

# Improving The Services of a Nonprofit Children's Organisation Using Service Design Methods

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### Abstract

The thesis aimed to research how service design could be implemented in a nonprofit organisation's activities, and what changes could be made to the services and the organisation so that it will survive and thrive in the future. Several issues cause the struggle for non-governmental (NGO) and nonprofit organisations to attract new participants and volunteers, including Varsinais-Suomen Nuoret Kotkat (VSNK).

The study's research questions are: what does the future look like for NGOs and non-profits, in this case, Nuoret Kotkat, and what should the VSNK take into account, and what measures should be taken during the organisation's transition period. Furthermore, what innovations need to be designed to improve the core services at VSNK.

The methods include surveys and service design methods such as interviews, workshops, stakeholder mapping, personas, volunteer journey and service blueprint. PEST analysis was used to create future scenarios. Prior studies of volunteering and NGOs, service design, change management and futures thinking are used as part of the study.

The study includes a practical service development proposal. Based on the research and design, a strategic roadmap for the future is created for the VSNK organization. The roadmap includes suggestions for several sections; VSNK as an organization, NKK and Nuoret Kotkat brand, users, customers, volunteers and marketing.

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Language: English

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## **1 INTRODUCTION**

Society, including civil organisations, is on the verge of an inevitable change. Non-governmental and nonprofit organisations are struggling to attract new members and volunteers. The author has had over ten years of experience working in a children's organisation, Varsinais-Suomen Nuoret Kotkat (VSNK) and has witnessed the ongoing problems. It is increasingly challenging to attract adults to conduct volunteer work; long-term attachment to volunteer organisations is a declining resource, and short-term, so-called “pop-up” participation is increasing. Children and families have a variety of leisure activities to choose from, and the third sector is competing for families' free time. In Finland, civil organisations are a considerable provider of different services, and substantial changes in them affect society.

Nuoret Kotkat has a long history of advocating for children's rights and providing different leisure time services for children, adolescents, and families. In this thesis, the author will research how service design could be implemented in a nonprofit organisation's activities, and what changes could be made to the services and the organisation, so that it will survive and thrive in the future.

The study includes a practical service development proposal. Based on the research and design, a strategic roadmap for the future will be created for the VSNK organisation. There are three levels that continue throughout the thesis because of their connection to one another; the local VSNK, the national Nuoret Kotkat Keskusliitto organisation (NKK) and the societal level of nonprofit organisations and volunteering. The service design process is used to understand the situation better and create concrete improvement suggestions.

## **2 THE COMMISSIONER AND THE FIELD OF BUSINESS**

Civil organisations are the core of Finnish civil society; they are also referred to as non-governmental organisations (NGOs), nonprofit organisations (NPOs) or the third sector. They are registered associations, foundations, or unregistered alliances of people, such as clubs that are not driven by profit but by gathering enough funding to pursue organisations' shared vision. Civil organisations can operate, for example, in religious, political or communal settings. The visions and views of organisations can be very diverse, but the common aim is to do good within society. (Harju, 2020.)

Volunteer work is the basis of civil organisations. Voluntary work is unpaid and based on free will and choice, acting for what the person perceives important (Kansalaisareena, 2022). A common misconception is that NGOs are run solemnly by volunteers. In most cases, organisations have employees who generate enough profit to sustain the workforce. Governments, municipalities, funds, private sponsors and donors fund the NGOs. In Finland, NGOs' activities are generally considered trustworthy because of the regulations and restrictions the organisations follow to be eligible for government funding.

The third sector's benefits are swift decision-making processes, low hierarchy, and ability to adapt quickly to changes. NGOs are dependent on voluntary work, which has changed drastically during the past decades. There were 107 898 registered associations at the beginning of 2022 (Finnish Patent and Registration Office, 2022).

## 2.1 Nuoret Kotkat history and background

Nuoret Kotkat Keskusliitto- Unga Örnars Centralförbund NKK ry, is a national nonprofit children's organisation that was founded in 1943. Nuoret Kotkat is a volunteer organisation that provides children and young people with activities in equal, safe, and supportive environments. The organisation's activities are based on the *United Nations Children's Rights- convention, volunteer work, and labour movement values: democracy, equality, justice, solidarity, community spirit, and internationalism*. NKK advocates for children's rights and acts as a lobbyist in Finland's politics regarding children and youth. The organisation has 10 000 members nationwide and 13 operating districts, which organise various activities for children and youth, including national and international educational possibilities, camps, clubs, and afternoon care for school children. The aim is to support children and youth to be active, cooperative, and responsible citizens. Volunteers mainly organise activities, and the camp fees are affordable, so joining different activities would be at a low threshold. In Nuoret Kotkat, communality is the basis of diversity acceptance, listening to others' viewpoints and working together. (Nuoret Kotkat, 2022.)

The vision of NKK is described below.

Nuoret Kotkat is an influential channel for the child's voice in society. Nuoret Kotkat offers children and young people activities in an equal, safe and supportive environment.

*Equality:* Nuoret Kotkat offers activities for all children and young people. The activities are equal as described in the UN Convention on the Child's Rights.

*Safety:* Adults in Nuoret Kotkat know how to create a holistically safe atmosphere. Safety in Nuoret Kotkat activities is described according to clear quality criteria.

*Encouragement:* The activities of Nuoret Kotkat support children's initiative and inclusion. Activities in the organisations help children perceive the world and their influencing possibilities within it. Nuoret Kotkat is an over-generational organisation whose activities can be participated in at any age and any stage of life.

NKK is related to Social Democratic Labour Movement but is an independent organisation. The NKK is also part of the worldwide umbrella organisation International Falcon Movement – Socialist Educational International (IFM-SEI) (Nuoret Kotkat, 2022).

## **2.2 Varsinais-Suomen Nuoret Kotkat**

Varsinais-Suomen Nuoret Kotkat ry (VSNK) is one of the most active district organisations, with around 1000 members. It organises summer, fall, and winter camps during school holidays. In the Turku and Raisio area, there are several recreational activities, clubs, excursions and trips. VSNK has a small but active group of adult volunteers and 13-17-year-old peer instructors, both groups being the organisation's foundation. In VSNKt, community spirit is the basis of activities, consisting of diversity acceptance, listening to others' viewpoints and working together. Child and youth work is carried out with volunteering and small employee resources. Two employees coordinate the activities in VSNK and two local registered associations under the district organisation - Turun and Raision Nuoret Kotkat ry. (V-S Nuoret Kotkat, 2022.)

## **2.3 Stakeholder map**

A stakeholder map visually depicts different groups that are involved with the service (Stickdorn & Schneider, 2019, p. 150). It answers the question, "Who are the most important people and organisations involved in an experience" (Stickdorn, Lawrence, Hormess, & Schneider, 2018, p. 59).

The complexity of stakeholders in nonprofit organisations is somewhat confusing. It is sometimes difficult to discover, who the customer is and what stakeholder role volunteers have. Usually, stakeholder maps have three levels: customers, internal and external stakeholders. For VSNK, the map had to be customised because, in this case, customers are not the same as users (figure 1). Customers are the parents and caretakers, who decide to



enrol their children in activities, and the children are the ones that participate in them. Employees and volunteers (including board members and the chairman) are the internal stakeholders. Volunteers are the providers of the services. Raisio and Turku associations and their volunteers also belong to the internal stakeholders. Some people can have many roles within the organisations; for example, some parents volunteer, and their children participate in the activities. This way, they are the customers and volunteers at the same time. Volunteers' perspective of a customer is quite valuable from the service provider's view because people who have these two roles provide excellent feedback from the user's point of view. In other words, if they do not understand something or have issues with, for example, the enrolling process, they quickly inform the employees and bring the flaws or problems to their attention.



Figure 1. The VSNK stakeholder map

External stakeholders include several organisations that fund the activities of VSNK, including municipalities, private donors and through subsidies to Nuoret Kotkat National organisation (NKK), the Ministry of Education and Culture. VSNK co-operates closely with NKK and other districts, the local third sector, municipalities' youth sectors, the local forum of youth organisations, the international umbrella organisations IFM-SEI, labour unions and the Social Democratic Party within the Varsinais-Suomi region. External stakeholders

include the local business sector, which services VSNK uses, marketing companies, social media platforms, municipalities, donors, NKK and other Nuoret Kotkat districts.

## **2.4 Service offering**

A service offering describes an organisation or an association's services. It explains the processes it offers, where skills and knowledge are exchanged. The process can happen inside the organisation, or it can occur from the inside out. (Mäkinen, 2018, p. 88.)

Services are not just processes with the word "service" in them. Services can be, for example, internal training from the employer to employees, projects, and websites. Services are a mix of digital and face-to-face interactions. (Mäkinen, 2018, p. 90.)

The service offering of VSNK is shown in figure 2. The map shows the versatile service that VSNK already have. The internal processes can be seen divided into four sections; *administration*, *volunteer services*, *processes for activities* and *cooperation*. Most of the processes are within the administration section; it consists of financial processes, administration of all three associations (VSNK, Turun and Raison Nuoret Kotkat), employer obligations, image material, upkeep of property and equipment, procurement, reporting, marketing & communications and fundraising. Employees manage the section. External processes that are visible outside the office are board meetings, marketing & image material, advertising, social media, webpages and marketing events.

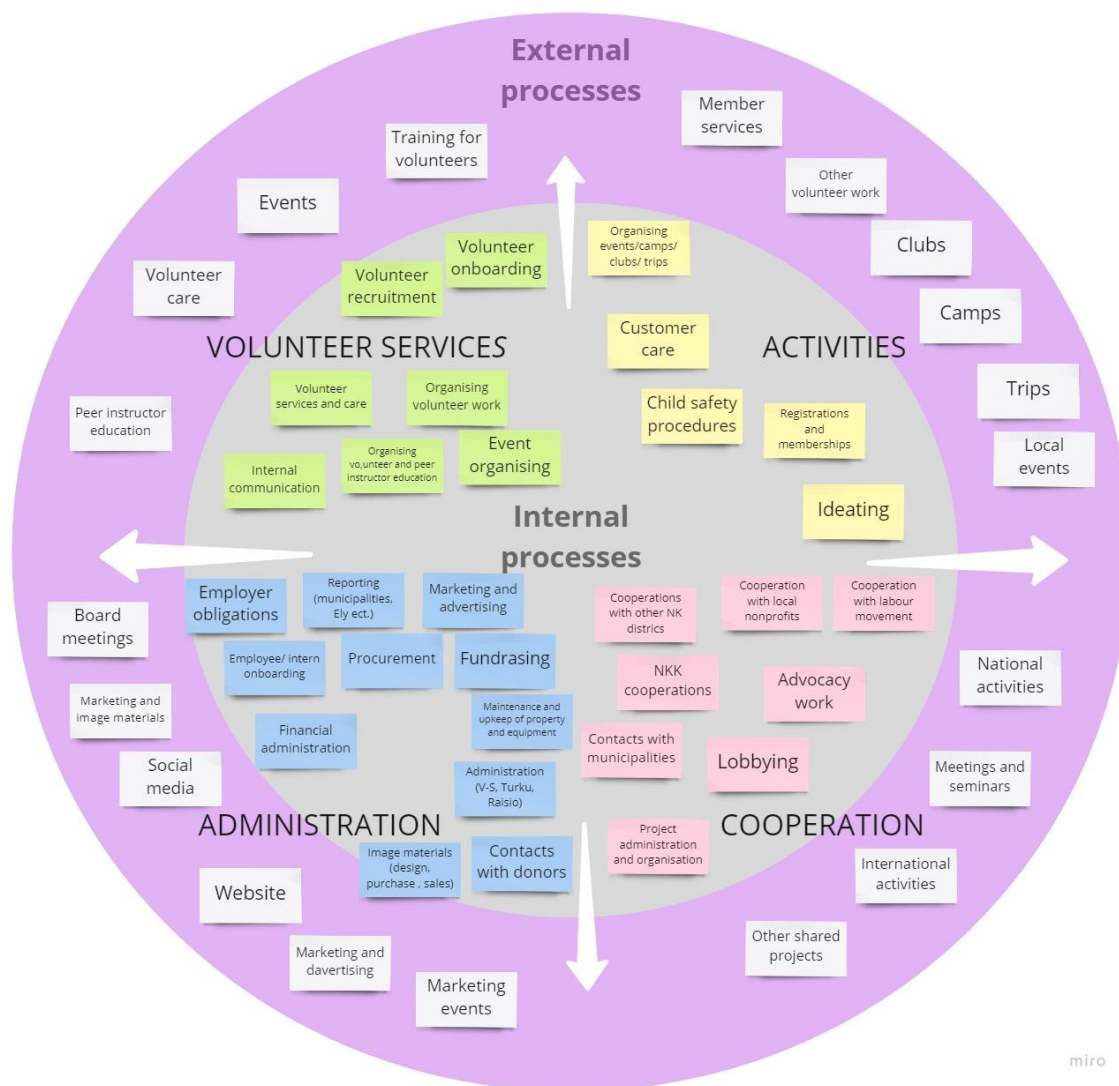


Figure 2. The service offering map of VSNK services.

Volunteer service is the section that is also mainly managed by employees. The section includes handling the volunteer onboarding process, recruitment, services & care, organising volunteer work, events and volunteer and peer instructor training. External processes of volunteer services are training, care, events and peer instruction training.

The activity section's internal processes are mainly managed by employees as well, including customer care (parents and caretakers), event/camp/club/trip organising, and safety procedures. External processes of activities that are visible outside and involve VSNK volunteers are the services provided mainly for children and youth; events, trips, camps, clubs and other volunteer work. Employees take part in the activities as well and manage the member services.

The cooperation section's internal processes include all the cooperations with local nonprofits, municipalities, the national NKK organisations and other districts,

representatives of the labour movement, advocacy work and project administration. External cooperation processes are the national and international activities (camps, training) and other shared projects.

The map shows that only a few internal or external processes are reserved for ideation and development work. Volunteers are mainly involved in external processes, such as activities, board meetings, training, and maintenance. The activities are the most visible processes, but in some cases, the ideating for them is left to the employees. The number of employees' responsibilities shows the organisation's vulnerability if the association should function without an employee.

## **2.5 Social business model canvas**

The business model canvas was created by Alexander Osterwalder in 2008. Canvas is a visual tool that helps define the organisations' key functions and shows the interactions between them (Tuulaniemi, 2011, p. 175). The business model canvas depicts profit-driven businesses but does not suit nonprofits well. The canvas overlooks important aspects of nonprofit projects, notably those linked to beneficiaries. Because of this, the social business model canvas was created by Social Innovation Lab in 2013. It expands on the previous one while focusing not only on economic factors but also on social factors that are important for social effect (Social Business Design, 2022).

The social business model canvas was filled based on the current state of the VSNK organisation in figure 3, shown below. The canvas is better suitable for the organisation because the customer segments are divided into customers (the parents and caretakers) and beneficiaries (the children). This way, it is possible to depict different value propositions for the groups. The value proposition for the children relates to friendships, fun and experiences, inclusion and influencing possibilities. For adults, the service's value relates to their children's safety and happiness, affordability, and convenience.

**Social Business Model Canvas** Varsinais-Suomen Nuoret Kotkat

<b>Key Resources</b> <ul style="list-style-type: none"> <li>* Volunteers</li> <li>* Employees</li> <li>* Facilities for gatherings and camps</li> <li>* Platforms for marketing and communication</li> <li>* Funding</li> </ul>	<b>Key Activities</b> <ul style="list-style-type: none"> <li>* Local: camps, clubs, trips/ excursions</li> <li>* Events for children/families</li> <li>* Support the wellbeing of children and families</li> <li>* Education and training for volunteers</li> <li>* Volunteer recruitment, onboarding</li> <li>* Non-formal education for children</li> <li>* Advocating for children's rights in local politics</li> <li>* International activities</li> <li>* National camps and educations</li> <li>* Peer instructor education</li> <li>* Participating in marketing events</li> <li>* Participating in affiliate organisations events</li> </ul>	<b>Type of Intervention</b> <ul style="list-style-type: none"> <li>* Services for children and youth to enrich their freetime and create meaningful experiences</li> <li>* Support for families</li> <li>* Provide volunteers meaningful volunteer work</li> </ul>	<b>Segments</b> <ul style="list-style-type: none"> <li>* Children and youth</li> </ul>	<b>Value Proposition</b> <ul style="list-style-type: none"> <li>* Fun freetime activities for children and youth</li> <li>* Memorable experiences</li> <li>* Important friendships and meaningful connections with adults</li> <li>* Children can influence matters important to them</li> </ul>
<b>Partners + Key Stakeholders</b> <ul style="list-style-type: none"> <li>* Volunteers</li> <li>* Customers and users</li> <li>* Nuoret Kotkat National organisation (NKK)</li> <li>* Other districts of NK</li> <li>* Municipalities (Turku, Raisio)</li> <li>* Labour movement organisations, labour unions</li> <li>* Social Democratic Party in Turku and Varsinais-Suomi region</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>* Social media (FB, Instagram)</li> <li>* Youtube</li> <li>* E-commerce and online marketing</li> <li>* Own activities: camps, trips, clubs, trainings, courses</li> <li>* Kotkaviestä-magazine</li> <li>* Grapevine</li> <li>* Free online and printed press /media</li> <li>* Webpage</li> <li>* Affiliate organisations channels</li> <li>* Marketing events</li> </ul>	<b>Beneficiary</b>	<b>Customer Value Proposition</b> <ul style="list-style-type: none"> <li>* Children are cared for by trustworthy adults</li> <li>* Individual needs are taken into account</li> <li>* New experiences and social connections</li> <li>* Activities are affordable and instalment plans can be arranged</li> <li>* Attending activities is easy and convenient</li> </ul>
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>* Salaries</li> <li>* Rent, utilities</li> <li>* Vehicle and additional costs to it</li> <li>* Marketing</li> <li>* Membership fee (NKK)</li> <li>* Maintenance of property</li> </ul>		<b>Surplus</b> <ul style="list-style-type: none"> <li>* Profits are guided back to the customers as discounts in participation fees</li> <li>* Donations to charity organisations</li> </ul>	<b>Revenue</b> <ul style="list-style-type: none"> <li>* State and municipal subsidies</li> <li>* Private grants and funding</li> <li>* Participation fees</li> <li>* Membership fees</li> </ul>	

[www.socialbusinessmodelcanvas.com](http://www.socialbusinessmodelcanvas.com)
*Inspired by The Business Model Canvas*

Figure 3. The social business model canvas of VSNK. (Appendix I.)

The social impact of VSNK is measured in children's and families' satisfaction with the services. For example, children have meaningful experiences, social connections, and tools to help them in life, and their rights are fulfilled. One significant impact is that families feel supported by the services that VSNK provides.

Key resources of VSNK needed to run the activities people-wise include volunteers and employees. Financial resources are mostly subsidies and donations for funding the activities. The affordable facilities for organising activities, such as camps, clubs, and training, are important resources. Municipalities have their campsites rented to associations at a reasonable price, but some are at risk of being sold, and the competition is significant between the associations for the best weeks for camps.

Partners and stakeholders are the same which are depicted in the Stakeholder Map (see figure 1). The most important are the volunteers and Nuoret Kotkat national organisation (NKK). Without them, organising activities would be close to impossible. Volunteers work with children on the grassroot level, and NKK provides our organisation with funding, influencing possibilities and international opportunities. Municipalities, especially in Turku and Raisio, are important funders and collaborators. Labour movement organisations, such as local labour unions and the Social Democratic party, are key partners because of some shared resources, such as equipment and facilities.

The cost structure for nonprofits can be quite similar to for-profit organisations. In this case, expenditure areas are salaries, rents and utilities, property maintenance, marketing and membership fees to the NKK. On the other hand, revenue comes from fundraising, subsidies and grants, and participation and membership fees from the customers. As nonprofit organisations are not supposed to create profit, VSNK invests possible surplus back to the customers as discounts, donations to charity and low-risk investment funds.

Important channels for marketing and distributing information about activities are mainly free of charge. Social media is the most important channel for marketing, especially Facebook groups and low-cost targeted ads. Instagram is mainly used for social media posts, and Youtube for posting edited videos. The webpage is an important channel, especially for potential customers. Based on Google Analytics, over 50% of the organic traffic to the VSNK website comes through Google searches. New customers also come through the grapevine, by recommendations of friends and relatives.

### **3 PROBLEM AREA AND THE AIM OF THE STUDY**

The age of volunteering is changing, and so are the NGOs that offer the platform for civil society activities. The whole society is going through a transition period; also, organisational activities will face several significant challenges in the next ten years (Halava, Pantzar, & Lukin, 2018).

When society favours individuality, how do communities that base their actions on communal values survive? A key factor for organisations is the willingness of individuals to engage with their community. Self-commitment has been a declining resource in NGOs and several other societal sectors. Engagement with political parties, churches, and other organisations traditionally supporting good citizenship has weakened. Project-likeness and short-term engagement have grown in popularity as a form of societal influence. (Halava, Pantzar & Lukin, 2018.)

In Nuoret Kotkat movement, these signs have been visible for many years. The number of children participating in the organisation's activities has decreased over the years, and so has the number of volunteers. From the '60s to the '90s, the golden years are still in remembrance of the older employees and volunteers. In VSNK and other districts, hundreds of kids attended clubs weekly, and dozens of volunteers run clubs and camps. This alarming development has been identified nationwide within the organisation. The active volunteers

in VSNK are moderately young, so they do not have this burden to cling to. However, as a nationwide organisation, NKK still dwells on the organisation's collective memory that "before was better". The golden past comes up in conversations about modernising approaches or transforming current functions. It is inevitable that the organisation they love has changed and will continue changing. The question is, what will happen in the future? What measures must the organisation take to survive and thrive in modern society?

The VSNK organisation has had two significant long-lasting projects in the past years. 1998-2017 the association had at its peak 28 employees in the school children's afternoon care in Raisio and Turku. From 2015 to 2020, the organisation administered the Tarmo community hall in Turku. VSNK and the local associations used the community house for their own activities, seminars and meetings, and the association also rented out the premises to private users, organisations, and other businesses. (VSNK Annual reports 2000-2020.)

There is also a significant amount of miscellaneous work comprising diverse smaller projects, marketing events, local events, education for adults and peer instructors, cooperation with local, national and international partners and stakeholders, acquiring funding and other administrative duties. The work is fragmented and scattered, so the VSNK organisation is in the middle of an organisational reform, and the administrative reduction already started in 2021 (VSNK Annual reports 2000-2020). The outcome of the process will diminish bureaucracy and create more space for the core work, which is organising activities for children and being an advocate for children.

As mentioned, during 2021, the VSNK organisation started the administrative reduction. It began by strengthening the cooperation between the three boards (Turku, Raisio and the district board of VSNK). Also, during the year, several workshops were held for the key volunteers and board members, to gather insights into what they consider to be the organisation's core services. The organisation's vision was strengthened and updated. Workshops revealed that camps were considered one of the organisation's most important services. Other services, such as volunteer and peer instructor education, and clubs for children, were not far behind. As a small organisation, VSNK reacted fast, and more camps during the summer months were organised. The difficulty is how to zigzag between the needs and expectations of the volunteers, children and families, the cooping of employees, and the inevitable change that civil organisations are facing. The complexity of the ecosystem is difficult to comprehend, and the resources (both personnel and financial) to research it are scarce.

### **3.1 Research questions**

This thesis will concentrate on the core reasons behind the issues that Nuoret Kotkat movement is struggling with, and the pain points will be better identified. The research results will help understand the current situation in-depth and the measures that should be considered for implementation during the organisational change and configuration process. Service design methods will support the transition period and offer a more defined strategy for the future. During the process, service design methods help the Varsinais-Suomen Nuoret Kotkat organisation re-design core activities and processes from the user's and the volunteers' points of view. The aim is to create innovations that the association needs to strengthen the service offering and to be proactive in its actions.

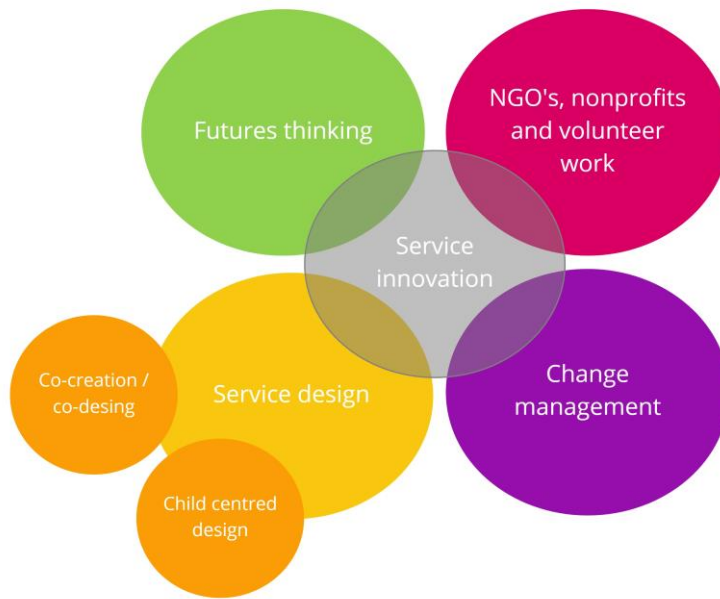
The research questions are:

- What does the future look like for NGOs and non-profits, in this case, Nuoret Kotkat?
- What should the VSNK take into account, and what measures should be conducted during the organisation's transition period to survive and thrive?
- What innovations need to be designed to improve the core services at VSNK?

### **3.2 The frame of reference**

The frame of reference includes the factors of the thesis' theory section (figure 4). Service design principles guide the whole process, including co-creation and child-centred design, which are crucial for the project. Creating the answers together with the stakeholders is essential when speaking about a volunteer organisation. Working with such a sensitive target group, children and youth, their specific needs and rights must be addressed appropriately throughout the project.





*Figure 4. The frame of reference*

Change resistance can bring the whole volunteer organisation down; implementing thoroughly thought-out change management, will be crucial. In proactivity in actions, it is essential to know where to guide the organisation for it to thrive.

Futures thinking is an essential part of the design process and will help to be farsighted in choosing the strategy. Researching the current state and the future of volunteer work, nonprofits and NGOs will help to design better services for the organisation.

## **4 SERVICE DESIGN PROCESS AND METHODS**

The thesis process will follow the Design Council's double diamond model for innovation. A double diamond model is an iterative process where the problem is researched profoundly in the first diamond, and then the pain point is defined, as shown in figure 5. The second diamond allows the creation of new ideas and co-designing. The delivery phase includes testing fresh ideas and improving them (Design Council, 2019).

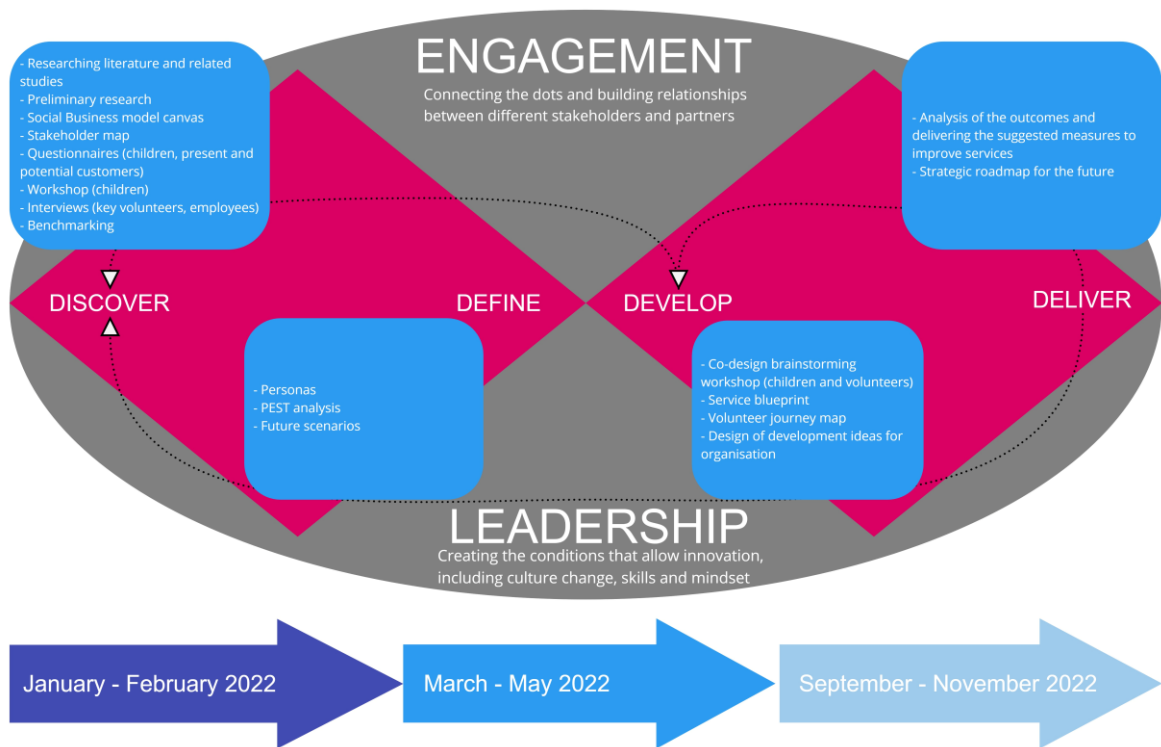


Figure 5. The double diamond process with schedule and methods

The first diamond starts with *divergent thinking* that seeks or creates opportunities that generate much knowledge with research methods. The diamond narrows down with *convergent thinking*, where the problem is defined, and decisions are made on how to continue the process. The divergent and convergent thinking continues through the second diamond, when the ideas are developed by creating many ideas and, in the end, narrowed down to the final deliverables. (Stickdorn et. al., 2018, pp. 85-89.)

The work started in January 2022 and was scheduled to be ready first at an end of May 2022. Due to different circumstances, it was rescheduled to be over by the end of 2022. The thesis was presented in the first seminar in January, and the second seminar was in March. The third seminar was in November 2022.

The discover phase consists of several research methods, as shown in figure 5. Methods include desk research and a literature review of the topic and field of business—the social business model canvas and stakeholder map help to describe the current situation. The preliminary research on the theme is included. Workshops, questionnaires, and interviews were conducted with key stakeholders to create an overall picture of customer insights and help define the problem. Benchmarking similar organisations might help identify new perspectives.

Customer and volunteer personas were created based on the research and key insights. Mapping the current situation and PEST analysis helped to define the problem further and generate future scenarios. After focusing and organising the information, the process continued to the develop phase, which consisted of brainstorming in a co-design workshop with children and volunteers, to generate and explore as many new ideas as possible. The design and development ideas for the organisation are formed and explored through a service blueprint and volunteer journey map. The deliver phase consists of the service improvement proposal and a strategic roadmap for the future.

## **5 THEORY AND DEFINITION OF THE OPERATIONAL ENVIRONMENT**

VSNK is in need of a configuration of its working environment and requires suggestions on how to improve the services and prepare for the changes already happening in society. The design begins by defining today's volunteer work and its future possibilities. Design thinking and service design theory are presented, including child-centred design, innovation and co-design. Change management theory is researched, and relevant theory is presented to serve the transition period. Futures thinking provides an essential theory base for future-oriented methods.

### **5.1 NGOs, nonprofits and volunteer work today and in the future**

We are living in an age of inevitable change in technology and society. Thirty years ago, civil organisations were thriving, and voluntary work was part of everyday life. In Turku alone, Nuoret Kotkat had in the 1980s, 10-15 clubs all around the city, and today there is only one active club. As society is changing, so is voluntary work as we know it. The spirit of volunteering is not the same as it was, and the competition for people's free time has increased. Technology has changed our interests and possibly our need to be part of something, for example, a traditional association.

Previously civil organisations were the typical path to influence in society, and now one does not need to be part of a registered association anymore to contribute to society. Civil activism does not require membership in an organisation; the rise of the fourth sector has become an alternative for NGOs. The fourth sector refers to a group of people not traditionally organized, like associations or other nonprofit organisations. The fourth sector groups are

usually online communities or social media groups that practise civic activities and are not affiliated with any organizations. (Talvela, 2019.)

Technological advancements have evoked new problems and, at the same time, new possibilities for civic organisations. The feeling of unity and belonging is no more restricted to physical community. Key changes have been in strengthening the service producer's role in organisations, increased activity in the fourth sector and market competition, increase in the number of staff employed, and intensification of the organisation field. (Jousilahti, et al., 2020.)

Civil organisations do their best to adapt to the new situation. For example, bigger organisations, such as Finland's Scouters, have developed a Progressive Web App (PWA), which works in a browser but has certain application-like features, which can be used to plan activities and find information (Suomen Partiolaiset – Finland's Scouter ry, 2021). Nonetheless, numerous smaller organisations are struggling, especially those with older members and may not keep up with technological progress.

The leisure survey for children and adolescents states that in 2018, 56 % of 10- 29-year-olds were involved in activities of civil organisations in their free time, such as associations or clubs. Over half of the respondents are somehow participating in the activities of NGOs. This finding argues that civil organisations have a large touch surface with today's youth. In 1998 the involvement was 52 %, which shows a slight increase. (Youth Research Society, 2018, p. 63.)

Children and adolescents seem to be active citizens and need NGO services. Now there are more options for leisure time activities than there were 30 years ago. The game and entertainment industries have grown, and children and adolescents are very active users of these services. How can NGOs' youth- sector attract new end-users and survive in the changing world?

A significant challenge is the incapability of attachment to volunteer work for a more extended period. Voluntary work has changed, the volunteers are ageing, and it is more difficult to attract new people to the activities. Short-time attachment, so-called pop-up volunteering, is more attractive to people. Still, the number of volunteers in social and health organisations has decreased every year. In 2011, 16 % of organisations stated they had fewer volunteers than before; in 2020, the number is 31 % (Organisation barometer, 2020, p. 37). The lack of volunteers is a symptom of something bigger that is happening in our society.

Membership and volunteer campaigns for reaching new people are no more than a patch covering the real problem. The change is ongoing; there is no other possibility than adapting or falling behind the development.

As there are problems attracting new members and volunteers, there is a never-ending struggle with obtaining adequate funding. Especially the youth sector has been under pressure lately. The Ministry of Education and Culture is the most significant contributor to Nuoret Kotkat organisations' funding. One of the considerable revenue to the Ministry of Education and Culture's subsidies comes from the Veikkaus gaming company. During the years of the COVID-19 pandemic, the pressure to decrease funding has increased. According to estimates, Veikkaus gaming revenue has decreased by over 400 million since 2019, due to the coronavirus pandemic (Ministry of Education and Culture, 2021). The municipalities are also crucial funders for the youth sector, and the lowering of subsidies for youth-sector NGOs has already started, for example, in Turku. The funding will continue, but there are pressures to find alternative funding in the future.

Research conducted by Taloustutkimus Oy in 2021 asked over a thousand people in an internet panel about their thoughts on volunteer work. The findings were interesting; 55% (of 728) of respondents who will do volunteer work said they intend to do it in an organised way, mainly in associations, and 19 % replied that they intended to act in a freely organised way (Rahkonen, 2021, p. 25). The trendy fourth sector, which means a freely organised group, that mainly uses social media platforms, is not that attractive after all. People prefer volunteering in organisations.

The research reveals that direct requests for volunteering appear to be quite important; 58% of individuals, who have not done volunteer work in the past year, would volunteer if they were asked. Direct and personal contact with volunteers is essential. The research included a question about which factors would make it easier to do volunteer work for those who have not volunteered. From the offered list, joining short-term and one-off events got the most votes, 33 %. More suitable life situation got 27 % and finding the information easier with 21 %. (Rahkonen, 2021, p. 19.)

Based on the previous research, Fields (2021) created an analysis of the data and suggestions for volunteer organisations.

1. Organisations should provide tasks that anybody can grasp using their existing expertise and communicate it to a large audience.

2. Respondents believe that voluntary activities are best supported by organising them better and communicating about it. The possibility of pop-in volunteering should be marketed more. Would it be possible to lighten the administration even more?
3. Furthermore, administrative competence is not an essential aspect of volunteering in the future. Vital skills in the future will be mainly for duties that need interpersonal skills: being with people. This implies that organisations should place a greater emphasis on actions rather than on administration.

## 5.2 Design thinking and Service design

Design consulting company IDEO defines design thinking as "An idea, a strategy, a method, and a way of seeing the world." Design thinking is an approach that helps solve problems creatively. The human-centred approach brings together *desirability* (a human point of view), *feasibility* (technologically feasible), and *viability* (economically viable). The intersection of these three attributes lives *innovation* (IDEO, 2022). This design thinking's holy trinity can be implemented in business, nonprofit organisations, product design, and any field that needs innovations.

Design thinking is also characterised as a mindset defined by several important ideas, including a blend of divergent and convergent thinking, a strong focus on visible and hidden customer and user demands, and prototyping (Brenner, Uebernickel, & Abrell, 2016). Complicated connections between people, places, objects, events, and ideas can be understood by using design thinking (Mootee, 2013, p. 14). Design thinking is a way of analysis focusing on forms, relationships, behaviour, and real-life human interactions and emotions (Mootee, 2013, p. 39).

Service design is a new discipline, mostly used in the field of business, rooted in design thinking. Stickdorn and Schneider (2019, p. 29) suggest that service design is an interdisciplinary approach to solving problems; it is a new way of thinking rather than just a new discipline. Service design helps create better services using different methods combining diverse areas of expertise. "If you would ask ten people what service design is, you would end up with eleven different answers – at least" (Stickdorn & Schneider, 2019, p. 29). Tuulaniemi (2011, p. 10) suggests that service design is an analytical and intuitive way to approach service development. He continues that service design combines old things in a new way; therefore, it is challenging to perceive the big picture of service design as a

discipline. According to Tuulaniemi, service design brings methods from the design discipline and merges them with traditional service development.

There is confusion about how to differ design thinking and service design. Stickdorn et. al. (2018, pp. 20-22) suggest that it does not matter what the terminology, is because the approaches have more in common than they have differences. Both of them break down silos and help people to co-create. Implementing service design methods in the context of nonprofit organisations is a new area. In just a few years, the third sector has risen to the usefulness of service design principles in improving services.

The method that designers commonly use in a service design project is the five-step technique based on Stanford Design school's (2012) design thinking process: *Empathise, Define, Ideate, Prototype* and *Test* . When problems occur during the phases or the result is unsatisfactory, the method allows for an iterative process; the researcher can go back and start all over. The goal is to create a service that contributes value to the people involved.

The whole service design philosophy focuses on possibilities, human needs, and learning by doing. Logic, reasoning, imagination, and creativity come together in an unrestrained and, in the end, structured and organised way. The complexity and charm of service design are that it is continually evolving.

### **5.2.1 Child-centred design**

Pelastakaa Lapset (Save the Children) has produced a manual for designing services for children, with an approach and an attitude that children are equal and valued actors in the process as any adult. The interdisciplinary team Kalliomeri, Mettinen, Ohlsson, Soini and Tulensalo (2020, p. 8) states that child-centred design combines children's rights, service design, and a child-centred approach. Positive reinforcement and children's rights are the building blocks on which service design methods are implemented. When the perspective focuses on children's rights, future actions and designs are ethically sustainable.

Nuoret Kotkat has a long history of integrating children's rights and a child-centred approach to activity planning. Children can participate in the national Nuoret Kotkat Youth Congress, districts and local associations have their camp councils and peer instructors are involved in planning camps and events. Service design methods have not been applied before when designing services, but approaches have many similarities.

Child-centred design is a challenging and unpredictable path, where the need for empathy is even more important than when working with adults. The designer must see the world as a child and be ethically and morally responsible; the child's interest is always the essential factor in the process. (Kalliomeri et. al., 2020, p. 10.)

Children's rights demand special attention while establishing the design challenge and how the chosen rights should present themselves in the service context; this establishes a high-quality framework for the process. Essential children's rights may not be mentioned in the children's own words, which is why it is the adults' job to guarantee that their rights are respected. Measuring child-centred design differs from measuring success for adults. If the service aims to increase children's feelings of being heard, one of the success indicators must be how children feel their voices are heard. Success is also evaluated from the viewpoint of the adults, as well as the goals of the organisation. For example, the latter might be assessed by increasing the number of participants. (Kalliomeri et. al., 2020, p. 26.)

Kalliomeri et al. (2020, p. 31) state that defining the design challenge is crucial to start from the child's perspective: what types of improvements do they wish to see? What is the relationship between the children's hopes with the organisation's aims and values? That can sometimes be a difficult task. It is vital to express the problem through the eyes of a child, using language that children understand.

Choosing indicators of success from the child's perspective is the first task to complete (Kalliomeri et al., 2020, p.31). In this case, children feel that they are being heard, and their wishes regarding the service are taken into account. Secondly, to choose the indicators of success from the organisation's point of view; in this case, Nuoret Kotkat needs more volunteers and children to attend activities, so it will be measured how much more volunteers and children attend activities in the future compared to last few years. The third stage is choosing the children's rights that fulfil the context of the developed service. The chosen United Nations Children's Right Convention (UNICEF, 2022) articles are:

- Article 13. In order to express his or her views, the child has the right to seek, receive and impart information and ideas freely, provided that it does not violate the rights of others.
- Article 19. The child shall be protected from all forms of violence, negligent treatment and abuse.



- Article 31. The child has the right to rest, play and leisure time as well as to participate in the arts and cultural life.

### **5.2.2 Co-creation and co-design**

Creating something that has real meaning requires the input of stakeholders and experts of the service. Co-design combines experts with their knowledge of different fields in service design methods. These include researchers, designers or developers, customers and users (Steen, Manschot, & De Koning, 2011, p. 1). In this case, re-designing the services with co-design means that children, parents, volunteers and employees are involved in the creative process.

When two different perspectives collide, the third perspective arises, questioning both points of view. These encounters include the possibility of challenging one's presumptions/assumptions and generating new ideas. Genuine co-creation between different people is a platform for generating change with significant value to all stakeholders. (Mäkinen, 2018, p. 42.)

In a well-run and functioning organisation, each actor is seen and encountered, promoting the meaningfulness of participation and the experience of necessity on an individual level (Nyman, 2015, p. 19). Nuoret Kotkat has a history of co-creation. Children plan the camp activities and plan the future vision, but some old mindsets have become a habit. When methods of co-design and co-creation are implemented profoundly, and all the relevant stakeholders contribute, the service offering can be attractive to potential new members and volunteers.

### **5.2.3 Innovation**

Typically, innovation is described as the creation of novelty that creates financial value through the development of new goods and services (Clegg & Vad Baunsgaard, 2015). The design company IDEO defines innovation as “The ability to generate and execute new ideas—incremental, evolutionary, or revolutionary—and it starts with creativity” and continues that creativity is the ability to see beyond the obvious and create something new (IDEO, 2022).

Creativity, innovation and design thinking are often mentioned together when discussing innovation in services. Service innovation is considered to be a new or somehow improved

service that is implemented effectively. The beginning of the innovation process requires enough vague space and freedom so that the solutions do not develop together too early in the predetermined direction. The process of innovation is described as a systematic-logical approach among scholars and engineers, but for designers, the work method is more experimental. (Kälviäinen, 2014, p. 38.)

VSNK is a small, low-hierarchy organisation that can quickly react to changes; therefore, innovations are relatively easy to implement. On the other hand, haste and low resources do not offer freedom or space for creativity.

### **5.3 Change management**

Change is a process where something becomes different from what it was previously. In the process of change management, the aim is that the change that has happened does not revert backwards, and transformation continues from there, or it remains as it was after the change process. The problem with change is that it does not always succeed, or it succeeds, but it is not permanent. (Myllymäki, 2017, pp. 20-21.)

In a Bottom-Up change management process, the involvement of the people affected by the change is crucial (Passenheim, 2010, p. 20). In a volunteer organisation, the people *are* the organisation, so a change led from the top-down has no possibility of success. The volunteers do not have a paycheck waiting after their contribution. The attachment to the organisation is solemnly based on people's personal motivation from volunteer work.

Before starting the process of change management, the following questions need to be answered; what are we hoping to achieve with this change, why are we doing it, and how will we know if we have succeeded? Who will be impacted by the change, and how will they respond? How much of this transformation can we do on our own, and where do we need help? (Passenheim, 2010, p. 20.)

Workshops and surveys are useful for collecting information and developing ideas during change. People must participate in change; it cannot be forced on them (Passenheim, 2010, p. 21.) A model for change developed by John Kotter is useful in this thesis process shown in figure 9.



Figure 6: Model of change. Based on John P. Kotter, *Leading Change*, 1996 p. 21.

Daft (2015, pp. 465-467) explains that the subsequent phases can overlap, but successful change needs all the phases mentioned next that are important to implement effective change. The first phase, *Light a fire for change*, means that people need to understand that change is needed, which was done in the VSNK organisation. The problems that need to be addressed have been visible for years, for example, staff shortage and recruitment of volunteers.

The second phase, *Get the right people on board*, means no one can do it alone. The people who have the power to make sure the change happens, in this case, the volunteers, needed to be involved in the process. The third phase, *Paint a compelling picture*, includes the vision and strategy work the VSNK organisations have already started working on. The current picture is quite clear to the volunteers thank to several workshops held in 2021. The vision has been updated, but the strategy for getting there is unclear. For completing the third phase, it will be important to create a picture of how the change will positively impact the individuals involved, the end-users, and the whole organisation.

The fourth phase, *Communicating the change widely*, and the fifth, *Removing obstacles to empower people*, are the next steps to take in the process. Communication will include frequent interaction with the volunteers about the progress. Children participating in the VSNK activities can participate in workshops, surveys, and interviews and be updated on

the project. Parents are able to participate during the process by expressing their feelings and views about VSNK's activities. Methods will include questionnaires and interviews.

The sixth phase, *Achieve and celebrate quick wins*, and the seventh phase, *Keep it moving*, are essential for keeping the change ongoing and people committed to it. The most important phase is the eighth, *Finding ways to make the change stick*, which needs quite a lot of attention and concentration. The new patterns and ways of working need to be institutionalised, but on the other hand, the possibility for constant change and fluidity within the organisation should be cherished.

## 5.4 Futures thinking

Futures thinking refers to a way of thinking and creating reasoned visions of alternative futures based on specially created methods for the purpose (Koskelo, 2021, p. 21). Future changes can not be predicted; however, there is an opportunity to reflect on and prepare for the different options of the future (Hiltunen, 2012, p. 15). Futures thinking is used, for example, by economists, historians, biologists and farmers. Service designers use futures thinking methods increasingly because of their usefulness in design processes (Koskelo, 2021, p. 22).

Hiltunen (2012, p. 15) states that megatrends, trends, wild cards and weak signals are basic tools for foresight. Hiltunen continues that building scenarios are a good method to explore possible futures, and innovation is an integral part of futures thinking. Megatrends are significant changes that people are aware of and have global effects, such as the ageing population or climate change (Hiltunen, 2012, p. 66). Trends are visible changes in the present moment, they reflect the recent past, and their direction of change can continue the same way in the future (Hiltunen, 2012, p. 76). Wild cards are surprising events or phenomena that considerably affect society, such as the corona pandemic (Koskelo, 2021, p. 68).

Hiltunen (2012, p. 86) defines weak signals as “signs of emerging changes that could become something big in the future - or not. Hiltunen continues that weak signals can be unexpected, surprising, or even weird and can be hard to notice from the flood of information. An example of a weak signal can be mobile phones in the 90s; mobile phones were considered unnecessary and only for “yuppies”, but they became one of the essential pieces of equipment for modern people (Hiltunen, 2012, p. 88).

Scenarios are a series of time-following and justifiable future stories to achieve a desirable future. Scenarios also show what consequences different decisions have on the choices in the development of the events (Ojasalo, Moilanen & Ritalahti, 2015, pp. 145-147). Future scenarios are alternative futures usually visually illustrated and effectively communicate with the stakeholders because they are simple and easy to follow. Scenarios outline the operation environment of the service and, at the same time, describe the human activities. Future scenarios are usually created after the research phase when alternative futures are detected based on the study. (Tuulaniemi, 2011, p. 205.)

Design thinking's user-centricity and futures thinking's foresight insights offer a process that can create meaningful value for customers. Development and innovations are designed for the future, and it is essential to incorporate futures thinking into the design processes. Term future design combines service design and forecasting methods. (Koskelo, 2021, pp. 15-16.)

## **6 RESEARCH**

Different and versatile service design methods will be used to help define the problem and create the design, including preliminary research. Quantitative and qualitative methods will be used, including surveys, workshops and interviews with the stakeholders.

### **6.1 Preliminary research**

The change and service configuration process started at VSNK at the end of 2020. Two workshops were held for the volunteers where the current situation and pain points were discussed, and volunteers' thoughts on their contribution and VSNK's activities.

The organisational reform started because of the common challenges (volunteer work, funding) of nonprofit organisations and, on the other hand, forced changes in VSNK, such as the retirement of the executive director in the near future. The aim is to gain more structure in the operations and focus on the core services. The first workshop was held on January 1 2021, and the second on April 10.

The first workshop had components from SITRA's (2022) Futures Frequency workshop method. The method aims to improve participants' ability to imagine many possibilities and achieve a chosen future. For VSNK, the author adapted the method to suit the volunteer group.

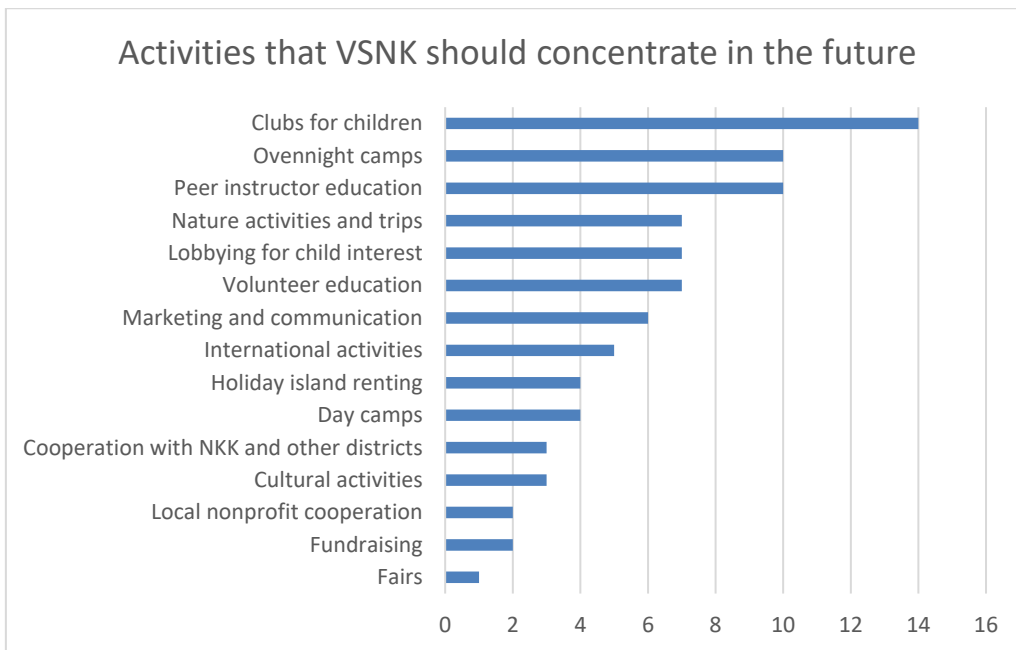
The fifteen most active volunteers concentrated on the vision of VSNK. The participants reflected on the present and the future. The executive director's "savage" analysis sparked much debate about the organisation's future. The participants wrote their wishes for Nuoret Kotkat's future and how they would want to see it in 2050. The first version of the vision for VSNK is presented below:

“Communal leisure activities where you can see the world and have new experiences. We enable a hobby for all children with safe adults, regardless of background. Nuoret Kotkat is an influencer in society and an organ of children’s voices raising active citizens. By participating in Nuoret Kotkat activities, adults and children can change the world.”

The next task was to write the essential and valuable things from the present and their favourite thing about volunteering at VSNK, which are listed below:

- 1) Encounters: Children’s joy and feedback, kindness, communality, friendships, and togetherness.
- 2) Safe space: You can be yourself, psychological safety.
- 3) Activities: A diverse hobby, the possibility to choose, and new experiences.
- 4) Influencing: Being part of the administration, the possibility to influence.

The second workshop concentrated on the key activities, with seventeen volunteers participating. Participants were asked to choose the five most essential activities within VSNK on which to concentrate in the future (figure 7). There was a large distribution of the answers. In the first place were children’s clubs with fourteen votes, although finding volunteers to run them is challenging. The second place was divided between overnight camps education for peer instructors with ten votes each. Nature activities and trips, lobbying for child interest and volunteer education shared the third place with seven votes. Only six respondents out of seventeen considered marketing and communication important, and international activities got five votes. Four votes or less got the holiday island Bockholmens’ renting, day camps, cooperation with NKK and other districts, cultural activities, cooperation with other nonprofits, fundraising and participation in fairs. The results are interesting due to the obvious financial difficulties the organisation faces.



*Figure 7. Activities that volunteers think are essential to concentrate on.*

The answers demonstrate the differences volunteers and employees have in the present situation of the organisation. The activities that got top votes are the front-line activities in which volunteers participate most. The ones that got fewer votes are the ones that are essential for running the organisation and are more related to the employees, for example, funding, cooperation, marketing and communication (see Service offering 2.4.) The gap reveals that there is a need for discussion about the employee's and volunteer's roles and to open up the processes of the underlying operations of the organisation.

## **6.2 Stakeholder insights (interviews, questionnaires and workshop)**

An essential part of the thesis is gathering stakeholder insights from users, customers and volunteers. Interviews were conducted with volunteers, and questionnaires were directed to existing and potential customers (parents and caretakers) and children who already participate in VSNK activities. The workshop was arranged for children to discover their needs and wishes regarding VSNK services.

Some survey data was quantitative, but most of the collected data was qualitative. The process of evaluating and interpreting qualitative data to determine what it represents is known as qualitative data analysis. When it comes to consumer feedback, qualitative data refers to any verbatim or text-based input, such as reviews, interviews and open-ended comments in surveys (Medelyan, 2022).

The interview and survey data were analysed with an inductive approach, which means that the categories generated come from the data itself (Stickdorn et. al., 2018, p. 113). Coding the data with an inductive framework develops the categories while looking for the themes and relationships; it helps to analyse the data in an iterative and holistic way (Medelyan, 2022). After coding the data, descriptive topics were generated, which show the main themes of the customer and user insights. Affinity diagrams were then created to arrange the data. The term "affinity diagram" was devised by Jiro Kawakita in the 1960s and is referred to also as the KJ method (Project-management.com, 2022). The affinity diagram is a collection of data grouped or arranged into themes based on their connections (Friis Dam & Yu Siang, 2022).

### **6.2.1 Interviews**

In-depth interviews were an essential part of the research. The method helps find out stakeholders' expectations, hopes, needs, and ideas. (Stickdorn et. al., 2018, p. 122). An interview is a typical ethnographic means of observation and is a good method for a deeper understanding of a person's life (Tuulaniemi, 2011, p. 147). The interviews were semi-structured so that there would be a possibility for the interviewees to talk about things that were not maybe in the questions.

The interviewees were all except for one person previously familiar with the author, and the atmosphere was easygoing. Most interviews were done during the children's winter camp in February 2022. The questions were based on conversations with the VSNK's chairman and the executive director. The organisation has previously conducted several questionnaires for the volunteers, but no interviews were done in the recent past. Informal conversations have been carried out with adults and children occasionally during meetings or activities. The interviews aimed to determine the main factors in keeping the people involved with the organisation, what they consider the biggest pain points, and how they see the future. (The interview questions are in appendix I.) By the end of February 2022, seven volunteers had been interviewed. One volunteer has two roles: a former employee and a present volunteer. A discussion with the executive director of VSNK is also incorporated into the results.

A qualitative analysis of the interviews was conducted, and the descriptive topics derived from the interviews are listed below (figure 8):

- Things that are important for volunteers in the present moment.
- Personal benefits volunteers get from volunteer work.



- Pain points on a local VSNK level.
- Pain points on a bigger Nuoret Kotkat national scale.

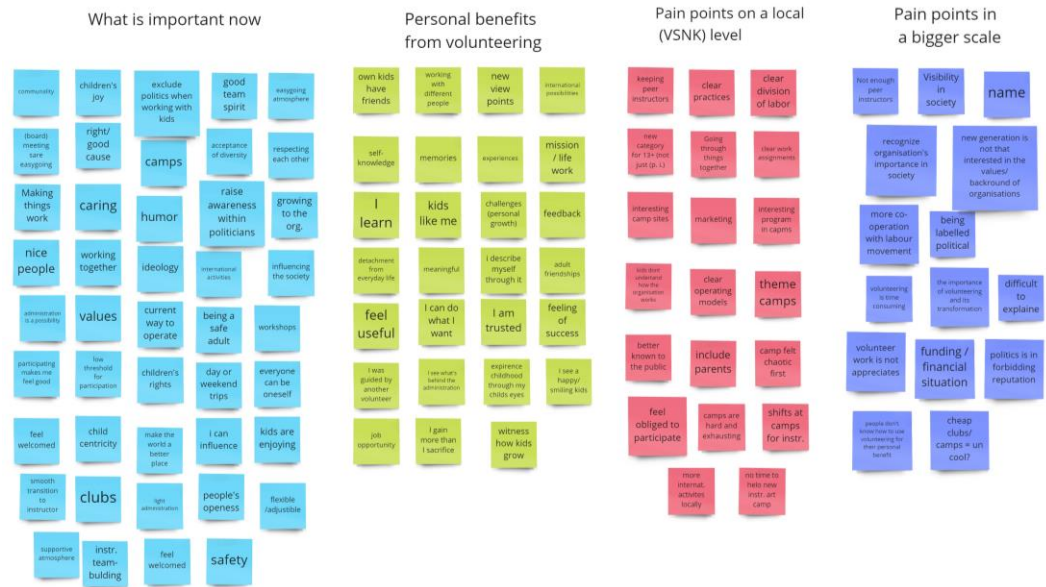


Figure 8. Themes that emerged from the volunteer interviews

Under each descriptive topic, central themes were identified with coding. An affinity diagram was used to analyse insights visually and categorise the data, which helps to find out what is important and not, and which themes repeatedly arise (figure 9).

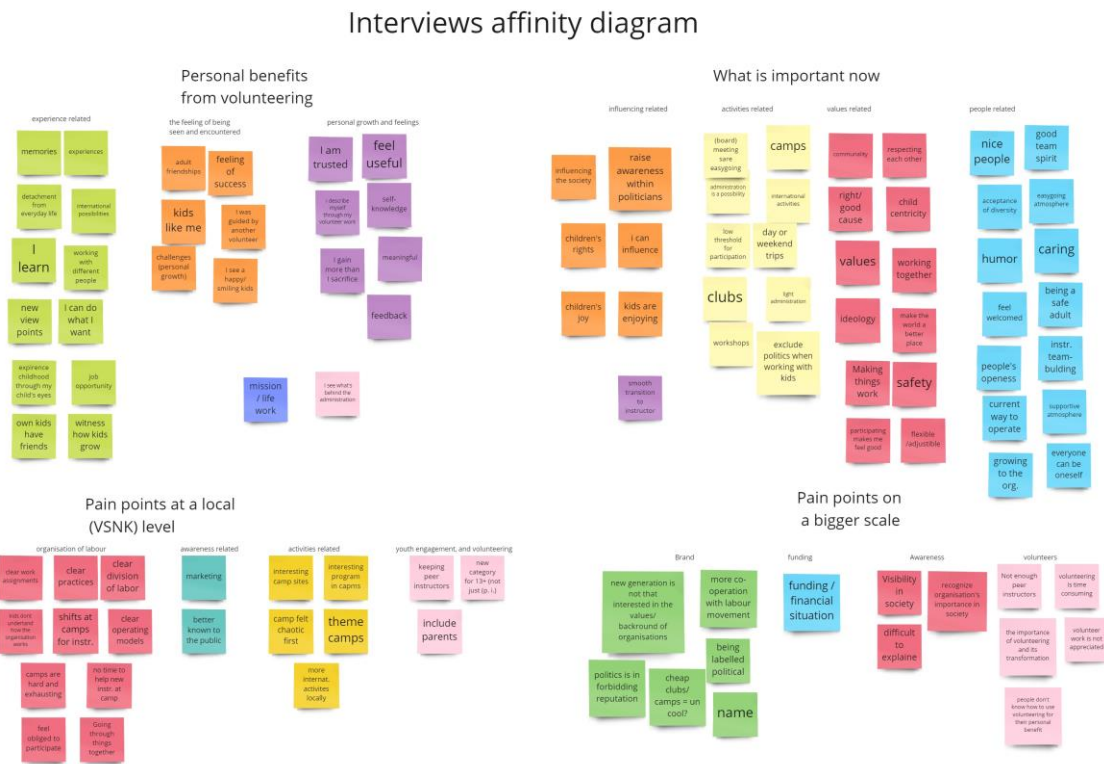
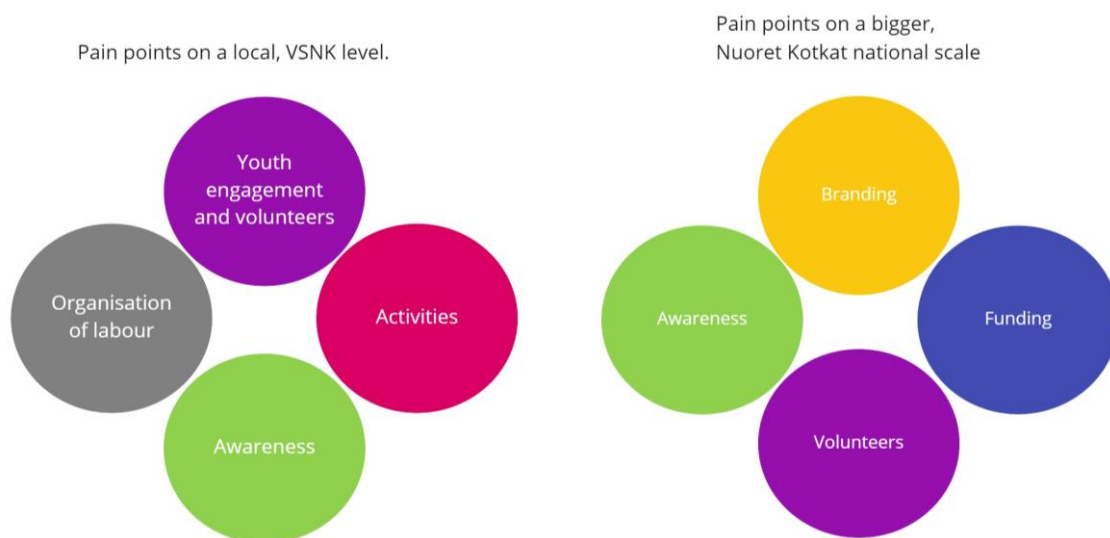


Figure 9. An affinity diagram generated from interviews.

Pain points based on the volunteer and employee interviews on a local level include; a lack of awareness of VSNK in the region, the organisation of labour within VSNK, youth engagement and volunteering, and the activities. The interviewees are active volunteers and have many roles within the organisation, such as board members, camp leaders, or club instructors. They loved the volunteer work but commented on the more precise division of labour and operating models. Camps are exhausting, and volunteers should have shifts during camps. The work is usually hectic, and they wish for more time to go through things together. Activities-related comments were about interesting programs at camps and attractive campsites. Youth engagement and volunteering are related to the fact that it is challenging to keep peer instructors within the organisation and that children over thirteen years old are not provided with enough activities. Also, including parents of the children attending activities more in the organisation would be an asset.

Pain points that relate to the national level, on a bigger scale, include issues with volunteers, funding, organisation awareness, branding, and the organisation's background (figure 10). The political stigma of Nuoret Kotkat is, for some people, an issue, but at the same time, the newer generation is not that interested in the background. Interviewees found the Nuoret Kotkat brand challenging to explain and the organisation's visibility in society low. The stiffness of the national organisation's administration and the excessive size were downsides to several volunteers.



*Figure 10. The pain points were identified based on the interviews.*

The other part of the themes was related to volunteering, and the personal benefits volunteers get from work (figure 11). People, values, activities, and influencing-related things are

important to volunteers. Interviewees found it essential that they are surrounded by people who seem “like-minded”. Humour, good team spirit, easygoing and supportive atmosphere were mentioned. Shared values were also important; communality, child-centricity, respect, agile work practices and working for the right cause were mentioned. Activities such as camps, clubs, trips, workshops and low-threshold activities were important for volunteers. The VSNK administration was more of a possibility to the interviewees than a burden. The possibility of influencing the activities and organisation was also essential to them.



*Figure 11. The main themes of volunteering in VSNK.*

The author found it essential to find out the selfish reasons volunteers have for volunteering because they give a view of the themes that could be used to attract volunteers (figure 11). Personal benefits from volunteering include; the feeling of being important and seen by other people, personal growth that makes the volunteer feel like a better person, and memorable experiences and memories that participating in volunteer work gives them.

In conclusion, the volunteers were mainly satisfied with the organisation they donated their time to. Nuoret Kotkat as a brand was a little outdated in their opinion and in need of an update. The organisation is also unknown to the public and other child organisations. Results indicate that concentrating on the organisation of labour of volunteer work to create clear practices could be beneficial. Volunteer onboarding processes should be revised as well, volunteering should be made as appealing as possible, and peer instructors need strong support. Children over thirteen years old should be considered to have their own activities, not just as a peer instructor education.

The essential themes for the volunteers show that they value the Nuoret Kotkat values and are wholeheartedly part of the organisation. The results are a good standing point for the future for improving the volunteer onboarding process and marketing.

### **6.2.2 Questionnaires for existing and potential customers**

Questionnaires and surveys are usually quantitative research methods with which it is possible to reach the target population online. In this case, questionnaires had both quantitative and qualitative information because of many open-ended questions. Quantitative information was not hard to process because there were not that many questions with quantitative information. Open-ended questions were analysed using the coding method and with an affinity diagram.

Two online surveys were all created through Google Forms, and they were conducted for existing customers (parents and caretakers) and potential customers to have an overall picture of the customers' needs. The adult respondents could answer all questionnaires anonymously and leave their e-mail addresses in a different lottery survey.

#### **Questionnaire for existing customers**

The survey was sent via an existing e-mail list with 317 addresses to parents and caretakers of the children participating in VSNK activities and social media (appendix IV). A survey was open between 17 and 28 February and was directed at parents and caretakers whose children have been participating in VSNK activities for the last five years. The prize was a free week for one child in one of the VSNK's summer camps (value of 182 euros) during the summer of 2022, and it was drawn between all respondents who left their e-mail after the survey. Most of the questions were open-ended so that respondents would have the possibility to express themselves as freely as possible. Twenty-one people answered the questionnaire. The author used the coding method to arrange and analyse the information. For every question, the main topics were identified.

The overall grade (from 1 to 10) that the existing customers (parents and caretakers) gave to VSNK was 9,2. As seen in figure X, the dispersion of the answers is relatively low. Based on the feedback, customers seemed mainly satisfied with the organisations and the services.



parents agree with the organisation's values and find it important that they are passed on to their children.

When asked why the parents enrolled the children in VSNK activities the first time, almost half of the respondents answered that the main reason was a recommendation from someone they know. Parents' own experiences as a child attending Nuoret Kotkat activities affected few, also previous encounters with the organisations; for example, the family has attended a cultural event or a short activity organised by VSNK.

Sixteen out of twenty-one respondents answered that the main reason why their children continued VSNK activities was that they enjoyed themselves. Other answers included a positive attitude in the organisation, a good atmosphere, and well-organised activities.

When asked what services VSNK has, twenty respondents answered children's camps; other services mentioned several times were clubs, training for volunteers and peer instructors. Few mentions of fairs, trips, courses, projects, international activities, and holiday house renting. Based on the answers, camps are definitely the most used service for customers.

Thirteen out of twenty-one were satisfied with the current services that their children have participated in. There were a few suggestions for improving current services, mainly camps; theme camps, activities for older children, equality workshops and more sports.

Five respondents suggested improvements in services, such as activities for older children and more camps on weekends and holidays, and a few respondents mentioned clubs or other activities, such as trips and courses.

“Children grow, so there should be own activities for teenagers, where the contents change based on age. Otherwise, they will easily leave.”

Eight respondents thought they would say something about children enjoying themselves if they wanted to invite a family friend to join VSNK activities. Six respondents would say about friendly and caring personnel/ volunteers, and five wrote about having friends and social activities. When asked, what things affect their children's participation in VSNK, activities for older children were mentioned, and activities that remain interesting for children. Few mentioned friends, suitable schedule and good atmosphere.

The second part of the questionnaire was about volunteering. Of the existing customers, 23,8% expressed that they have considered volunteering for VSNK, 33,3 % answered

maybe, and 38,1% answered no (figure 14). One person answered that he/she is already volunteering for the organisation.

Oletko koskaan harkinnut voitavasi osallistuviasi vapaaehtoisena Kotkien toimintaan?  
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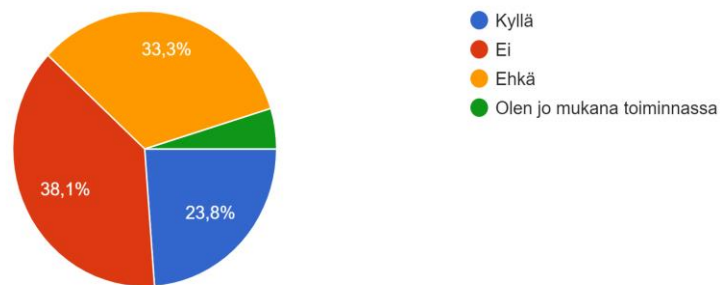


Figure 14. The question about volunteering for VSNK.

When asked about the reasons that are the obstacles to volunteering, the majority answered lack of time and difficulties with schedules. Things that would inspire respondents to volunteer included more convenient life situations, more information about volunteering and the possibility of volunteering for a shorter period. The respondents felt that volunteering should be more convenient and not that time-consuming for them.

### Questionnaire for potential customers (parents and caretakers)

The survey aimed to find out about the questions mentioned below:

- How much do families use different service providers for children's hobbies, especially nonprofit organisations?
- What factors affect children's participation in activities produced by nonprofit organisations?
- What are the reasons children quit their hobbies, or why do they continue from the parent's point of view?
- What are the reasons parents/caretakers who have thought about volunteering in a nonprofit organisation for children have not done it?
- What is the first impression of VSNK based on the website?

The survey for the potential new customers was released simultaneously with the one for the existing customers and was open between February 17 – March 7. It was directed to parents

and caretakers who have under-aged children and distributed within the author's contacts and in the VSNK's social media accounts (Instagram and Facebook), different parent-related groups on Facebook and existing e-mail listings (with 317 addresses). Tickets to Finnkino movie theatre (19 euros) or Superpark activity park (20 euros) were drawn among all respondents who left their e-mail addresses after the survey. The survey had fifty-one respondents. The data was analysed using the coding method, and descriptive topics were derived from the answers.

The purpose was to distribute the survey as widely as possible, reach people who have not had contact with VSNK previously, and have the most accurate results from the potential new customers. The author had to use personal contacts to distribute the survey, so results can be favourable to VSNK and might not show how known the organisation is to the target population.

The majority of the respondents, 64,7%, had children under six years of age, and 58,8% had children over seven but under fifteen. Only 15,7 % had children over sixteen. The question was multiple-choice so that respondents could choose multiple boxes. (Figure 15)

Perheessämme on lapsia:  
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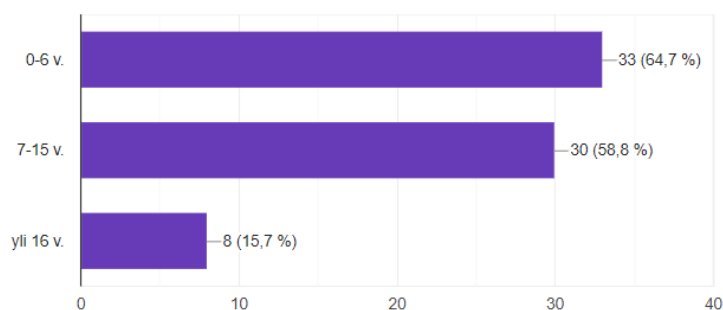


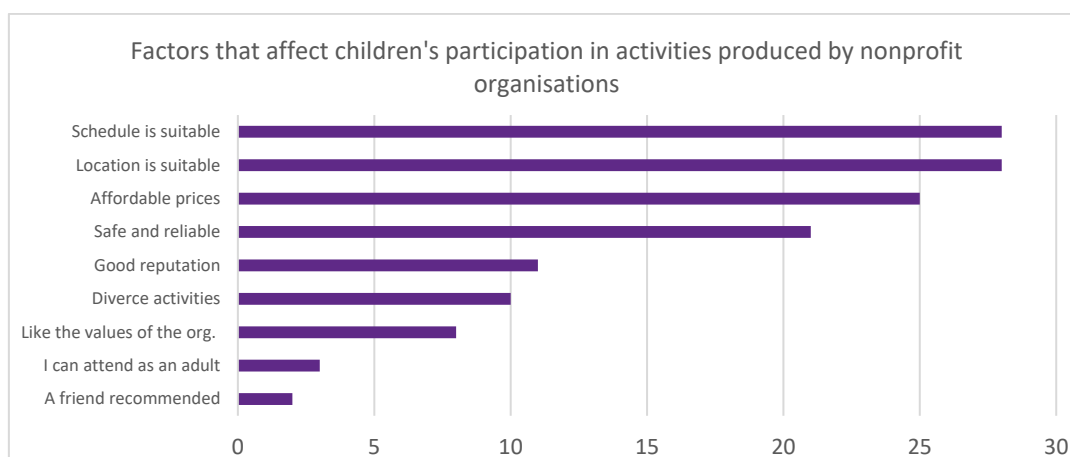
Figure 15. Age distribution of the respondent's children.

Respondents answered that 72% of them have used a nonprofit organisation for their children's free-time activities. Over half of the respondents used private service providers (64,7%) and municipalities' (62,7%) activities. Congregations' activities were used the least by 33,3% of the respondents. The test group that filled out the questionnaire were not all aware of which previously mentioned (associations, private, municipalities or congregations) service provider the activities they have been using were produced. For some, it might be difficult to tell them apart.



Respondents listed the service providers their children participated in, and Nuoret Kotkat was mentioned only four times. The result is good; this way, existing customers have not answered the survey, and it presumably reached many potential customers who have not used VSNK services.

Respondents were asked to choose the top three most important factors that affect their children's participation in nonprofit organisations' activities (figure 16). The effortlessness with the location and suitable schedule shared the first place on the list, with both almost 30 votes. Affordable prices were third on the list, and reliability and safety of the service producer were important as well, coming fourth. Interestingly, the organisation's good reputation was not that important to the respondents, nor was the diversity of activities; both got about ten votes. Organisations' values were at the end of the importance list with the possibility of attending activities as an adult and friends' recommendations.



*Figure 16. Factors affecting children's participation. The parent/caretaker point of view of children's participation in activities by nonprofit organisations.*

The question about what kind of services respondents wish nonprofit organisations would offer to children and youth was open-ended, so the data was categorised with the coding method. The answers raised three themes: diversity and versatility in activities, easiness and low threshold of activities, and affordable prices.

“As inexpensive and versatile as possible. Exceeding age limits. In a household of four children of different ages, it would be nice if some hobby would be suitable for two children of different ages at the same time.”

“A variety of activities for children of all ages. Theme days or evenings, meetings in places that are easy to reach.”

When asked what are the reasons children quit their hobbies? The four main reasons were: The hobby was not suitable anymore / the child lacked interest, the schedule and locations were not suitable, the activities were poorly organised, and the price of the hobby was too high.

“No longer suitable for the age distribution of the group and did not want to continue the sport.”

“Schedule, the child was no longer enthusiastic.”

Two themes arose from the question about why children continue their hobbies from the parent's point of view: it was the child's own wish because the child is enjoying the hobby, and the time and place were convenient for the family.

The questionnaire included questions about volunteering as well. One out of four (23,5 %) respondents said they already volunteer for child and youth organisations (figure 17). Over half of the respondents had a positive attitude towards possibly volunteering for child and youth organisations. When asked have they considered volunteering, 25,5 % said yes, and 31,4 % said maybe. Less than 20 % have not considered volunteer work for children and youth.

Oletko koskaan harkinnut tekeväsi vapaaehtoistyötä järjestössä lasten ja nuorten hyväksi?  
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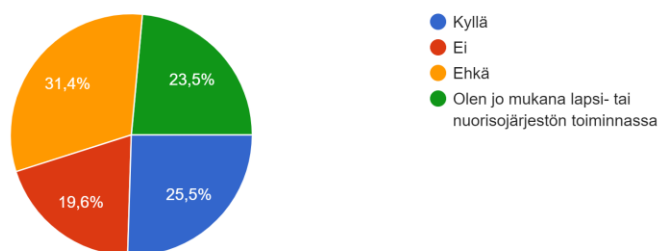


Figure 17. Volunteering in a child and youth organisation. “Have you considered volunteering in a volunteer organisation for children and youth?”

The most significant obstacles for parents or caretakers who have thought about volunteering in a nonprofit organisation for children but have not done are shown in figure 18. The most votes got lack of time (78,1 %) and life situation (53,1 %). A suitable organisation for volunteering have not been found by 12,5%, and for 9,4 %, the threshold has been too high to contact an organisation.

Jos vastasit edelliseen kysymykseen kyllä tai ehkä, mitkä syyt ovat muodostuneet esteeksi?

32 vastausta

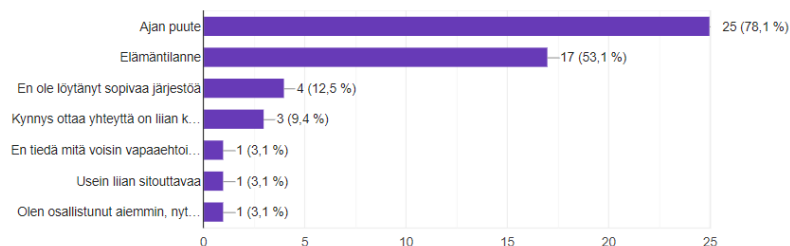


Figure 18. The biggest obstacles not participating in volunteer work. "If you answered yes or maybe to the previous question, what reasons have become obstacles?"

The question about factors that affect eagerness to volunteer, revealed that over 80 % of the respondents thought that volunteering should not be too binding (figure 19). Over 50 % of the respondents thought taking their kids along would inspire them to attend volunteer work. Location was important for 47,1 % of the respondents, and training for the volunteer work (9,8 %) and that a friend would take along (7,8 %) was not that important.

Millaiset asiat saisivat sinut innostumaan vapaaehtoistyöstä järjestössä lasten ja nuorten hyväksi?

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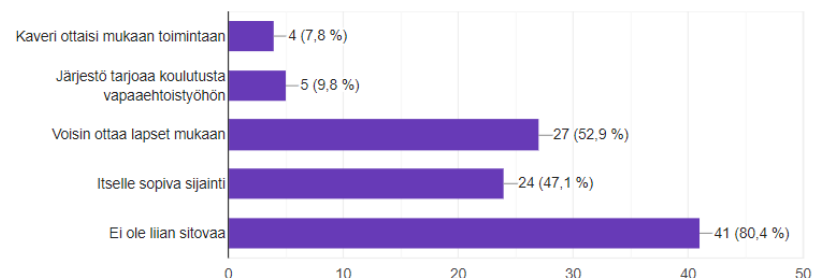


Figure 19. Things that affect eagerness to volunteer for children and youth. "What things would make you excited about volunteering in an organisation for children and youth?"

The overall grade, from 1 to 10, that potential customers gave to VSNK was 7,3. The distribution of the grades was surprisingly extensive, as shown in figure 20. The most common grade was eight, given by eighteen respondents. A few very low grades, one, three and four, stand out.

Anna numero (asteikolla 1-10) ENSIVAIKUTELMASTA seuraavasta järjestöstä

<https://www.vsnk.fi/>

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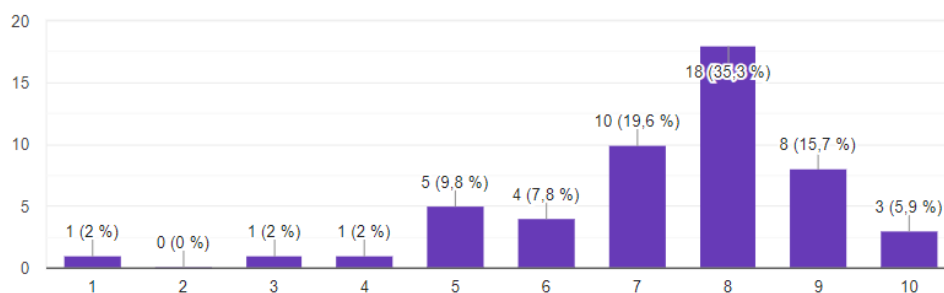


Figure 20. The first impression of VSNK on a scale of 1-10 of potential customers based on the VSNK website.

A possibility to comment on the grade revealed that some people had quite a negative first impression, on which the lower grades were probably given. There were few comments about the political aspect, which the respondents considered an undesirable quality for a children's organisation. Positive comments referred to the activities being interesting and the organisation being active.

“The name brings to mind Russia, that's why I'm prejudiced.”

“The activities are partly interesting, but we want to do them without the party political part”.

“Political values at the beginning of the site startled me first. Otherwise, the organisation appears to be active, and activities have been presented.”

”Adequate information about camps.”

Respondents were then asked to evaluate the organisation on whether it is child-friendly, safe, trustworthy, affordable, whether the activities are engaging, easily approachable, and professional, whether the general atmosphere is good and whether the respondents previously knew the organisation (figure 21). Most of the responses are positive, and the majority of the respondents agreed or partially agreed that the organisation is child friendly. About 70% - 80% of the respondents agreed or partially agreed that the organisation is safe, has an affordable process, has interesting services, is reliable, easily approachable, professional, and has a good general atmosphere. Twenty-two out of fifty-one respondents answered that they agree or partially agree that they were previously familiar with the organisation. Seventeen disagreed or partially disagreed that the organisation was familiar

to them previously. Twelve of the respondents did not agree or disagree. Answers reveal that almost half of the respondents are unfamiliar with the organisation.

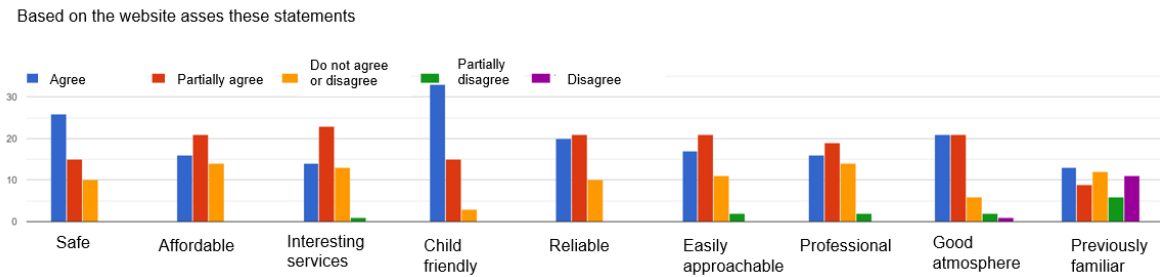


Figure 21. Evaluation of organisation by potential customers.

### 6.2.3 Workshop and questionnaire for children

The workshop and the questionnaire for children aimed to find out the following:

- How would the organisation best serve children by finding out what children like at the moment and what they would like to change?
  - Do the camps and other activities meet their needs?
  - Was the camp the way they expected?
  - Is there anything at camps that needs to be changed? What is good?
- How do they perceive VSNK and its services (camps) from their point of view
  - Who decides at home about going to a camp?
  - Can children influence what they do at the camp? Would they like to be able to influence more?

Parents were informed prior about the survey, and the workshop their child might attend during the camp. Parents were also informed what the information was gathered for and that is anonymous. Before every event, the organisation asks for the parent's permission for filming.

#### A mobile questionnaire for children

An anonymous mobile questionnaire was conducted for the children during winter camp from the 21 to the 23 of February 2022. Those who had their own phone took a picture of a QR code that guided them to the Google form. Those who did not have their own phone used their friend's or an instructor's phone and the children answered the questions on their own.

Twentyseven children answered the survey during the camp, and the overall grade (from 1 to 10) that children gave to VSNK was 9,3. (figure 22). Fourteen children gave the number 10. Overall, children seemed quite satisfied with the organisations and their services. The questions did not intentionally ask about the camp activities because some of the children also attend clubs and trips, and we wanted an overall picture. However, because this questionnaire was in a camp setting, most respondents probably considered the activities mentioned as camp.

Anna Varsinais-Suomen Nuorille Kotkille yleisarvosana asteikolla 1-10

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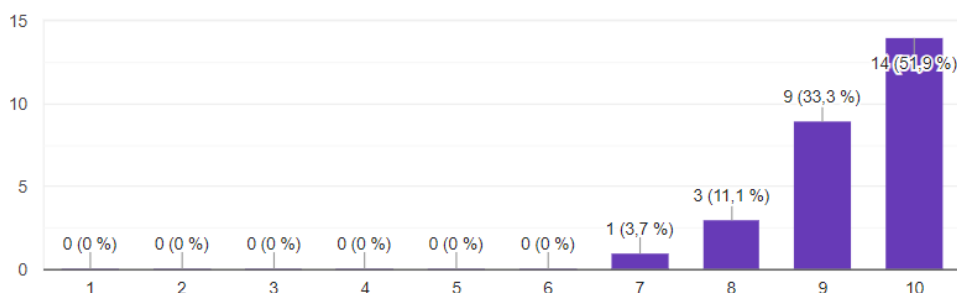


Figure 22. The average rating children gave to VSNK on a scale of 1-10.

A multiple-choice question about what kind of things are meaningful to children in VSNK activities showed that 81,5 % answered that it is having a good time (figure 23). For 66,7 %, friendships is important, and for 55,6 %, it means new experiences. For 51,9 % of the respondents, it means good community spirit. Security, the possibility to influence, and many events to choose from were not that high on the importance list. Security is probably not high in the answers because a safe environment might be a default.

Millaisia asioita Kotkien toiminnassa mukana oleminen sinulle merkitsee?

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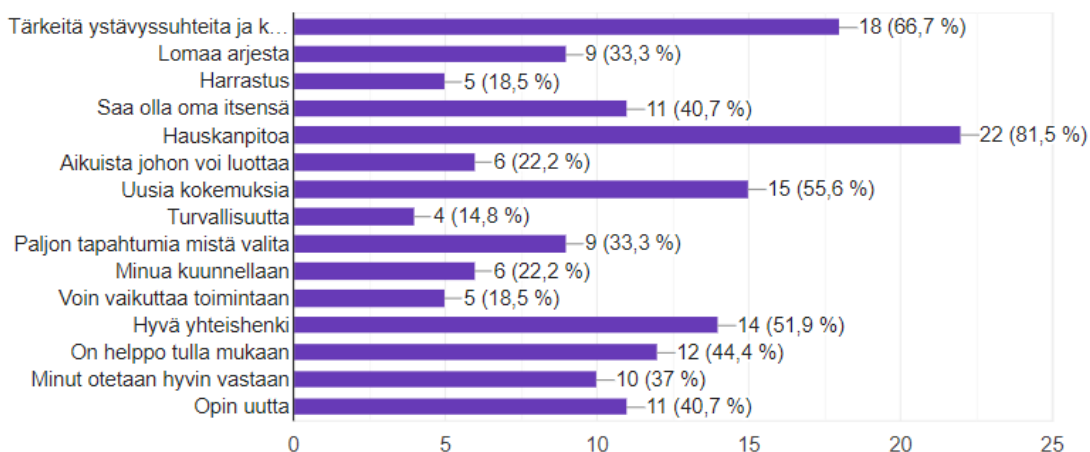


Figure 23. Meaning of VSNK activities for children. A multiple-choice question about what kind of things VSNK- activities mean to children.

The previous multiple-choice question about what children find important at the moment in VSNK activities was divided into three categories, which are presented in a pie chart in figure 24. The results show that the inclusion category was chosen by children 71 times. This indicates that the feeling of being part of something is important to children attending VSNK activities.

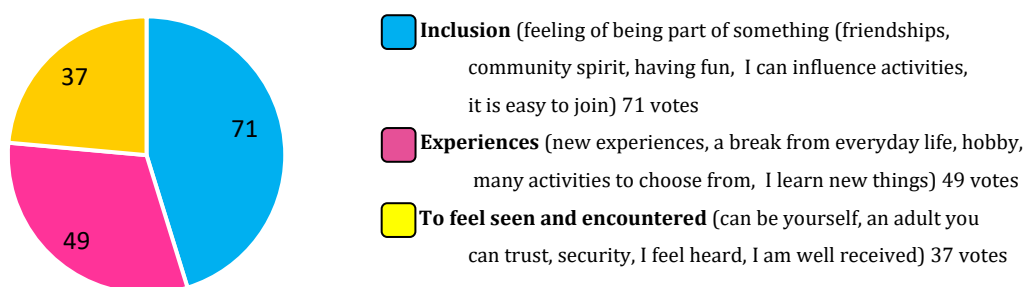


Figure 24. Categories for attending VSNK activities.

Most of the children wrote that they heard about VSNK activities from their friends or family members. Some of the respondents find out about the activities from social media, e-mail marketing and VSNK's web page.

When asked how their first experience in VSNK activities was, most of them said it was fun, and they felt welcomed. Some respondents said they felt shy and nervous at first.

*"My experience was fun, I immediately got to know everyone, and everyone included me in the games."*

*"Exciting but fun."*

*"Wonderful. I was nervous at first, but when I made friends, I wasn't scared anymore."*

When asked whether the activities met the expectations, the majority (nineteen out of twenty-seven) expressed they were happy with them; now, the rest suggested some activities like swimming, more games, and doing more things together. One person felt that there should be more adults to look after children because he/she feels left alone.

*"A movie or something like that"*

*"I don't want anything more."*

The question about whether they would like to influence the activities at VSNK, sixteen were happy with the situation now and did not want to influence the activities more. The rest did not know, and a few suggested some activities.

*"I don't know, it's all so fun already, I don't feel I have to influence more."*

*"To have a vote on what everyone wants to do."*

When asked what things would make children come again and how would they ask, for example, a friend to join, many wrote about having fun and having friends.

*"This is a great camp, and I'd say you don't have the time even to be homesick when it's so much fun and the food is good."*

*"I quickly made new friends and there's good community spirit in general."*

### **The workshop for children**

The workshop aimed to involve the children in the service improvement and gather information to hear their thoughts and experiences of the current services. On 23 February, a workshop was held for the children attending the VSNK winter camp. Nine children 6- 13 years old, were randomly picked, and the workshop was part of the winter camp activities. At first, the atmosphere felt a little stiff, and the kids were slightly shy because the situation was new to them, and not all knew each other or the author before. As an icebreaker and an energiser, we played a short game where children could relax and go through each other's names and the introduction to the workshop was held. After the warm-up, the children smiled and became more interested in the workshop's theme.

The plan was to work on two co-design tasks with the children. The first was to find out the current situation from their point of view about camps and VSNK as a service provider in general with "the ghost of concerns", the "tree of wishes", and the "sun of joys" (Kalliomeri et.al., 2020, p. 35). The second was creating a journey map about their feelings regarding camps.

Children were given three themes to work on to identify the current situational view; they wrote and drew things they were unhappy with regarding VSNK camps on the ghost. On the tree, they thought about things they wished for, and in the sun, they wrote happy things that



they found joyful (figure 25). Once everyone had written or drawn something, we went through each picture to understand what they wanted to tell the author.



Figure 25. Children's workshop.

Children were working on the wishes, concerns, and joys regarding camps on the left. On the right is the tree of hopes.

Mostly the thoughts were about practical things, the program, the wake-up songs, roommates, the amount of candy they could bring from home, food, or whether the rooms were too cold or too hot. Having fun was mentioned several times, and activities such as discos and more camps. Friends were mentioned in many places, and friendships are one of the main reasons to come along. Some things were related to the camp rules, such as phone or wake-up time.

There were also deeper themes, such as gender segregation and bullying. Children discussed, for example, that adults talk about girls and boys as groups in camps and that some kids might not identify with either. Also, adults are prone to address the whole gender, for example, "boys, be quiet", even though they mean only one table of boys. Children discussed that adults cannot always intervene in bullying situations because children do not tell adults about it. The conversation continued that it would be important for adults to know that something had happened so it could be addressed.

In general, children talked positively about adults and enjoyed spending time with volunteers, and it is important for them that adults are already familiar with them. Children mostly enjoyed the camp atmosphere and program. When discussing influencing activities, some wanted to impact more on the program, for example, what games are played and what



Some children from the group have participated in camp activities for many years, and one child was attending his/her first camp. Children were skilful in attaching feelings to the journey map sections. Expectations about camp were mainly about having fun and seeing friends. It would have been beneficial to ask more about the feeling the sections raised, but the children were ready to end the workshop.

In the end, the author thanked all the participants, and they seemed pleased that they could influence VSNK activities and were listened to. Because of the decreasing concentration, the author had a quick vote “who thought the workshop was ok?” eight out of nine children raised their hands. In total, the workshop lasted about one hour.

An affinity diagram was formed based on the workshop to gather insights under themes (figure 27). Inclusion contains important friendships and having fun, experiences referring to different activities, feeling seen to be encountered as an individual and influencing the possibility to impact matters that are important to children.

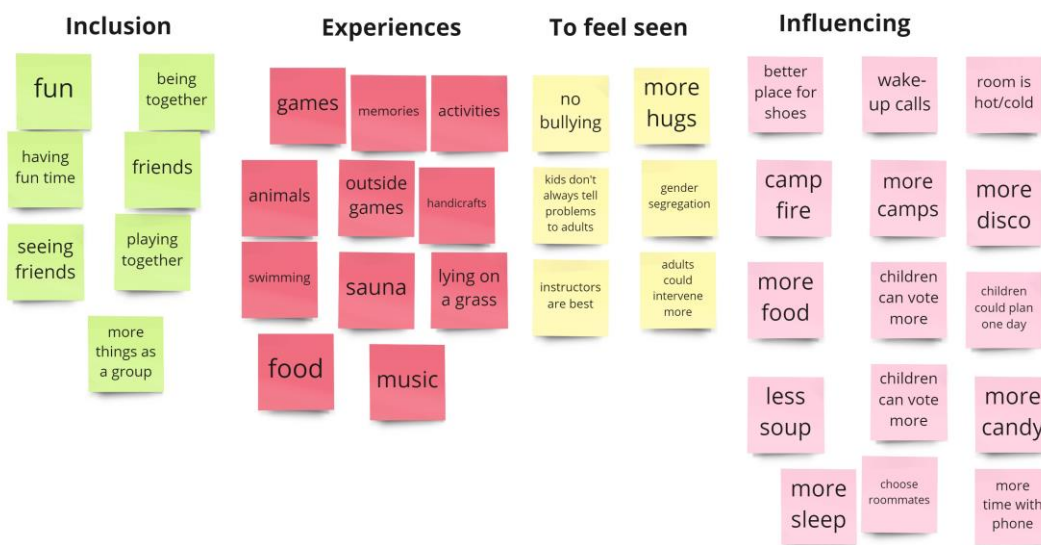


Figure 27. Themes raised from the workshop for children.

#### 6.2.4 Main findings and conclusions from the user and customer insights

Five themes were identified as critical to parents regarding their children’s hobbies based on the surveys, as shown in figure 28. A happy child is always the objective. However, to offer services, which are as good as possible, the prices of the activities should be affordable, the location and schedule should be convenient, and someone they know should recommend the activities (applies especially for the overnight camps). The service provider has to feel safe, and the activities should be versatile and age-appropriate.



*Figure 28. The main themes important to parents regarding children's hobbies.*

The questionnaires showed the VSNK brand is not that appealing to potential customers, with an overall grade of 7,3, but as the children continue in the activities, the parents give an excellent overall grade of 9,2. Although the potential customers found the first impression, based on the VSNK website, reasonably positive, the results reveal problems in the brand appearance. The VSNK brand was even repulsive to some potential customers, which seemed to derive from the political background of VSNK. The organisation's values were not that important for most potential customers, but the existing customers valued them. The research also shows that camps are the most used and valued service of VSNK. Surveys also revealed that the organisation is not that known to the public.

The existing customers were mainly satisfied with the activities, but there should be more activities to keep the existing users when they become teenagers. Potential customers also expressed the importance of at least two or more children from the family attending activities together, which also means that the activities should excite eight and thirteen-year-olds.

The majority of the existing customers have touchpoints from camp services, and many mentioned that recommendations were the incentive to enrol their child the first time. The conclusion can be drawn that recommendations are essential for the parent to ensure the child is safe and in good hands during overnight camps. The potential customers did not consider recommendations essential, because they were generally asked about children's hobbies. When looking for a hobby that lasts for one hour a week and where children are not spending the nights, location, convenience in schedule, price, and safety are more of a priority.

Respondents' gender or demographic information was not asked in the survey. Females mainly answered the survey for existing customers because over 90 % of VSNK's e-mail contacts were mothers or female caretakers. The survey for potential customers was distributed in Facebook's different groups, also a parent group with primarily female members. Females are more likely to be responsible for communication with schools and hobbies and taking care of matters that concern children (Finnish Institute for health and welfare, 2021). Due to this, the respondents for both surveys are likely mainly female.

The children's questionnaire and workshop results identified the main themes: inclusion, experiences, feeling seen and influencing (figure 29). Inclusion contains meaningful social relationships and the feeling of being part of the group. Experiences, in this case, mean exciting and age-appropriate activities that grow with the children. Feeling seen refers to being encountered and accepted as one is. Influencing refers to the possibility of affecting decisions that are made concerning oneself. The first three categories came up in the questionnaire and the workshop. In the questionnaire, the need to influence activities was not highlighted in the answers, but on the other hand, in the workshop, children expressed the need to influence activities and processes more.



*Figure 29. The main themes of the children's questionnaire and workshop.*

Overall, the children who answered the survey felt happy about the activities. What children find important in VSNK activities, does not always match parents' list of importance. Children seem mainly interested in the *feeling* of the activities, that it is fun, that they feel welcomed, and that they have friends. New experiences were on top of the list as well. Children were eager to suggest new activities but did not mention that the present activities

were not interesting or fun enough. In the existing activities, children find that inclusion, being part of a group, is the essential thing that is important to them.

Parents or caretakers want their children to feel happy, but they also have other drivers when choosing a hobby or enrolling children in activities. Parents want a variety of activities to choose from regarding children's hobbies, and it is an asset if the activities suit more than one child in the family. The research reveals that the parent and caretakers are the essential stakeholder group which to influence, first through targeted marketing and recommendations from peers. After the customer relationship has been formed, the users (children) decide whether to continue the hobby.

### **6.3 Benchmarking**

Benchmarking means exploring other services, products and solutions and comparing them with the developed service. During the service design process, it is important to research similarities and differences to either have a competitive value or use good ideas in one's work. (Tuulaniemi, 2011, p. 185.)

Benchmarking includes research, observation, comparison and evaluation of different organisations, aiming to learn how others function in the same business area (Tuulaniemi, 2011, p. 138). Associations and organisations should familiarise themselves with the services provided by others and how other actors of the same type already do. (Mäkinen, 2018, p. 107.)

The author benchmarked two similar organisations from the Varsinais-Suomi region, Pinskiut and Vesaiset. Both have political backgrounds, and their core activities offer free-time activities for children. Most of the information used for benchmarking is gathered from organisations' websites and information portals.

#### **Länsirannikon Pinskiut (Pioneers)**

Pinskiut is a leftist national nonprofit organisation that offers activities for children, youth, and families. The organisation was founded in 1945 as a Suomen Demokratian Pioneerien Liitto ry (SDPL) to organise leisure activities for working-class children. They organise similar activities as Nuoret Kotkat; camps, clubs, youth leader training, and international youth exchanges. They operate as well on national, local and regional levels. Similarities to Nuoret Kotkat continue with the Pinskiu values: freedom, humanity, equality, friendship and community. In the west part of Finland operates Länsirannikon Pinskiut, and under the

regional organisation are local organisations: Turku, Harjavalta, Pori, Jokioinen and Raisio. The area of the regional organisation is much larger than in VSNK. (Länsirannikon pinskut, 2022.)

Notable changes in the organisation's history are that in 2015, the official name acronym SDPL replaced the name Pinskut. A very interesting change in their strategy because they also separated themselves from the political party of Vasemmistoliitto (The Left Alliance). They wanted to leave out the word “pioneer”, which was how people mainly knew their organisation and declared themselves party politically independent, even though they still supported leftist values. (Pinskupakki, 2022)

Pinskut has a well-built internet portal called Pinskupakki (figure 30), maintained by the national organisation, Pinskuliitto. The portal is similar to the Finnish Scouts, which have a portal as a Web App. Through the portal, one can enrol on Raision Pinskut camp, equivalent to VSNK's camp. Much basic information about Pinskut is found there, for example, history, values, and volunteer onboarding, and there is a secure portal for members and employees. The Pinskupakki is very easy to use, and one gets quite a good overview of the organisation.

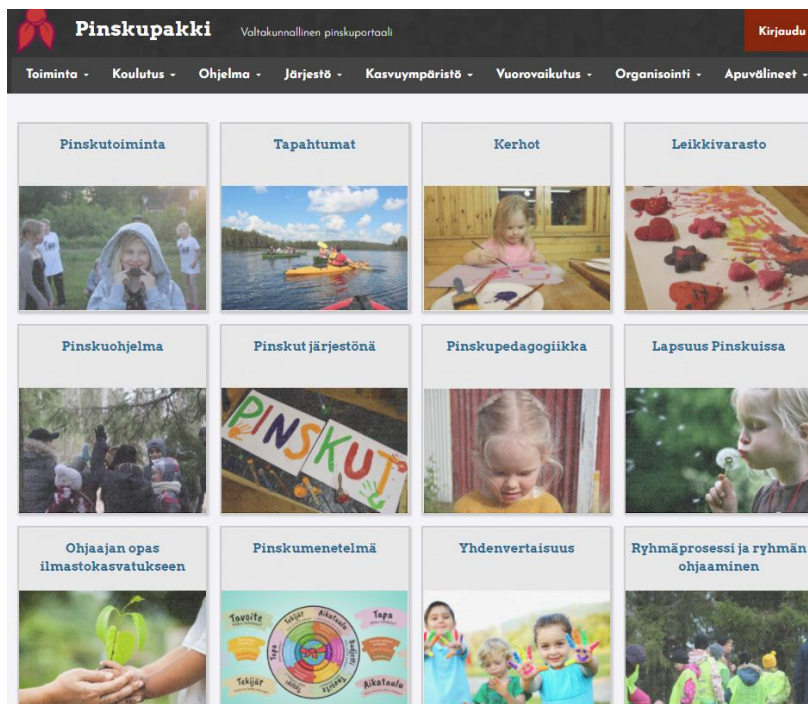


Figure 30. Screenshot of Pinskupakki, the Pinskut national organisation's information portal. (May 5, 2022)

## **Varsinais-Suomen Vesaiset**

Another similar organisation to Nuoret Kotkat is Vesaiset. It was formed in 1956 as Maaseudun Varhaisnuorisoliitto – Vesaiset. They organise events, camps, and cultural activities for the whole family. Vesaiset operates nationwide with 16 districts and local associations. In Varsinais-Suomi, twenty local associations are under the district association. (Varsinais-Suomen Vesaiset, 2022.)

Vesaiset activities are more oriented toward the whole family. For example, winter camp in 2022 is a ski trip to Saariselkä, and under-aged children need an assigned caretaker to attend. Their camp fees are considerably higher than in VSNK or Länsirannikon Pinskut, but it can also be because Saariselkä is far away in northern Finland, and the accommodation is in a regular hotel rather than on a campsite.

Vesaiset was formerly the child organisation of the Maalaisliitto, now called The Centre Party. They have done the same rebranding as Pinskut, and have separated themselves from the party politics, even though they still cooperate with the Centre Party. (Vesaiset, 2018.)

## **Findings**

All the organisations organise activities for children and youth, and all three have political backgrounds. VSNK is the only organisation of the three that considers itself a political influencer. VSNK has more staff than Vesaiset or Pinskut, but the organisations' structures are slightly different, so it is difficult to compare the staff resources. Initially, it was supposed to compare the number of activities and volunteers between the organisations, but due to a lack of information, it was left out of the benchmarking.

Pinskupakki is a good portal for the organisation, and it is easy to find information. The Pinskupakki platform is used for the whole organisation nationwide. Nuoret Kotkat could be considered a similar platform from which all the local and district associations could guide their members and volunteers for information, and it could serve as well people who are interested in the organisation and looking for answers. Now every organisation has its own website with its own information, whereas frequently asked questions about Nuoret Kotkat are found only on the NKK website, which is not comprehensive enough. For volunteers, there is an intranet, but only a few use it in addition to employees. Pinskut has explained well the background of their organisation, their values and the hierarchy of their decision-making in the Pinskupakki platform. It is easy to find information about Pinskut, and the organisation feels transparent to an outsider because of its clearly written description.



Varsinais-Suomen Vesaiset target group differs from VSNK, as they organise activities more for the whole family.

The most interesting finding is the re-branding that both organisations have done in the near past. The political stigma is a problem for some people (see questionnaires 6.6.2.), and on a national level, Nuoret Kotkat has also thought about new branding. The conversations have not gone further because people feel that cooperation with the party is part of Nuoret Kotkat's essential characteristics. As VSNK is a regional organisation, the conversation of fundamental values should go through the national NKK organisation. The possibilities are either to use the political stigma to advocate for children or make the same decision as Pinskiut and Vesaiset and separate themselves from the party.

## 6.4 Scenarios of the future

Scenarios are not a prognosis of the future and do not usually come true as they are. The future can be a combination of several scenarios. (Koskelo, 2021, pp. 98-99.) The deductive model was used, and the forecast was made from the present to the future with the help of mapping the current state, PEST analysis and the futures table.

### 6.4.1 Current state

The current state of the operational environment consists of three levels: the VSNK, NKK and societal. Current state analysis includes the pain point identified in the research (table 1).

*Table 1. The current state of the operational environment.*

Levels	Current state
VSNK	<ul style="list-style-type: none"> <li>• Camps are the most known and used services. Clubs are important to volunteers, but there are not enough people to organise them. Activities that are important to volunteers are the front activities, and the ones that are important from the employee's point of view are those that volunteers do not see in their work.</li> <li>• Present customers and users are mainly satisfied with the services and relate to and support the organisation's values.</li> <li>• Organisation values are unimportant to some parents. On the other hand, parents still enrol their children on activities based on the organisations' values.</li> <li>• Youth engagement. Children and youth should be even more involved in the organisation.</li> <li>• Staff resources are scarce, and the work is too fragmented for employees, which causes dissatisfaction and continuous rush.</li> <li>• Most of the customers have a very positive attitude towards volunteering for VSNK, but it is considered time-consuming</li> <li>• It is hard to attract new volunteers. The organisation of labour within the organisation, some volunteers are too strained. Present volunteers are mainly satisfied and like their work. The volunteer onboarding process needs configuration and improvement.</li> </ul>

<b>NKK</b>	<ul style="list-style-type: none"> <li>• Rigid administration of NKK. Because of the stiff and oversized administration, the decision-making is slow, and there is change resistance on a national level.</li> <li>• For some potential customers, the political stigma of children's organisations is considered an unwanted quality, even though daily activities with children exclude politics. The political aspect is the path for influencing and advocating for children in Finnish society. This is not clear to potential customers</li> <li>• The organisation is not well known to the public. The Nuoret Kotkat brand appearance is outdated and does not appeal to potential customers and volunteers, even though the services might be interesting to them.</li> <li>• Continuous funding for the youth sector is uncertain and declining in municipalities and in the Ministry of Education and Culture.</li> </ul>
<b>Societal</b>	<ul style="list-style-type: none"> <li>• Changing volunteer work, people do not want to commit for a more extended period of time. Pop-up and short-time volunteering possibilities are needed.</li> <li>• Competition for people's free time is increasing.</li> <li>• People have a positive attitude towards volunteering in general</li> <li>• Funding for youth organisations and associations is decreasing</li> </ul>

#### 6.4.2 PEST analysis with megatrends, trends, wild cards and weak signals

Based on mapping the current state, the work proceeded to the analysis of the operating environment using PEST analysis. PEST analysis is an effective and extensively utilized method for assessing strategic risk and helps assess external factors that may affect business activity. The term PEST stands for four types of change: political, economic, social, and technological. (Sammut-Bonnici & Galea, 2015.)

To help to map the megatrends, trends, wild cards and black swans, the author used the Finnish Government's report on the future. Ninety-four domestic and international foresight reports on mapping phenomena, threats and opportunities affecting the future were brought together for the report. Such reports often perceive the future through megatrends, trends or risks. (Ahvenharju, Pouru-Mikkola, Minkkinen, & Ahlqvist, 2020, p. 28.)

SITRA's report of Megatrends 2020 and Weak signals 2022 was also used in creating the table (Dufva & Wartiovaara, 2020; Dufva & Rowley, 2022). Table 2 was completed with data and information collected by this stage, such as interviews, survey results, workshops, the author's commonly known and previously acquired knowledge, and the theoretical framework. (A list of sources can be found in the appendices.)

Table 2. PEST analysis including megatrends, trends, wild cards and weak signals.

PEST	Megatrends	Trends	Wild cards	Weak signals
<b>Political</b>	The uncertain future of democracy worldwide	<p>Political instability and civic technologies help participation, and individuals can have political power.</p> <p>Organizations are essential developers of civilization.</p> <p>A political stigma or a background is considered a bad quality for children's organisations.</p>	<p>Deglobalisation – activities only on a national level.</p> <p>Municipalities outsource youth work, and nonprofits have an increasingly important role as service providers.</p>	Military conflict – changes in the organisation's core activities.
<b>Economical</b>	Various political risk factors will threaten the financial situation of organisations.	<p>Decreasing grants for youth work at the municipality and state level.</p> <p>Competition with other organisations for resources (money, people's time, skills) intensifies.</p>	New financial sources, such as crowdsourcing and more commercial know-how.	<p>Organisations merge into larger entities.</p> <p>Sharing economy between organisations.</p>
<b>Social</b>	<p>Ageing and diversifying population – not enough adults to do volunteer work</p> <p>Inequality of children and young people and deepening exclusion – increasing mental health problems.</p> <p>Services for more immigrant children/cooperation with other organizations.</p> <p>Young people have the need and courage to influence and participate actively in society, which is also reflected in practical actions.</p>	<p>Intangible values, well-being, trust, acceptance and respect, and ethics of organisations' activities.</p> <p>Professionalism in nonprofits.</p> <p>The modern way to volunteer, pop-up and online volunteering.</p> <p>Child policy is a moral choice in Finland.</p> <p>Due to immigration, children with multicultural backgrounds need more services.</p> <p>Children require more individual and specialized care and guidance due to increasing neuropsychological diagnoses – educating volunteers.</p>	<p>Volunteer work becomes an accepted alternative to paid employment.</p> <p>The relationship between work and leisure can change and may create a new leisure society in Europe.</p>	<p>Change in the traditional family structure.</p> <p>More people live alone, and rainbow and reconstructed families increase.</p> <p>The traditional concept of membership in nonprofits may no longer be relevant.</p>
<b>Technological</b>	<p>Climate change and its consequences – travelling to events decreases, and more online events.</p> <p>Digitalisation and platform economy.</p>	<p>Media sexy associations survive. Visibility is everything.</p> <p>Organisations need to educate their employees and volunteers about technological advancements.</p>	Digital fasting is a new luxury. People spend more time together face to face.	AI and blockchain to help nonprofits in their daily tasks.

### 6.4.3 Futures table

The futures table (table 3) is divided into two levels: the society's current situation, VSNK and Nuoret Kotkat organisation. The variables were chosen from the data collected during the research and the PEST- analysis. Rows are viewed as variables, while cells are viewed as alternative values for the variables. It is essential to remember the problem the scenarios are trying to solve, and the information gathering needs to be done comprehensively (Sandström, 2021). After the table was filled and each value was given, dystopia, utopia and business-as-usual alternatives were chosen from each variable.

Table 3. The futures table

■ Dystopia

■ Utopia

■ Business As Usual

Levels	Variables	A	B	C
Societal level	Public funding for youth organisations	<span style="color: green;">Public</span> funding has merged with foundations and all smaller funders, creating one large entity that funds non-profits. The financial resources are adequate, and it is the only funding that needs to be applied. Internal financing is barely needed. The subsidies are stable, and the political situation does not affect them. Low bureaucracy.	<span style="color: gray;">Public</span> funding decreases, but the public sector is still the main contributor, and organisations rely on subsidies. Applications for small project grants increase, and increasing the proportion of internal financing requires substantial resources.	<span style="color: magenta;">Public</span> funding for non-profits stops or decreases substantially. Difficult to find alternatives.
	Forms of volunteering	<span style="color: magenta;">People</span> want short time attachment regarding volunteering but are not offered the possibility.	<span style="color: gray;">Volunteer</span> work is only a one-time event. "Volunteer hopping" is a standard way to participate.	<span style="color: green;">People</span> want to commit to long-time volunteering with non-profits.
	Volunteering in the society	<span style="color: gray;">Volunteer</span> work is essential for society to function properly, but it is considered just a hobby.	<span style="color: green;">Volunteering</span> is considered as important and comparable to paid labour	<span style="color: magenta;">Volunteer</span> work is not valued in society.
	Public attitude towards political (youth) organisations	<span style="color: gray;">Non-profits</span> with a political background are not interesting or attractive in the eyes of the public.	<span style="color: magenta;">The</span> attitude toward organisations that have a political background is extremely negative in the society	<span style="color: green;">Non-profits</span> share their political motives openly, and having political background is only one characteristic of the organisation and a way to influence society.
	Non-profits in the society.	<span style="color: gray;">Non-profit</span> organisations are getting smaller, and there are fewer of them. With scarce resources, it is hard to be professional.	<span style="color: green;">Non-profits</span> produce vital services in society and are free to follow their path within the law and regulations.	<span style="color: magenta;">Non-profit</span> organisations produce services which functions and activities are strictly regulated by law
	Sharing economy and rivalry between organisations	<span style="color: gray;">Non-profits</span> struggle with their own problems. There have been several attempts to create solutions where organisations could benefit from sharing economy without lasting results.	<span style="color: green;">Non-profits</span> have found a way to work together and share resources for mutual benefit.	<span style="color: magenta;">Non-profits</span> competition with one another increases, and everyone fights for their existence
	Membership	<span style="color: magenta;">Associations</span> do not have members anymore	<span style="color: gray;">Associations</span> have members, but most of the	<span style="color: green;">Associations</span> have members who are part of

			service users are non-members	a larger membership unity.
<b>Nuoret Kotkat and VSNK</b>	The Nuoret Kotkat brand appearance	<b>Outdated</b> , old, wary. Does not attract new people.	<b>Uninteresting</b> but safe. Neutral and without a proactive strategy for the future.	<b>Modern</b> , fresh, young, engaging. The brand is consistent and interesting to youth and generation X and Z parents.
	The role of the volunteer and the employees in the organisation? Number of volunteers	<b>The</b> performance level work is optimised and automated so the employees can concentrate on the organisation's development, and volunteers can concentrate on the work they want to do. The organisation attracts an increasing number of volunteers.	<b>Volunteer</b> involvement in managing and organising activities grows. Lack of funding affects the possibility of having zero employees. The number of volunteers is decreasing	<b>Employees</b> are in charge majority of the activities as well as the performing work in the office. There is no time for development work. Volunteers are not involved in the activity planning, and only a few are committed to the organisation.
	The feeling of Inclusion	<b>Inclusion</b> is not important in the organisation.	<b>Inclusive</b> methods are used in the organisation but not applied throughout the organisation.	<b>Stakeholders</b> feel included and are happy to participate in activities and volunteer.
	Influencing activities and change process in the organisation	<b>Only</b> part of the stakeholders are involved and invited to the creative process	<b>All</b> stakeholders are involved in the process of planning activities and updating the strategy and vision of the organisation	<b>Only</b> the employees and a small inside group influence the organisation's activities and functions.
	Technology harnessed to support organisation	<b>The organisation</b> is left behind in technological advancements, and the employees and volunteers are not up to date on technological possibilities.	<b>Technology</b> is not used actively in the organisation's everyday life, and most work is handled manually.	<b>AI</b> and automation help the organisation in its basic functions, registrations, invoicing, and communication
	Services for diverse stakeholders	<b>The services</b> are structured for a narrow customer segment	<b>The services</b> are created to meet the needs of very diverse people from different cultures and backgrounds.	<b>Different</b> people are welcomed, but the possibility is not clearly communicated to the audience, and the volunteers are not trained to meet the needs of children with additional needs.
	Participants and number of activities	<b>Numerous</b> activities attract an increasing number of new participants	<b>The number</b> of activities is the lowest as it has ever been, and there are not enough participants. Families and children do not want to take part in activities	<b>The number</b> of activities and participants is steady but still decreasing slowly.
	Innovation and renewing	<b>The organisation</b> is willing to make changes, but resistance to change is too strong. Renewing the activities or the organisation is not completed.	<b>The organisation</b> does not innovate for new activities, and no changes are made to update the organisation.	<b>Children's</b> and youth's activities are constantly renewed and innovated together with stakeholders. The organisation is not afraid to change.

#### 6.4.4 VSNK in 2052

Based on the futures table, three scenarios were created; “Taking the easy way out”, “Fortune favours the brave”, and “The fading field”. The scenarios are a vision of the VSNK thirty years from now to 2052.

**Business as usual- Taking the easy way out**

Non-profits that have a political background are not interesting or attractive in the eyes of the public. Organisations are getting smaller, and there are fewer of them. Public funding decreases, but the public sector is still the main contributor, and organisations rely on subsidies. With scarce resources, it is hard to be professional. Applications for small project grants increase, and increasing the proportion of internal financing requires substantial resources.

Volunteering is essential for society to function properly, but it is considered just a hobby. Volunteer work is, for many, only a one-time event, and "volunteer hopping", choosing the organisations by convenience, is a standard way to participate. Associations have members, but most of the service users for non-profits are non-members.

Non-profits struggle with their own problems. There have been several attempts to create solutions where organisations could benefit from sharing economy without lasting results.

Nuoret Kotkat brand is uninteresting but safe. Neutrality in appearance is seen throughout the organisation, and a visionary approach and clear strategy for the future are missing. Volunteers must be more involved in managing and organising activities because of the decreased public funding. The constant fear of the possibility of having zero employees affects the organisation considerably. Decisions that the key stakeholders, the employees, boards and chairpersons make are not communicated to the rest of the stakeholders, and people interested in the organisation do not find the necessary information.

Inclusive methods are used in the organisation but not applied throughout it, making it hard to attract young people to join. Only part of the stakeholders are involved and invited to the creative process. Diverse people with diverse backgrounds are welcomed to activities and volunteering, but the possibility is not clearly communicated to the audience. There are not enough resources to offer activities for children with special needs, and the volunteers desperately need the training to meet the needs of children with additional needs.

The organisation is left behind in technological advancements, and the employees and volunteers are not up to date on technological possibilities. Most of the office work is still done manually by the employees.

The number of activities and participants is steady but still decreasing slowly. There is interest within the organisation to make changes, but resistance to change is too strong. Renewing the activities or the organisation is not completed.

**Utopia - Fortune favours the brave**

Public funding has merged with foundations and all smaller funders, creating one large entity that funds non-profits. The subsidies are stable, and it is the only funding that needs to be applied. The financial resources for non-profits are adequate, and the political situation does not affect them. Internal financing is barely needed. Most of the non-profit's resources are guided to activities rather than bureaucracy.

Non-profits produce vital services in society and are free to follow their path within the law and regulations. Non-profits share their political motives openly, and having political background is only one characteristic of the organisation. Non-profits have found a way to work together and share resources for mutual benefit.

People want to commit to long-time volunteering with non-profits, which is considered important for everyone and comparable to paid labour. Perception of membership has changed to shared membership with other associations and organisations.

The organisation is not afraid of renewing itself. Nuoret Kotkat created a process where all stakeholders are involved in innovating, planning activities, and updating the strategy and vision of the organisation. Co-designing meets the needs of diverse people from different cultures and backgrounds. Information about Nuoret Kotkat is accessible and easy to find online, and decisions and information are communicated to different stakeholders in their language. Stakeholders feel included and happily participate in activities, and the organisation attracts an increasing number of volunteers.

The Nuoret Kotkat brand is modern, fresh, young, engaging, consistent and interesting to youth and the generation of parents. Numerous activities attract an increasing number of new participants.

AI and automation are harnessed to help the organisation in its basic functions, registrations, invoicing, and communication. The performance level work is optimised and automated so the employees can concentrate on the organisation's development and co-design opportunities for stakeholders. Therefore volunteers can concentrate on the work they want to do.

**Dystopia – The fading field**

Public funding for non-profits stops or decreases substantially, and it is difficult to find alternative financial resources. Nonprofit organisations produce services, whose functions and activities are strictly regulated by law. The attitude toward organisations with a political

background is highly negative, and associations no longer have members because people do not want to be labelled.

Volunteer work is no longer valued in society. Some people would like to do short-time volunteering, but organisations do not meet their needs. Non-profits' competition with one another increases, and everyone fights for their existence.

The Nuoret Kotkat brand is outdated, old, and wary and does not attract new people. Only a few districts have part-time employees who are in charge of the activities and the performing work in the office.

Technology is not used actively in the organisation's everyday life, and most work is handled manually. There is no time for development work. Nuoret Kotkat does not innovate for new activities, and no changes are made to update the organisation.

Inclusion is not a key value in the organisation, and stakeholders are not involved in planning. The employees and a few volunteers influence the organisation's activities and functions. Families and children do not want to take part in activities, and the services are structured for a narrow customer segment. The number of activities is the lowest as it has ever been, and there are not enough participants.

## **Findings**

The scenarios reveal that several topics should be incorporated into the roadmap for the future. The financial base should have more diversification so that the funding would be guaranteed for future years. It is essential to have an employee to keep the organisation running more professionally. There is quite a lot of quiet information in organisations; it is important to write down the information for it to be transferred forward.

Focusing on the organisation's strengths and exploring shared resources and co-operation will bring value to the future organisation. An interesting, fun and youthful brand will attract new customers and volunteers; transparency and openness in communication are essential for an appealing image.

Concentrating on the volunteer onboarding process to attract more volunteers, will benefit the future. Space and time for development work should be reserved. Investing in a broader customer base is necessary, keeping accessibility in mind. Different people from diverse backgrounds are potential customers and users, and with adjusted marketing and training, it is possible to reach them as well. Co-designing with stakeholders and incorporating different



methods to include them in ideating and decision-making, will help the organisation offer services that attract the focus group. A fun and easygoing organisation are essential for attracting volunteers, users and customers.

## **6.5 Personas**

Personas (personal profiles) answer questions: who are the customers, and why are they involved in the organisation's activities? Personas are descriptions of the organisation's customer base. When reviewing the service, it is worth knowing the representatives' needs, desires, and pain points. Creating personas requires extensive research and stakeholder consultation using different methods, such as interviewing, group work or observation. (Mäkinen, 2018, p. 110.)

The most important stakeholder in this research is the user (children), the customer (parents or caretakers) and the volunteers. As the research previously showed, the first decision to join VSNK activities is made by the parent or a caretaker; therefore, it is more important to reach and make the first contact with the adults. Due to this, the personas are created based on the customers and volunteers. Due to the fact that the majority of the customers that are in contact with VSNK are female, the customer personas are also female.

Based on the customer and volunteer insights, three personas were created. The first, Anna, is a potential customer as well as a volunteer; her children need activities for the summer holiday because of her work (figure 31). She values affordability, convenience and recommendations from peers. Because her children participated in the activities, the organisation and its values are already familiar to her. Volunteering with like-minded, easygoing and welcoming people interests her because she would have more local friends. She loves spending time with children and is motivated to do some short-time volunteer work. She likes the possibility of volunteering and spending time with her children.


ANNA: PARENT / VOLUNTEER	
	<p><b>PROFILE</b></p> <p>Gender : Female            Age : 44            Education : Vocational school degree            Occupation : Salesperson</p>
	<p><b>COMMUNICATION PREFERENCES</b></p> <p>E-mails and text messages (WhatsApp).            Phone calls with family and close friends.            Subscribes to traditional media.            Is active in Facebook groups.</p>
<p><b>SOCIAL MEDIA</b></p> <p>f ██████████            @ ██████████            p ██████████</p>	<p><b>MOTIVATIONS AN GOALS</b></p> <p>Prioritises her children and wants them to have a carefree and happy childhood.            That children have an active social life and fun experiences.            Is hoping for a more active social life.            To succeed as a parent and offer her children a carefree and happy childhood.</p>
<p><b>BACKGROUND</b></p> <p>Single mom with two children aged 9 and 13.            Lives a busy life, children have several hobbies.            Working full time.            Has a few close friends with children the same age as hers.            Lives in Raisio, originally from Oulu.            Hobbies include reading and nordic noir.</p>	<p><b>VALUES</b></p> <p>Chooses the children's hobbies by affordability, convenience and similar values as she has.            Is not interested in politics but supports working-class values.            Values recommendation from peers.</p>
	<p><b>CHALLENGES</b></p> <p>Occasionally hard to combine work with family life, especially during school holidays.            Driving children to hobbies takes much time during the weekdays.            Need for like-minded adult company.            Children's hobbies should be affordable.</p>

Figure 31. First persona: Anna, the parent /volunteer.

The second persona is Tia, a busy parent who wants her children to have a suitable hobby (figure 32). The values of organisations are not that important to her. The location, price, safety, and that her children's individual needs are taken into account are more important for her. She is not interested in volunteering but in carefree quality time with herself, and she wants her children to have meaningful experiences and new friends.

TIA: PARENT	
	<p><b>PROFILE</b></p> <p>Gender : Female            Age : 32            Education : Bachelor's degree            Occupation : Nurse and medical student</p>
	<p><b>COMMUNICATION PREFERENCES</b></p> <p>Prefers phone calls and texts with her family and friends            Uses actively Telegram and WhatsApp.            Is not active with e-mail or traditional media.            Reads mostly online media.</p>
<p><b>SOCIAL MEDIA</b></p> <p>f ██████████            @ ██████████            d ██████████</p>	<p><b>MOTIVATIONS AN GOALS</b></p> <p>Wants her children to have more social contacts and new experiences            Her children's individual needs to be taken into account            Wants time to herself</p>
<p><b>BACKGROUND</b></p> <p>Married, mother of two children aged 7 and 9.            The older child has a Nepsy diagnosis.            Works part-time in an elderly care facility.            Studies in medical school.            In her free time takes care of the garden.</p>	<p><b>VALUES</b></p> <p>Values solidarity and compassion.            Convenience, safety and price are the top priority.</p>
	<p><b>CHALLENGES</b></p> <p>Hard to find convenient hobbies for children which they want to continue.            Struggles to find activities for children on school holidays.            Her or her husband does not have a driving license they use public transport            The older child has challenges with social situations and has trouble finding friends.</p>

Figure 32. Second persona: Tia, the parent.

The third persona is Saku, a student who wants to contribute by volunteering and possibly collecting credits for school and having a summer job (figure 33). An easygoing atmosphere and proper guidance are essential for him, for he is initially shy in new situations. He also needs extensive orientation because the children's association's activities are new to him. He needs help identifying his strengths and a possible volunteer job description. It is vital to give an excellent first impression of the organisation, due to his suspicion of associations with a political background.



Figure 33. Third persona: Saku, the volunteer.

## 7 RESEARCH FINDINGS

NGOs and volunteer work is essential and needed. People want to participate, but changes in society, work and leisure time should be considered in the activities of NGOs and nonprofits. Low threshold, short-term and one-off events, accessible and open information and a fluent onboarding process are the main themes when attracting new volunteers. There is great potential in the caretaker's volunteering career, which should be explored further — concentrating on improving volunteer processes, by developing the onboarding practices, organising the volunteer work and opening up more of the motives and values behind the organisation.

The future of nonprofits is dependent on several matters. It is essential to be aware of societal changes and be proactive. It is important for the organisation to be professional and open, including the stakeholders constantly in the development and use of technology to their

advantage. Cooperation and platform economy might be keys to the survival of smaller nonprofits. Public funding is not rising, so alternative funding is essential to research.

The research indicates that an efficient organisation configures the roles of volunteers and employees so that the support activities that employees usually manage offer a productive base for volunteer work. When staff resources are scarce, investing in development work and coordination is essential to optimise the assets.

Marketing is an important part of the organisation's brand recognition. Nuoret Kotkat should go into the matter of the image they want to portray, whether it is staying strong to the roots of the organisation or updating it to an unpolitical organisation, as others have done. Which one it is, it should be done openly and together with stakeholders.

The research has been extensive, and all the key stakeholders have been part of the process; employees, volunteers, caretakers and children. The results from the existing customers and children were encouraging. When participating in the activities, the families are satisfied with the services. They seem to bond with VSNK and feel like being a part of the extended family (this was visible in the volunteers as well). Researching existing customers implies that the organisation should concentrate on recommendations when attracting new customers. It is essential in the future to concentrate on potential customers and update the organisation's brand and information to reach the segment.

Stakeholders are mainly satisfied with the services, but improvement possibilities exist. Keeping in mind the organisation's primary function and target group, involving the stakeholders in the service improvement process will help the organisation to respond to the needs of the target audience with just the right content. Efficient change management and suitable methods will assist creativity and innovation within the organisation.

## **8 DESIGN**

The design includes a co-design workshop that was organised for children and volunteers. After the workshop, a service blueprint and a volunteer journey map were created. Based on the previous research and the results from the workshops and created maps, service implementation suggestions for the future were designed. A strategic roadmap for the VSNK organisations includes a 3-year plan for the future.

## 8.1 Co-design workshop

During the process, the most important stakeholders are the volunteers and the children. Based on the research, a brainstorming workshop was organised for the key stakeholders on April 26 2022. The workshop, where co-design methods were used, was held during the VSNK children's club, and peer instructors and volunteers were invited to participate. Six volunteers, nine children aged ten to fifteen, and peer instructors participated in the workshop. The brainstorming technique that was used during the workshop was a modified version of the method presented in the Design Thinking for Educators toolkit (IDEO, 2012, pp. 52-53). One theme at a time was brainstormed on post-its, then discussed the ideas and voted for the best ones. Ideas that had the most votes or sparked the most conversation were supposed to be further developed in groups and presented to the whole group.

After a snack, workshop rules, a short presentation of the research results and a warm-up, children and adults started to work on the four main themes chosen by the author. Children's themes were: *Inclusion*, *Influencing*, *Feeling seen and encountered by adults* and *Experiences*. The themes were explained in a way that suited the children and mostly through questions, for example, "what would make you feel more part of the group in a camp or a club?" In the research, all of these four themes stood out on a relatively equal footing, and the author concluded that all four themes were essential for further working with children. Figure 34 shows their most voted ideas for improving VSNK activities. For improving influencing, voting, discussion and being active were most voted. Inclusion and feeling seen by an adult sparked ideas of listening, encouraging, respecting, asking opinion and showing affection. Experiences were the most voted ones, with fun things that can be done together, such as camps, trips, games and also dog videos were considered a fun experience when watched together.



Figure 34. Most voted ideas for children's co-design workshop

Because the workshop was on a weekday and after school, the children were restless and had trouble concentrating on the task. The workshop had to be stopped after the brainstorming and voting on the children's part. Feedback was gathered from the participants, and the next phase of further developing the most voted ideas was continued only with the adults. The difficult topic and the restlessness challenged the children's motivation.

For volunteers, there were eight pain points to choose from (see interviews 6.2.1.). The author chose four themes for further development: *Organisation of labour*, *Activities*, *Branding and Volunteer onboarding*. These topics were mentioned repeatedly in the interviews, and the additional research supported their importance. The author considered these topics interesting to the volunteers and to which they have a lot to contribute. The conversation with the volunteers after the brainstorming and voting session was extremely fruitful. Numerous ideas were shared enthusiastically, and the flow of the conversation was invigorating. Table 5 shows the ideas that volunteers came up with during the workshop.

*Table 5. The ideas of volunteers from the co-design workshop.*

Themes	Ideas
Division of labour	<ul style="list-style-type: none"> <li>• Named person in charge of different activities</li> <li>• Division of labour, even clearer planned in advance</li> <li>• Even division of work</li> <li>• Children and peer instructors more involved in planning activities</li> <li>• Clear roles, specialization in a specific role</li> </ul>
Meaningful activities	<ul style="list-style-type: none"> <li>• Trips to new places</li> <li>• Education and training</li> <li>• Good cooperation between volunteers</li> <li>• One-day activities on weekends</li> <li>• Relaxing program for volunteers on the evenings</li> <li>• Small-scale and laid-back activities</li> <li>• Planning activities (camps, trips, trainings)</li> <li>• Sharing own experiences with others</li> <li>• Adequate rest during camps and activities</li> </ul>
Attracting new volunteers	<ul style="list-style-type: none"> <li>• Encourage more brainstorming of ideas - to offer time and space for volunteers</li> <li>• Low threshold activities, easy to join</li> <li>• Smaller events</li> <li>• A clear place to join</li> <li>• Volunteer sponsor</li> <li>• Openness, easier for new people to join</li> <li>• Activities for parents and children</li> <li>• Communication of the needed volunteer tasks, concrete jobs for potential volunteers</li> <li>• Keeping the peer instructors to adulthood</li> </ul>

Updating the Nuoret Kotkat brand	<ul style="list-style-type: none"> <li>• More youth (maybe peer instructors) to represent in local administration, boards</li> <li>• Stronger marketing outside the VSNK and also include children</li> <li>• More presence in social media for reaching parents and youth, to include children to ideate</li> <li>• Visibility by activities that are open to everyone</li> <li>• Presenting people and stories on social media</li> <li>• Especially tailored activities for teenagers and youth</li> <li>• Openness</li> </ul>
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In conclusion, the peer instructors will continue working on the topics and ideas from the children's co-design workshop. They will create tangible prototypes to be used with children to promote the four previously mentioned themes (Inclusion, Influencing, Feeling seen and encountered by adults and Experiences) important for children participating in VSNK activities. Peer instructors and volunteers will create games, workshops and activities during their meetings and training. The children's ideas will continue to be worked on with the volunteers.

The ideas the volunteers came up with in the workshop are extremely interesting and have the potential for further development. Based on the workshop ideas, the organisation will continue the process of further developing the ideas and, later on, creating prototypes of the course of action. The co-designed ideas will also be included in future operating plans.

## 8.2 Service blueprint

A service blueprint is a tool for connecting customer experiences with frontstage and backstage processes and support processes (Stickdorn et.al., p. 54). In this case, the service blueprint shows VSNK service from the caretaker's point of view (figure 35). Based on the research, several improvement suggestions for the organisations were created that could improve the services. The actions critical for improvement are marked with green colour, situated in the front and backstage interactions and support processes. Yellow boxes are new actions that are nice to have but not vital. All the suggested improvements are marked with a cross. Among the important ones are appealing image, transparency, accessibility and low-threshold joining possibilities. Recommendations are among the essential reasons for joining activities, so they should be used in marketing and possible campaigns. Most potential customer segments are "the outsiders", so investing in easy information access and fresh brand would attract new customers more efficiently. For activities to be as appealing as possible, users (children) should be involved in the ideating processes. As well as serving

customers and users, the services need to serve the volunteers; these include updating the information about volunteering in the organisation.



Figure 35. Service blueprint. (Larger size in appendix VI)

### 8.3 Volunteer journey map

A journey map is a visual experience of a person using a specific service. It helps to build empathy and understand the person's feelings, actions and thoughts. Journey maps are usually created from the customer's point of view. (Lewrick, Link, & Leifer, 2020, p. 103.)

Journey maps are a tool to explore potential solutions for the gaps in customer experiences. They follow the service path through a sequence of steps, including the front and the backstage processes (Stickdorn et.al., 2018, pp. 44-47.) In this case, it is more beneficial to investigate the journey of the volunteers in the organisation. The created volunteer journey map is based on the research, personas and the results from the co-design workshop (figure 36). The volunteer journey map combines a customer and volunteer journey map. The author chose two volunteer personas, Anna and Saku. Anna's persona intertwines with a customer and a volunteer; Saku is in only a volunteer role. These two personas are the ones that are the most prominent potential new volunteers.



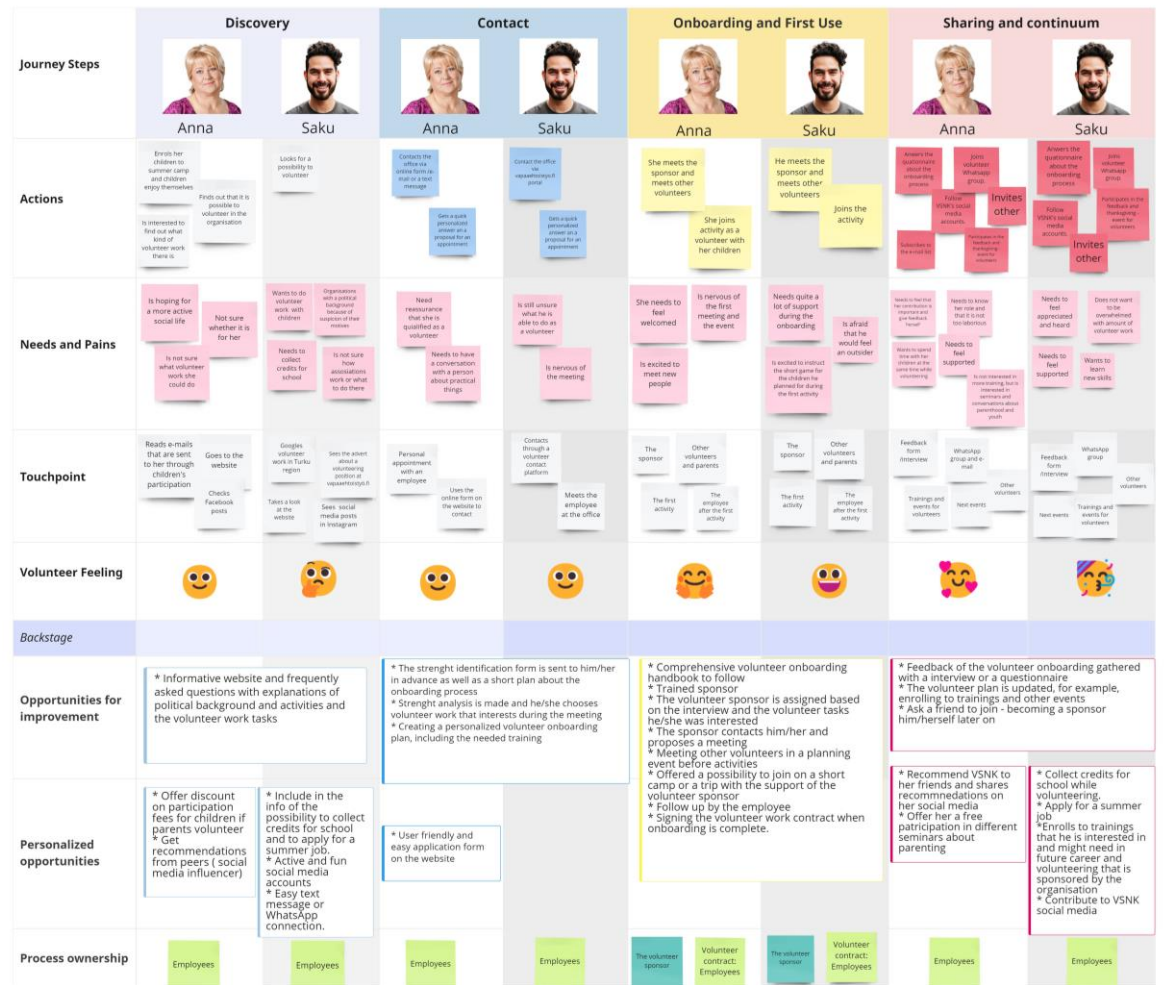


Figure 36. Volunteer journey map. (Larger size in appendix VII)

During the discovery phase, the opportunities for improvements concentrate mostly on the exterior. For example, the website should include in-depth information about the organisation's background, volunteer work possibilities, benefits, fun and easily approachable social media accounts, and a recommendation program. Personal and easy contact with the representative of the organisation is essential.

During the contact phase, essential improvement possibilities are more in the internal operations around the volunteer onboarding process. The first contact should include strength analysis, a personalized volunteer onboarding plan, and the needed training.

During the onboarding and first-use phase, it is essential to have a comprehensive onboard handbook to follow. A trained volunteer sponsor, assigned based on the interview and the volunteer tasks the person is interested in, is a key compound of fluent onboarding and introduction period. Meeting other volunteers before activities and offering an opportunity

to join a short camp or a trip with the support of the volunteer sponsor creates a fluent path to volunteering in the organisation.

In the sharing and continuum phase, critical action is the feedback collection from the first feelings of the experience. Furthermore, updating the volunteer plan and revising the training the person needs. Collecting credits for school, applying for a summer job, recommending the organisation to friends, and contributing to social media are good ways to ensure they stay in the organisation.

#### **8.4 The strategic service development suggestions for the future**

Based on the research and outcomes of the methods used, strategic service implementation suggestions were formed, and a roadmap for the next three years was created. The road map is formed of six main parts; VSNK organisation, NKK and Nuoret Kotkat brand, Users (children and youth), Customers (caretakers), Volunteers and Marketing and communication (figure 37). The highlighted actions are critical to start with, and the suggestions include diversification of the financial base, investing in a broader customer base, as well as in transparency and attractiveness of the brand. Concentrating on co-designing and involving the stakeholders more is essential, strengthening the voluntary work by sharing the quiet knowledge. Creating time and space for development work and constantly focusing on the core work and values of the organisations will strengthen it.

## Strategic roadmap for VSNK and Nuoret Kotkat 2023 - 2025

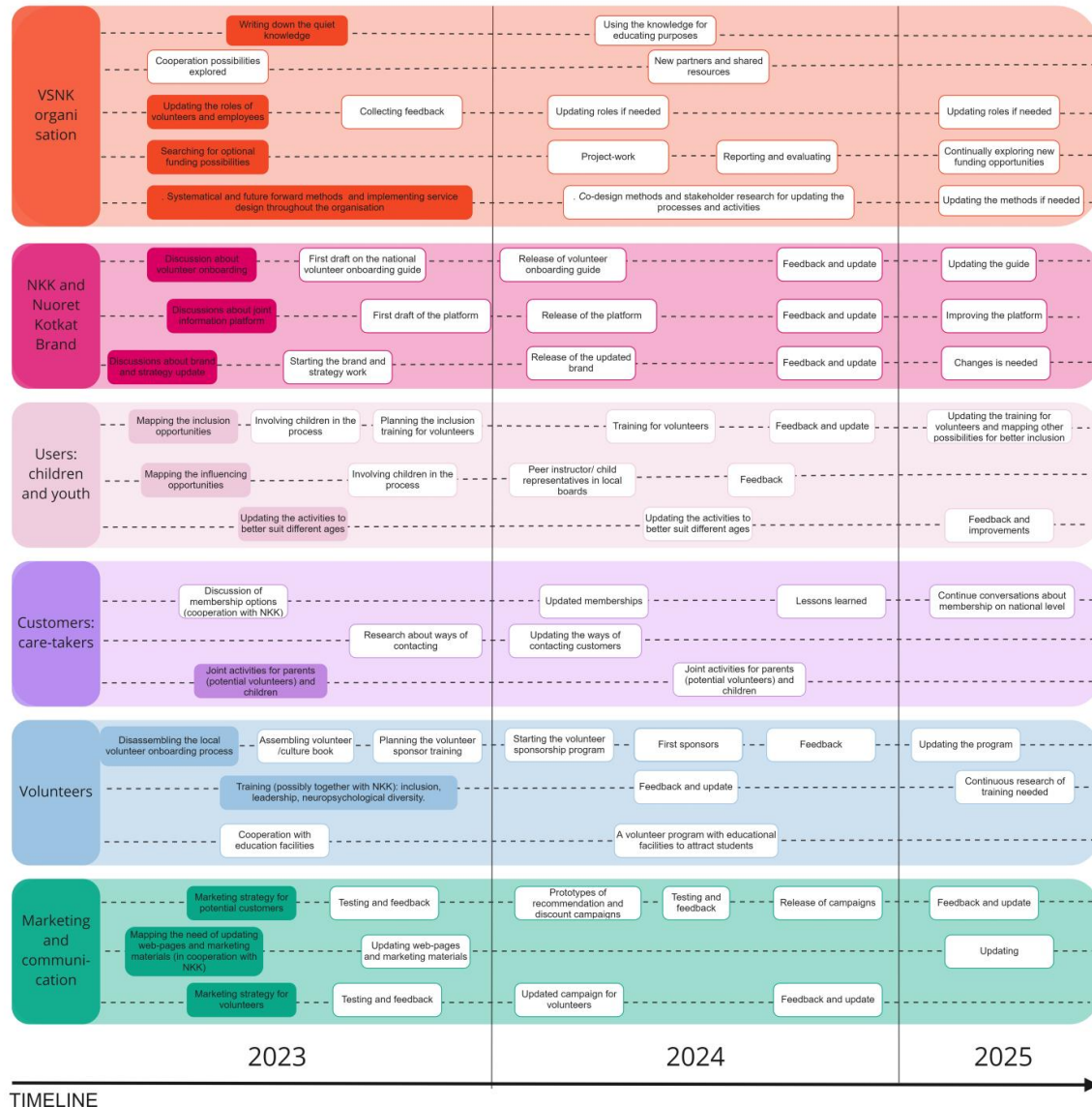


Figure 37. The strategic roadmap. (Larger size in appendix VIII)

The steps are divided into smaller measures throughout the three-year plan. Many steps are intertwined, and one can not be implemented without another. For example, the information platform, volunteer onboarding process, the updated brand, and the marketing strategies are all related. The author suggests that 2023 is used for investigating, mapping and researching the possibilities, and the year 2024 would be the new brand's release year, et cetera. If the timetable starts to feel too tight, rescheduling to next year is possible. The steps are explained in more detail in appendix IX. The study was presented to the key volunteers on a development day on November 19 and to the NKK staff and to employees of other Njuoret Kotkat districts on November 21.

## 9 Discussion

The thesis process and the practical change management work in VSNK have been proceeding side by side. The board and the volunteers have been part of the process the whole time, from the first thoughts of the needed change to workshops, interviewees, and continuous updates. Many things that arose from the research were not new to the author or people within the organisation, but the research offered an exciting overall view of a nonprofit children's organisation.

This research identified the pain points and changes that should be conducted in the VSNK organisation when re-organising organisations' activities. Service design approaches were implemented during the research, using methods of co-design and co-creating, and child-centred design principles were part of the process. The outcome of the process created concrete suggestions of what actions the organisation should take by identifying the essential needs of the core stakeholders: parents, children, and volunteers.

Service design methods utilised in the study had positive outcomes, demonstrating the need for constant interaction and collaboration with stakeholders throughout the process. Allowing stakeholders to state their opinions of the organisation in workshops, semistructured interviews, casual conversations, and more organised surveys produced reliable data for the design process. In some situations, children are not included in organisational change because it is seen as irrelevant. The author wanted to include the children from the start, which is time-consuming and demands translating the language of service design into children's language.

United Nations Children's Right Convention articles that were chosen for the workshops and the survey (see 5.2.1.) concerning child-centred service design were implemented throughout the process. The survey and the workshops were organised on children's terms and ethical aspects were considered. Children were aware of what they were participating in and what would be done with the information they produced. The workshops followed the principle of a safer space and had playful content so it would not be too heavy.

The first question of the thesis was: what does the future look like for NGOs and non-profits, in this case, Nuoret Kotkat? Furthermore, what should the VSNK take into account, and what measures should be conducted during the organisation's transition period to survive and thrive? The research concentrated on the key stakeholders' needs and hopes concerning children's hobbies and volunteering. The scenarios created possible future landscapes for

NGOs and nonprofit organisations. The organisation's lifespan is not lengthy by just reacting to changes and not being proactive in its actions. It is crucial to acknowledge the needs of families and potential volunteers, for example, short weekend activities with a low threshold and more activities for youth. The organisation needs to implement its vision to tangible strategy and the core mission; to offer free time activities for children. Also vital for the organisation's future is to write down the quiet knowledge acquired by the key volunteers and stakeholders. By being open, easily approachable and showing outside as well what an extended family Nuoret Kotkat is, it can flourish in the future. By exploring profoundly the present moment and the reasons for the problematic situation that volunteer organisations face, the organisation has more tools for being proactive in its actions. Strengthening the vision and focusing on the core work will help Nuoret Kotkat Movement to face the future as an active and prepared civil organisation.

The second question was: What innovations need to be designed to improve the core services at VSNK? Before the thesis was ready, suggestions to improve services and the organisation's change period were implemented in the 2023 VSNK action plan, such as opening up the organisation to potential customers and volunteers and investing in short and low-threshold activities. Some changes were made throughout 2022, such as starting the peer instructor education project to include more youth in the activities and concentrating on the core work of the organisations, by leaving out projects and activities that consume employee resources from the core work. Concentrating on the volunteer experience and onboarding process will increase the number of volunteers, and thus will be possible to organise more activities. The role of the employees and volunteers is very different. Volunteers mainly see the front activities because employees manage the back and support activities. It is essential to create a balance between these two roles. Organisations must place a greater emphasis on actions rather than on administration. Updating the Nuoret Kotkat brand should be done with the national NKK organisations and districts, possibly launching a platform from which people unfamiliar with the organisation can quickly find answers to their questions. User insights, in this case, the children's, are essential in organising services that address their hopes and needs. The key compounds for creating meaningful services for children and youth are the ability to influence, feeling of inclusion, feeling seen and exciting and fun experiences. All of these four themes should be visible in every activity for children.

For the organisation, the research was beneficial, and the suggestions can be implemented in future actions. The service design process is continuing and iterative, and it does not end with the, in this case, service improvement proposals and the strategic roadmap for the

future. The idea is that after implementing the design, the service design process becomes an activity that is embedded in the organisation's way of working and mindset. Co-designing with key stakeholders is crucial for a volunteer and a nonprofit organisation.

The study can potentially scale it to other Nuoret Kotkat districts, local organisations, and other smaller volunteer organisations. The continuous change in civic organisations demands constant follow-up from NGOs and nonprofits. For Nuoret Kotkat, it would be beneficial to continue the study from the national NKK organisation.

The author has had over a decade of experience working with children and youth. Even with the constant contact surface with the focus group, it was challenging to translate the language used for service design to the children. However, it is essential because children and youth are the users of the services, and the whole organisation is based on helping the children. In facilitation situations, there is always the possibility of an unexpected distraction, and the likelihood increases with children and youth. Concentrating on one focus group at a time during the co-design workshop would have given better results. Due to scheduling reasons, the second co-design workshop was organised on a weekday, and the late afternoon disrupted the children's concentration. The workshop should have been organised during camp for the children to be more immersed in the situation. Including children in the process demands a lot of work and creativity, but it is worth the effort.

Originally the schedule of the thesis was too ambitious, and due to several reasons, the timetable stretched several months. The project's scope was also extensive because the author wanted to do it as comprehensively as possible, involving all key stakeholders and incorporating the societal and future aspects in the research. The stretching of the schedule was, in reality, a positive factor because it gave the time to ponder the complexity and gave perspective for the outcome.

In nonprofit organisations, the emphasis is on the voluntarily produced work and services for society. A strong organisation is needed to coordinate the work and provide the needed financial, practical and mental support for the volunteers. Activities in Nuoret Kotkat are an enjoyable hobby for volunteers, children and youth. Keeping the organisation fun and full of easy-going community spirit is vital. By listening to children and youth, there will be no dull moment.

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**Social Business Model Canvas** Varsinais-Suomen Nuoret Kotkat

<p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>* Volunteers</li> <li>* Employees</li> <li>* Facilities for gatherings and camps</li> <li>* Platforms for marketing and communication</li> <li>* Funding</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>* Local, camps, clubs, trips/ excursions</li> <li>* Events for children/families</li> <li>* Support the wellbeing of children and families</li> <li>* Education and training for volunteers</li> <li>* Volunteer recruitment, onboarding</li> <li>* Non-normal education for children</li> <li>* Advocating for children's rights in local politics</li> <li>* International activities</li> <li>* National camps and educations</li> <li>* Peer instructor education</li> <li>* Participating in marketing events</li> <li>* Participating in affiliate organisations events</li> </ul>	<p><b>Type of Intervention</b></p> <ul style="list-style-type: none"> <li>* Services for children and youth to enrich their freetime and create meaningful experiences</li> <li>* Support for families</li> <li>* Provide volunteers meaningful volunteer work</li> </ul>	<p><b>Segments</b></p> <ul style="list-style-type: none"> <li>* Children and youth</li> </ul>	<p><b>Value Proposition</b></p> <ul style="list-style-type: none"> <li>* Fun freetime activities for children and youth</li> <li>* Memorable experiences</li> <li>* Important friendships and meaningful connections with adults</li> <li>* Children can influence matters important to them</li> </ul>
<p><b>Partners + Key Stakeholders</b></p> <ul style="list-style-type: none"> <li>* Volunteers</li> <li>* Customers and users</li> <li>* Nuoret Kotkat National organisation (NKK)</li> <li>* Other districts of NK</li> <li>* Municipalities (Turku, Raisio)</li> <li>* Labour movement organisations, labour unions</li> <li>* Social Democratic Party in Turku and Varsinais-Suomi region</li> </ul>	<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>* Social media (FB, Instagram)</li> <li>* Youtube</li> <li>* E-commerce and online marketing</li> <li>* Own activities: camps, trips, clubs, trainings, courses</li> <li>* Kotkaviestii-magazine</li> <li>* Grapevine</li> <li>* Free online and printed press /media</li> <li>* Webpage</li> <li>* Affiliate organisations channels</li> <li>* Marketing events</li> </ul>	<p><b>Beneficiary</b></p> <p><b>Customer</b></p> <ul style="list-style-type: none"> <li>* Parents and caretakers with underaged children</li> </ul>	<p><b>Beneficiary Value Proposition</b></p> <p><b>Impact Measures</b></p> <ul style="list-style-type: none"> <li>* Children have meaningful experiences and social connections</li> <li>* Children get more tools to help them in life</li> <li>* Children's rights are fulfilled</li> <li>* Families feel supported</li> </ul>	<p><b>Customer Value Proposition</b></p> <ul style="list-style-type: none"> <li>* Children are cared for by trustworthy adults</li> <li>* Individual needs are taken into account</li> <li>* New experiences and social connections</li> <li>* Activities are affordable and instalment plans can be arranged</li> <li>* Attending activities is easy and convenient</li> </ul>
<p><b>Cost Structure</b></p> <ul style="list-style-type: none"> <li>* Salaries</li> <li>* Rent, utilities</li> <li>* Vehicle and additional costs to it</li> <li>* Marketing</li> <li>* Membership fee (NKK)</li> <li>* Maintenance of property</li> </ul>	<p><b>Revenue</b></p> <ul style="list-style-type: none"> <li>* State and municipal subsidies</li> <li>* Private grants and funding</li> <li>* Participation fees</li> <li>* Membership fees</li> </ul>	<p><b>Surplus</b></p> <ul style="list-style-type: none"> <li>* Profits are guided back to the customers as discounts in participation fees</li> <li>* Donations to charity organisations</li> </ul>	<p><b>Revenue</b></p> <ul style="list-style-type: none"> <li>* State and municipal subsidies</li> <li>* Private grants and funding</li> <li>* Participation fees</li> <li>* Membership fees</li> </ul>	

## Interview questions

### Interview questions for the volunteers

1. Tell me a little about your recreational spending habits?
2. What do activities of VSNK mean to you personally?
3. The concept of volunteering is changing; what does one have to get from volunteering? Mention three things you benefit/ that you get from volunteering in VSNK?
4. Tell me three things you are sacrificing/ giving out of your own time for the sake of volunteering?
5. What kind of volunteer work do you want to do? For example, camp, club, trips, administration, course-style events etc. Start from the most preferable.
6. Is there something that VSNK volunteers have in common?
7. What would make it easier to volunteer for VSNK? Your own experience? (What was it like to join for the first time?)
8. In what words would you invite a friend to join Nuoret Kotkat?
9. What are the biggest challenges of VSNK/ or in general, in the Nuoret Kotkat movement?
10. What changes do you see that VSNK /Nuoret Kotkat need to make so that the organisation will remain vibrant and attractive for new people in the future?
11. What things would make you stay in the organisation for the following 5-10 years?  
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1. Kerro vähän vapaa-ajan viettotavoistasi, mitä harrastat?
2. Mitä asioita Kotkien toiminta sinulle merkitsee henkilökohtaisesti?
3. Vapaaehtoistoiminnan käsite muuttuu, mitä vapaaehtoistyöstä pitää saada? Mainitse kolme asiaa, joista hyödyt/ jotka saat vapaaehtoistoiminnasta Kotkissa?
4. Kerro kolme asiaa joita uhraat / annat omasta ajasta vapaaehtoistyön vuoksi?
5. Laita järjestykseen millaista vapaaehtoistyötä haluaa tehdä? Esim. leiri, kerho, retket, hallinto, kurssityyliset tapahtumat tms? Mieluisammasta alkaen.
6. Mikä Kotkien vapaaehtoisia mielestäsi yhdistää?
7. Mikä helpottaisi vapaaehtoiseksi tulemistä Kotkille? Oma kokemus? (Millaista oli tulla mukaan)
8. Jos kutsuisit ystävän mukaan Kotkien vapaaehtoistyöhön, millä sanoilla sen tekisit?
9. Mikä on mielestäsi V-S Kotkien /yleensä kotkaliikkeen suurin haaste?
10. Mitä asioita/muutoksia näet, että Kotkien on tehtävä, että järjestö säilyy elinvoimaisena ja houkuttelevana tulevaisuudessa?
11. Mitkä asiat saisivat sinut pysymään järjestössä mukana seuraavat 5-10v?

## Questionnaire questions

### Questions for the children

1. Give Nuoret Kotkat (NK) an overall grade on a scale of 1 to 10
2. Where did you find out about NK camps or events? List all options
3. What kind of things does being involved in Eagles activities mean to you? (Multiple choice) Important friendships/ holidays from everyday life/ hobby/ allowed to be oneself/ safety/ fun/ a trustworthy adult/ new experiences/lots of events to choose from/ I'm listened to /I can influence activities/ good community spirit/ easy to join/ I am well received /else
4. What is most important to you about NK? Choose the THREE most important things and put them in order of priority. (Multiple choice) Important friendships/ Holidays from everyday life/ Hobby/ Allowed to be oneself/ Safety/ Fun/ A trustworthy adult/ New experiences/ Lots of events to choose from/ I am listened to / I can influence activities/ Good community spirit/ Easy to join/ I am well received
5. If you wish, comment on the previous question.
6. What was it like to be for the first time involved in NK activities? How was your own experience?
7. Are the events and activities of NK as you wish? Is there something you want more?
8. Can you influence what is done at camps and events? Would you like to influence more?
9. What would make you come again? For example, what words would you use to ask a friend to join?

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1. Anna Kotkille yleisarvosana asteikolla 1-10
2. Mistä saat tietää, että Kotkien leireistä tai tapahtumista. Listaa kaikki vaihtoehdot
3. Millaisia asioita Kotkien toiminnassa mukana oleminen sinulle merkitsee? (monivalinta) / tärkeitä ystävyssuhteita / lomaa arjesta / harrastus / saa olla oma itsensä / turvallisuutta / hauskanpitoa / aikuista johon voi luottaa / uusia kokemuksia / paljon tapahtumia mistä valita / minua kuunnellaan /voin vaikuttaa toimintaan / hyvä yhteishenki / on helppo tulla mukaan / Minut otetaan hyvin vastaan / muu
4. Mikä on Kotkissa tärkeintä sinulle? Valitse vain KOLME tärkeintä ja laita ne tärkeysjärjestykseen : (monivalinta) tärkeitä ystävyssuhteita / lomaa arjesta / harrastus / saa olla oma itsensä / turvallisuutta / hauskanpitoa / aikuista, johon voi luottaa / uusia kokemuksia / paljon tapahtumia mistä valita / /minua kuunnellaan /voin vaikuttaa toimintaan / hyvä yhteishenki / on helppo tulla mukaan/ Minut otetaan hyvin vastaan
5. Kommentoi halutessasi edellistä kysymystä
6. Millaista oli tulla itse mukaan ensimmäistä kertaa Kotkien toimintaan? Millainen oli sinun oma kokemuksesi?
7. Onko Kotkien tapahtumat ja toiminta sellaisia, kun toivot? Onko jotain mitä haluat lisää?
8. Voitko vaikuttaa siihen, mitä leirillä ja tapahtumissa tehdään? Haluaisitko vaikuttaa enemmän?
9. Mikä saisi/saa sinut tulemaan uudestaan? Millä sanoilla pyytäisit esimerkiksi kaverin mukaan?

## Questions for potential customers

1. Whose services do children in your family use during their leisure time? Choose the services used by your family's child/children. (Multiple choice) Activities organized by the private sector/ Activities organized by municipalities or cities/ Activities organized by organizations (associations)/ Activities organized by congregations/ None of the above/ other
2. Name the organizations (associations) you remember in which hobby activities your child has participated.
3. What affects your children's participation in hobby activities produced by organizations (associations)? If the child has not yet participated, which of the following could be most important? (Choose three and prioritize them: 1= most important) A good reputation of the organization/ Cheap hobby prices/ The value base of the organization pleases/ Convenient for the family schedule/ Convenient location for activities/ Recommendation from family friends or child's friend/ Safe and reliable actor /Diverse activities/ I can participate in activities as an adult/ Other?
4. What kind of services would you hope for from organizations for children and youth?
5. What reasons have contributed to your child's continued hobby activity in the organisation?
6. If a child has stopped the hobby activities of the organization, what reasons contributed to it?
7. Have you ever considered volunteering at an organization for children and youth? Yes/ No/ Maybe/ I am already involved in the activities of such an organisation
8. If you answered the previous question YES or MAYBE, what reasons have become an obstacle? (Multiple choice) Lack of time/ Life situation/ I have not found a suitable organisation/ Threshold to contact is too high/ I don't know what I could volunteer to do/ Other reason
9. What would make you enthusiastic about volunteering at a child and youth organisation? (Multiple choice) A friend would ask me to join/ Organisation provides training for volunteering/ I could take the kids with me/ Suitable location / Not too binding/ Other reason?
10. Enter a number (on a scale of 1-10) of the first impression of the following organisation <https://www.vsnk.fi/>
11. Choose claims that fit into that organization based on the first impression. (Multiple choice) Child-friendly, affordable, safe, reliable, professional, interesting services, good general vibe, previously familiar
12. Free word. Give feedback on the survey or send greetings  
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1. Kenen järjestämiä palveluita perheenne lapset käyttävät vapaa-aikana? Rastita palvelut, joita perheenne lapsi/lapset ovat käyttäneet: (Monivalinta)Yksityisten järjestämä harrastustoiminta / Kunnan tai kaupunkien järjestämä toiminta / järjestöjen järjestämä toiminta / Seurakuntien järjestämä harrastustoiminta / ei mikään edellä mainituista / muu
2. Nimeä muistamasi järjestöt, joiden harrastustoimintaan lapsesi on osallistunut.
3. Mitkä asiat vaikuttavat siihen, että lapsesi osallistuu/osallistui järjestöjen tuottamaan harrastustoimintaan? Jos lapsi ei ole vielä osallistunut, mikä seuraavista voisivat olla tärkeimpiä? (Valitse kolme ja laite ne tärkeysjärjestykseen: 1= tärkein) Järjestön hyvä maine / Edulliset harrastushinnat/ Järjestön arvopohja miellyttää / Sopii perheen aikatauluun / Sopiva sijainti toiminnalle / Tuttavaperheen tai lapsen ystävän suosittelu / Turvallinen ja luotettava toimija / Monipuolista toimintaa / Voin myös aikuisena osallistua järjestön toimintaan / muu?
4. Minkälaisia palveluita toivoisit järjestöiltä lapsille ja nuorille?



5. Mitkä syyt ovat vaikuttaneet siihen, että lapsesi on JATKANUT järjestön harrastustoiminnassa?
6. Jos lapsi on joskus jäänyt pysyvästi pois järjestön harrastustoiminnasta, mitkä syyt vaikuttivat siihen?
7. Oletko koskaan harkinnut vapaaehtoistyön tekemistä järjestössä lasten ja nuorten hyväksi? Kyllä/ei /ehkä /olen jo mukana jonkun lapsijärjestön toiminnassa
8. Jos vastasit edelliseen kysymykseen kyllä tai ehkä, mitkä syyt ovat muodostuneet esteeksi? (monivalinta) Ajan puute/ Elämäntilanne / En ole löytänyt sopivaa järjestöä / Kynnys ottaa yhteyttä on liian korkea / En tiedä mitä voisin vapaaehtoistyönä tehdä / muu syy
9. Millaiset asiat saisivat sinut innostumaan vapaaehtoistyöstä järjestössä lasten ja nuorten hyväksi? (monivalinta) Kaveri ottaisi mukaan toimintaan / Järjestö tarjoaa koulutusta vapaaehtoistyöhön/ Voisin ottaa lapset mukaan / Itselle sopiva sijainti /Ei ole liian sitovaa/ muu syy?
10. Anna numero (asteikolla 1-10) ensivaikutelmasta seuraavasta järjestöstä  
<https://www.vsnk.fi/>
11. Valitse väittämät, jotka sopivat kyseiseen järjestöön ensivaikutelman perusteella:  
Lapsimyönteinen, edullinen, turvallinen, luotettava, ammattitaitoinen, mielenkiintoret palvelut, hyvä yleisfiilis, ennestään tuttu
12. Vapaa sana. Anna palautetta kyselystä tai lähetä terveisiä

#### Questions for existing customers

1. Tell us about the image you have of Varsinais-Suomen Nuoret Kotkat. What kind of organisation are we? What kind of thoughts comes to you about Nuoret Kotkat?
2. General ambience/ atmosphere 1-5
3. What do you think is the most important mission of our Nuoret Kotkat organisation?
4. Why did you send your child to join activities for the first time?
5. Why made you continue?
6. What services do you know Nuoret Kotkat has?
7. When you think about the services your child has attended, what would you change in them? What could we improve? Tell your ideas.
8. What kind of services would you wish Nuoret Kotkat would arrange (or have more)?
9. What would you say if you wanted to attract the child of your family friend to join Nuoret Kotkat activities?
10. What things do you feel will affect your child's participation in Nuoret Kotkat events in the future?
11. Have you ever considered volunteering for Nuoret Kotkat? Yes/ No/ Maybe / I'm already in
12. If you answered the previous question yes or maybe, what reasons have become an obstacle?
13. What kind of things would make you excited about volunteering for the Nuoret Kotkat?
14. Free word. You can give feedback on the survey or activities in general.

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1. Kerro mielikuvasta, joka sinulla on Varsinais-Suomen Nuorista Kotkista. Millainen järjestö olemme, millaisia ajatuksia sinulle tulee Kotkista?
2. Yleinen tunnelma /ilmapiiri 1-5

3. Mikä on mielestäsi järjestöme, eli Kotkien tärkein tehtävä?
4. Miksi päädyit lähettämään lapsesi ensimmäisen kerran mukaan Kotkien toimintaan?
5. Mikä sai jäämään mukaan toimintaan?
6. Mitä palveluita tiedät Kotkillä olevan?
7. Kun ajattelet palveluita, joihin lapsesi on osallistunut, mitä niissä muuttaisit? Mitä voisimme parantaa? Kerro ideasi.
8. Minkälaisia palveluita toivoisit, että Kotkat järjestäisi (tai olisi lisää)?
9. Mitä kertoisit, jos haluaisit houkutella tuttavaperheesi lapsen mukaan Kotkien toimintaan?
10. Millaisten asioiden koet vaikuttavan lapsesi osallistumiseen tulevaisuudessa Kotkien tapahtumiin?
11. Oletko koskaan harkinnut voivasi osallistua vapaaehtoisena Kotkien toimintaan? Kyllä/Ei/ ehkä /Olen toiminnassa jo mukana
12. Jos vastasit edelliseen kysymykseen kyllä tai ehkä, mitkä syyt ovat muodostuneet esteeksi?
13. Millaiset asiat saisivat sinut innostumaan Kotkien vapaaehtoistyöstä?
14. Vapaa sana. Tähän voit antaa palautetta kyselystä tai toiminnasta yleensä.



*The social media post for the survey to potential customers*



*The social media post of the surveys.*

## PEST analysis

### Political

- *A political stigma or a background is considered an unwanted quality for children's organisations.* Organisations, especially the ones that are working with children with a political background, are considered not as good as neutral ones. Some organisations (Vesaiset, Pinskut) still have political values that they follow even though they call themselves unpolitical. Neutrality is emphasized and mentioned several times. The change from originally political children's organisation to apolitical is a growing trend. (Haavisto, 2019) (Pinskupakki, 2022) (Varsinais-Suomen Vesaiset, 2022) (Laitinen, 2013)
- *Funding ideology and religion from common money arouses suspicion* because people do not know what children's organisations with political backgrounds do. (Laitinen, 2013)
- *"Anna ääni lapselle" / "Give child a voice" is an influencing campaign* of non-profit organisations held during Parliamentary elections in 2019, Municipal elections in 2021 and County elections in 2022. The campaign reminded candidates and voters that all political decisions affect children's lives, and it is important to carefully assess the impact that any action will have on children and their future. (The Central Union for Child Welfare, 2022)
- *The main themes of the national youth work and youth policy programme (VANUPO) 2020-2023* are: preventing youth exclusion and strengthening inclusion. VANUPO is a cross-administrative programme adopted by the Finnish Government to improve the conditions in which young people live and grow. (Finnish Ministry of Education and Culture, 2020)
- *Child policy is a moral choice.* Finland has a moral obligation to pursue a policy that holds the best interest of the child as its starting point (Finnish government, 2022)
- *The financial situation of nonprofits will be threatened by various political risk factors.* The main concerns are related to the change in the funding base and the reduction in state subsidies, but also the uncertain political and economic situation (Nuorisotyöstä Suomessa, 2019)
- *Transparency in political organisations.* Some people do not like that political children's organisations are publicly funded, and people want more transparency. Funding is mainly based on the organisation's activity, but the subsidies also depend on the political power structure. (Laitinen, 2013)

### Economical

- *Decreasing grants for youth work at the municipality and state level.* The government budget for youth work in 2021 was 39 220 000 euros. In 2022 the budget is 35 934 000, which is 3,8 million euros less than in the previous year. Veikkaus gaming revenue has decreased, and the financial support to associations is diminishing. (Finnish ministry of finance, 2022)
- *Merging organisations.* The organisations will have organisational reforms, and some organisations might merge into larger entities. (Toikkanen, 2019) p.23 (elektronine lähde)
- *Sharing economy.* Organisations have common working facilities, and there is more cooperation between nonprofits and the corporate world by using shared equipment. (Toikkanen, 2019)
- *Nonprofits have an increasingly important role as service providers.* Organisations will play an important role in society as service providers, and there will be an increasing amount of pressure to fill in the services from which the public sector withdraws.
- *New financial sources.* Public funding will be significantly reduced, and organisations will have to invest more in their own fundraising. More funding comes from members, sales revenues and the private sector. New funding sources will be more utilized, such as crowdfunding and EU- funding will be used more. Organisations are required to have a great deal of commercial know-how that has not traditionally been their strength. (Toikkanen, 2019)
- *Competition with other organisations for resources (money, people's time, skills) intensifies* (Toikkanen, 2019) p.50

- *In many organisations, there is a desire to move the structures of regional activities to a national level.* This would bring efficiency. It is possible to organise the regional level by action groups or such. (Toikkanen, 2019)

## **Social**

- *Professionalism in nonprofits.* Leadership in nonprofits requires more professionalism and expertise. The difference between volunteering and paid workforce is becoming clearer. Strategically led volunteer management is critical for associations (Osana, 2022)
- *Inequality of children and young people.* The deepening trend in inequality, the consequences of climate change, and the rise of intolerance in society are concerns for today's youth's future. In a world where confrontation is on the rise, dialogue between opposing viewpoints is deteriorating, and welfare gaps and poverty are widening, youth becomes more complicated (Nuorisotyöstä Suomessa, 2022)
- *Future problems will be the exclusion of young people, mental health problems and loneliness.* Increased gaming and social media use among young people are at worst perceived to brittle social relationships, increase loneliness and create completely new pressures on young people. The challenges of mental health and the increased anxiety among young people are linked both to finding their own place and making educational and career choices, as well as to social exclusion and loneliness. (Nuorisotyöstä Suomessa, 2022)
- *Young people have the need and courage to influence and participate actively in society and this is also reflected in practical actions.* Young people are raised open-minded and education is constantly being developed. 57 % of youth organisation actors and 52% of municipal youth work actors estimate that young people's civic activism and enthusiasm for influencing have become more visible phenomena in youth work over the past five years. (Nuorisotyöstä Suomessa, 2022)
- *Increasing community spirit.* Communality and community spirit increased, camps are filled with children after the corona pandemic. Families are in need of support and children communal activities.
- *The modern way to volunteer.* A new generation of volunteers is growing, where the old way of volunteering is not the only one. Volunteer work is changing: pop-in volunteering, shorter periods of volunteering, and one-time volunteering will be on the rise. Organisations must keep up with the flow of change and be able to involve people differently. (Toikkanen, 2019)
- *Organisation "shopping".* The traditional concept of membership may no longer be relevant. People can switch between their association memberships depending on the attractiveness of activities, and they are no longer bound for years to one association. (Toikkanen, 2019)
- *Media sexy associations survive.* Associations with high media attention and the ability to appeal to people's emotions will be successful. A "media sexy" association succeeds in crystallizing its agenda and communicating it to society.
- *Inclusion.* Social debate should include inclusion as a key value. Children should be considered as part of society and as citizens of today and future in the decision-making processes. (Stenvall, 2020)
- *Valuable volunteer work.* Volunteer work is a medium of one's personality and a possibility for personal growth. Volunteer work gives valuable experiences and the feeling of being valuable and seen by someone
- *The effectiveness of the operations must be demonstrated better.* Evaluation of different metrics and impacts will be developed. Toiminnan vaikuttavuus tulee pystyä osoittamaan entistä paremmin. (Toikkanen, 2019) p.53
- *Change in the traditional family structure.* (Stenvall, 2020)

## **Technological**

- *Nonprofits are behind from the development.* The work in organisations and associations is developing especially in the communication and information technology sectors. At this moment, many organisations are currently dragging years of development. Communication will change and find new paths; everything happens faster and lighter than before. (Toikkanen, 2019)

- *Administration and other processes are digitalised* to generate savings, and thus resources for core activities are preserved. (Toikkanen, 2019)
- *Focusing on marketing*. Building a brand online requires technical expertise and communication skills. (Toikkanen, 2019)
- *Educating stakeholders*. Organisations need to educate their employees and volunteers up to date on technological advancements.
- *Developing online services*. Keeping up with technology means adequate funding directed toward online services and the development of easy online payment channels.
- *AI and blockchain to help nonprofits*. AI could help organisations with the administrative and the volunteer onboarding processes as well as organising events. (Kot, 2020)
- *Digital fasting is a new luxury*. People spend more time together face to face (Ahvenharju, Pouri-Mikkola, Minkinen, & Ahlqvist, 2020, p. 40)

Critical phase  
 Critical new actions  
 New actions  
 Suggested improvements

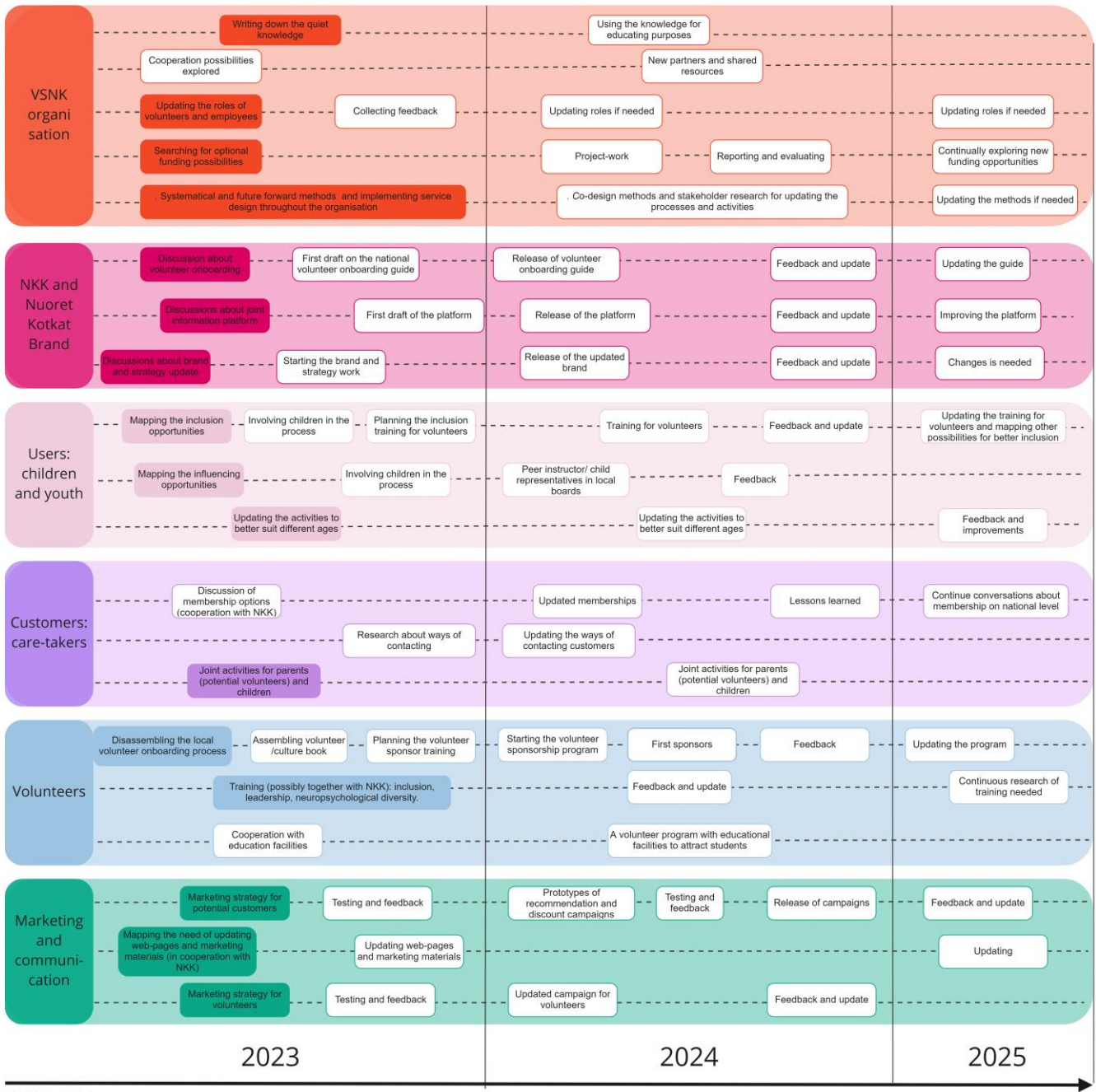
Physical Evidence	Step 1 Online or grapevine	Step 2 Online	Step 3 Online	Step 4 Phone/online	Step 5 Online	Step 6 Online	Step 7 Online / e-mail	Step 8 Online	Step 9 E-mail /WhatsApp	Step 10 Online/WhatsApp	Step 11 Activities	Step 12 Phone /messaging	Step 13 Online/phone /messaging	Step 14 Online	Step 15 Online, face-to-face	Step 16 Online.
Customer Actions	An acquaintance or a friend recommends Sees a social media post or online advertising	Looks for information online The activities are interesting enough or suitable	Ordering the newsletter via the website Following on social media	Considering enrolling children with office Discussion with children	Membership Filling in the registration form	If the activity is fully booked, joining the waiting list Warning registration process	Getting the confirmation message from VSKN + Invoice	Paying for the activity (and membership)	Receiving the particular information about the activity	Joining the program information sharing group Following social media during activity	User (children or youth) joins the activity	Contacting the customer (care-takers) if needed during the activity Customer and user unsatisfied	Customer and user satisfied	Thinking about next time Not interested about joining activity again	Receiving the report about volunteering Asking the information about discount	Using the volunteer discount Using the recommendation discount
LINE OF INTERACTION																
Front of Stage Interactions	Newsletter Marketing advertising Active social media Appealing image	The information application is easy to use and accessible Appealing image Openness	Making it easy to be contacted in the future Offering affordable, high-quality services Member benefits	Activities that appeal to children as well Contact person	Easy-to-use website registration process Membership types	Keeping customers informed of the status of the event	Visually appealing message Understandable invoice	Discount for customers Easy payment	Useful information that is easy to understand	Possibility to join information sharing program Active social media	Increased number of inclusion Age-appropriate activities	Feedback forms for surveys for customers Customer care Interesting newsletters	Active social media Customer care Interesting newsletters	Joint activities for carers and carers Volunteer discount for carers	Simple recommendation program Easy to join events	
LINE OF VISIBILITY																
Back of Stage Interactions	Newsletter Website Free marketing platforms	Opening up the political platform for other organizations National Network which includes other organizations Short and snappy with fun and interactive content	Newsletter: Updating contacts Appealing social-media	emphasizing with potential customers increasing member benefits/discounts Discount for new members	Membership registration process Membership change/one year trial membership	Increasing the number of members by threshold event	Automated invoicing	Easy payment methods	Consistently updated information that is shared	Active social media, regularly share with volunteers WhatsApp (program updates)	Gathering user data during activity Skilled volunteers	Assigned authorized person Email survey gathering customer experience data One-on-one contact	Writing fun newsletters with good descriptions Active social channels Assigned authorized person	Updating website to serve volunteers better Creating the Facebook platform Description of volunteer work	Creating recommendation program Volunteer discount carers	
Support Processes	Recommendation campaign Updating the brand Necessary personnel	Working on the OR VSKN Working on the OR VSKN Working on the OR VSKN Working on the OR VSKN	Functional website and the website Email program embedding	Co-creating with children Discussion and decisions in the association board about discounts Children and parent representation in the board Appointing to manage contacts	Membership registration process Membership change/one year trial membership	Attract new volunteers	Automating the invoicing and accounting	Discount program for new customers Updating the payment methods	Education for about social media Creating the Facebook page	Education for about social media Creating the Facebook page	Co-designing with children Skilled volunteers Analyzing the gathered user data	Training and educating volunteers	Long-term development work Applying the gathered customer data Personalized customer care process	Customer care process Marketing processes	Convention with other districts Volunteer onboarding process Activities for customer and volunteer Recommendation program	Discussing and providing with the program for the board

# Volunteer journey map for Anna and Saku

	Discovery	Contact	Onboarding and First Use	Sharing and continuum
<b>Journey Steps</b>	<p>Anna</p> <p>Envis her role in a summer camp and children enjoy themselves</p> <p>Anna</p> <p>Finds out that it is possible to volunteer in the organization</p> <p>Saku</p> <p>Looks for a possibility to volunteer</p>	<p>Anna</p> <p>Contacts the sponsor via mail or a text message</p> <p>Saku</p> <p>Connects the sponsor via WhatsApp or a personal proposal</p>	<p>Anna</p> <p>She reads the sponsor and meets other volunteers</p> <p>Saku</p> <p>He meets the sponsor and meets other volunteers</p>	<p>Anna</p> <p>Answers the questionnaire about the volunteering process</p> <p>Saku</p> <p>Answers the questionnaire about the volunteering process</p>
<b>Actions</b>	<p>Anna</p> <p>Is interested to find out what kind of volunteer work there is</p> <p>Saku</p> <p>Wants to do volunteer work with children</p> <p>Anna</p> <p>Needs to do volunteer work with children</p> <p>Saku</p> <p>Wants to do volunteer work with children</p>	<p>Anna</p> <p>Needs to have a conversation with a person who is qualified as a volunteer</p> <p>Saku</p> <p>Is still unsure about the ability to do a volunteer</p>	<p>Anna</p> <p>She needs to feel welcomed</p> <p>Saku</p> <p>Needs a lot of support during the onboarding</p>	<p>Anna</p> <p>Needs to know that it is not too obvious</p> <p>Saku</p> <p>Needs to know that it is not too obvious</p>
<b>Needs and Pains</b>	<p>Anna</p> <p>Is hoping for a more active social life</p> <p>Saku</p> <p>Organizations that have a background in children's activities</p> <p>Anna</p> <p>Not sure whether it is for her</p> <p>Saku</p> <p>Needs to do volunteer work with children</p>	<p>Anna</p> <p>Needs to have a conversation with a person who is qualified as a volunteer</p> <p>Saku</p> <p>Is still unsure about the ability to do a volunteer</p>	<p>Anna</p> <p>Is excited to meet new people</p> <p>Saku</p> <p>Is excited to meet new people</p>	<p>Anna</p> <p>Needs to feel supported</p> <p>Saku</p> <p>Needs to feel supported</p>
<b>Touchpoint</b>	<p>Anna</p> <p>Checks Facebook posts</p> <p>Saku</p> <p>Checks Facebook posts</p>	<p>Anna</p> <p>Personal appointment with an employee</p> <p>Saku</p> <p>Contacts through a contact platform</p>	<p>Anna</p> <p>The first activity</p> <p>Saku</p> <p>The first activity</p>	<p>Anna</p> <p>Feedback form</p> <p>Saku</p> <p>Feedback form</p>
<b>Volunteer Feeling</b>	<p>Anna</p> <p>😊</p> <p>Saku</p> <p>😊</p>	<p>Anna</p> <p>😊</p> <p>Saku</p> <p>😊</p>	<p>Anna</p> <p>😊</p> <p>Saku</p> <p>😊</p>	<p>Anna</p> <p>😊</p> <p>Saku</p> <p>😊</p>
<b>Backstage</b>				
<b>Opportunities for improvement</b>	<p>Anna</p> <p>Informative website and frequently asked questions with explanations of political background and activities and the volunteer work tasks</p> <p>Saku</p> <p>The strength identification form is sent to him/her in advance as well as a short plan about the onboarding process</p>	<p>Anna</p> <p>The strength identification form is sent to him/her in advance as well as a short plan about the onboarding process</p> <p>Saku</p> <p>The strength identification form is sent to him/her in advance as well as a short plan about the onboarding process</p>	<p>Anna</p> <p>Comprehensive volunteer onboarding handbook to follow</p> <p>Saku</p> <p>Comprehensive volunteer onboarding handbook to follow</p>	<p>Anna</p> <p>Feedback of the volunteer onboarding gathered with an interview or a questionnaire</p> <p>Saku</p> <p>Feedback of the volunteer onboarding gathered with an interview or a questionnaire</p>
<b>Personalized opportunities</b>	<p>Anna</p> <p>Offer discount on participation fees for children if parents volunteer</p> <p>Saku</p> <p>Include in the info of the possibility to collect credits for school and to apply for a summer job</p>	<p>Anna</p> <p>User-friendly and easy application form on the website</p> <p>Saku</p> <p>Offered a possibility to join on a short period before activities</p>	<p>Anna</p> <p>Follow up by the employee</p> <p>Saku</p> <p>Follow up by the employee</p>	<p>Anna</p> <p>Recommend VSNK to other parents</p> <p>Saku</p> <p>Recommend VSNK to other parents</p>
<b>Process ownership</b>	<p>Anna</p> <p>Employees</p> <p>Saku</p> <p>Employees</p>	<p>Anna</p> <p>Employees</p> <p>Saku</p> <p>Employees</p>	<p>Anna</p> <p>The volunteer contract</p> <p>Saku</p> <p>The volunteer contract</p>	<p>Anna</p> <p>Employees</p> <p>Saku</p> <p>Employees</p>



Strategic roadmap for VSNK and Nuoret Kotkat 2023 - 2025



TIMELINE

The roadmap levels	Implementation suggestions
VSNK	<ol style="list-style-type: none"> <li>1. <b>Writing down the quiet knowledge.</b> To ensure the organisation's survival, writing down the quiet knowledge the key volunteers and employees acquired.</li> <li>2. <b>Cooperation possibilities</b> explored.</li> <li>3. <b>Updating the roles of volunteers and employees</b></li> <li>4. <b>Searching for optional funding possibilities</b></li> <li>5. <b>Systematical/methodical and future-forward methods of action.</b> Incorporating service design methods in the organisation's daily activities, utilising co-designing and researching trends and signals regarding youth associations and nonprofits at regular intervals.</li> </ol>
NKK and Nuoret Kotkat brand	<ol style="list-style-type: none"> <li>1. <b>Creating volunteer onboarding guide,</b> cooperation with VSNK and other districts</li> <li>2. <b>"Kotkapakki" platform</b> for all the information needed, especially for people who do not know Nuoret Kotkat. Includes the explanations of the political part of the organisation</li> <li>3. <b>Brand and strategy work.</b> Re-designing the organisation to serve the people better. Need of in-house or outsourced change management services. Strategy work. <ol style="list-style-type: none"> <li>3.1. A concurring policy with all the districts, updating the course of action.</li> <li>3.2. Emphasize inclusion and influencing possibilities for children.</li> </ol> </li> </ol>
Users (children and youth)	<ol style="list-style-type: none"> <li>1. <b>Inclusion</b> and being seen by an adult. Emphasize the methods of inclusion – more possibilities to influence the camp planning activities. <ol style="list-style-type: none"> <li>1.2. Educate volunteers about children's inclusion in the activities.</li> </ol> </li> <li>2. <b>Influencing.</b> Local boards should include more children and youth (a peer instructor / and a child representative in the district board). Introduction to governmental work. <ol style="list-style-type: none"> <li>2.1. Strengthening the camp councils – for inclusion and communication.</li> </ol> </li> <li>1. <b>Age-appropriate activities</b> for children and youth- separately. <b>Activities for children over 12-13</b> that are not just for peer instructors – the name of the group? Children that are not interested in being peer instructors could join and have age-appropriate activities.</li> </ol>
Customers (caretakers)	<ol style="list-style-type: none"> <li>2. <b>Trial membership?</b> One year?</li> <li>3. <b>Recommendation campaigns</b> (see marketing)</li> <li>4. <b>Joint activities for parents and children</b> (potential volunteers).</li> </ol> <p>Extra: A group ( only one way) for parents/customers for information sharing on WhatsApp. Survey existing customers and how they would like to be contacted.</p>
Volunteers	<ol style="list-style-type: none"> <li>1. <b>Disassembling the volunteer process</b> <ol style="list-style-type: none"> <li>1.1. Culture book for volunteers. Protocol or a guide on how to manage the volunteer onboarding process</li> <li>1.2. Identifying the competence of volunteers at the first meeting. Listing the tasks that need volunteers.</li> <li>1.3. Volunteer onboarding plan on the first meeting with the new volunteer</li> <li>1.4. Short and small-scale events for the introduction. Group building before camps in smaller events. Casual activities for volunteers in small groups. Make space for ideating process and encourage to present ideas (offer opportunities for creative work). Needs a facilitator.</li> <li>1.5. Joint activities for parents and children to attract parents to volunteer.</li> <li>1.6. Volunteer sponsor / or a camp sponsor ) The training to become a volunteer sponsor for a new volunteer</li> </ol> </li> <li>2. <b>Invest in volunteer training:</b> Inclusion, leadership, neuropsychological diversity</li> <li>3. <b>Division of work for volunteers</b> <ol style="list-style-type: none"> <li>3.1. Clear work shifts for camps, which are planned ahead.</li> <li>3.2. Volunteers and peer instructors as partners at camps</li> <li>3.3. Involve the peerinstructors more in volunteering</li> <li>3.4. Clear roles, the possibility for specialization in a certain role</li> </ol> </li> </ol>

	Extra: More extensive utilization of volunteer portals (Commuu-app)
Marketing and communication	<ol style="list-style-type: none"> <li>1. <b>Marketing should be directed towards new, potential customers segment</b> outside the Nuoret Kotkat movement. <ol style="list-style-type: none"> <li>1.1. Recommendation campaign for existing customers or a first-use discount for new members. Social media influencers.</li> <li>1.2. Concentrate on the most important services.</li> <li>1.3. Marketing should present more separate activities for children and youth.</li> </ol> </li> <li>2. <b>The marketing for volunteering should emphasize on-off possibilities</b> ( and not too binding). Communicate about the possibility of having a hobby with children and the influencing possibilities about the location and the content. Possibility to apply for a summer job and collect credits for school.</li> <li>3. <b>More open communication about the organisation.</b> Opening up the political factor for a larger public. Politicality as a strength, an influencing possibility on a society.</li> <li>4. <b>Marketing in English</b> (website, ads)</li> </ol>