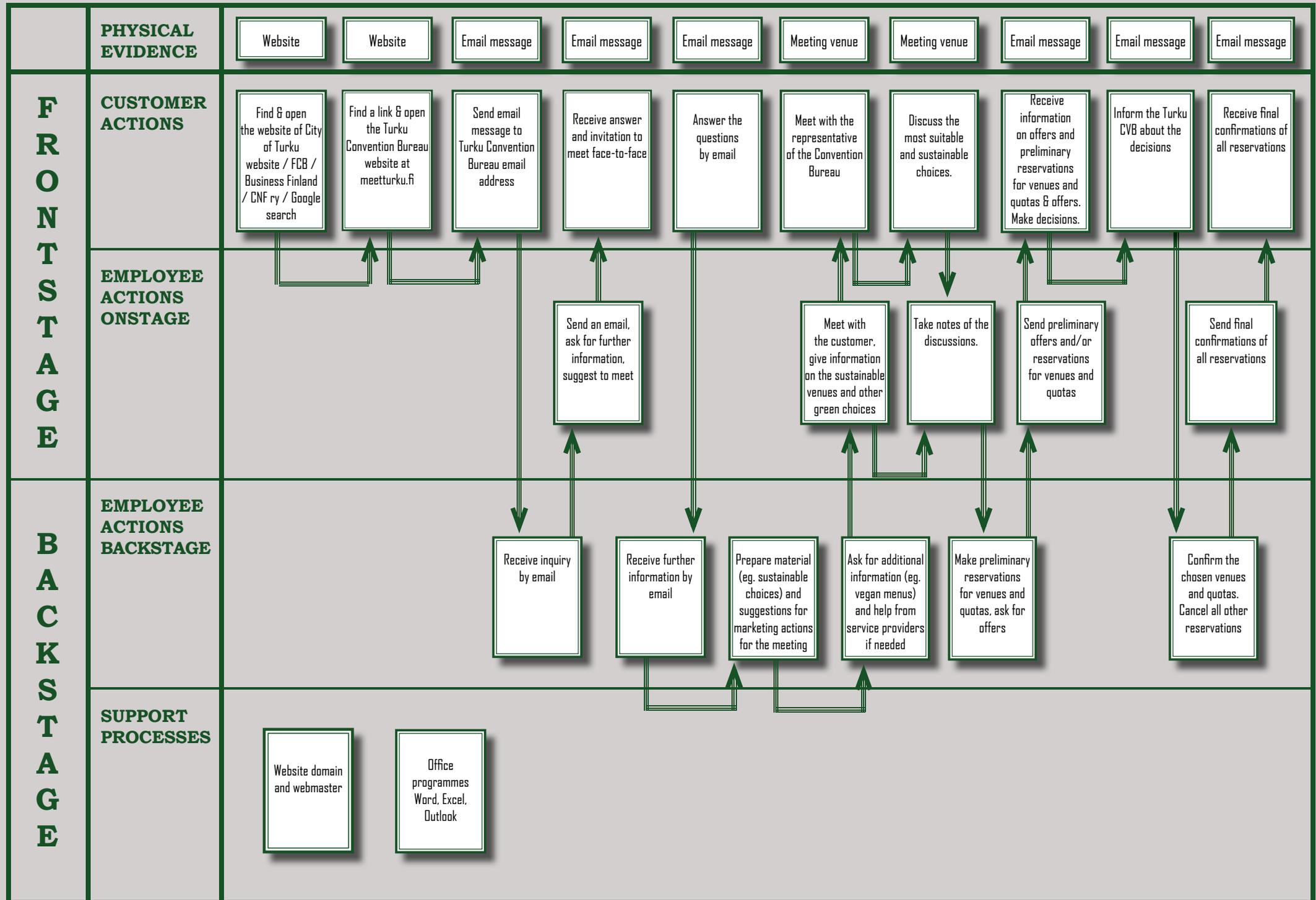
Goals: Make everything perfect, avoid problems. Progress in career.

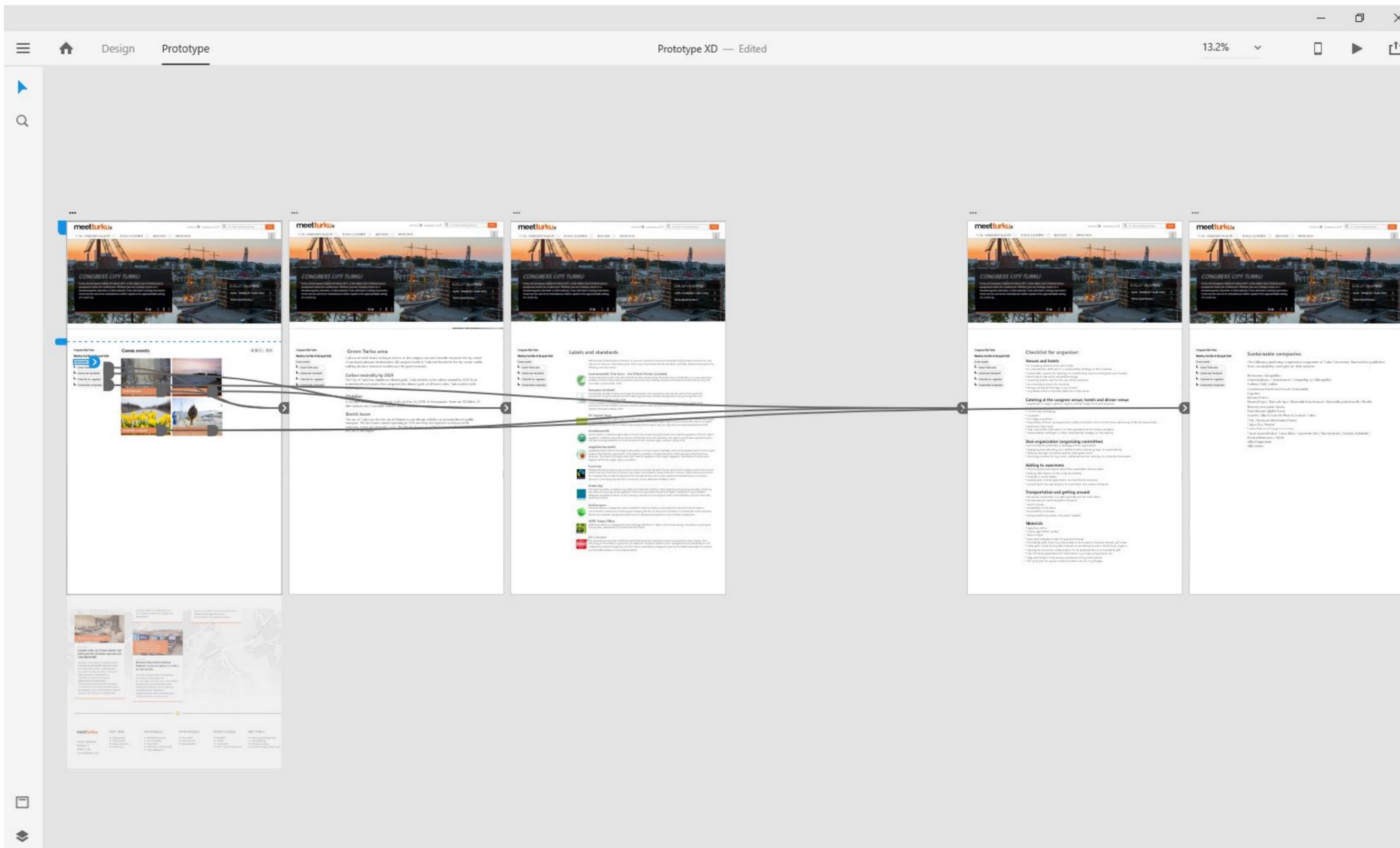
Pain points: Difficulty to make final decisions

Biography: Married with 2 children. Lives in a city in a terraced house. Mixes big and small things and timelines. Is afraid of making decisions, insecure, nit-picker. Is afraid of the financial risk and all kinds of changes. Difficult to say no. Wants to get all credits of the work done. Has a lot of stress because of small children and old parents. Wants to delegate, but is afraid of giving up responsibility.

FINDING INFORMATION ON SUSTAINABILITY IN ORGANIZING A CONGRESS ON A WEBSITE	
ACTOR	<p>GOAL</p> <p>Kim is a scientist who works at a university and who is an active member of an international association in his/her field of study. He/she is very busy and is not happy to search for information for a longer time.</p> <p>Kim has been given an opportunity to host an annual congress of the association with his/her university. He/She is concerned about the state of world ecology and wishes to take a sustainable point of view in every step of the organizing process.</p>
CUSTOMER ACTIONS	
CUSTOMER TOUCHPOINTS	
CUSTOMER HAPPINESS	<p>"I wonder where I can find information on congress venues and sustainability issues."</p> <p>"Oh, this is impossible, I cannot find anything here quickly enough, this takes too much time."</p> <p>"Great, now I found it, there is a lot of information on how to organize a congress, but not that much on sustainability."</p> <p>"I hope they will be able to help me with this and provide me with more information."</p> <p>"Great, this sounds very promising!"</p> <p>"I'm very grateful for their help and all the information they gave me, as well as for the marketing materials. And it cost me nothing!"</p>

SERVICE BLUEPRINT





Tester	General remarks	Comments on the content	Comments on the structure
Alanko Annikka Senior Specialist Prime Minister's Office	A very good tool for the meeting organizer for creating a sustainable life cycle for the meeting.	I especially liked that the information is compact and concrete. Not ambiguous or too difficult to perceive.	A clear structure and easy to navigate.
Davoodi Laleh MBA student, Turku University of Applied Sciences		I would like to have a general description of sustainability on the site.	
Eriksson Tia Conference Director Academic Conferences Uppsala University	It seems that you have included all the important issues in the site.	To be considered: Are eco and organic products always environment-friendly? According to scientists, they require more area for cultivation, which makes it unsustainable.	All information is easy to find.
Haltia Nina Research Doctor Dept. of Education University of Turku	The subject is very important and topical. The site is very clear, logical and easy to perceive.	The most important part for a congress organizer is the checklist. Is it possible to add some concrete and specific examples on how to apply each individual item on the list? The economical point of view is always very important for the congress organizer. Is it possible to somehow also stress the fact that sustainable choices can also reduce costs?	
Hiedanpää Juha Research Professor Natural Resources Institute Finland	The word "vihreä" or "green" should be changed into "kestävä" or "sustainable" everywhere.	Some thoughts: is it possible to expect that eg. Universities use electricity produced with renewable energy sources? The sustainable cleaning detergents should be included in the calls for offers. Taking the environmental values into account causes extra inconvenience. The paperless office could be paperless meeting. I do not like the word "aineeton" or "immaterial". Immaterial gift is a nice term, but a trip to a concert or a downhill skiing	

		<p>trip is not sustainable, even though it can be called “immaterial gift”. Anyway, there is no better term for it.</p> <p>The checklist could be in form of doing, like:</p> <ul style="list-style-type: none"> * introduce vegetarian or vegan options * favour organic products <p>The sustainable actions of the marketing cooperation companies is a very good addition. They should also be available in English.</p>	
<p>Jaakkola Ulla-Marjut Ph.D., Adjunct Professor Emerita, University of Turku</p>	<p>The site looks great and very informative, liked it a lot. The term “kestävä” sounded a bit negative to me at first, referring to “long-lasting”.</p>	<p>On the cover page there should be a short description on what the concept of sustainability means in organizing congresses. In addition, there should be an appeal to the congress organizer for taking sustainability into account in organizing the congress.</p> <p>The part with labels and certificates should be the last one of the four. The pictures are great.</p>	
<p>Könönen-Wahlstedt Sanna Project Manager Åland Convention Bureau</p>	<p>The site is - most of all – very useful. I have also thought of bringing this subject up on our own website.</p>	<p>Information on hotels’ Green key certificates etc. would be interesting to see under the Green Turku area title. I would also like to know how easy it is to travel to Turku ecologically, by ferries, by train etc. To be considered: the social sustainability, how the city of Turku can further the visibility of meetings and their sustainability, e.g. by offering lectures on the topic of the meeting to the public.</p>	<p>The order of the four titles should be different, the labels and certificates should be the last one, as it includes only some nice-to-know information.</p>
<p>Kosunen Tiina Head of Development Conferences and Events University of Helsinki</p>	<p>Nice outlook</p> <p>https://www.gds-index.com/ → will Turku be on this index too?</p>	<p>The content is still very much in progress; e.g. the partner organisations page is very modest.</p>	

		<p>Linking the organisations to direct sustainability actions would benefit the user: Now one gets a list of different actions to take into account, yet one needs to find out himself/herself what companies would help in achieving them.</p>	
<p>Leino Mari Planning Officer University of Turku and MBA student, Turku University of Applied Sciences</p>	<p>You have done a great job!</p>	<p>The pictures that you have there could be more connected to the subject.</p> <p>The checklist is very good!</p> <p>For the labels and certificates, it would be good to have the logos on the side of the texts.</p> <p>It is a very good idea to have the sustainable actions of the cooperation companies included, hope there will be more than just the one (Messukeskus)</p> <p>It is nice that the city bikes are mentioned on the right-side bar of the site.</p>	
<p>Lindberg Laura MD, PhD HUS Helsinki University Hospital and Finnish Strabologists Association</p>	<p>The site is very good already as it is.</p>	<p>As an organizer, I would pay mostly attention to what the service providers tell on their own website.</p> <p>The checklist is good, but it should not be any longer, otherwise people won't read it. The list makes you anxious, because there is so much you should consider. On the other hand, if the congress organizer asks for the sustainable actions from the service provider, they would feel pressurized to change their actions towards more sustainable ones.</p>	

		<p>The part on sustainable Turku area lacks information, but surely there will be more in the future.</p> <p>On the list of cooperation companies there will hopefully be more companies in the near future.</p>	
<p>Merilä Suvi MBA student, Turku University of Applied Sciences</p>	<p>The webpage looks great and the content seems to be very informing.</p>	<p>Also, here I would like to find information about the companies or consultants, providing event organization services without their own premises. Is it considered advertising and therefore not done at a municipal webpage? I've never organised or acquired a congress service, so I don't know what type of information is needed.</p>	
<p>Molin Johanna MA, MBA Service Manager Eilakaisla</p>	<p>The site looks great!</p>	<p>I was missing some green colour somewhere on the page, as well as some pictures on e.g. recycling.</p>	
<p>Nurmi Piia Leader of Research in Circular Business Models research group, Lecturer Turku University of Applied Sciences</p>	<p>Good work!</p>	<p>I just made some suggestions for clarification and elaboration on the checklist, that's all.</p>	
<p>Piirainen Hannele Communication coordinator Turku University Hospital Technical Services</p>	<p>As a whole, the structure of site meetturku.fi is clear and the page is divided into different parts in an interesting way. Topical issues can be found easily. The contents are versatile, and it is a great information package to all congress and meeting organizers. The concept of sustainability is clearly in a central role all over the site.</p>		
<p>Pitkänen Kaiju Congress Expert Helsinki Marketing</p>	<p>As a whole, this is a nice entity.</p>		<p>I would rearrange the titles: 1. Green Turku, 2. Sustainable marketing cooperation</p>

			<p>companies, 3. Checklist and 4. Labels and certificates.</p> <p>New items to be considered on the checklist: subcontractors, noise pollution and visually and hearing-impaired people.</p> <p>To be considered: Rename and reorganise the titles: 1. Own organization, 2. Waste collection and separation, 3. Energy efficiency and renewable energy, 4. Responsible purchases and subcontracting, 5. Material efficiency, 6. Logistics and locomotion, 7. Communication and influencing, 8. Engaging the partners, 9. Other issues.</p>
<p>Porsanger Marja-Leena Congress planner University of Lapland</p>	<p>Looks very good. It is a good model for other towns as well, as far as I know our town has not done anything like this.</p>	<p>The check list of things you can take into account in organizing is especially useful! The items on the list are familiar as such, but it is great to find them all in one list where you can check that they are included in your own congress.</p>	<p>Could the links on the pictures be in the same order as the list on the left side?</p>
<p>Sillanpää Aimo Adjunct professor University of Turku/ Tiedekeskus Tuorla</p>	<p>* It is very important that you are doing this, as every congress organizer and participant appreciates that sustainability is brought up. * In the congresses that I have organized I have realized that foreign participants take sustainability much more seriously than the Finnish participants. For this reason, sustainability should be stressed in international marketing of congresses.</p>	<p>* I find that the most important parts are part 1 (Green Turku) and part 3 (List of sustainable acts) * The check list of sustainable acts brings up the essential facts, through which the congress organizer can show that they take sustainability seriously</p>	
<p>Takala Riikka Adjunct Professor Turku University Hospital</p>	<p>The page looks great. You have thought about the subject into detail. I have not thought about ecological choices so thoroughly, even though the subject is very important</p>	<p>I don't have anything to add.</p>	<p>I don't have anything to add.</p>

Testing results

Appendix 11

<p>Eija Vuorio Coordinator Turku Centre for Labour Studies (TCLS) University of Turku</p>	<p>The term “kestävä” in Finnish language is ambiguous, it can also mean the the meeting is long-lasting. The site looks very good and logical and sustainability is presented from many different viewpoints</p>	<p>Too many things to be considered on the checklist. The list should be shorter.</p>	<p>The structure of the checklist could be considered again, which parts belong to which title.</p>
<p>Ylitalo-Airo Marja-Liisa SASH ry.</p>	<p>I could not make any suggestions for improvements, because I think all important information was there.</p>	<p>I did not miss any information in addition to what was on the site, and there was not too much information either. I usually pay attention to the locality of food.</p>	<p>The structure is clear, and information is easy to find.</p>