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# INSPIRING AND INSTILLING MOTIVATION FOR ECOLOGICALLY SUSTAINABLE THINKING AND BEHAVIOR

– Case Saari Residence

MASTER'S THESIS | ABSTRACT

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# INSPIRING AND INSTILLING MOTIVATION FOR ECOLOGICALLY SUSTAINABLE THINKING AND BEHAVIOR

- Case Saari Residence

The present study examines the motivation for ecologically sustainable thinking and behavior and aspires to stimulate that motivation in artists and researchers while they work in residency. The study was commissioned by Saari Residence, an international residency where professional artists and researchers come to stay and work temporarily. The result of the study is an ecologically sustainable residency concept for Saari Residence staff - a toolkit for producing inspiring ecologically sustainable activities for artists and researchers during their residency period.

The study methods included desk research, surveys, interviews, co-design, observation, and simplifying and visualizing collected data and experiences as a service concept. These methods were used for collecting data and deepening understanding, ideating and planning inspiring activities, observing and testing these activities, verifying and validating learning, and simplifying and summarizing the collected data and experiences as a service concept.

The ecologically sustainable residency concept enables to understand artists' and researchers' wishes concerning ecological sustainability before they come to Saari Residence, plan and variate each residency period, help artists and researchers absorb an ecologically sustainable way of living, and measure the effectiveness of the service before and after the residency. The feedback stated that the time in Saari Residence gave artists and researchers positive motivation and empowerment to act in an ecologically sustainable way. It would be interesting to test the concept with a completely different context and target group with the aim to inspire and instill ecologically sustainable thinking and behavior.

## KEYWORDS:

Motivation, service design, concept, residency, experiment, well-being

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# KUINKA INSPIROIDA JA JUURRUTTAA MOTIVAATIOTA EKOLOGISESTI KESTÄVÄÄN AJATTELUUN JA KÄYTTÄYTYMISEEN

- Tapaustutkimus Saaren kartanon residenssille

Tämä opinnäyte tutkii motivaatiota ekologisesti kestävään ajatteluun ja käyttäytymiseen ja pyrkii stimuloimaan tätä motivaatiota taiteilijoissa ja tutkijoissa heidän työskennellessään taiteilija- ja tutkijaresidenssissä. Opinnäytetyön tilaaja on kansainvälinen Saaren kartanon residenssi, johon ammattitaiteilijat ja -tutkijat saapuvat asumaan ja työskentelemään tilapäisesti. Tutkimuksen lopputulos on ekologisesti kestävä residenssikonsepti Saaren kartanon residenssin henkilökunnalle - työkalupakki inspiroivien aktiviteettien tuottamiseen taiteilijoille ja tutkijoille heidän residenssijaksensa aikana.

Käytetyt menetelmät olivat kirjoituspöytä tutkimus, kyselyt, haastattelut, yhteissuunnittelu, havainnointi sekä kerätyn tiedon ja kokemusten pelkistäminen ja visualisointi palvelukonseptiksi. Näitä menetelmiä käytettiin tiedon keräämiseen ja ymmärryksen syventämiseen, inspiroivien toimintojen ideointiin ja suunnitteluun, näiden toimintojen tarkkailuun ja testaamiseen, oppimisen todentamiseen ja validointiin sekä kerätyn tiedon ja kokemusten yksinkertaistamiseen ja yhteenvetoon palvelukonseptina.

Ekologisesti kestävä residenssikonseptin avulla voidaan ymmärtää taiteilijoiden ja tutkijoiden ekologista kestävyttä koskevia toiveita ennen residenssiin saapumista, suunnitella ja varioida jokaista residenssijaksoa, auttaa taiteilijoita ja tutkijoita omaksumaan ekologisesti kestävä elämäntavan sekä mitata palvelun tehokkuutta ennen ja jälkeen residenssijakson. Saadun palautteen mukaan Saaren kartanon residenssissä vietetty aika antoi taiteilijoille ja tutkijoille positiivista motivaatiota ja voimaannutti toimimaan ekologisesti kestäväällä tavalla. Olisi mielenkiintoista testata konseptia myös täysin erilaisessa kontekstissa ja kohderyhmässä.

ASIASANAT:

Motivaatio, palvelumuotoilu, konsepti, residenssi, kokeilu, hyvinvointi

# CONTENTS

<b>FIGURES</b>	<b>6</b>
<b>TERMINOLOGY</b>	<b>7</b>
<b>1 INTRODUCTION</b>	<b>1</b>
1.1 Commissioner	1
1.2 Research objectives and research questions	2
1.3 Frame of reference	3
1.4 Project schedule	4
1.5 Design process and methods	5
1.6 Delimitations of the thesis	8
<b>2 THEORETICAL BACKGROUND</b>	<b>8</b>
2.1 Self-determination theory	8
2.2 Positive design framework	13
2.3 Service design	14
2.4 Lean startup method	17
<b>3 UNDERSTAND STAGE</b>	<b>19</b>
3.1 Saari Residence staff interviews	19
3.2 Service model canvas	20
3.3 Residency journey map	22
3.4 Motivation profiles for ecologically sustainable behavior	23
3.5 Survey for the Saari Fellows	25
<b>4 IDEATE STAGE</b>	<b>28</b>
4.1 Ideating the activities	28
4.2 Ecologically sustainable activities	30
4.3 Service model canvas	31
4.4 Roadmap	33
<b>5 EXPERIMENT STAGE</b>	<b>35</b>
5.1 Experimentation cycle 1: September–October	35
5.1.1 Observed activities in experimentation cycle 1	35
5.1.2 Feedback gathering methods in experimentation cycle 1	40

5.2 Experimentation cycle 2: November–December	41
5.2.1 Observed activities in experimentation cycle 2	42
5.2.2 Feedback gathering methods in experimentation cycle 2	46
5.3 Feedback from both experimentation cycles	47
5.3.1 Interaction	48
5.3.2 Ecological sustainability at Saari Residence	49
5.3.3 Motivation for ecologically sustainable living	50
5.3.4 Feedback concerning activities	52
<b>6 DELIVER STAGE</b>	<b>54</b>
6.1 Service model for ecologically sustainable residency	55
6.2 Tools for planning the process	56
6.2.1 Before the residency	57
6.2.2 Roadmap for the residency	57
6.2.3 The theme for the residency	59
6.2.4 Seasonal characteristics of residency periods	59
6.2.5 Survey before and after the residency	61
6.2.6 Activities	62
6.2.7 Additional activity ideas	63
6.2.8 Ways to develop the concept	64
6.2.9 Attachments	64
<b>7 CONCLUSIONS</b>	<b>65</b>
<b>REFERENCES</b>	<b>70</b>

## APPENDICES

- Appendix 1. The Service model canvas by Neil Turner
- Appendix 2. The Business model canvas by Alexander Osterwalder
- Appendix 3. An example of Persona Canvas by Business Design Tools
- Appendix 4. Questionnaire for Saari Fellows before the residency
- Appendix 5. Second version of the Service Model Canvas
- Appendix 6. Ad-Lib Value Proposition Template by Strategyzer
- Appendix 7. Second version of the roadmap for the experimentation cycle 1  
September–October
- Appendix 8. Online survey after the long field trip to Kulla nature reserve
- Appendix 9. Closure survey for Saari Fellows after the the first residency

- Appendix 10. Survey after the short field trip to the nearby forest and bird-watching towers
- Appendix 11. Ecologically sustainable residency concept document

## FIGURES

Figure 1. Frame of reference.	3
Figure 2. Project schedule.	5
Figure 3. The design process.	5
Figure 4. Tools and methods used in the study.	7
Figure 5. The self-determination continuum illustrates the taxonomy of motivational types (Ryan and Deci 2000b, 72).	10
Figure 6. Framework of motivated behavior, version 0.1 (Bisset 2011, 304).	12
Figure 7. Positive design framework (Desmet & Pohlmeier 2013).	13
Figure 8. Double Diamond design process (Design Council).	16
Figure 9. Lean startup process (Ries, 2011).	18
Figure 10. The first version of Service model canvas.	21
Figure 11. The first version of the residency journey map.	22
Figure 12. Motivation profiles for ecologically sustainable behavior.	24
Figure 13. Activity card.	29
Figure 14. Idea grid.	30
Figure 15. First version of the roadmap for the first experimentation cycle.	33
Figure 16. Saari Residence's Instagram post about the field trip to Kulla nature reserve (Saari Residence, 2021a).	37
Figure 17. Climbing an old oak tree.	38
Figure 18. Saari Residence's Instagram post about the walking tour to bird-watching towers (Saari Residence, 2021b).	43
Figure 19. Saari Residence's Instagram post about the Christmas wreath workshop (Saari Residence, 2021c).	44
Figure 20. The starter, purple haze salad, at lunch on 9 October 2021. The menu states that the main course was wild mushroom stew with parsley, and the dessert was raw cacao mousse.	45
Figure 21. Ecologically sustainable support residents needed before the residency and what they got from the residency.	47
Figure 22. Feedback concerning interaction.	49
Figure 23. Feedback concerning ecological sustainability at Saari Residence.	50
Figure 24. Feedback concerning motivation.	52
Figure 25. Feedback concerning activities.	54
Figure 26. The final version of the service model canvas.	56
Figure 27. Roadmap for the residency.	57
Figure 28. Seasonal characteristics of residency periods.	60
Figure 29. Activity card of electric bicycles in the concept document.	63

## TERMINOLOGY

Residency	A program for artists and researchers that provides time and facilities to stay and work outside of the usual environment
Residence	The physical place where the residency program is provided. In this study, the place is Saari Residence.
Residents	Artists and researchers who are granted the residency in Saari Residence
Saari Fellows	Another term for artists and researchers who are granted the residency in Saari Residence

# 1 INTRODUCTION

In the ever-changing world, companies, organizations, and politics are essential in building a better tomorrow ecologically, socially, and psychologically. However, change can not be led solely from the above, so there is also a need for widespread and profound changes in the behavior of individuals (BIOS 2019). The motivation to act ecologically sustainably is as crucial as the action. Motivation can be seen as a dynamic and plastic entity, whereas the designer is a coach who supports and guides people to reach their goals or at least manage to perform correctly. (Bisset 2011, 303, 305.)

This study examines the motivation for ecologically sustainable behavior and aspires to stimulate that motivation with a multi-disciplinary approach. Concretely, the aim is to examine how to inspire and instill ecologically sustainable thinking and behavior in artists and researchers while they work in residency. A residency is a place where artists and researchers can stay and work temporarily. Residency provides conditions for creative work, such as facilities and connections. (TransArtists n.d.)

At the heart of the study are artists' and researchers' experiences and perspectives on ecological sustainability before and after the residency. During the residency, they experiment with different activities influencing their motivation for ecologically sustainable thinking and behavior.

## 1.1 Commissioner

The commissioner of this study is Saari Residence, an international residency for professional artists and researchers, Saari Fellows, of all disciplines and nationalities. The residency is in a tranquil rural environment in Mynämäki, Southwest Finland, where artists and researchers can concentrate on their work and share their views and experiences with colleagues. Kone Foundation maintains Saari Residence. (Kone Foundation 2017a; Kone Foundation 2017b.)

This Master's thesis includes Saari Residence's Ecologically sustainable residency program. In 2020, Saari Residence launched an Ecologically sustainable residency program that strives to foster ecological, social, and psychological sustainability in residency activities. The operations are developed with positive insights and learning



together with Saari Fellows. Also, the program aims to motivate artists and researchers to consider sustainable choices during their residency and afterward. (Kone Foundation 2017a; Kone Foundation 2020.)

Saari Residence provides residencies for individuals from September to May and artist group residencies during the summer. Since the global COVID-19 pandemic started affecting traveling in 2020, a new form of individual residency, a home residency, was created. At the moment, most of the artists and researchers come to work in Saari Residence, and some work in remote locations.

The residency period for individuals lasts for two months. This study's empirical part is performed from September 2021 to January 2022, involving two groups of Saari Fellows that come to work at Saari Residence. The first group stays from September to October, and the second from November to December. These two periods form two experimentation cycles when Saari Fellows experiment with different activities designed for them.

## 1.2 Research objectives and research questions

This study aims to produce an ecologically sustainable service concept for Saari Residence staff to produce plan and produce activities during the residency and support the Ecologically sustainable residence program's development. The service concept document comprises the service model, residency planning tools, and activities for the residency. Also, the ways to generate new ideas and update the concept are discussed in the concept document.

The research questions are as follows:

How can a service concept help motivate artists and researchers to act ecologically sustainably?

What kind of ecologically sustainable activities can be designed using service design and Positive design framework?

### 1.3 Frame of reference

A frame of reference visualizes the aspects that form the basis of this thesis and how they are connected. As Figure 1 shows, the theory foundation consists of four parts: Self-determination theory, Positive design framework, service design, and Lean startup method. They are presented more deeply in chapter 2, Theoretical background.

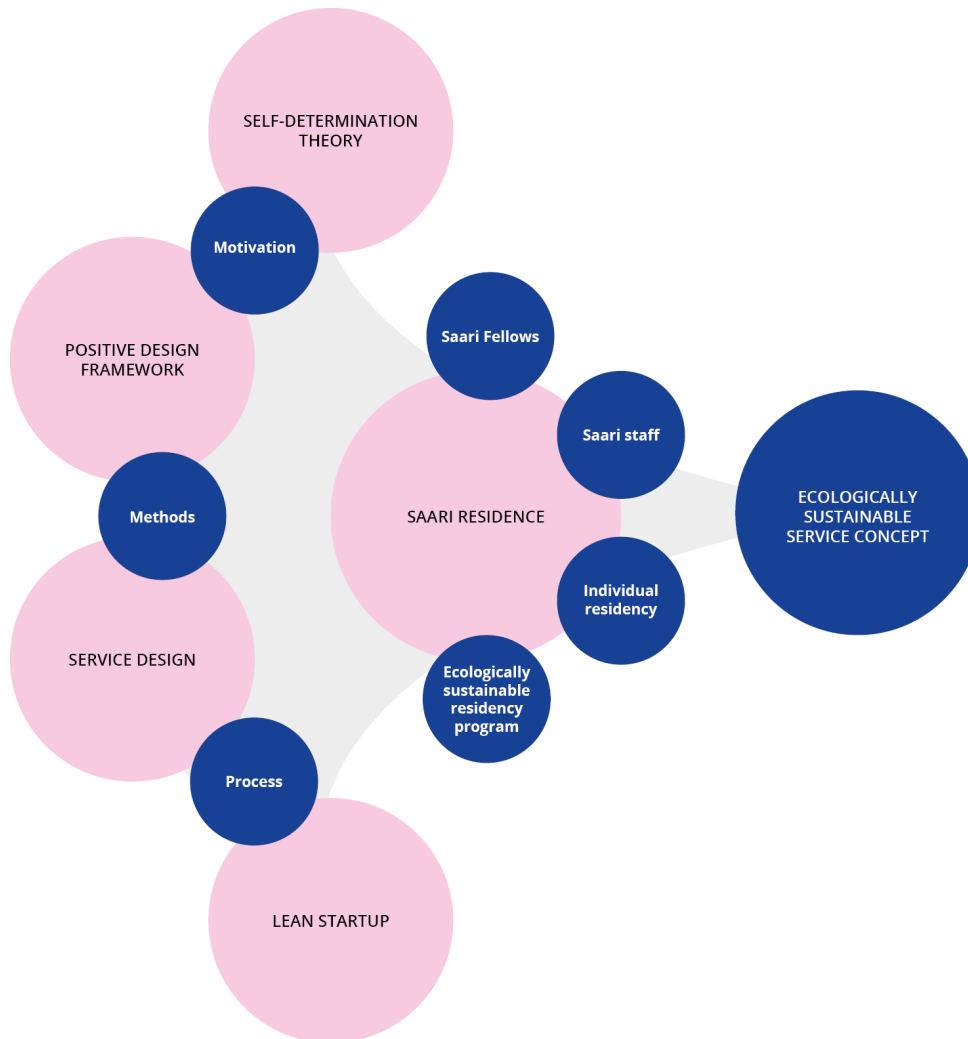


Figure 1. Frame of reference.

A central issue of this study is motivation: investigating motivation for ecological sustainability and aiming to influence that motivation. Self-determination theory and Positive design framework form the basis of this study's viewpoint on motivation. The Positive design framework is also utilized with service design to provide methods for this project. Elements from the service design and the Lean startup processes are combined

to form a unique design process for this context. Both the design process and methods are introduced in chapter 3, Design process and methods.

The commissioner, Saari Residence, has four essential aspects for this study: individual residency, Saari Fellows, Saari Residence staff, and Ecologically sustainable residency program. Saari Fellows, the primary target group, come to Saari Residence for a two-month residency period and test ecologically sustainable activities designed for them. The secondary target group is Saari Residence staff, who co-design the activities and produce them for Saari Fellows. The Ecologically sustainable residency program provides a frame and a mindset for this development project in Saari Residence. The result is a service concept that aims to inspire and root ecologically sustainable thinking and behavior in artists and researchers working in Saari Residence.

#### 1.4 Project schedule

This Master's thesis has four stages: Understand, Ideate, Experiment, and Deliver (Figure 2). The Understand stage aims to investigate and understand the context, and define the focus and the design process. The stage starts at the beginning of May 2021 with desk research concerning the lean startup method and motivation theories. Primary research begins with a survey to artists and researchers before they come to Saari Residence, interviews with Saari Residence staff, and sketching of the service model and journey map. After summer vacation, primary research continues by analyzing survey results.

The ideate stage is compact, starting from planning the co-design workshop for the Saari Residence staff in August and facilitating the workshop on 1 September. The workshop aims to ideate and schedule activities for the residency period and iterate the service model.

The Experiment stage is divided into two experimenting cycles for the end of 2021 individual residency periods: September to October and November to December. During the Experimenting stage, Saari Residence staff organize activities designed in the co-design workshop at the Ideate stage. Artists and researchers experiment with those activities during their residency. Participant observation is also conducted to immerse into the context and test activities with Saari Fellows. During the Experiment stage,

feedback is gathered from Saari Fellows and Saari Residence staff through discussions and surveys.

All the data and experiences gathered through the project is combined as an ecologically sustainable service concept in the Deliver stage. The stage is performed from January to February 2022.

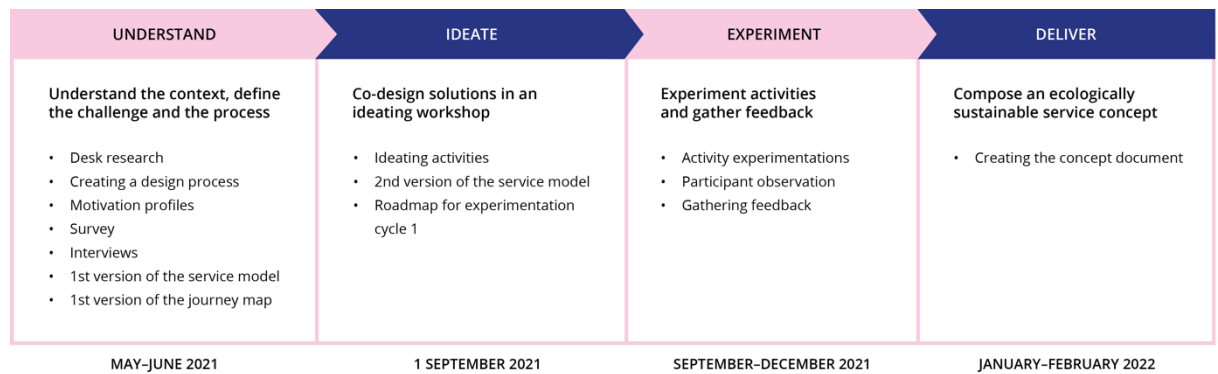


Figure 2. Project schedule.

### 1.5 Design process and methods

This study's design process (Figure 3) borrows from and combines service design and Lean startup processes. Framework for innovation, a service design process model by the British Design Council, is presented in chapter 2.3 Service design, and the Lean startup's Build-Measure-Learn feedback loop in chapter 2.4, Lean startup method.

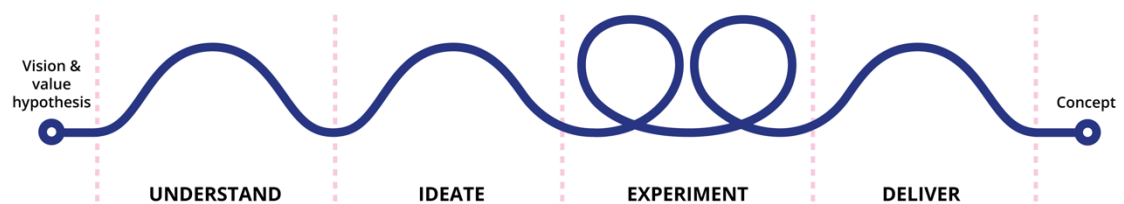


Figure 3. The design process.

Vision and value hypothesis are the starting points of the process. Saari Residence's Ecologically sustainable residency program's vision is to offer Saari Fellows an opportunity to internalize ecologically sustainable aspects as part of their mindset and inspire them to make sustainable choices (Kone Foundation 2017a). A value hypothesis,

'The residency inspires and instills ecological and sustainable thinking and behavior in artists and researchers,' is concluded from the vision. The value hypothesis is validated with a survey for Saari Fellows before the residency. Survey answers verify that artists and researchers are interested in ecologically sustainable aspects before and during the residency. The value hypothesis is described more thoroughly in chapter 2.4, Lean startup method.

Both vision and hypothesis guide the actions of the Understand stage:

- Discover artists' and researchers' perspectives on ecological sustainability and employees' viewpoints about the present state of the residency.
- Summarize ongoing activities.
- Form a theoretical background.

The second stage of the design process, Ideate, include activity planning and a roadmap for the residency. This stage is one of the most critical parts of the project since activities form the basis for the following Experiment stage and are a vital part of the final concept.

The two experimentation cycles, wrapped around the residency periods from September to October and November to December in 2021, form the Experiment stage. During this stage, Saari Residence staff produce the service to Saari Fellows, who experiment with different activities. The feedback and observations concerning the experiments is collected, and the experimentation cycles are adjusted based on learnings from this data.

In the Deliver stage, an ecologically sustainable residency concept document is created. The concept document serves the Saari Residence staff as a tool for inspiring and instilling ecological and sustainable thinking and behavior in artists and researchers in Saari Residence.

The tools and methods used in this study are compiled in Figure 4. They were presented briefly in chapter 1.4 Project schedule, and more detail in chapters 3 to 6 concerning the project stages.

Process phase	Methods	Purpose	Outputs
<b>Understand</b>	Desk research about motivation	To form a theoretical background	Chosen theories: Self-determination theory, Positive design framework
	Desk research about Lean startup method	To outline the design process	First versions of the design process and project schedule
<b>Understand</b>	Interview with Saari Residence staff	To specify problems and needs	Insight for co-design workshop planning
	Service model canvas	To outline the upcoming service concept	1 <sup>st</sup> version of the service model
	Journey map	To understand how residency proceeds	1 <sup>st</sup> version of the journey map
	Survey for Saari Fellows before the residency	To measure the motivation before the residency, ask about interests and needs for support	Motivation profiles before the residency, insight for co-design workshop planning
<b>Ideate</b>	Different co-design methods in a workshop	To ideate and schedule activities for the residency, and refine the service model	Activity cards, roadmap for the experiment cycles 2 <sup>nd</sup> version of the service model
<b>Experiment</b>	Participant observation	To test activities and witness the context	Perceptions of the activities, meeting Saari Fellows
	Group feedback discussions	To collect feedback from Saari Fellows	Insight for evaluating experiments and building the concept
	Feedback surveys	To collect feedback from Saari Fellows and measure the motivation just after the residency	Motivation profiles after the residency, insight for evaluating experiments and building the concept
	Survey for Saari Fellows after the residency	To measure the motivation after the residency	Motivation profiles after the residency, insight for evaluating experiments and building the concept
	<b>Deliver</b>	Finalizing Service model canvas	To compress the service model
	Designing roadmap and seasonal characteristics of the residency	To help to plan and variate each residency period	Roadmap template and chart of the seasonal characteristics
	Documenting the idea of theme for the residency	To help to plan and variate each residency period	One-page instruction about the theme for the residency
	Designing survey before and after the residency	To collect feedback from Saari Fellows	Insight method to design the residency and measure service's effectiveness
	Summarizing the theory behind the concept	To evidence the theory foundation for the concept	Summary of the theoretical background
	Documenting ways to develop the concept	To provide ideas for the future development	Suggestions on how to develop the concept

Figure 4. Tools and methods used in the study.

## 1.6 Delimitations of the thesis

The number of artists and researchers participating in this study is small, and they are all introduced on the Kone Foundation's website. The survey and interview findings are not detailed but summarized to protect the participants' privacy.

This study concentrates on Saari Fellows who come to stay for an individual residency at the Saari Residence. Saari Residence also accommodates artist groups in the summertime, but they are excluded due to the time of the project.

Saari Fellows working from remote locations were excluded from the study after the first month of the first experimentation cycle since their contact with the Saari Residence is through artistic work, not ecological sustainability (L. Kela, personal communication, 5 October, 2021). Also, Saari Residence develops home residency in a separate project simultaneously with this study.

In this study, ecological sustainability is integrated into the process as an aspiration and a principle. It is not discussed deeply as an environmental topic since the study focuses on motivation to act ecologically sustainably.

## **2 THEORETICAL BACKGROUND**

### 2.1 Self-determination theory

Self-determination theory (SDT), proposed by psychologists Richard Ryan and Edward Deci in the 1980s, is a theory about human motivation (Jimenez et al. 2015, 23). Motivation is a significant issue in psychology because motivation produces and mobilizes people to act (Ryan & Deci 2000b, 69). SDT studies the reasons or goals why people behave a certain way. (Ryan & Deci 2000a, 54-55.) For example, a person can be motivated to ride a bicycle with an innate passion for emission-free transportation or

because he or she can not afford a car. These different motivation types are at the heart of the self-determination theory.

According to SDT, motivation can be separated into intrinsic and extrinsic motivation. Intrinsic motivation relates to doing something from an innate interest and because of pure pleasure. This kind of motivation is innate from birth to childhood but diminishes over time when social needs and roles require one to perform other than intrinsically interesting tasks (Ryan & Deci 2000a, 55, 60.) Intrinsic motivation is boosted when the basic psychological needs, autonomy, competence, and relatedness, are fulfilled. Autonomy refers to a need to act independently and competence to perceive mastering an action and being in control. Relatedness indicates being connected and caring for others and feeling empathy. (Jimenez et al. 2015, 23.) Research has shown that people with intrinsic values instead of extrinsic ones are happier and behave more ecologically responsibly (Brown & Kasser 2005).

Extrinsic motivation refers to doing something from external incentives, such as rewards or others' opinions. SDT divides extrinsic motivation into different types. Some represent poor motivation and nonself-determination, and some have active motivation and self-determination. (Ryan & Deci 2000a, 55.) The following chapter, Motivation profiles by Ryan and Deci, presents these types more thoroughly.

### **Motivational types by Ryan and Deci**

Ryan and Deci formed a sub-theory for SDT called organismic integration theory (OIT), which aimed to describe different forms of extrinsic motivation and contextual aspects related to motivation types (Ryan and Deci 2000b, 72.) In the self-determination continuum (Figure 5), six motivational types form a taxonomy described from left to right, depending on whether the individual's behavior is nonself-determined or self-determined. On the far left is amotivation, on the far right is intrinsic motivation, and in between are four different forms of extrinsic motivation. These six motivation types are also classified by regulatory styles, perceived locus of causality, which describes motivational types' sense of autonomy (Ryan and Deci 2000b, 70), and relevant regulatory processes.



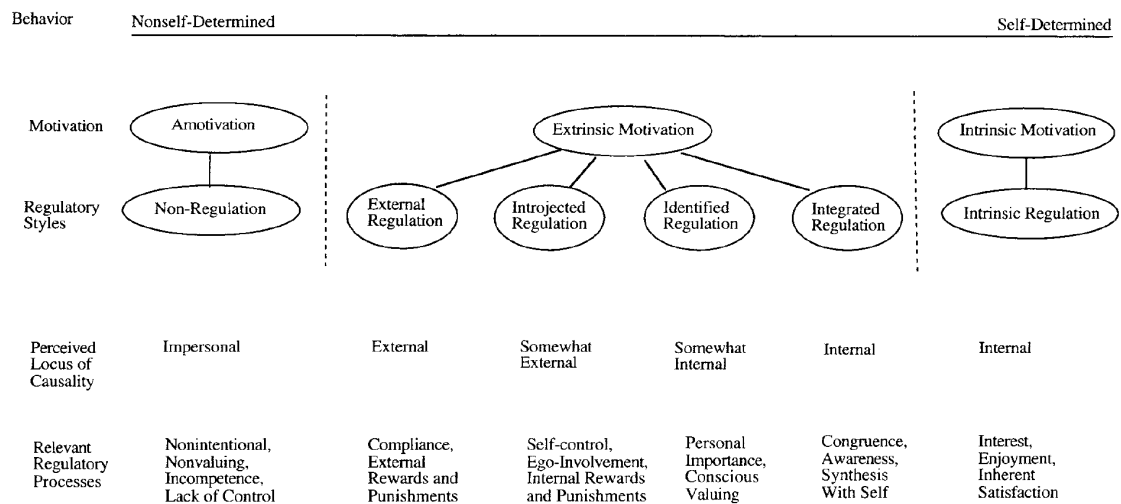


Figure 5. The self-determination continuum illustrates the taxonomy of motivational types (Ryan and Deci 2000b, 72).

Amotivation describes the state in which a person does not have the motivation, intention, or sense of autonomy to act. He or she does not value the activity or can feel he or she is incompetent or lacks control to act.

The first extrinsic motivation type has an external regulation to act. Such behavior can originate from satisfying external demands, earning rewards, or avoiding punishments. The second extrinsic motivation type has introjected regulation. It means a person is open to some regulation, for example, to avoid blame or pressure, but does not entirely obtain it as one's own. Introjected behaviors can be self-controlled with internal rewards, punishments, or ego involvement but are not considered part of the self. (Ryan & Deci 2000b, 72.)

The third external motivation type has identified regulation with a somewhat internal sense of autonomy. A person with this motivation type has recognized the personal importance of behavior and consciously values it (Ryan & Deci 2000a, 62). The last external motivation type has integrated regulation with an internal sense of autonomy. The identified regulations have been evaluated and completely internalized into the self. Awareness, congruence with a person's values and needs, and synthesis with self determine a person's actions, as with intrinsic motivation. This motivation type is still defined as extrinsic since the actions are done to accomplish specific outcomes rather than from innate enjoyment. (Ryan & Deci 2000a, 62; Ryan & Deci 2000b, 73.)

The most self-determined motivation type is intrinsic motivation with intrinsic regulation and a sense of autonomy. A person with intrinsic motivation performs an activity for his or her interest and enjoyment and the inherent satisfaction the activity provides the person.

*Internalization* is a process that describes how one takes in value or regulation. In the self-determination continuum, internalization is shown as one's motivation for behavior and how it can vary from amotivation to active personal devotion. Even though it is argued that internalization is developmentally significant over a person's lifespan, self-determination can not be seen as a developmental continuum. A person might initially perform an activity from an external interest, such as getting a reward but find the activity intrinsically interesting. The orientation can also shift "backward" when a person who values an activity from an innate interest loses the sense of value under a dominant instructor. (Ryan & Deci 2000a, 60, 62-63.)

### **Motivation profiles by Bissett**

Fergus Bisset (2011, 304) has developed Ryan and Deci's self-determination continuum to the Framework of motivated behavior (Figure 6) by expanding the taxonomy with the flow state both by Stavrou and Csikszentmihalyi and the ARCS model of motivation by Keller. The flow state is separated into feelings of apathy, anxiety, relaxation, and flow. These feelings vary by how a person experiences a challenge compared to his or her skills. If both the challenge and skills are perceived as low, a person experiences apathy. When both challenge and skills are balanced and above a person's average, the person will experience flow, an optimal state. Anxiety and relaxation are in between; anxiety is when a person feels the challenge is too high compared to his or her skills, and relaxation is when a person outperforms the challenge. (Stavrou 2008, 3; Stavrou et al. 2015.) The ARCS Model describes four significant needs: attention, relevance, confidence, and satisfaction, that must be fulfilled for people to become and stay motivated (Keller 1987, 3).

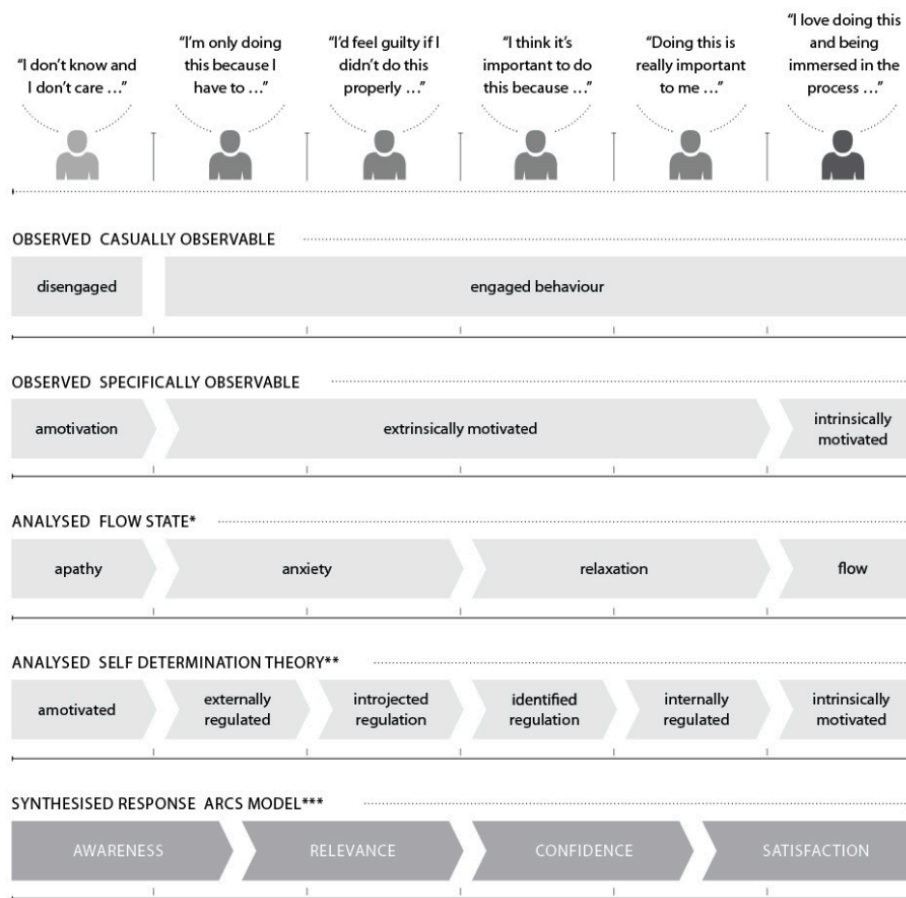


Figure 6. Framework of motivated behavior, version 0.1 (Bisset 2011, 304).

In Bissett's Framework of motivated behavior, six motivation profiles are in the same order from left to right as in Ryan's and Deci's self-determination continuum: amotivation on the far left, intrinsically motivated on the far right, and four extrinsically motivated profiles on the middle. The profiles are illustrated with human character icons and thought bubbles that describe each character's motivation.

Amotivation's thought bubble declares, "I don't know and I don't care..." The profile's flow state is apathy, and the motivation element is attention. Therefore, the motivational concern is to get and sustain the profile's attention (Keller 1987, 3). The second profile from the left thinks, "I'm only doing this because I have to..." Profile's flow state is anxiety, and his or her motivation elements are attention and relevance. The third profile states, "I'd feel guilty if I didn't do this properly..." The profile's flow state is also anxiety and motivation element relevance. The fourth profile says, "I think it's important to do this because..." He or she feels relaxation as a flow state and confidence as a motivational state. The fifth profile declares, "Doing this is really important to me..." and has a

relaxation flow state as the previous profile. The profile's motivation elements are both confidence and satisfaction. The last profile thinks, "I love doing this and being immersed in the process..." The profile experience flow and satisfaction.

## 2.2 Positive design framework

Positive design connects design theory to positive psychology, which examines what makes people happy and flourishing (Delft Institute of Positive Design 2022). Positive design focuses on designing and researching solutions that create pleasurable and influential experiences and improve people's subjective well-being (Pohlmeyer & Desmet 2017, 2).

In 2013, Pieter Desmet and Anna Pohlmeier introduced Positive design framework. (Jimenez et al. 2015, 49.) The framework (Figure 7) draws from self-determination theory's classification of three psychological needs: autonomy, competence, and relatedness, which are crucial to well-being and intrinsic motivation (Ryan & Deci 2001, 146). Positive design framework also consists of three main elements: pleasure, personal significance, and virtue (Desmet & Pohlmeier 2013, 8). Positive design framework strives to impact people's lives long-term, balance pleasure and meaning, explore supportive opportunities for individual and societal issues and achieve a personal fit by understanding users and their context. Also, active user involvement is needed. (Jimenez et al. 2015, 49.)

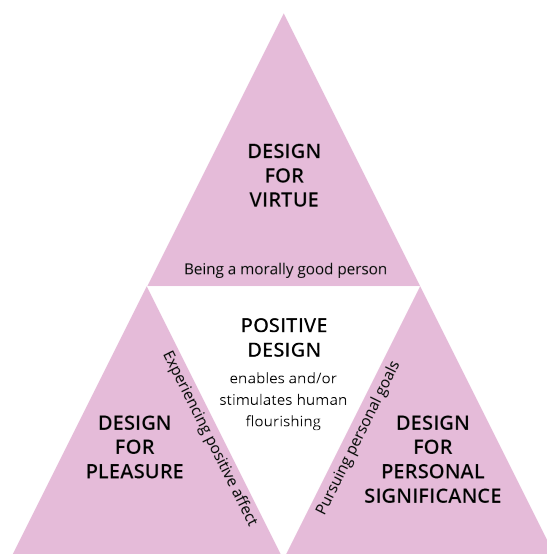


Figure 7. Positive design framework (Desmet & Pohlmeier 2013).

Design for pleasure focuses on increasing pleasure and comfort or decreasing discomfort, enabling people to enjoy the moment (Desmet & Pohlmeier 2013, 8). For example, pleasure can be increased with stunning scenery while eating dinner, and discomfort reduced when a noisy group leaves from the next table.

Design for personal significance strives to support one's aims and ambitions. Accomplishing goals gives people direction and personal meaning and supports their values. Personal significance can also come from one's past accomplishments and moving toward future goals. (Desmet & Pohlmeier 2013, 9; Desmet & Pohlmeier 2017, 12.)

Enjoying experiences here and now and living a personally meaningful life influence one's life positively but do not contain a normative or society-level aspect (Desmet & Pohlmeier 2017, 12). Design for virtue brings these elements into positive design framework. Virtues are morally valued qualities of personality that enable behaving honorable towards others and oneself (Desmet & Pohlmeier 2013, 9; Desmet & Pohlmeier 2017, 12). Peterson and Seligman (2004, 29) have identified six core virtues: wisdom and knowledge, courage, humanity, justice, temperance, and transcendence. Virtues can be shaped (Peterson & Seligman 2004, 27) since people are not born with them but learn and internalize virtues through life (Desmet & Pohlmeier 2017, 13).

Each positive design element, design for pleasure, design for personal significance, and design for virtue, supports individuals' well-being but combining all three enables people to flourish (Desmet & Pohlmeier 2017, 5).

### 2.3 Service design

Service design is a holistic, multi-disciplinary approach that helps to innovate new or enhance existing services by developing services to be more relevant, usable, and compelling for service users, and efficient and effective for service providers (Moritz 2005, 6-7). Service design was mentioned for the first time in 1982 by G. Lynn Shostack, introducing the term to the scientific community of marketing (Lenz 2012). Michael Erlhoff and Birgit Mager specified Service design as a design discipline in 1991, and the first Service design education started at the Köln International School of Design. (Moritz 2005, 66.) In the past decades, service design has developed from an experimental movement by a small circle of pioneers to an extensive and powerful asset in

organizations, gaining leverage at the strategic level (Mager 2020, 15-16). It is argued that the critical reason service design is adopted broadly in the private and public sectors has been digitalization through the growth of the internet, computers, and wireless devices, such as smartphones. (Shakeshaft 2019; Moritz 2005, 26).

Service design does not only consider service users but all the people involved in the service. It is a collaborative approach that actively engages stakeholders with diverse backgrounds in the iterative design process, shaping the whole service. With service design, the service is visualized and staged as a series of interrelated actions. The reality is essential in researching users' needs, prototyping ideas, and evidencing intangible value a service provides. (Stickdorn et al. 2018, 26, 28.)

Design thinking is a human-centered mindset and a problem-solving approach (Han 2022). It has been seen as an essential part of service design (Miettinen et al. 2012), and service design as a tool for design thinking or a functional application of design thinking (Miettinen et al. 2011; van Oeveren 2019). The relationship between these terms is complicated even for designers (Stickdorn & Schneider 2011, 18): some want to make a clear difference between the practices, some emphasize the similarities (Stickdorn et al. 2018, 20), and some mix them and talk about service design thinking. Marc Fonteyjn (2018) argues that service design and design thinking share the same mindset, attitude, and tools but differ in problem areas: design thinking can be applied in any situation, and service design with service-related challenges.

### **Service design process**

Whereas traditional design refers to the outcomes of a design process, the service design approach refers to the design process rather than its outcomes (Stickdorn & Schneider 2011, 14; Stickdorn et al. 2018, 21). Over a couple of decades, many service design process depictions have been formed. There are differences between the processes, but they all share the same mindset: understanding user needs, working iteratively, using divergent thinking for seeking opportunities, and convergent skills for making decisions. (Stickdorn et al. 2018, 85, 88.)

Presumably, the most popular design process model is British Design Council's Framework for Innovation, also known as the Double Diamond (Figure 8). The model visualizes the steps taken in design and innovation projects, despite the used tools and

methods (Ball 2019). The Double Diamond process model has four stages: Discover, Define, Develop, and Deliver. In the Discover stage, the design challenge is questioned, leading to identifying user needs with research. The Define stage reviews the research findings and creates a design brief based on the insight. The Develop stage focuses on designing, building, and testing multiple solutions. Lastly, the final solution is selected and launched in the Deliver stage. (Ball 2019.) Even though the stages are visualized one after another, the Double Diamond, or any other service design process, is never linear but adaptive and iterative (Stickdorn et al. 2018, 90).

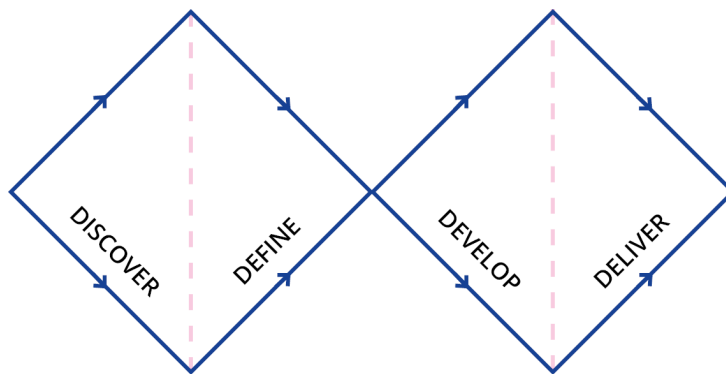


Figure 8. Double Diamond design process (Design Council).

Double Diamond's name comes from the model's form, one diamond shape after another. Diamond shapes symbolize divergent and convergent thinking (Ball 2019). Discover and Develop stages seeking opportunities represent divergent thinking. Define and Deliver stages illustrate convergent thinking: eliminating options and making decisions.

### **Service design tools and methods**

Service design's interdisciplinary and evolving character utilizes various methods and tools from multiple disciplines (Stickdorn and Schneider 2011, 29). Research tools and methods help to collect data and create a deep understanding of the service users and the operational environment in the Discover stage. The visualization tools and methods simplify and summarize the research in the Define stage. The Develop stage uses prototyping tools and methods to develop and test the model of the service. Finally, implementation methods and tools are used to ensure a smooth landing for the selected solution among service users and other stakeholders.

## 2.4 Lean startup method

Eric Ries developed the Lean startup method in 2011 while examining new ways outside entrepreneurship to build a startup company. He started to study manufacturing and founded the Toyota Production System, a lean manufacturing method from Japan. Toyota Production System has a lean thinking model: learning better problem-solving with visualization, experimenting, and thinking more deeply about the results (Ballé 2018; Blank 2013).

Ries combined lean manufacturing and startup disciplines to create the Lean startup method. He emphasized that the terms entrepreneur and startup should be understood broadly. A startup can be defined as any human organization that produces new products and services in ultimate uncertainty. Entrepreneurs, again, are anyone working in a defined startup, even though they are not officially entrepreneurs. (Ries 2011, 6, 8, 26.)

Whereas traditional development concentrates on extensive planning and intuition, lean startup involves experimenting, listening to users, and an iterative design process (Blank 2013; Ries 2011, 45). Learning from customers' feedback and data is crucial for progress and eliminating unnecessary work in the Lean startup method. The method proposes that the unit for measuring startup progress should be validated learning instead of, for example, production rate. Validated learning arises from constantly experimenting and adjusting, validating what users want. It is confirmed by empirical data gathered from genuine service users. (Ries 2011, 18, 49.)

Before starting to experiment, a startup needs a vision and a strategy to reach that vision. A strategy contains a business model, a road map, and viewpoints about partners, competitors, and customers. A product is the outcome of the strategy. Ries prefers to use the most comprehensive definition of the product - anything customers experience interacting with a company. Therefore, the experiment is also a product. (Ries 2011, 22, 28, 63.)

After creating the startup's vision and strategy, experimenting begins with a hypothesis predicting what is expected to happen. In the Lean startup method, a hypothesis is divided into two. A value hypothesis answers how the service is valuable to users, and the growth hypothesis clarifies how users will discover the service and how it will spread. The hypotheses must be validated to know that they are based on reality. The goal of validating the hypothesis by reaching service users is not to get precise answers but to



clarify that the service provider understands the users and their problems at a fundamental level. (Ries 2011, 89.)

When hypotheses are clear, they are tested with experimentation. After experimenting, it is time to decide whether to pivot or persevere: whether to make significant changes or minor adjustments to the hypotheses. After the decision, the hypotheses may stay the same, or the pivot may form a new strategic hypothesis for the following experimentations. (Ries 2011, 57, 149, 177.)

### Lean startup process

A Build-Measure-Learn feedback loop visualizes the Lean startup process. As Figure 9 demonstrates, first ideas are built into a product. Users' interaction with the product generates data to be measured. Measuring data enables learning, learning provokes more ideas, and thus the Build-Measure-Learn feedback loop spins again.

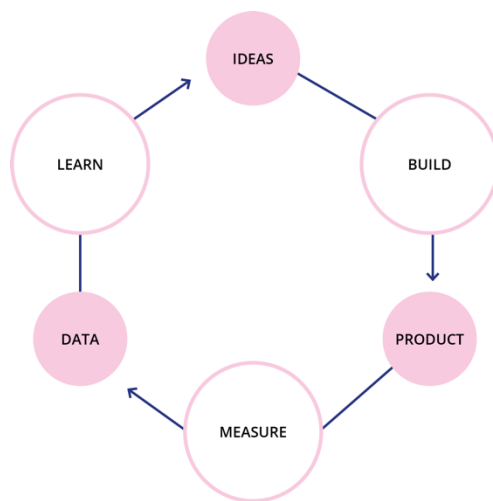


Figure 9. Lean startup process (Ries, 2011).

In the Build stage of the Build-Measure-Learn feedback loop, the startup builds a minimum viable product (MVP). The product's minimum version allows a complete spin of the feedback loop with minimum effort and the least development time. In the Measure stage, the startup measures how the customers responded to the MVP. The most prominent challenge is deciding whether product development actions lead to actual progress. Finally, in the Learn stage, it is time to decide whether to pivot the original strategy or persevere. The Build-Measure-Learn feedback loop continues immediately

on the following iteration, using what is learned in the previous experimentation cycle. (Ries 2011, 76-77, 228.)

### **3 UNDERSTAND STAGE**

The Understand stage started with desk research that formed a theoretical background and outlined the design process. The primary research methods are introduced in the following chapters.

#### **3.1 Saari Residence staff interviews**

Primary research began on 9th June 2021 by interviewing Jaana Eskola, Saari Residence's Ecological residency program's coordinator, from 2020 to 2022. The interview was semi-structured and videotaped. In a semi-structured interview, the dialogue ranges around the topics with close- and open-ended questions and can dive even into unexpected issues (Adams 2015, 493). The interview aimed to understand how the Ecological residency program works and specify the service concept's needs and possible challenges. It answered the questions concerning the structure of a residency period, how the existing activities are provided, and what aspects influence activities' participation. Also, a service model and residency journey map were outlined together with Jaana Eskola to visualize the knowledge in the same session as the interview.

Jaana Eskola stated a need for an established structure for producing the service. The service concept answers to that need. It should not be too restrictive but rather consider different variables: groups' interests, activities, seasons, and human resources of the staff. Saari Residence already has well-working activities that support ecological sustainability, but increasing versatility requires expanding the palette with new ones. Flexibility is essential and allows time for spontaneous, casual activities and conversations. (J. Eskola, personal communication, 9 June, 2021.)

The interview pointed out that information should be provided in small portions at the beginning of the residency. This way, artists and researchers could settle smoothly and familiarize their new social and physical environment. The slow pace at the beginning is

also about building trust; not everyone is ready to throw themselves into new social connections and activities immediately. Moving to a new place and learning new conventions is challenging and requires time to digest everything. (J. Eskola, personal communication, 9 June, 2021.)

Saari Fellows may face challenges during the residency, such as a lack of time or interest in participating in activities and challenges with the schedule. Also, group dynamics can be problematic. Some groups are spontaneous and arrange activities independently, depending on group dynamics. (J. Eskola, personal communication, 9 June, 2021.)

Residency can be seen as an experimentation platform; Saari Fellows can experiment with activities and even have the first touch of ecologically sustainable things and activities, for example, e-bikes or composting. Additionally to experimenting, it would be great if Saari Fellows left the residence with more empathy in their pockets. (J. Eskola, personal communication, 9 June, 2021.)

A complimentary semi-structured phone interview was done with the Residency coordinator Pirre Naukkarinen, on 22nd June 2021 to fill the knowledge gaps of how the residency process goes in practice, from getting accepted to Saari Residence to procedures after the residency. Pirre Naukkarinen provided information on the steps and schedule of the process, from getting accepted into the Saari Residence to submitting a report to the online grant service after the residency. She also showed a guide that she sends to the residents as a pdf document a few months before arriving at the residency. After the interview, the first version of a residency journey map was completed. It is presented in chapter 3.3, Residency journey map.

### 3.2 Service model canvas

Neil Turner's Service model canvas (Appendix 1) aims to help visualize and develop a service. It is based on the Business model canvas by Alexander Osterwalder (Appendix 2). Even though the terminology of the canvases can differ, the Business and Service models include people, value, channels, key partners, key resources, and costs of the service to fill in. Furthermore, the Service model canvas includes challenges, competitors, and service usage.

The first version of a Service model canvas was filled with Jaana Eskola. It was made on paper and later converted to a digital format with an online visual collaboration

platform Miro (Figure 10). Due to schedule reasons, 'Service proposition' and 'Key performance indicators' were left to be filled in the co-design workshop with the Saari Residence staff in the Ideate stage, in 1st September 2021.

## Service Model Canvas

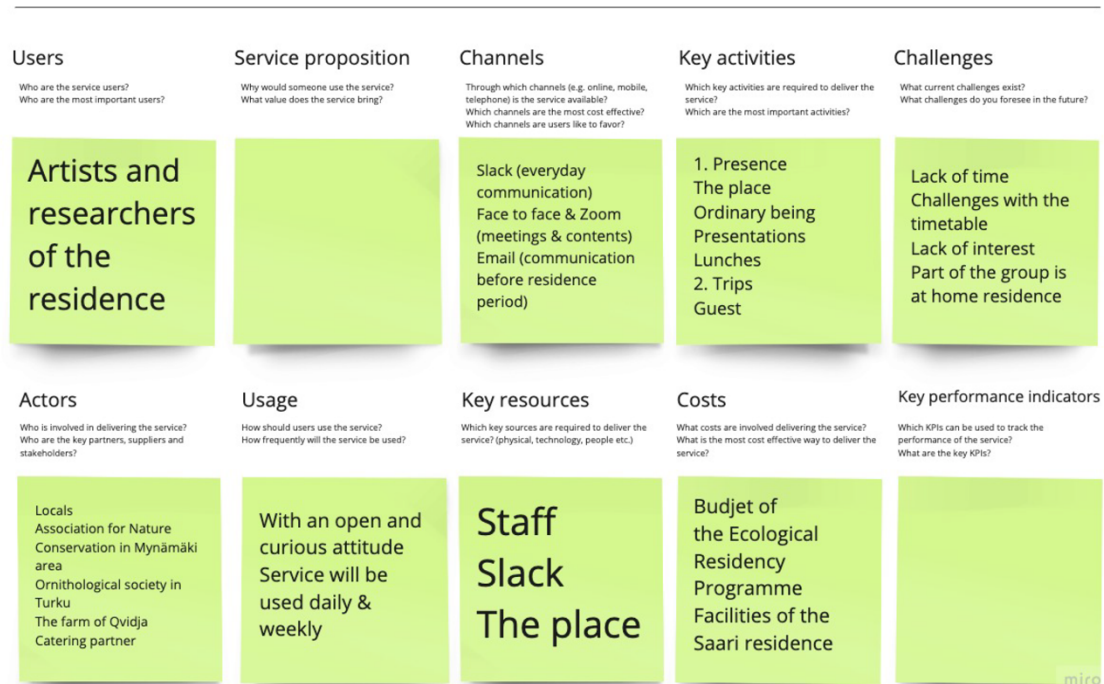


Figure 10. The first version of Service model canvas.

In the first version of Saari Residence's Service model canvas, the service users were defined as artists and researchers who come to work at the residence. The channels for communications were as follows

- an online communication application Slack for everyday communication
- Face-to-face communication and an online meeting application Zoom for meetings and sharing contents
- Email for communication before the residency

The key activities of the service were the presence at the Saari Residence: ordinary life, weekly shared lunches, and Saari Fellows' presentations. Trips and guests at the Saari Residence were also key activities. The challenges of the service were lack of time and challenges with the timetable, residents' lack of interest, and part of the group being at home residence.

Actors such as key partners, suppliers, and stakeholders included locals, the Association for Nature Conversation in the Mynämäki area, the ornithological society in Turku, the farm of Qvidja, Saari residence's catering partner.

The Service model canvas stated that the usage of the service should be with an open and curious attitude, and the service will be used daily and weekly. The key resources of the service are Saari Residence staff, an online communication application Slack for everyday communication, and the place of Saari Residence, where the service is produced and used. Costs of the service include the budget of the Ecological residency program and facilities of the Saari Residence.

### 3.3 Residency journey map

A journey map is used to understand the residency process in this study. The journey map visualizes a user's overall experience with the service in an uncomplicated and empathic way. The scope and scale can vary, but a journey is usually constructed of steps the user takes when experiencing the service. (Stickdorn and Schneider 2011, 158; Stickdorn et al. 2018, 44,46.) The first sticky note version of a residency journey map was created with Jaana Eskola on 9th June 2021, and updated after an interview with Pirre Naukkarinen on 22nd June, 2021. Later, the sticky note version was transferred to digital format with Miro (Figure 11).

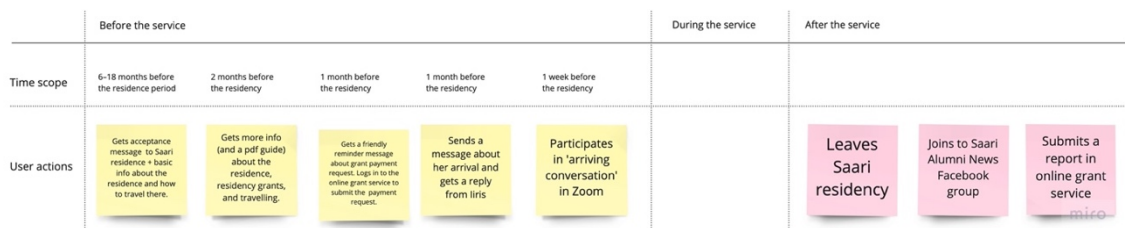


Figure 11. The first version of the residency journey map.

The journey map consisted of stages 'before the service,' 'during the service,' and 'after the service,' time scope, and user actions. The emphasis was on stages before and after the service since the emphasis on the service stage would be later in the co-design workshop with the Saari Residence staff.

As interviews with Jaana Eskola and Pirre Naukkarinen pointed out, applicants receive information about the residency grants, living in Saari Residence, and traveling there.

Saari Fellows get information about the Ecological residency program and its practices from the Kone Foundation's website, a welcoming email from Saari Residence with an attached pdf guide. Applicants are filled with information and make arrangements concerning the residency before travelling there. The journey map confirmed that this stage is essential for the residency but not for the ecologically sustainable development project. New Saari Fellows already receive adequate information about ecologically sustainable principles and practicalities in Saari Residence. Therefore, the stage before the service was left for less attention. Also, the 'After the service' stage was bypassed from this project since developing an alumni network operation is worth another development project.

### 3.4 Motivation profiles for ecologically sustainable behavior

Users are at the heart of the design process, but they are not usually present during the whole process. Therefore, a tool representing service users is needed to keep the users visible through the design process (Coleman 2020). One of the most used tools is a persona (Appendix 3). It is an empathy tool, a research-based archetype of service users that helps designers and teams to relate to users (Stickdorn et al. 2018, 41). Personas are criticized for being static or rigid versions of the users, and they can cause mental stereotyping (Coleman 2020).

In this study, there was no need to categorize artists and researchers based on characteristics typical for personas, such as personality, background, or life situation, but to focus on Saari Fellows' motivation to behave ecologically sustainably. Artists and researchers can be anyone and come from any part of the world, and the categorizing should be very general so that everyone can fit in. Therefore, the persona tool was rejected, and motivation profiles for ecologically sustainable behavior (Figure 12) were created. The profiles are based on the self-determination theory's motivational types by Ryan and Deci and motivation profiles by Bisset, described in chapter 2.1, Self-determination theory.

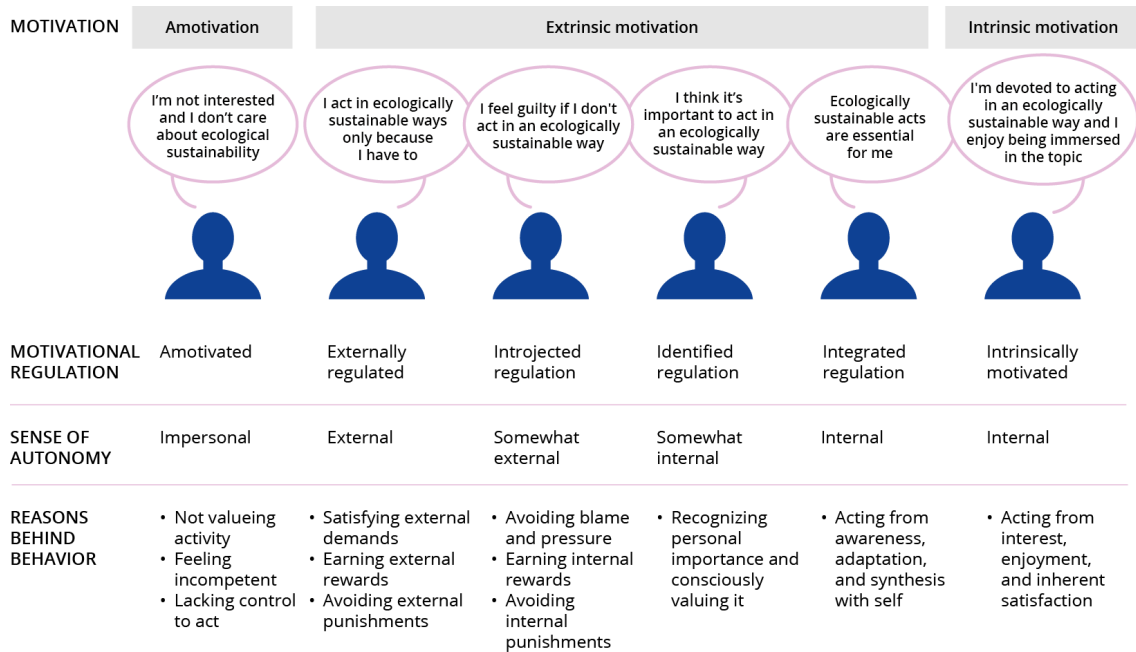


Figure 12. Motivation profiles for ecologically sustainable behavior.

The motivation profiles for ecologically sustainable behavior consist of six profiles, as in Ryan and Deci's motivational types and Bisset's motivation profiles: the first profile is amotivated, the following four are extrinsically motivated, and the sixth profile is intrinsically motivated.

The first motivation profile thinks, "I am not interested and don't care about ecological sustainability." The profile is amotivated with an impersonal sense of autonomy. The motivation profile does not value ecologically sustainable activities, feels incompetent, and lacks control to act ecologically sustainably.

The second motivation profile thinks, "I act in ecologically sustainable ways only because I have to." The profile's motivation is externally regulated, and the sense of autonomy is also external. This profile acts to satisfy external demands, earn external rewards, and avoid external punishments.

The third motivation profile thinks, "I feel guilty if I don't act in an ecologically sustainable way." This profile's reasons for acting ecologically sustainable are avoiding blame and pressure, earning internal rewards, and avoiding internal punishments. The profile has introjected motivational regulation. It means the profile is open to some regulation, but does not entirely obtain it as one's own (Ryan & Deci 2000b, 72).

The fourth motivation profile quote is, "I think it's important to act in an ecologically sustainable way." The profile has identified motivational regulation. Identification refers to conscious behavior action to achieve a goal that feels personally necessary (Ryan & Deci 2000b, 72). The profile feels some internal sense of autonomy, recognizes the importance of acting ecologically sustainably, and consciously values it.

The fifth motivation profile thinks, "Ecologically sustainable acts are essential for me." The profile acts from ecologically sustainable awareness, adaptation, and synthesis with self. The profile has integrated motivational regulation, meaning the motivation to act is integrated with the profile's values and needs. Actions done from integrated motivation have the same characteristics as intrinsic motivation. However, they are still extrinsic since they are accomplished to achieve a specific result rather than innate enjoyment. (Ryan & Deci 2000b, 73.) The profile's sense of autonomy is internal.

The sixth motivation profile thinks, "I'm devoted to acting in an ecologically sustainable way and I enjoy being immersed in the topic." This profile is intrinsically motivated, and the profile's sense of autonomy is internal. This profile acts ecologically sustainably from interest, enjoyment, and inherent satisfaction.

Motivation profiles for ecologically sustainable behavior were used to measure Saari Fellows' motivation for behaving ecologically sustainably. The usage of the profiles is described in the following chapter 3.5 Survey for the Saari Fellows before the residency.

### 3.5 Survey for the Saari Fellows

A survey is a method for collecting and analyzing information from a group to understand what the group does or thinks (Leeuw et al. 2008, 1). Surveys are categorized as questionnaires and interviews (Trochim n.d.). They can include close-ended questions with a list of answer alternatives the respondents can choose from and open-ended questions to provide respondents a chance to answer in their own words (Fowler & Cosenza 2008, 147).

An online questionnaire (appendix 4) gathered responses from Saari Fellows regarding their experiences with and perspectives on ecological sustainability before the residence period. Also, respondents' preference for the residence activities and opinion about Saari Residence's aspiration towards ecological and sustainable thinking was asked. The questionnaire included both open-ended and close-ended questions.



The questionnaire for Saari Fellows of September and October was open from June to 12th August 2021, and the questionnaire for Saari Fellows of November and December was open from September until 27th October 2021. Altogether, nine residents from ten responded the survey before the residency.

The first residency group's survey results were used to plan and ideate activities in a co-design workshop with the Saari Residence in the Ideate stage. The second group's results were compared to the first group's to find similar and different viewpoints between the two groups.

In the questionnaire before the residency period (Appendix 4), the motivation profiles were presented as answer options to the question, 'Which one of the following statements best describes your motivation for behaving in an ecologically sustainable way?' Saari Fellows answered the question, and their answers served as a starting level of their motivation before the residency. After the residency, the same question was asked again in another questionnaire. Answers to these questions measured Saari Fellows' motivation for behaving ecologically sustainably before and after the residency. However, motivation is a complex subject and can not be cropped to just one question. Therefore, surveys before and after the residency also included other questions concerning Saari Fellows' motivation to form a more comprehensive picture of the matter. The closure survey is introduced at the end of chapter 5.1.2 Gathering feedback during the first experimentation cycle. The closure survey and other feedback results are compiled in chapter 5.3 Feedback from both experimentation cycles.

### **The results from the survey before the residency**

The participants' survey answers are summarized to protect the participants' privacy. Together nine residents answered the survey question, 'Which one of the following statements best describes your motivation for behaving in an ecologically sustainable way?' Four out of nine residents replied, 'I'm devoted to acting in an ecologically sustainable way and I enjoy being immersed in the topic.' These answerers represent the sixth motivation profile, which has the intrinsic motivation to behave ecologically sustainably. Two residents answered, 'Ecologically sustainable acts are essential for me.' They stand for the fifth motivation profile with extrinsic motivation and integrated regulation. Three residents chose the statement, 'I think it's important to act in an ecologically sustainable way'. These answerers illustrate the fourth motivation type with

extrinsic motivation and identified regulation. From six motivation profiles for behaving in an ecologically sustainable way, all the respondents represented three of the most motivated ones as to motivation type. Motivated residents raise the bar for planning an inspiring residency since they can have high standards for ecological sustainability. Therefore, the residency period can not be less inspiring, even if the residents are already motivated.

All the answerers saw positively Saari Residence's aspiration to inspire and root ecological and sustainable thinking and behavior in Saari Fellows. Living as sustainably as possible was considered vital among the answerers since human activity always affects nature. Seven of the nine answerers were interested in independent and group activities during the residency. Two answerers were interested only independent activities.

Eight residents answered the open-ended question, 'What ecological sustainability topics/fields interest you?' The scale of the answers was broad, including, for example, planting native herbs and trees, waste and recycling, sustainable consumerism, ecological materials, and material politics and ethics. The wide variety of answers indicated that the question was too general. In the future, themes could be decided beforehand, and ask residents which themes they are interested in. That way, Saari Residence has time to consider the chosen themes and prepare activities around them.

Nine residents answered the question, 'What kind of support do you need to be ecologically sustainable?' Answerers could choose as many as they wanted from the list of options (Appendix 4). Seven of nine answerers needed support in ecological sustainability by getting information about different choices, learning a new skill, and having the opportunity to test equipment and methods. Six answerers wanted to discuss points of view with others, learn new perspectives, and get positive motivation and empowerment to act ecologically sustainably. Based on these answers, five activity categories: information, testing, skill, dialogue, and empowerment, were formed. Their purpose was to bring residents' needs into Saari Residence's activities. The categories were used when co-designing the activities in the workshop with the Saari Residence staff. This Ideate stage is presented in the chapter 4.1, Ideating the activities.

## 4 IDEATE STAGE

A residence period can be seen as a service providing different activities to service users, Saari Fellows. These activities were co-designed in a six-hour workshop on 1st September 2021, in Saari Residence by four members of the Saari Residence staff: Executive director Leena Kela, Residency hostess Iiris Lahti, Residency coordinator Pirre Naukkarinen, and coordinator of Ecological residency program Jaana Eskola. This workshop and its planning formed the Ideate stage of the project.

The ideating workshop consisted of four parts. First, three inspiring cases were introduced and discussed to awaken creativity. The cases were 'Is This How You Feel?' by Joe Duggan, 'Boom Boom! Cards' by Ben Gardella, Maggie Pace, and Mary Beth Campbell, and 'Feedforward' by Marshall Goldsmith. The cases are presented in the final concept (Appendix 11, 42-44). Also, the Saari Fellows' survey before the residency results were reviewed to bring the target group's needs and viewpoints to the table. The second part of the workshop concentrated on developing activities for the residency. Participants supplemented the Service model canvas in the third part. A roadmap for the first experiment cycle from September to October was created in the last part.

### 4.1 Ideating the activities

The second part of the workshop concentrated on activities. Saari Residence already had many ecologically sustainable activities, but they have not been listed or visualized as a pack. In the co-design workshop, Saari Residence's current activities were listed and defined in-depth to understand and systematize them, and new activities were designed.

#### **Activity cards**

First, workshop participants specified current activities in pairs with custom-made activity cards (Figure 13). These cards consisted of the activity's name and description, categories of information, testing, skill, dialogue, and empowerment, and three points of well-being: pleasure, personal significance, and virtue. The Three points of well-being are the main elements of the Positive design framework described in chapter 2.2. They

were included in activity cards to inspire workshop participants to think about how activities can affect Saari Fellows' well-being. Activity categories originated from the Saari Fellows' needs examined with the survey in Understand stage and obtained into activity cards.

ACTIVITY CARD

Activity's name: \_\_\_\_\_

Description of the activity:

\_\_\_\_\_

Category:

information  testing  skill  dialogue  empowerment

Pleasure:

\_\_\_\_\_

Personal significance:

\_\_\_\_\_

Virtue:

\_\_\_\_\_

Figure 13. Activity card.

### Heuristic Ideation Technique

After going through the present activities, it was time to ideate new ones. The task was to use a grid to generate ideas from unusual or surprising combinations. The used technique was a variation of the Heuristic Ideation Technique introduced in *Game Storming* by Gray et al. (2010, 98–99). Edward Tauber initially documented the technique in his 1972 paper, "*HIT: Heuristic Ideation Technique, A Systematic Procedure for New Product Search.*"

Ideating started by working individually. Participants wrote on slips of paper as many words as came into their minds from ecological sustainability or residency. Afterward, the participants picked six slips of paper from the pile in pairs and received a grid. They positioned the paper slips on the first rows and columns of the grid and started to ideate new activities into the grid cells (Figure 14). In the original Heuristic ideation technique, participants select two categories of attributes that define their matrix and fill rows and

columns with a list of attributes from those categories. In this version, categories were replaced with the associations of ecological sustainability and residency to broaden the perspective. Next, participants chose two of the most potential new activity ideas from the grid and filled out activity cards concerning them.

THEMES	Difference/understanding	Learning new	Utopias
Non-fossil energy (electricity)	Energy meter attached to body	Visiting power plant (wind, water, hydrogen, etc.)	Imagining/visualizing post-fossil world
Plants & trees	Empathy exercises towards other species (e.g. "empathy walk")	Tree & plant tour guided by the gardener (Heidi + translator)	Utopia vs. dystopia from the biodiversity perspective (e.g. movie club)
Vegan food	Cooking together with a guiding chef	Wild herb course	Future diet > What future research thinks about food?

Figure 14. Idea grid.

### Adding 'Wow' to activity cards

Gamestorming's ideation technique How-Now-Wow Matrix was adapted to make one addition, 'wow aspect,' to activity cards. How-Wow-Now Matrix was made by The Center for Development of Creative Thinking (COCD). In How-Now-Wow Matrix, 'Now' ideas can be seen as ordinary ideas which are easy to implement. 'How' ideas are unique for tomorrow but impossible to implement now. 'Wow' ideas are also original and innovative but also effortless to implement in the present time. (Gray 2011.) In this case, pairs went through all the activity cards they had produced and added a wow aspect to the cards. This way, activities were considered from the present and the future point of view and enriched more.

### 4.2 Ecologically sustainable activities

Present and new activities were divided into amenities and weekly activities and organized group activities. The first mentioned represents stable parts of ecologically

sustainable practices; the last mentioned are the flexible parts influenced by residency groups.

*Amenities and weekly activities* are experimented with individually or in a group, at one's schedule, or at the agreed time. They form the ecologically sustainable everyday living at Saari Residence. Amenities and weekly activities include

- ecological library
- electric bicycles
- electric car
- mushroom picking map
- recycling
- rowing boat/skies/skates
- sauna
- shared lunch on Tuesdays
- special lunch guests
- vegetable garden
- weekly grocery shopping

*Organized group activities* counterbalance weekly routines; they provide variation to everyday life at the residence, a change of scenery, and a chance to experience new things and strengthen team spirit.

Organized group activities are

- meet the artist
- long field trip
- short field trip
- study and discussion groups
- workshops and lectures

The concept document (appendix 11, 16-31) presents all the activities more thoroughly.

#### 4.3 Service model canvas

The second version of the Service model canvas (appendix 7) created in the Understand stage was done in the ideating workshop. The service model canvas's iteration was

performed as a group discussion of all workshop participants while the facilitator supplemented the canvas.

The list of communication channels was supplemented by phone and text messages, and the purpose of the channels was left out. Communication channels were Slack, Zoom, email, phone calls, text messages, and face-to-face communication.

Key activities were increased with events and mentoring. The sauna, the barn, and shared spaces were included to key activities even though they can also be seen as resources. Challenges were headlined 'Challenges Saari Fellows may face during the residency' and supplemented with group dynamics and accessibility since Saari Residence is not yet well-prepared for functional and sensory impairment. The Zoom online meeting application was added to key resources because part of the group was at the home residency, and online meetings were vital for the locationally scattered group. The actors were supplemented with the municipality of Mynämäki, local associations and suppliers, Titanik gallery in Turku, the cleaning company, and The Nordic Alliance of Artists' Residencies on Climate Action (NAARCA).

Key performance indicators (KPIs) were included in the second version of the Service model canvas. The KPIs were feedback from the Saari Fellows and Saari Residence staff. The general ecological indicator was Kone Foundation's carbon footprint. The question 'Should Saari Residence have a carbon budget' was also wrote down to KPIs.

The Service proposition was left empty from the Service model canvas in the Understand stage. It was created as a task in the co-design workshop. Every participant received a piece of paper with an incomplete sentence of a service proposition they needed to complete. This method is a version of Strategyzer's Ad-Lib Value Proposition template (appendix 6) that helps to form interpretations of value propositions quickly. In this case, the unfinished service proposition stated:

With the Ecologically sustainable residency program, we enable artists and researchers to achieve [list of benefits] by offering a [solution] that solves their [list of problems] in a [differentiated way].

After completing the service proposition versions individually, participants read them aloud and discussed them. Produced service propositions are merged and composed to the final version of the Service model canvas in the Deliver stage.

#### 4.4 Roadmap

The last task of the ideating workshop was to create a roadmap for the first experiment cycle from September to October 2021. Activity cards created earlier in the workshop were sorted into a timeline while discussing their order, frequency, and repetition.

The first digital version of the roadmap (Figure 15) was created after the workshop. In this roadmap, artists and researchers working from home are noticed since the decision to exclude them from this study was made after the first experimentation month.

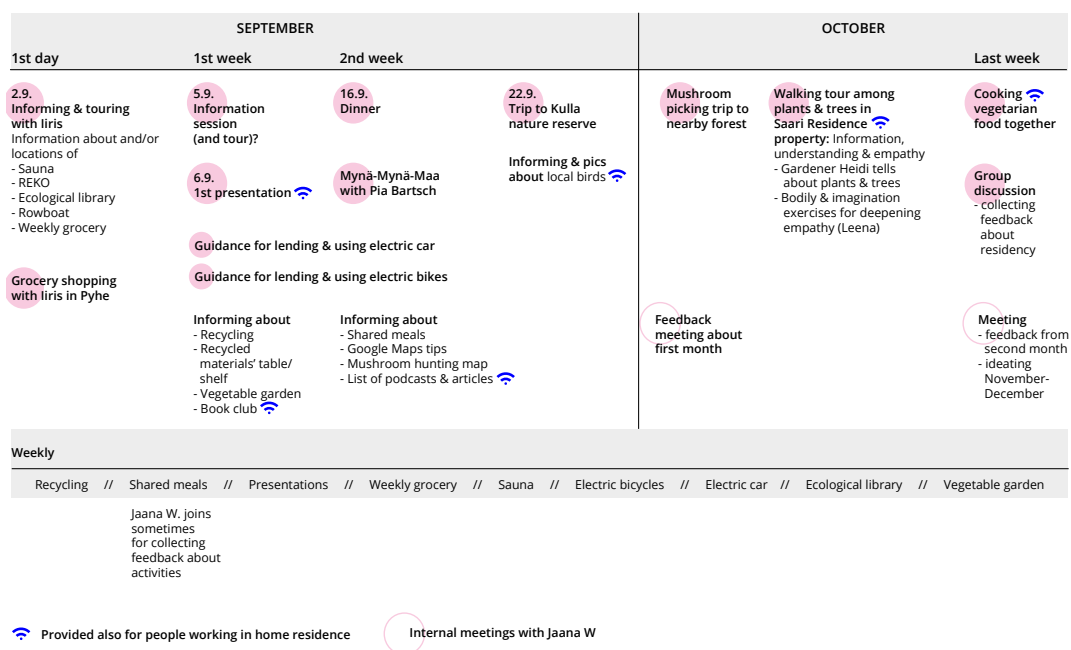


Figure 15. First version of the roadmap for the first experimentation cycle.

The roadmap divided the two-month timeline into September and October. The timeline presented group activities during the two months and internal meetings with Saari Residence staff and the study's author after the first and the second month. Weekly activities are offered during the two months. The group activities concerning Saari Fellows working from home were marked with a symbol to the first version of the roadmap.

The residents' first day consisted of informing, touring, and grocery shopping with the residency hostess Iiris Lahti. The first week involved an information session and a tour, a resident's first artistic work presentation, guidance for lending and using the electric



car and electric bicycles, and providing information about operations, facilities, and materials concerning ecological sustainability.

The second week included guidance and providing information on the same topics as the first week, but also a dinner with Saari Fellows and Saari Residence staff, and a visit to Mynä-Mynä Maa. The community artwork Mynä-Mynä Maa, created in an empty retirement home in Mynämäki, was presented by the community artist of the Saari Residence, Pia Bartsch. In September, there was also a Trip to Kulla nature reserve, presented in chapter 5.1.1 Observed experiments in the first experimentation cycle.

In October, the group activity mushroom picking trip was supposed to organize in a nearby forest but was later changed to a mushroom picking mini-course in Turku. The next group activity in October was a walking tour among plants and trees in the Saari Residence property. That plan was to tour while the estate manager Heidi Lapila would tell about the plants and trees, and residency director Leena Kela would guide bodily and imagination exercises to deepen empathy and understanding towards the surrounding nature. This activity was modified since the arborists were coming to work on the Saari Residence property and agreed to guide the tour and provide a chance to climb a tree. This activity is presented in chapter 5.1.1 Observed experiments in the first experimentation cycle. Two activities were planned for the last residency week: cooking vegetarian food together and a group discussion. The two activities were combined and, due to scheduling conflicts, modified to a shared lunch in a local restaurant, also mentioned in chapter 5.1.1 Observed experiments in the first experimentation cycle.

The second version of the roadmap (appendix 7) was created after the first experimentation month's evaluation meeting at the beginning of October. In this version, the changes mentioned above for group activities were fixed, and observed experiments were marked with a symbol. The final version of the roadmap was included in the service concept and is presented in chapter 6.2.2, Roadmap for the residency.

## 5 EXPERIMENT STAGE

### 5.1 Experimentation cycle 1: September–October

The first experiment cycle started when Saari Fellows, five adults, and one child arrived on 2nd September 2021. The schedule started to follow the first roadmap version (Figure 15). The first two weeks were allocated to inform about essential matters and get to know the area, people, and routines. There were online and face-to-face meetings and information-sharing sessions during these weeks.

The organized activities for the first experimentation cycle were as follows:

- long field trip: Kulla nature reserve in Kemiönsaari
- long field trip: Mushroom picking mini-course in Turku
- short field trip: A walking tour and tree climbing with arborists
- study and discussion group: Group discussion about Future Ecologies podcast episode: Making Sense of Each Other

#### 5.1.1 Observed activities in experimentation cycle 1

*Participant observation* is a qualitative method that draws a nuance-rich picture of the context to the researcher observing a group of people and the operational environment. Observing and participating help to understand the human experience's complexities through personal experience. (Mack et al. 2005, 13-14.) Jaana Eskola states that field trips can be seen as body-based and information-based learning experiences (Kone Foundation 2022). Observing field trips enabled testing these experiences with Saari Fellows and the Saari Residence staff and witnessing the context. Also, field trips and shared lunches helped to connect with Saari Fellows and build trust for receiving feedback.

The activities with participant observation of this experimentation cycle were a long field trip to Kulla nature reserve on 22 September, a local walking tour and tree climbing with arborists on 8 October, and sharing lunch on 5 and 26 October.

### **Long field trip: Kulla nature reserve in Kemiönsaari**

A *long field trip* is an activity intended for the whole group of Saari Fellows. The long field trip is one day long and includes touring, getting to know the destination, and sharing meals. This activity aims to give pleasure by providing a day off from work and spending time with other residents. The personal significance comes from getting to know the destination area, learning new things, and building a sense of belonging. The long field trip provides virtue to attendees by strengthening team spirit and being supportive and respectful group members.

In the first experiment cycle, a long field trip was to the Kulla nature reserve in Kemiönsaari on September 22. Kone Foundation established the nature reserve as part of the My Nature Gift campaign for the 100-year-old independent Finland in 2017. The primary aim was to compensate for the environmental damage caused by Kone Foundation and its grantees. (Kone Foundation 2017c.) All the residents and three staff members participated in the field trip.

All six Saari Fellows and the author of this study traveled to Kemiönsaari by Saari Residence's electric car, also an experimented activity. *The electric car* aims to give personal pleasure and personal significance with a new experience of testing an electric vehicle and the freedom to move in a broader area. Also, driving an electric car provides virtue with moving in an emission-free way.

The primary purpose of the field trip was to get to know the Kulla nature reserve with a forest expert, an ecologist Panu Kunttu. He introduced the nature reserve's different forest and swamp types and lectured about biodiversity and continuous-cover forestry. Kunttu also explained the restoration work Kone Foundation is performing to accelerate the recovery of the area suffered from the previously practiced forestry. The tour consisted of walking in the forest at one's own pace and gathering to Kunttu's brief lectures. Participants asked questions actively, and the atmosphere was calm and receptive.

Activities can provide new experiences to some artists and researchers, but internalizing this thought and being aware of it when producing the activity can be crucial for a successful experience. After the trip, one feedback raised an important notion concerning the pace of the forest walk. As this field trip could be the first experience in a Finnish

forest for someone, it was appreciated that there was time to sense the forest and no pressure to walk quicker.

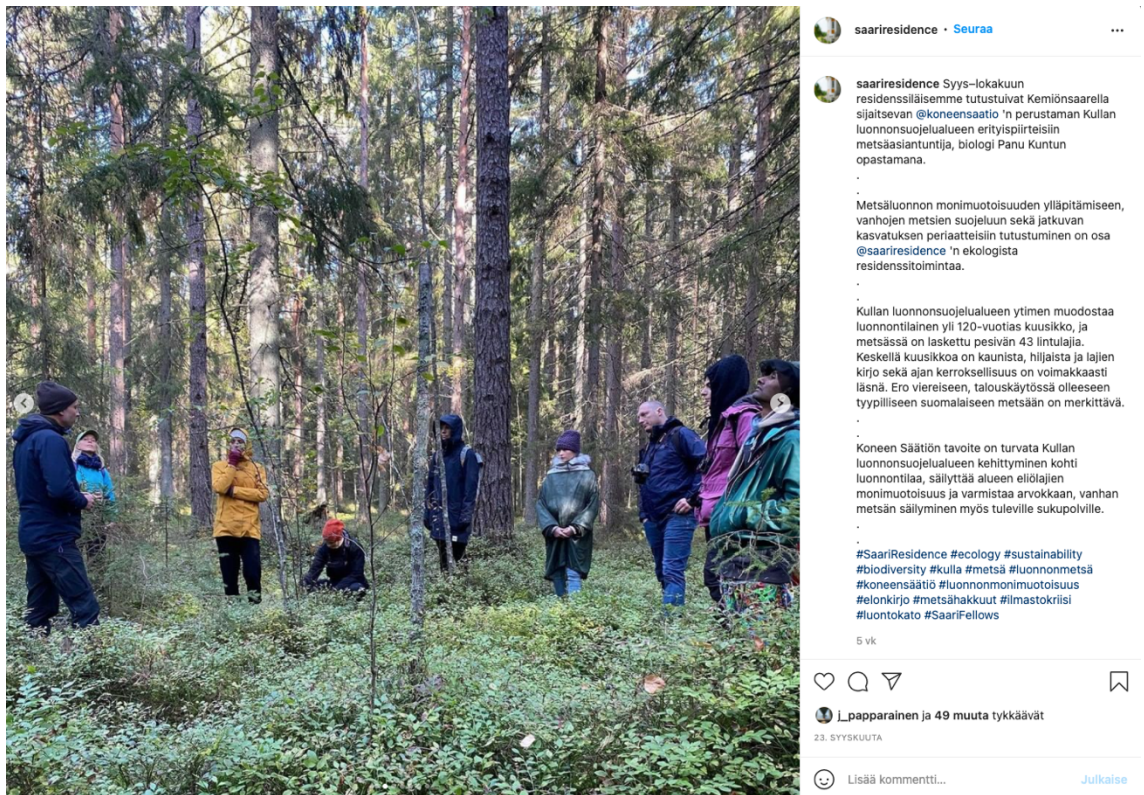


Figure 16. Saari Residence's Instagram post about the field trip to Kulla nature reserve (Saari Residence, 2021a).

### Short field trip: Walking tour and tree climbing with arborists

Saari Residence wants to emphasize the residence's local nature (J. Eskola, personal communication, 9 June, 2021), so most activities are designed to happen near Saari Residence. A *short field trip* is a two or three-hour activity in local nature, and it can include, for example, mushroom picking, bird watching, and getting to know plants and trees. A short field trip strives to bring pleasure by wandering in nature and enjoying the fresh air. Personal significance and virtue are provided by learning new things about Finnish nature, increasing nature knowledge in general, and being supportive and respectful group members.

The original plan raised in the ideating workshop on 1 September 2021, was a walking tour among plants and trees with empathy exercises. However, since the arborists were working on the property, the activity's idea was slightly adjusted. A walking tour and tree

climbing with arborists were conducted in the Saari Residence park area on October 8, 2021. Five from six residents and a four staff members participated in this short field trip.

The tour had almost the same structure as the long field trip to the Kulla nature reserve, walking from one destination to another and brief lectures from the guide. This time the pace was faster since the distances were shorter in the Saari Residence surrounding area. An arborist Riku Parkatti lectured, for example, about the work of arborists, the differences between tree species, and trees' ways to survive. Parkatti's speaking of the trees was emphatic, even gentle. It suited well to the Kone Foundation's strategy to take responsibility not just for humans but also for other species and the environment since humans depend on the earth's biodiversity (Kone Foundation 2021).

After a walking tour and lectures, participants had a chance to climb an old oak tree (Figure 17), and most participants wanted to try it. Riku Parkatti assisted climbing, and his apprentice adjusted the harness.



Figure 17. Climbing an old oak tree.

### **Shared lunch on Tuesdays: Feedback discussions over lunch**

*Shared lunch on Tuesdays* is a weekly activity where Saari Residence provides vegan lunch to Saari Fellows during residency. This activity gives pleasure by feeling pampered with no need to cook by oneself, eat delicious food, and taste new flavors. Personal significance comes from learning to understand the benefits of the vegan diet and obtaining new ideas for one's diet. Virtue can be found by following a plant-based diet in shared meals for a two-month residency.

There were two feedback discussions over a shared meal with Saari Fellows during experimentation cycle one. The first one was on October 5, 2021, after the first month of residency, and the second feedback discussion was on October 26, 2021, the second last day of the residency.

The shared lunch on October 5 was in Saari Residence's old stone barn, where most activities were located during Saari Residence's main building renovation. A local catering company served a lunch buffet in the barn's shared kitchen, and dining happened in a meeting room. Beforehand was agreed that Saari Residence staff would not be present during the lunch so that it would be more convenient for Saari Fellows to give feedback to the author of the thesis. All six residents were present.

The lunch atmosphere in the meeting room was formal, even tense. Taking the notebook with ready-made questions out could have made the situation more formal. The author of the study decided to start chatting casually without notes. After that, Saari Fellows began to tell what they had done and where they had visited during the first month. Because of the atmosphere, this activity's observation was particularly precious for two reasons. First, sensing the atmosphere helped the author understand what the residents meant when they gave unfavorable feedback concerning the taste of the food and the atmosphere of shared lunches' afterward. Second, Saari Fellows started giving and sending feedback to the author without asking. That can be considered an indication of trust.

The second shared lunch with feedback discussion was on October 26. Three residents had already started a journey back home, but three others with four Saari staff members were present at lunch. The original plan was to cook vegetarian dishes together, but cooking was changed to lunch at a local restaurant due to scheduling conflicts. This shared lunch was not wholly vegan as the other shared lunches, and the buffet lunch

setting was restless, with people moving back and forth. However, this lunch also enabled the pleasure of feeling pampered and no need to cook. The group's atmosphere was friendly and relaxed but a bit nostalgic: this was the last supper together during the residency.

### 5.1.2 Feedback gathering methods in experimentation cycle 1

Previously, Saari Residence staff have gathered feedback from residents with a group feedback discussion at the end of the residency. In addition to this particular discussion, this study used different kinds of surveys, group discussions, and one-to-one discussions to gather feedback from Saari Fellows during the experimentation cycles. Feedback was also received informally, without a planned method.

In the first experimentation cycle, feedback was gathered as follows:

- End of September: Paper feedback form and online questionnaire for Saari Fellows after the trip to Kulla nature reserve
- 5 October: Experimentation cycle's first half evaluation meeting with Saari Residence staff
- 5 October: Feedback over lunch with Saari Fellows
- 8 October: Feedback from a Saari Fellow during the walking tour and tree climbing with arborists
- 11 October: Feedback message from a Saari Fellow by email
- 26 October: Feedback over shared lunch with Saari Fellows and Saari Residence staff
- 28 October: Experimentation cycle's evaluation meeting with Saari Residence staff
- October-November: Online closure survey for Saari Fellows

Feedback after the Kulla nature reserve trip demonstrated the importance of the format and context when gathering feedback. Paper forms were printed to gather feedback after the long field trip to the Kulla nature reserve. It turned out that the paper form was not easy to fill in on a bumpy car ride back to Saari Residence. Plan b was an open conversation based on the form's questions, but it was abandoned because it was hard to hear people in a big car. Also, some residents wanted to relax or sleep after a long day. So, an online questionnaire with the same questions (Appendix 8) was composed

after the trip and shared with Saari Fellows. The questionnaire was short, with two questions concerning the field trip and the residence in general. The idea of the questionnaire was not ask for feedback, but pieces of advice since more actionable input is received when people are asked for advice. If asking for feedback, answers are often fuzzy and fail to describe what and how to improve the performance. (Yoon et al. 2019.) Four residents answered to paper form or online survey and provided detailed feedback concerning the residency and the field trip. For example, advice on future field trip locations and activities and a wish for an e-booklet about Finnish forest's plant and animal species were given.

Spending time with Saari Fellows helped the study's author fit into the Saari Residence community and build trust with Saari Fellows. After a shared lunch, Saari Fellows also started giving feedback without asking. One resident approached with feedback during the walking tour and tree climbing with arborists, and one email that gathered feedback from different residents was received.

### **The closure survey**

The closure survey (Appendix 9) was a counterpart of the survey before the residency presented in chapter 3.5., Survey for the Saari Fellows before the residency. They both included both open and multiple-choice questions. The closure survey aimed to gather artists' and researchers' responses regarding their experiences and perspectives on ecological sustainability after the residence period.

The first residency group's closure survey questionnaire was open from 29 October 2021 to 26 November 2021, and the second group's survey questionnaire from 6 January 2022 to 30 January 2021. Altogether, 10 residents answered the closure survey.

The closure survey and other feedback results are compiled in chapter 5.3 Feedback from both experimentation cycles.

### **5.2 Experimentation cycle 2: November–December**

The second experiment cycle started on November 3, 2021. As in the first experimentation cycle (chapter 5.1), the first two weeks were allocated for informing,



familiarizing, and settling down. The resident group consisted of seven adults, one baby, and one child.

The organized activities were as follows:

- short field trip: A walking tour to a nearby forest and bird-watching towers
- workshop: a Christmas wreath workshop
- long field trip: Trip to Turku

A long field trip to Qvidja farm was canceled due to a case of illness.

### 5.2.1 Observed activities in experimentation cycle 2

The observed experiments of the second experimentation cycle were a walking tour to a nearby forest and bird-watching tower on 18 November, a Christmas wreath workshop on 10 December, and sharing lunch on 5 November and 20 December. The aims for the participant observation were the same as in the first experimentation cycle: testing activities, witnessing the context, and getting to know the residents.

#### **Short field trip: A walking tour to a nearby forest and bird-watching towers**

A walking tour started from Saari Residence's yard and continued as a nature trail to the bird-watching tower through a forest. All seven adults and a baby participated in the tour with a few Saari staff members and biologist Pirjo Majuri as a guide. Majuri lectured about the surrounding nature and Natura 2000 area, Mietoistenlahti bay, and the area's history. The walking tour's pattern was similar to other field trips: participants walked at their own pace and gathered to listen to the guide's mini-lectures. After reaching the bird-watching tower, the group enjoyed packed lunch on the ground floor terrace of the tower. The group asked questions from Pirjo Majuri and discussed local nature and animals in different areas. The tour's highlight was when the group saw the biggest birds in Finland, white-tailed eagles, flying above.

As well as the walking tour and tree climbing with arborists in the first experiment cycle, this walking tour was a textbook example of a short field trip: hearing a specialist's lecture about the surrounding nature while observing and experiencing it, learning and discussing with others. It takes relatively little effort to arrange this kind of experience that can offer a meaningful low-threshold connection to nature.

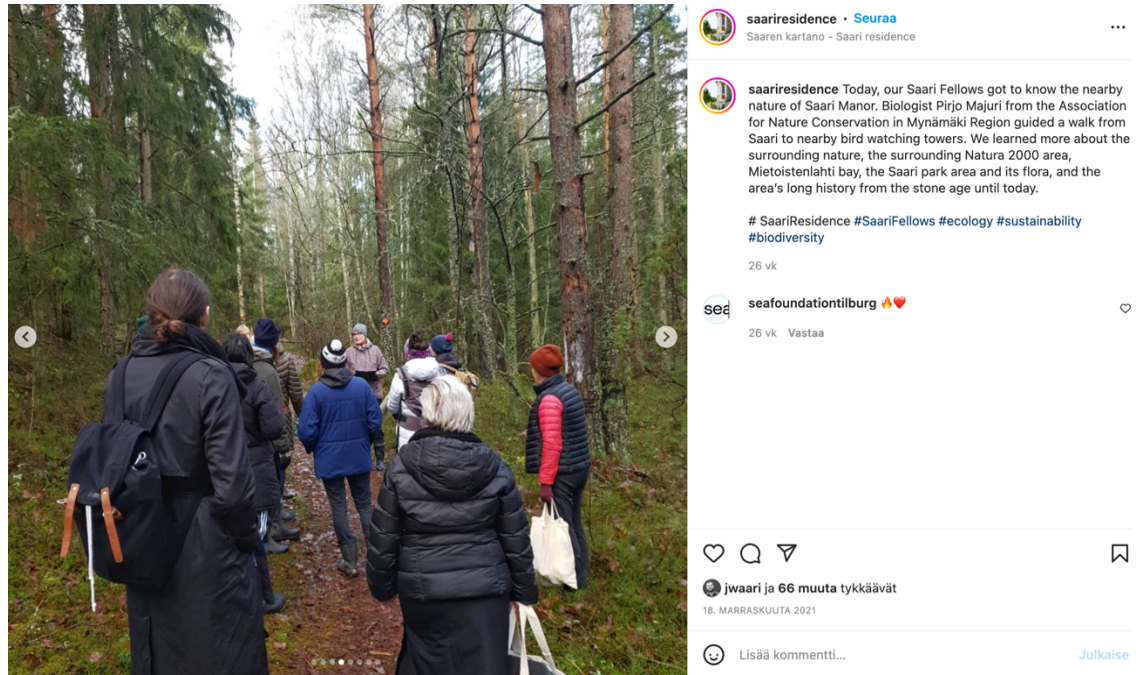


Figure 18. Saari Residence's Instagram post about the walking tour to bird-watching towers (Saari Residence, 2021b).

### Workshop: a Christmas wreath workshop

*Workshop* is an organized group activity for learning by doing. The activity gives pleasure by working with hands, listening to interesting perspectives, and discussing them. Personal significance comes from learning a new skill or new perspective. Utilizing natural and recycled materials, reducing carbon footprint, and increasing knowledge of ecological sustainability provide virtue to the participant.

The Christmas wreath workshop was arranged in Saari Residence's woodworking shop on 10 December 2021. Saari Residence's real estate manager Heidi Lapila guided the group of four residents, four staff members, and this study's author.

Heidi Lapila and participants with wreath-making experience helped first-timers. Working with hands and creating something was relaxing and provided time to chat with others without a hurry. The study's author moved from table to table to discuss with everyone and asked residents their thoughts about the residency.



Figure 19. Saari Residence's Instagram post about the Christmas wreath workshop (Saari Residence, 2021c).

### Shared lunch on Tuesdays with chef Sami Tallberg and feedback discussions over lunch

After the first experience cycle, the catering company changed to Sami Tallberg's Supernatural Catering. Sami Tallberg is an award-winning chef especially well-known for advocating wild food. He has written books, runs a restaurant and wild food workshops and lectures, and operates a catering business. (Superluonnollinen Oy.)

As in the first experimentation cycle, two shared lunches were observed: first shared lunch of the residency on 9 November 2021, and the last lunch on 20 December 2021. Eight out of nine residents and a few Saari staff members participated in both observed lunches.

With the new catering, the whole setting of the shared lunch reached the next level. Lunch was still in the meeting room, but this time the meal was a three-course lunch served in beautiful portions while Sami Tallberg introduced the dishes and told about the ingredients. His easy-going personality created a relaxed atmosphere, and diners were

sighing how delicious the food was. Also, the presence of a baby resident and a child resident relaxed the atmosphere when everyone followed their actions.

Sami Tallberg's presence during the shared lunch upgraded shared lunch towards another activity, *special lunch guests*. This activity is a version of shared lunch when special lunch guests are occasionally invited to meet and discuss over lunch with the Saari Fellows and the Saari staff. Guests can be, for example, cooperators, other artists, researchers, or representatives of art institutions. Special lunch guests activity may differ from shared lunch activity by bringing pleasure by enjoying the interaction with others and personal significance by learning new viewpoints over conversation and getting pieces of advice. The virtue comes from being a supportive and respectful conversationalist and eating a plant-based meal.



Figure 20. The starter, purple haze salad, at lunch on 9 October 2021. The menu states that the main course was wild mushroom stew with parsley, and the dessert was raw cacao mousse.

### 5.2.2 Feedback gathering methods in experimentation cycle 2

The implementation for gathering feedback was decided on the run in both experimentation cycles since the schedule, activities, and groups varied. In the second experimentation cycle, feedback-gathering methods were the same as in the first but with a different emphasis.

In the second experimentation cycle, feedback was gathered as follows:

- 22 November: Online feedback survey for Saari Fellows after the walking tour to a nearby forest and bird-watching towers
- 9 December: Experimentation cycle's first half evaluation meeting with Saari Residence staff
- 10 December: Feedback from Saari Fellows during the Christmas wreath workshop
- 20 December: Feedback over shared lunch with Saari Fellows and Saari Residence staff
- 22 December: Online feedback survey for Saari Fellows
- December 2021-January 2022: Closure survey for Saari Fellows
- 1 February 2022: Experimentation cycle's evaluation meeting with Saari Residence staff

In the second experimentation cycle, the study's author accessed Saari Residence's online communication channel Slack which provided a direct and more casual message channel with Saari Fellows than email. With Slack, it was easier to inform about online surveys.

With Saari Fellows in this experimentation cycle, the feedback was primarily gathered through group discussions. After a short field trip, the walking tour to a nearby forest and bird-watching towers, an online survey (Appendix 10) was conducted for Saari Fellows. The survey inquired about residents' satisfaction with the field trip with single-answer questions about the destination, trip topic, guide, timetable of the trip, packed lunch, and overall quality. There were also questions on how to improve this kind of short field trip in the future and how to improve the residency. The results of the survey are embedded in the next chapter 5.3 Feedback from both experimentation cycles.

### 5.3 Feedback from both experimentation cycles

The following chapters present all the compiled feedback gathered from surveys and conversations with Saari Fellows and the Saari Residence staff from both experiment cycles. This way, feedback material forms a summary of relevant topics discussed from different viewpoints, protecting participants' privacy at the same time.

Figure 21 compiles Saari Fellows' needs for ecologically sustainable support before and after the residency. In the survey before the residency, seven of nine residents answered they needed support in ecological sustainability by learning a new ecologically sustainable skill, getting information about different choices from an ecologically sustainable viewpoint, and testing ecologically sustainable equipment and methods. Six of nine replied they also need positive motivation and empowerment to act in an ecologically sustainable way. After the residency, Saari Fellows were asked in a closure survey what kind of motivation they got during the residency. Four of nine residents answered they learned a new ecologically sustainable skill and got information about different choices from an ecologically sustainable viewpoint. Eight of nine replied they tested ecologically sustainable equipment and methods, and all ten answerers responded they got positive motivation and empowerment to act in an ecologically sustainable way.

It can be stated that not as many residents learned a new skill or got information about ecological choices as wanted before the residency. Nevertheless, more residents tested ecological equipment and methods and got positive motivation and empowerment to act ecologically sustainably than residents' estimation of needed support before the residency. The amount of respondents is small, and people perceive terms like 'skill' differently. Still, the result that every answerer felt they got positive motivation and empowerment to act ecologically sustainably is encouraging.

<b>Ecologically sustainable support residents needed and got from the residency</b>	<b>Before the residency (9 answerers)</b>	<b>After the residency (10 answerers)</b>
Learn a new ecologically sustainable skill	7	4
Get information about different choices from an ecologically sustainable viewpoint	7	4
Test ecologically sustainable equipment and methods	7	8

Get positive motivation and empowerment to act in an ecologically sustainable way	6	10
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Figure 21. Ecologically sustainable support residents needed before the residency and what they got from the residency.

### 5.3.1 Interaction

As with any other humans, residents' opinions and ways of living can differ significantly. People with different habits from an ecologically sustainable perspective see the world differently. This raised questions in some residents, whereas gaining new perspectives from others on the aesthetics and ethics of ecological art forms was considered encouraging. All in all, residents felt conversations inspiring during the residency.

Saari Fellows wished to have more group creation at the beginning of the residency. It was suggested to arrange an event where everyone could get to know each other and share their artistic work briefly. After the feedback, Saari Residence added this kind of event to the beginning of residency.

In the closure survey for the residents, none of the answers recognized that their empathy towards other people and species decreased during the residency. Five of ten answerers said their empathy increased, two thought their empathy stayed the same, and three did not know the residency's effect on their empathy towards other people and species.

Some residents felt there were hardly any discussions concerning the sustainability of their artistic practices or in art institutions. They wished for a group discussion on these topics and how they relate to residents personally and professionally. In the evaluation meeting with Saari Residence staff, Leena Kela commented that there is a need for a discussion on art's power for change and a need to empower Saari Fellows in Saari Residence (L. Kela, personal communication, 28 October, 2021).



Figure 22. Feedback concerning interaction.

### 5.3.2 Ecological sustainability at Saari Residence

The setting in Saari Residence was considered outstanding. Residents pointed out that Saari Residence enables a "slow life," an ecologically sustainable way of living, that differ significantly from ordinary life, especially in big cities. Also, an opportunity to get support for low-emission ways to travel to Saari Residence was valued.

There was a request to arrange an introduction tour around the facilities at the beginning of the residency to go through all of the ecological and sustainable practices in Saari Residence. Also, examples or suggestions on how residents can act ecologically sustainably during the residency were wished since there can be a need for guidance.

Saari Residence's approach to ecological sustainability got positive feedback. One resident wrote that Saari Residence modeled a universal approach to sustainability that one was not used to and made one think about incorporating that ethos into one's home. Another resident described that Saari Residence provided a pervasive mindset for ecologically sustainable living, and the resident absorbed much of that. However, there was also an opinion that Saari Residence keeps ecological practices in the background rather than focusing on developing them. This viewpoint argues that if Saari Residence had focused on developing those practices, residents might have gained some significant understanding of how to shift ecologically sustainable behavior into arts since residents' effect on the environment is probably a more crucial and political factor through their art than as individuals.

As for Saari Residence's approach to ecological sustainability, the service level in Saari Residence also raised contrary opinions. When one is taken care of, one also wants to take care. On the other hand, a high level of service can also create specific social roles



and even an authoritarian atmosphere. Residency director Leena Kela stated that the high service level reflects Saari Residence's nurturing culture. There are flexible parts of the residency's culture and practices that each residency group influences, but Saari Residence will not compromise on a level of service. A high service level also gives much freedom to residents since they do not have to worry about service. (L. Kela, personal communication, 26 October, 2021.)

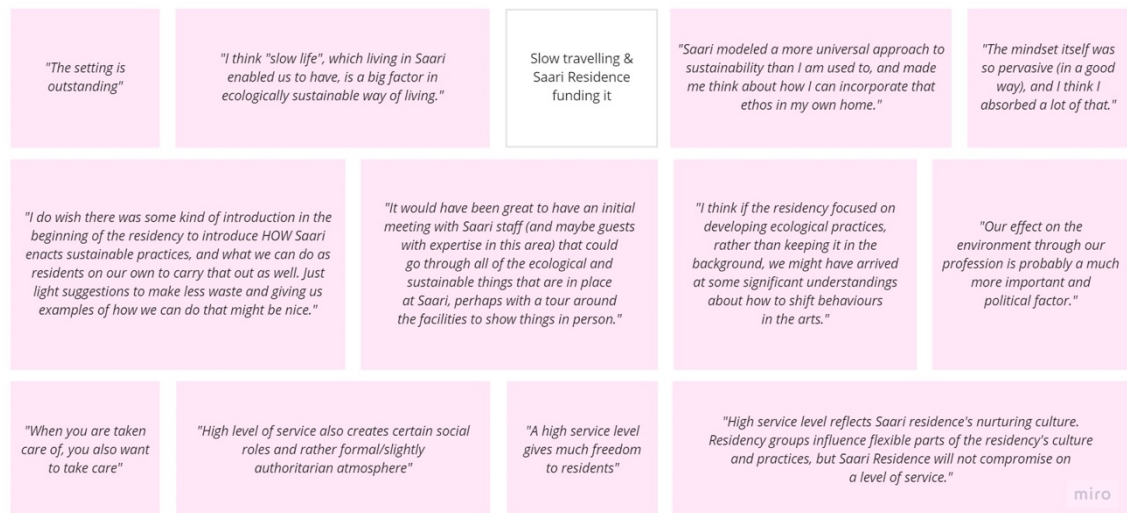


Figure 23. Feedback concerning ecological sustainability at Saari Residence.

### 5.3.3 Motivation for ecologically sustainable living

Ecological sustainability was experienced to give meaning, and the motivation comes from being attached to ecological choices daily. It also motivates when green choices do not make one's life poor but the opposite.

In the closure survey, nine of ten residents felt that time in Saari Residence affected their motivation to act and think ecologically sustainably. They also got inspiration concerning ecological sustainability during the residency. One resident answered maybe to both statements. All ten respondents said they got positive motivation and empowerment to act in an ecologically sustainable way. It was also pointed out in open-ended questions that time at Saari Residence was experienced to motivate one to continue living sustainably. When an institution acts this way, it motivates individuals to act ecologically sustainably.

Some residents pointed out that slow and ecologically sustainable life and developed routines in Saari Residence can not be translated directly into life in an urban setting with obligations and everyday things to do. As one resident frames, when one feels a constant lack of time, one is much more prone to make less sustainable choices. In the closure survey, five of ten answerers said they developed new habits or routines of acting ecologically sustainably during the residency. One did not develop new routines, and four from ten could not say whether they developed new routines.

As demonstrated in chapter 3.5 Survey for the Saari Fellows before the residency, the results show that all nine answerers represented three of the most motivated profiles for behaving ecologically sustainably when they came to Saari Residence. The closure survey reveals a small but intriguing change; one resident's motivation dropped. Ten residents to the closure survey, and all the residents still represent three of the most motivated profiles, but one's motivation dropped from 'I'm devoted to acting in an ecologically sustainable way and I enjoy being immersed in the topic' to 'Ecologically sustainable acts are essential for me' (Figure 24). The resident was not asked to explain for the motivation drop, so only presumptions can be made from the case. When discussing this matter with Saari Residence staff in an evaluation meeting in 9 December 2021, Jaana Eskola commented that maybe some person could have a backlash to Saari Residence's ecologically sustainable approach. She also pondered that people's vision of themselves can be biased, as they see themselves more ecological than they are. (J. Eskola, personal communication, 9 December, 2021.) Likewise, it has been argued that many people believe they have environmentally solid values and identity and care environment more than most others (Bouman et al. 2021, 48). In this case, comparing one's habits and mindset with others may affect motivation; if one feels one is acting ecologically and discusses with a person who seems to do much more, one can feel insufficient, causing a motivation drop. Also, the wording of the motivation profiles' statements was quite similar. The statements could have differed more to help residents choose a suitable one.

As mentioned before, motivation is complex and can not be cropped to just one question. A motivation drop in a profile level seems prominent, but as presented in this chapter, it is just one perspective when considering residents' motivation for ecological sustainability.

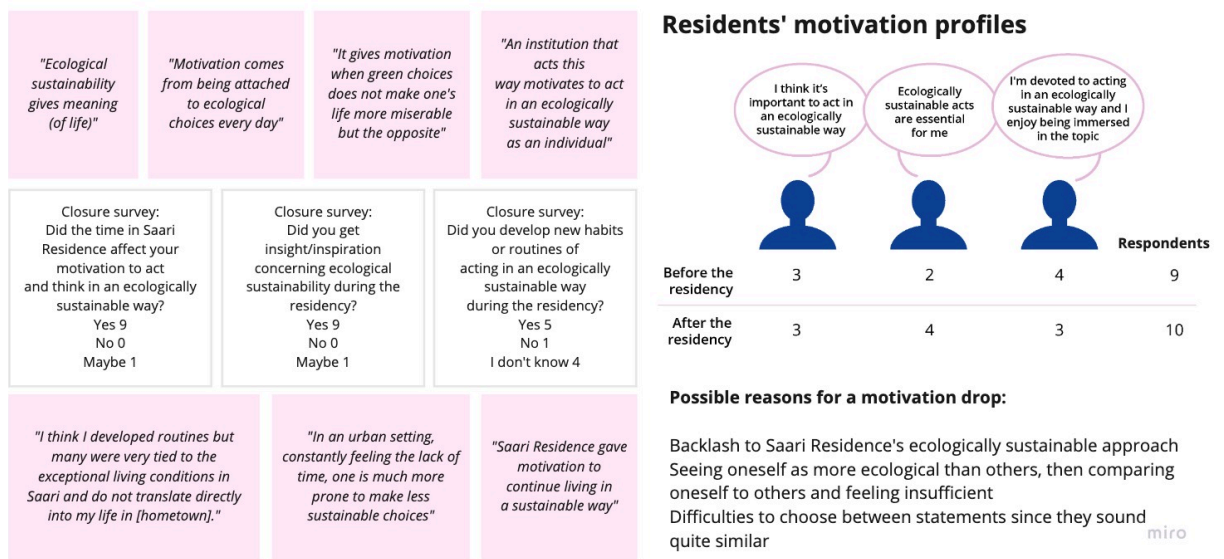


Figure 24. Feedback concerning motivation.

### 5.3.4 Feedback concerning activities

As mentioned earlier, the catering company for shared lunch on Tuesdays changed between experimentation cycles. Shared lunch in the first experimentation cycle got negative feedback for the formal atmosphere, the taste of the food, and the amount of food waste. In the evaluation meeting with Saari Residence staff after the first experimentation cycle, staff members pondered how to get a more relaxed atmosphere into shared lunch. They decided to change the catering company, which developed food and the thematics of the shared lunch forward and minimized the food waste (L. Kela, personal communication, 9 December, 2021). After the first experimentation cycle, one answerer picked shared lunch on Tuesdays as one of their favorite activities in the closure survey. After the second experimentation cycle, three chose shared lunch as one of their top activities.

Electric car and bicycle were perceived as more conscious transportation methods. In the closure survey, six out of ten answerers' favorite activity in Saari Residence was an electric car, and an electric bike was five's favorite. Some residents mentioned they enjoyed using electric car and bikes, especially since they do not usually have access to them.

Composting got many mentions in the feedback. One resident monitored how his food waste decomposed. At least one resident wanted to improve composting skills in the

future, and another started to dream about a composter at home. Composting was a new experience for some and inspired residents to pay more attention to reducing food waste.

Some residents reported they used fewer disposable goods and generated less trash than usual while staying at Saari Residence. Grocery shopping once a week was experienced as sustainable and helped to see consumption patterns that needed a change. Also, inspiration to prioritize local products was mentioned in the feedback.

Saari Residence's sauna was enjoyed often, and in the closure survey, it was nine out of ten respondents' favorite activity in Saari Residence. The frequent use of the sauna also raised feedback that there should be a mention of what kind of resource heating the sauna so requires from a sustainable viewpoint.

The ecological library's selection was experienced inspiring and beneficial for expanding discussion and understanding regarding ecologically sustainable topics.

Spending time with other residents and Saari Residence staff was appreciated in field trips, as well as packed lunches, unique locations, and time to attune to other species and changing seasons. Forests are now looked at with new eyes since learning from plants, trees, and animals in field trips. Wishes concerning field trips were closer trip sights from Saari Residence and knowing about the trip earlier.

The second evaluation meeting with Saari Residence staff discussed the past long field trip, the mushroom picking mini-course in Turku. The trip did not feel like a great success. The Saari Residence staff pondered that maybe a mini-course was not so tempting for Finns who are used to picking mushrooms and those not interested in foraging mushrooms. Also, the trip included a long drive. Maybe the trip would not be too tiresome if the experience had been arranged closer.

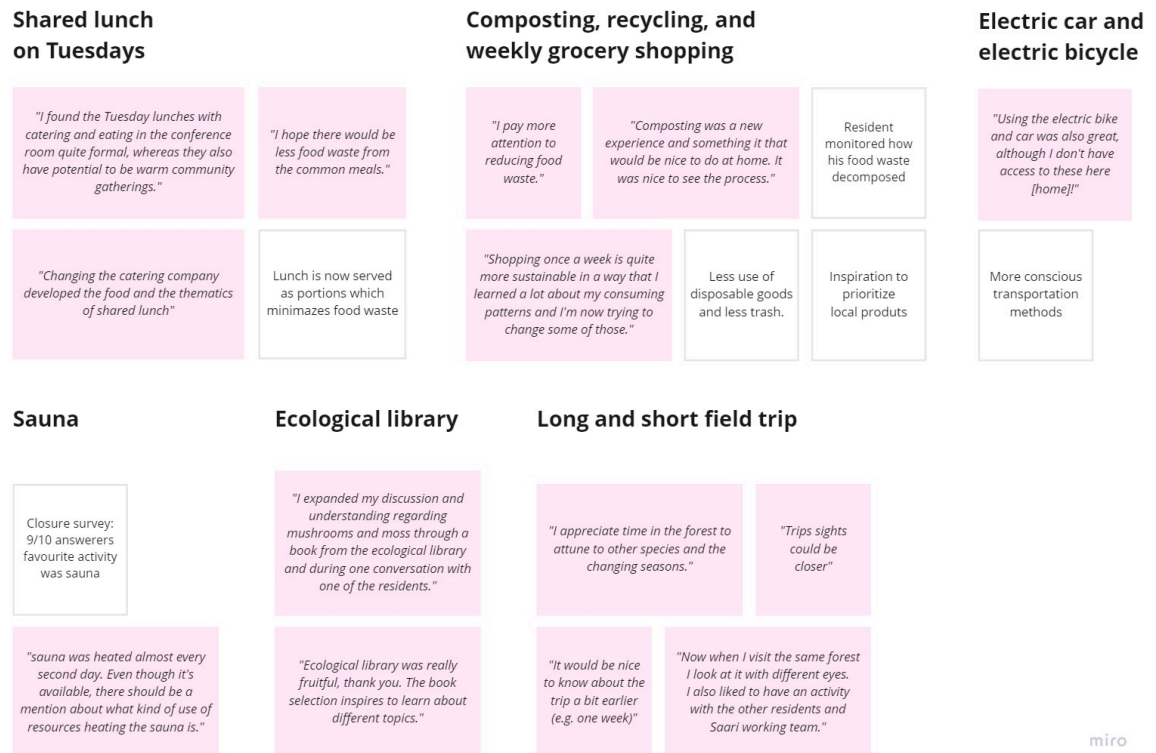


Figure 25. Feedback concerning activities.

## 6 DELIVER STAGE

The last stage of the project focused on delivering the ecologically sustainable residency concept document. The concept document's purpose is to work as a 'toolbox' for Saari Residence staff when organizing a residency for Saari Fellows in the future.

The concept document is presented in Appendix 11. The document has 45 pages and contains the following parts:

- Foreword
- Theory behind the concept
- Service model
- Tools for planning the process
  - Before the residency

- Roadmap for the residency
- Theme for the residency period
- Seasonal characteristics of residency periods
- Surveys before and after the residency
- Activities
- Additional activity ideas
- Ways to develop the concept
- Attachments

### **Format and background of the concept**

The format for the concept document was an online digital booklet made with Google Sheets. Related parts and topics were linked together with hyperlinks in the document. The format enables Saari staff to update and develop the document in the future.

The document's forewords (Appendix 11, 3) briefly described the document's purpose, the background of the project, and how a residency period can be seen as a service. The theory behind the concept was a one-page compact summary (Appendix 11, 4) of Self-determination theory, Positive design framework, service design, and Lean startup method. The last page of the concept (Appendix 11, 45) document listed theory references for a deeper dive into the theory.

#### **6.1 Service model for ecologically sustainable residency**

The final version of the service model canvas (Figure 26) was generated into the concept document. The channels and key resources were the same as the second version of the canvas (Appendix 5) but were listed by priority. Key activities were updated to the following list:

- the place
- everyday life at the residence

- presentations
- mentoring
- the barn & shared spaces
- Organized group activities
- Amenities & weekly activities

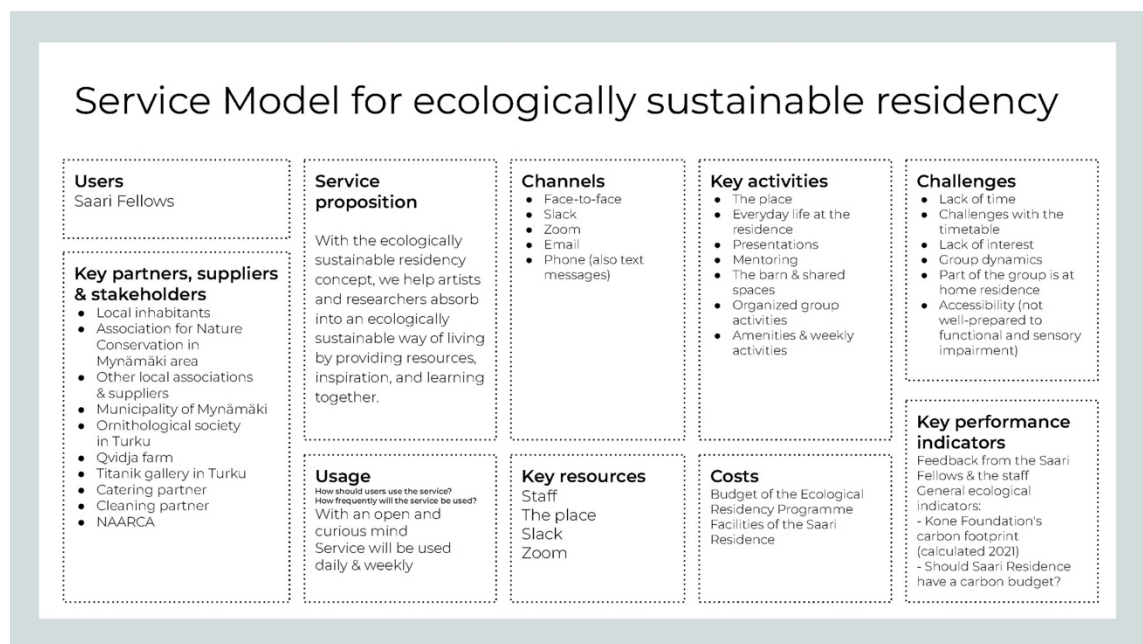


Figure 26. The final version of the service model canvas.

Costs, challenges, and key performance indicators were the same as in the second version of the document. The new part of the canvas was the service proposition. It is a synthesis of the service propositions created by Saari staff in a co-design workshop in the ideate stage. In the concept document, the service model states as follows:

With the ecologically sustainable residency concept, we help artists and researchers absorb into an ecologically sustainable way of living by providing resources, inspiration, and learning together.

## 6.2 Tools for planning the process

Tools for planning the process include actions before and after the residency and issues to consider when planning the residency period.

### 6.2.1 Before the residency

Before the residency, a one-by-one call with a resident aims to get to know each other, answer the resident's questions, and share information. The resident will also receive a survey examining the resident's thoughts and wishes, a rough schedule for residency activities, and an info email with a pdf guidebook about the residency. Additionally, an invitation to Saari Residence's Miro board with a short introduction to Miro is sent to every Saari Fellow.

### 6.2.2 Roadmap for the residency

A roadmap for the residency (Figure 27) is a template Saari staff can use when planning a residency period. The individual residency lasts two months, so the roadmap template is divided into eight weeks. Under the eight weeks are comments concerning the weeks' activities.

WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8
Settling Informing & Touring Short introduction to everyone's artistic work Dinner	1. presentation & lunch Saari ecological practises tour	Study group Long field trip Special lunch guest (Titanik)		Short field trip	Meet the artist @Titanik	Workshop/lecture Special lunch guest	Feedback session
→ Get to know each other	→ Learn about ecological practises in Saari → Get to know each other more & build team spirit	→ Saari Fellows may have time to familiarize material beforehand and participate in the activity			→ Saari Fellows may not have time for more than to participate in the activity		

Figure 27. Roadmap for the residency.

All the first week's actions aim to get to know each other. Some actions are the same as in past residencies, like settling, informing, touring, and having dinner with Saari Fellows and Saari staff. A short introduction to every Saari Fellows' artistic work is a new action that originated as a development idea from the residents. During the residency, one Saari Fellow can present their artistic work to others every Tuesday. Residents wished for a



short introduction from everyone in the first week so that one does not have to wait weeks to form a general view of everyone's work.

Residents' presentations of their artistic work start on the second week, and the shared lunches are on Tuesdays. These activities aim to get to know each other more and build team spirit. The new activity, Saari ecological practices tour, also originates from a development idea of the residents in this project. Residents gave feedback that it would have been interesting to learn more about Saari Residence's ecological practices. Saari ecological practices tour enables this.

The third and fourth weeks' activities, a study group, a long field trip, and a special lunch guest, possibly from the essential partner Titanik gallery in Turku, can be arranged flexibly during these weeks. The fifth week is scheduled for a short field trip. The idea of bringing these activities to this point of the residency is that Saari Fellows may have more time to participate in the activity and even familiarize material beforehand.

Week six is scheduled for meet-the-artist activity in Titanik gallery in Turku and a special lunch guest. Also, a workshop or a lecture can be arranged during weeks six and seven. Since Saari Fellows may be busy with their work at this point of the residency, long trips and activities that require preparations from Saari Fellows are not advised in weeks six and seven.

The last week's only activity is a feedback session. Saari Fellows may have many things going on, and some may start their journey home earlier.

The roadmap shows that the residency period can be divided into three stages:

1. Getting to know each other, learning, and building team spirit (weeks one and two)
2. Potentially more time to participate in the activities (weeks three, four, and five)
3. Potentially less time to participate in the activities (weeks six, seven, and eight)

These stages took shape during the observation and conversations with the Saari staff and Saari Fellows. For example, Saari Fellows wished more group creation and introduction at the beginning of the residency but also appreciated the time to settle. The residents also discussed the ideal time for participating in activities, and staff members shared their experiences with scheduling the residency. For example, during the experimentation cycle from November to December, there was a work trip abroad and

sick leave among the staff. Also, the long field trip was canceled. All of these matters affected to schedule, especially since the November-December residency has fewer days than other residency periods. These matters are everyday life, and as Jaana Eskola stated in chapter 3.1, Saari Residence staff interviews, the concept should be flexible and consider the staff's human resources as one vital variable.

The three stages of the residency can help to schedule activities in a practical way that supports participation. Upfront communication concerning the activities is another critical element in ensuring high attendance.

### 6.2.3 The theme for the residency

When planning and producing activities for residency, the number of different alternatives can be overwhelming without any framework. When the planning schedule is tight, there is also a risk of choosing the same activities repeatedly to help ease the workload. A theme for a residency constructs a versatile, coherent entity that is easier to plan and produce. Themes can also be helpful when planning activities for different seasons.

Saari Residence has chosen the following themes for the residency: food, biodiversity, forests, energy, human–non-human relations, sustainable lifestyle, and local nature. Before the residency, Saari Fellows are asked to pick which theme interests them the most. Based on their answers, Saari Residence staff decide the theme for the residency and plan the activities around it.

The concept document has a one-page instruction about the theme for the residency (Appendix 11, 11). It explains Saari Residence's themes, the meaning of using a theme, and how a theme is chosen for the residency.

### 6.2.4 Seasonal characteristics of residency periods

Saari Residence's residencies for individuals are divided into four periods in a calendar year:

- period one from January to February
- period two from March to April
- period three from September to October

- period four from November to December.

Period from May to August is for group residencies.

Seasonal characteristics influence the production of activities by enabling and disabling different activities and bringing variety and uniqueness to residency periods. The characteristics can be divided into weather, natural phenomena, celebrations, nature activities, and Saari Manor's operations. They are collected in a table (Figure 28) to present the seasonal characteristics of the residency periods from January to December.

PERIOD 1 January to February	PERIOD 2 March to April	GROUP RESIDENCIES May (or June) to August	PERIOD 3 September to October	PERIOD 4 November to December
New year	Bright days	Hot days	Best mushroom season	Darkest season
Possibly ice cover over the sea	Possibly warm days	Bright nights	Possibly warm days	Cold weather
Possibly snow	Birds are moving back	Nature is flourishing	Crop from the garden	Possibly ice cover over the sea
Animal tracks in snow	Easter	Bird season is on	Birds are moving away	Possibly snow
Cold weather	Ice/cold swimming season	Wild herb season is on	(Cold) swimming season	Christmas
Ice swimming season	Wild herb season starts	Crop from the garden	Cows and lambs are present	Cold/ice swimming season
Valentine's Day				

Figure 28. Seasonal characteristics of residency periods.

The residency period from January to February includes two celebrations, New year and Valentine's Day. Technically the New Year has passed when residents arrive, but the new year as a topic can inspire in January. The weather is presumably cold at this time of the year, and there can be snow and ice cover over Mietoistenlahti bay. Snow makes it possible to see animal tracks, and ice cover enables ice swimming season.

The second residency period from March to April brings longer, bright, and possibly even warm days. Easter can motivate activity planning but also affect the schedule due to Saari Residence staff's holidays. Ice swimming or cold swimming season is still on, and wild herb season starts. Also, birds start their migration back.

Group residencies from May to August are excluded from this thesis, but that period's characteristics are also listed in Figure 28. This period stands out with hot days, bright nights, and flourishing nature. Bird season and wild herb season are on, and harvest season starts in the Saari Manor's garden.

The third residency period, from September to October, has no particular celebrations in a calendar. Especially in September, there could still be warm days, and the swimming season continues, but also the cold swimming season also starts when the weather becomes colder. This period is favorable for foraging since the harvesting continues in the garden and the best mushroom season is in the woods. Cows and sheep are still pasturing in the nearby fields, and birds are migrating to warmer areas.

The last residency period, from November to December, is the darkest season. The weather is cold, and there is possibly snow and ice cover over Mietoistenlahti bay. Cold or even ice swimming season is on. Christmas is a time for celebration in this period, but it also affects timetables since Saari staff have their holidays, and some residents may return home for Christmas.

#### 6.2.5 Survey before and after the residency

Saari Residence has not systematically conducted surveys before and after the residency before this study. Received data encouraged Saari Residence to make surveys as a custom and start gathering a database. Survey answers comprise valuable information for human-centric development and can be evaluated over short and long periods.

The survey before the residency (Appendix 11, 11) examines the residents' thoughts and inspirations concerning ecological sustainability. Also, residents are asked to pick one residency theme from ready-made options that interest them the most. Since the residents have many arrangements to complete concerning their residency, The survey is short and quick to answer.

The questions of the survey before the residency are as follows:

- What are your thoughts concerning ecological sustainability?
- What inspires you to ecological thinking and behavior?
- Which one of these themes interests you the most?
  - Food
  - Biodiversity
  - Forests
  - Energy

- Human–Non-human relations
- Sustainable lifestyle
- Local nature

The survey after the residency (Appendix 11, 12) is more thorough than before the residency. It examines how the residency affects residents' thoughts and behavior and what were their favorite activities. These answers help Saari Residence to measure the services' effectiveness and collect feedback from different residencies.

Survey after the residency asks the following questions

- Which activities were your favorite in Saari Residence?
- Did you...
  - Gain know-how about ecological sustainability
  - Get information and different viewpoints about ecological sustainability
  - Get motivation and empowerment to act in a sustainable way
  - Test ecological equipment and methods
- Did your stay at Saari residence affect your thoughts about ecological sustainability?
- Did the time in Saari Residence affect your motivation to act and think in an ecologically sustainable way?
- Did your empathy towards human and non-human increase or decrease during the residency?
- What kind of ecological insights did you get during the residency?
- Did you develop new sustainable habits or routines during the residency?
- Other comments, questions, wishes, or feedback?

#### 6.2.6 Activities

The widest part of the concept document is Activities (Appendix 11, 16-31), co-designed with Saari Residence staff in a workshop at the Ideate stage. The activities are divided into groups: Amenities and weekly activities, and Organized group activities, as presented in chapter 4.2 Activities.

Activities are listed in the concept document as one-page activity cards (Figure 29). They are finished versions of activity cards used in the co-design workshop with Saari

Residence staff and presented in chapter 4.1. Ideating the activities' subheading Activity cards. The finished activity cards include the same attributes as the filled activity cards from the workshop, and the contents of the cards were supplemented during the Deliver stage.

#### AMENITIES & WEEKLY ACTIVITIES

## Electric bicycles

#### Category

information ✓ testing ✓ skill dialogue ✓ empowerment

#### Description

3 electric bikes + a trailer are free to use and enable trips in the local area instead of a car. Everyone gets guidance on how to use e-bikes beforehand.

#### Pleasure

Joy of exercise, Getting to know nearby area, Freedom to move faster and further than by foot, Wandering in nature

#### Personal significance

Having a possibility to try e-bike the first time, Participating in the change of emission-free transportation

#### What could upgrade the activity:

Bicycling route and destination recommendations in Google Maps

#### Virtue

Riding an e-bike is emission-free way to travel, Using muscle-power for transportation, Spending time in nature

Figure 29. Activity card of electric bicycles in the concept document.

The concept document includes 16 existing activities visualized in the workshop. Some of them have been permanent, and some have been temporary during the previous residency periods. Existing activities were enriched with new thoughts and ideas since Saari staff considered activities through the main elements of the Positive design framework and ideated what could upgrade the activities in the Ideate stage's co-design workshop.

### 6.2.7 Additional activity ideas

Three new activity ideas from the co-design workshop are presented in the concept document's section Additional activity ideas (Appendix 11, 35-37). These ideas are unfinished and can be refined into completed activity cards or inspire something new. They can also be re-examined through themes for the residency which were created during the Deliver stage.

Additional activity ideas include two grids of pending ideas (Appendix 11, 38-39) in the co-design workshop with Saari Residence staff at the Ideate stage. The ideas were created with the ideation technique presented in chapter 4.1, Ideating the activities' subheading Heuristic ideation technique. This ideation technique is also presented in the concept document (Appendix 11, 34) to be utilized to brainstorm new ideas.

#### 6.2.8 Ways to develop the concept

The ecologically sustainable residency concept is designed to be an evolving entity that the Saari staff is free to complete and develop. However, the concept document gives a few suggestions on how to develop the concept:

- Ideating more activities would expand the activity palette for utilization.
- Documenting activity versions used with each residency period would help build and visualize the tested methods' history.
- Since changing one's motivation and developing one's thinking takes time, instilling ecological and sustainable thinking and behavior after the residency could support Saari Fellows.
- Ecological sustainability could also be a theme or perspective in Saari Alumni activities.

#### 6.2.9 Attachments

The concept document attachments' (Appendix 11, 42-45) purpose is to inspire the concept document's readers and enable a deeper dive into the theories behind the concept. The attachments include inspirational cases introduced in the co-design workshop with the Saari Residence staff at the Ideate stage: 'Is This How You Feel?' by Joe Duggan, 'Boom Boom! Cards' by Ben Gardella, Maggie Pace, and Mary Beth Campbell, and 'Feedforward' by Marshall Goldsmith. At the end of the attachments is a compact list of references concerning Self-determination theory, service design, Positive design framework, and the Lean startup method.

## 7 CONCLUSIONS

This thesis examined how the commissioner, Saari Residence, can inspire and instill ecologically sustainable thinking and behavior in artists and researchers while they work in residency. A vital interest of the study was residents' motivation to act ecologically sustainably and could a residency period influence that motivation. This chapter describes and evaluates the design process, used methods, and study findings based on the author's experiences and perceptions. Only ten Saari Fellows were examined, so far-reaching conclusions can not be made based on the study.

The inspiration for the process was the Lean startup process with its fast and experimental character. However, this study demanded a research stage before the ideation and experiments and a stage for delivering the concept. The service design process provided influence for that. The tailor-made design process of the study followed four stages: Understand, Ideate, Experiment, and Deliver.

The context and operational environment were internalized in the Understand stage through desk research, the Saari Residence staff interviews, and the first drafts of the service model canvas and the residency journey map. The service model canvas helped to combine and visualize different aspects of the service. It was supplemented during the process and placed in the concept document. The journey map provided understanding in the Understand stage but was later refined into a roadmap for the residency, also included in the concept document.

Based on self-determination theory, six motivation profiles for ecologically sustainable behavior were made in Understand stage to visualize residents' motivation from amotivation to four extrinsic and one intrinsic motivation. The motivation profiles were converted as the following statements

- I'm not interested and I don't care about ecological sustainability
- I act in ecologically sustainable ways only because I have to
- I feel guilty if I don't act in an ecologically sustainable way
- I think it's important to act in an ecologically sustainable way
- Ecologically sustainable acts are essential for me
- I'm devoted to acting in an ecologically sustainable way and I enjoy being immersed in the topic



The residents were asked to choose one statement that best describes their motivation for behaving ecologically sustainably before and after the residency. This enabled researching residents' motivation and how the residency affected it. The residents represented three of the most motivated profiles.

In the Ideate stage, Saari Residence staff co-designed activities for the residency in one six-hour co-design workshop. The activities were standardized with activity cards to form a unified set of activities and scheduled for the first experimentation cycle with a roadmap. Also, Saari Residence staff categorized activities into information, testing, skill, dialogue, and empowerment originated from the Saari Fellows' needs for support examined with the survey before the residency. Additionally, the service model was compressed and visualized.

The Ideate stage answered the research question of what ecologically sustainable activities can be designed using service design and the Positive design framework. Sixteen activities were visualized with the activity cards, including 11 amenities and weekly activities, and six organized group activities. Amenities and weekly activities form the ecologically sustainable everyday living at Saari Residence. Group activities provide variation to everyday routines, a change of scenery, and a chance to experience new things and strengthen team spirit. Also, three additional ideas were created for future refinement. All activities are presented in the ecologically sustainable concept document. Service design provided multi-disciplinary tools for ideating activities. The Positive design framework helped Saari Residence staff evaluate how each activity affects Saari Fellows' well-being through the framework's three main elements: pleasure, personal significance, and virtue. It deepened the task of ideating activities since they had to aim for well-being. If there had been more time, the workshop could have been modified to two or three workshops with less timetable pressure. Anyhow, one co-design workshop fulfilled the expectations, since participants manage to execute all the tasks in time without compromising the quality.

The Experiment stage consisted of two experimentation cycles during the individual residencies at the end of 2021: September to October and November to December. Saari Residence staff organized activities, and Saari Fellows experimented with those activities. The experiment stage also included participant observation and gathering feedback from Saari Fellows and Saari Residence staff through discussions and surveys. The participant observation enabled sensing the atmosphere during the residency and getting to know the residents. These matters helped immensely to plan the feedback-

gathering methods and maybe receive more feedback because the feedback gatherer was not a stranger but not too close to Saari Fellows. Also, participant observation helped outline the concept since the author had a chance to form an understanding through personal experience in the actual surroundings and participants. Of course, the experience was not the same as the residents' experience because the author did not live in the Saari Residence and did not participate in everything daily. Still, the experience deepened the understanding more than interviews and survey results.

The two-month experimentation cycle was divided into two. After both months, there was an evaluation meeting with the Saari Residence staff. These meetings followed the Lean startup method by discussing the experiment, evaluating the progress, and deciding whether to make significant changes or stick to the original roadmap. Lean startup's concept of validated learning includes constantly experimenting and validating what users want and evaluating learnings. That brought a practical and directional structure to the Experiment stage. There was no need for significant changes in both experimentation cycles, only some modification to the roadmap resulting from cancellations or scheduling reasons.

Feedback from the residency expressed that time in Saari Residence affected residents' motivation to act and think ecologically sustainably. Some residents stated that the time at Saari Residence motivates them to continue living sustainably. However, ecologically sustainable life and developed routines in Saari Residence may not be translated directly into everyday life with hurries and obligations in a different setting than a peaceful rural environment. Still, the residency gave Saari Fellows positive motivation and empowerment to act in an ecologically sustainable way.

Saari Residence's and residents' actions raised some comments about the ecological sustainability. Most residents were satisfied with Saari Residence's actions, but there was also a comment that Saari Residence keeps ecological practices in the background. Enhancing and increasing communication about Saari Residence's ecologically sustainable actions could affect this matter positively since there were also wishes for some introduction to the ecological and sustainable practices in Saari Residence and examples of how residents can act ecologically sustainably during the residency. Also, more group creation at the beginning of the residency and discussions concerning sustainability in artistic practices and art institutions were on residents' wishlists.

The ecologically sustainable residency concept was completed in the Deliver stage. Bit by bit, the parts of the concept took shape during the study: from interviews with Saari Residence staff in the Understand stage, with outputs produced in the Ideate stage to observed activities, and received feedback from Saari Fellows and Saari Residence staff in the Experiment stage. The concept document presents tools for Saari Residence staff to inspire and instill ecologically sustainable thinking and behavior in Saari Fellows during the residency. It also depicts the service model and proposes ecologically sustainable activity selection for the residency — also, extra activity ideas and description on how to develop the concept. The parts of the concept answer the research questions of how a service concept can help motivate artists and researchers to act in an ecologically sustainable way by

- Getting to know residents and their thoughts and wishes about ecological sustainability before they come to Saari Residence.
- Designing a roadmap for the residency to help plan and variate each residency period.
- Choosing a theme for the residency to form a versatile and coherent entity that helps to produce activities.
- Considering seasonal characteristics that enable and disable activities and bring variety and uniqueness to each residency period.
- Offering different activities during the residency to help artists and researchers absorb an ecologically sustainable way of living by providing resources, inspiration, and learning together.
- Measuring the service's effectiveness with surveys before and after the residency.

Even though residents represented three of the most motivated profiles before and after the residency, one resident's motivation dropped from the most motivated profile into the second motivated profile during the residency. The motivation drop may have been caused by seeing oneself as more ecological than others before the residency, comparing oneself to others during the residency, and feeling insufficient. Or maybe the resident had a backlash to Saari Residence's ecologically sustainable approach.

Both surveys' response rate was high before and after the residency, but the number of respondents was small, with only nine before and ten after the residency. Therefore, far-reaching conclusions can not be made concerning residents' motivation converted into

the motivation profiles for ecologically sustainable behavior. Also, the wording of the motivation profiles' statements could have differed more from each other. They may have felt too similar for residents, which may have increased the difficulty of choosing a suitable one when asked to pick the statement that best described one's motivation for behaving in an ecologically sustainable way in the survey before and after the residency. Motivation profiles were excluded from the final concept since they would have demanded more iteration and were not crucial for Saari Residence staff in any part of the project. Still, motivation profiles were an inspiring method to test and will be included in the author's service design toolbox from now on.

Even though the concept was created for individual residency, some parts of the concept, such as the service model, seasonal characteristics of residency periods, and some activities, can also be utilized for group residencies. If the study had continued, the following experiment could have been a residency period designed and produced with the concept. That way, the concept's effectiveness would have been tested and evaluated. Also, it would be interesting to test the concept and motivation profiles with a completely different context and target group to aim to inspire and instill ecologically sustainable thinking and behavior.

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# Appendix 1. The Service model canvas by Neil Turner

The service model canvas				
		Service:	Created by:	Date:
<b>USERS</b> Who are / will be the service users? Who are the most important users?	<b>SERVICE PROPOSITION</b> Why would someone use the service? What value does the service bring?	<b>CHANNELS</b> Through which channels (e.g. online, mobile, telephone, shop) is / should the service be available? Which channels are most cost effective? Which channels are users like to favour?	<b>KEY ACTIVITIES</b> Which key activities are required to deliver the service? Which are the most important activities?	<b>CHALLENGES</b> What current challenges exist? What challenges do you foresee in the future?
<b>ACTORS</b> Who is / will be involved in delivering the service? Who are / will be the key partners, suppliers and stakeholders?	<b>USAGE</b> How should / do users use the service? How frequently is / will the service be used?	<b>COMPETITORS</b> What other similar services are available? Who are the key competitors? What other options do users have?	<b>KEY RESOURCES</b> Which key resources are / will be required to deliver the service? (physical, technology, people etc.)	<b>COSTS</b> What costs are involved delivering the service? What is the most cost effective way to deliver the service?
<b>ROI</b> How will the service deliver a return on investment?			<b>KPIS</b> Which KPIs are / can be used to track the performance of the service? What are the key KPIs?	

# Appendix 2. The Business model canvas by Alexander Osterwalder

## The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure		Revenue Streams		



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**DESIGNED BY: Strategyzer AG**  
 The makers of Business Model Generation and Strategyzer


**Strategyzer**  
[strategyzer.com](http://strategyzer.com)

## Appendix 3. An example of Persona Canvas by Business Design Tools

**PERSONA CANVAS**      Persona type \_\_\_\_\_      Author \_\_\_\_\_      Date \_\_\_\_\_      BDT

Priority <input type="checkbox"/> PRIMARY <input type="checkbox"/> SECONDARY   “ Statement/behaviour  ” Name _____ Age _____ Occupation _____ Location _____ Status _____  Bio _____	<b>Personality</b> EXTROVERT _____ INTROVERT _____ SENSING _____ INTUITION _____ THINKING _____ FEELING _____ JUDGING _____ PERCEIVING _____ PASSIVE _____ ACTIVE _____	<b>Technology expertise</b> IT & INTERNET _____ SOFTWARES _____ MOBILE APPS _____ SOCIAL NETWORKS _____ INTERNET OF THINGS & VIRTUAL REALITY _____	<b>Where to reach me</b> TRADITIONAL ADS & DIRECT MAIL _____ ONLINE ADS & EMAIL _____ BLOGS & SOCIAL MEDIA _____ REFERRALS _____ PHYSICAL LOCATION/EVENTS _____
	<b>What makes me get involved</b> INCENTIVE _____ FEAR _____ ACHIEVEMENT _____ GROWTH _____ POWER _____ SOCIAL _____	<b>Goals</b>	<b>Pain points</b>
	<b>Fave brands/apps/influencers</b>	<b>Top reason to use your product/service (USP)</b>	<b>Relationship with your product/service</b> 
	<b>Devices and platforms</b>	<b>Dealbreaker</b>	

[www.businessdesigntools.com](http://www.businessdesigntools.com)


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## Appendix 4. Questionnaire for Saari Fellows before the residency

### Questionnaire for Saari fellows

The purpose of this short questionnaire is to gather responses from artists' and researchers' regarding their experiences with and perspectives of ecological sustainability prior to the residence period.

The questionnaire is part of Jaana Waari's master's thesis at Turku University of Applied Sciences. She is examining how the residence period can inspire and instill ecological and sustainable thinking and behaviour in artists and researchers. The result will be an ecologically sustainable service concept for the Saari Residence. Your help is very much appreciated!

As an author of the study, Jaana commits to respecting and protecting participants' anonymity. Your name is requested only for collecting answers before and after the residence period. Direct identifiers are removed at the analysis stage, and once the study has been completed, personal information will be erased.

The survey ends on 27 October.

More information about the study:

<https://drive.google.com/file/d/1qSC30VjxCAYS8eErgolvFKqFlfib4qZB/view?usp=sharing>

More information about processing personal data:

<https://drive.google.com/file/d/1vOUuK30s1dTjf007h45pNtdl9KB6PbWN/view?usp=sharing>

Which one of the following statements best describes your motivation for behaving in an ecologically sustainable way? \*

- I'm not interested and I don't care about ecological sustainability
- I act in ecologically sustainable ways only because I have to
- I feel guilty if I don't act in an ecologically sustainable way
- I think it's important to act in an ecologically sustainable way
- Ecologically sustainable acts are essential for me
- I'm devoted to acting in an ecologically sustainable way and I enjoy being immersed in the topic

Would you like to clarify or expand on the statement you chose?

Pitkä vastausteksti

.....

What ecological sustainability topics/fields interest you?

Pitkä vastausteksti

.....

What kind of support do you need to be ecologically sustainable? Choose as many as needed. \*

- Tips for being ecologically sustainable in everyday life
- Having a regular reminder to act in an ecologically sustainable way
- Scientific studies to support ecologically sustainable thinking and behaviour
- Information about different choices from an ecologically sustainable viewpoint
- Evaluation and feedback about my ecologically sustainable behaviour
- Learning a new ecologically sustainable skill
- Positive motivation and empowerment to act in an ecologically sustainable way
- The opportunity to test ecologically sustainable equipment and methods
- Group/peer support
- Discussing points of view with others and learning new perspectives
- I don't need any support

Concerning the residency period, what kind of activities are you most interested in?

- Independent activities
- Group activities
- Both independent and group activities
- None

How do you see the Saari Residence's aspiration to inspire and root ecological and sustainable thinking and behaviour in artists and researchers?

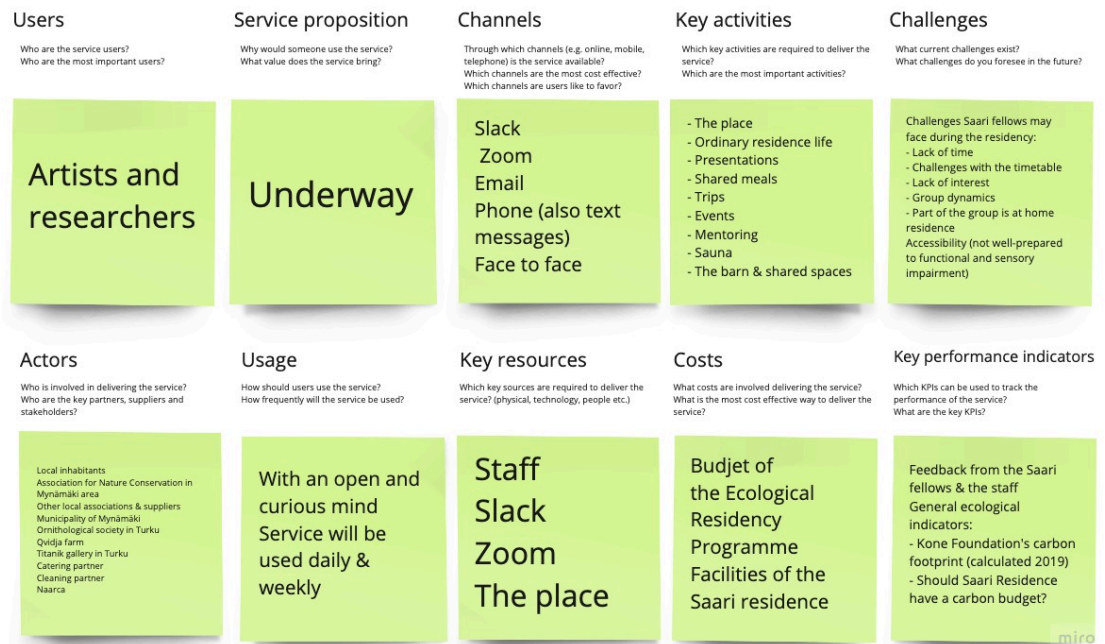
- Positively
- Negatively
- Neutral
- Muu...

Your name

Lyhyt vastausteksti

## Appendix 5. Second version of the Service Model Canvas

### Service Model Canvas



## Appendix 6. Ad-Lib Value Proposition Template by Strategyzer

### Ad-Lib Value Proposition Template

Ad-libs are a great way to quickly shape alternative directions for your value proposition. They force you to pinpoint how exactly you are going to creating value. Prototype three to five different directions by filling out the blanks in the ad-lib below.

#### OBJECTIVE

Quickly shape potential value proposition directions

#### OUTCOME

Alternative prototypes in the form of "pitchable" sentences

**Our** \_\_\_\_\_  
📦 Products and Services

**help(s)** \_\_\_\_\_  
👤 Customer Segment

**who want to**

\_\_\_\_\_

🔄 jobs to be done

**by** \_\_\_\_\_ and a customer pain  
🔽 verb (e.g., reducing, avoiding) 👤 and a customer pain

**and** \_\_\_\_\_ .  
🔼 verb (e.g., increasing, enabling) 👤 and a customer gain

**(unlike** \_\_\_\_\_ **)**  
📦 competing value proposition

## Appendix 7. Second version of the roadmap for the experimentation cycle 1 September–October

SEPTEMBER				OCTOBER		
1st day	1st week	2nd week				Last week
<p><b>2.9.</b> Informing &amp; touring with liris Information about and/or locations of</p> <ul style="list-style-type: none"> <li>- Sauna</li> <li>- REKO</li> <li>- Ecological library</li> <li>- Rowboat</li> <li>- Weekly grocery</li> </ul> <p><b>Grocery shopping with liris in Pyhe</b></p>	<p><b>5.9.</b> Information session</p> <p><b>6.9.</b> 1st presentation</p> <p>Guidance for lending &amp; using electric car</p> <p>Guidance for lending &amp; using electric bikes</p> <p>Informing about</p> <ul style="list-style-type: none"> <li>- Recycling</li> <li>- Recycled materials' table/shelf</li> <li>- Vegetable garden</li> <li>- Book club</li> </ul>	<p><b>16.9.</b> Dinner</p> <p>Mynä-Mynä-Maa with Pia Bartsch</p> <p>Informing about</p> <ul style="list-style-type: none"> <li>- Shared meals</li> <li>- Google Maps tips</li> <li>- Mushroom hunting map</li> <li>- List of podcasts &amp; articles</li> </ul>	<p><b>22.9.</b> Trip to Kulla nature reserve</p> <p>Information &amp; pics of local birds</p>	<p><b>8.10.</b> Walking tour &amp; tree climbing with arborists Information, understanding &amp; empathy</p> <ul style="list-style-type: none"> <li>- Arborist XX tells about trees in the Saari residence property</li> <li>- Opportunity to climb an old oak with harness</li> </ul> <p><b>5.10.</b> Feedback lunch with Saari Fellows</p> <p><b>5.10.</b> Feedback meeting</p>	<p><b>13.10.</b> Mushroom picking trip to Turku</p>	<p><b>26.10.</b> Cooking vegetarian food together</p> <p><b>26.10.</b> Group discussion</p> <ul style="list-style-type: none"> <li>- Collecting feedback about the residency</li> </ul> <p><b>28.10.</b> Feedback &amp; ideation meeting</p> <ul style="list-style-type: none"> <li>- feedback from second month</li> <li>- ideating November-December</li> </ul>
<p><b>Weekly routine activities</b></p> <p>Recycling // Shared meals // Presentations // Weekly grocery // Sauna // Electric bicycles // Electric car // Ecological library // Vegetable garden</p>						
<p> <span style="border: 1px solid pink; border-radius: 50%; padding: 2px;">Separate infos or activities for Saari fellows</span> <span style="border: 1px solid pink; border-radius: 50%; padding: 2px; margin-left: 20px;">Meetings with the researcher and Saari residence staff</span> <span style="color: blue; font-size: 0.8em; margin-left: 20px;">● Participatory observation</span> </p>						



## Appendix 8. Online survey after the long field trip to Kulla nature reserve

### Advices needed!

Advice from any point of view (activities, facilities, scheduling, communication, ecological sustainability, etc.) is very much appreciated. Thanks for your effort!

1. Can you give me a piece of advice on how to improve this kind of field trip / day trip in the future?

Pitkä vastausteksti

Pakollinen

You have been in residence for three weeks. At this point, can you give me advice on how to improve the residency?

Pitkä vastausteksti

## Appendix 9. Closure survey for Saari Fellows after the residency



### Closure survey for Saari Fellows

The purpose of this survey is to gather responses from artists' and researchers' regarding their experiences with and perspectives of ecological sustainability after the residence period.

The questionnaire is part of Jaana Waari's master's thesis at Turku University of Applied Sciences. She is examining how the residence period can inspire and instill ecological and sustainable thinking and behaviour in artists and researchers. The result will be an ecologically sustainable service concept for the Saari Residence. Your help is very much appreciated!

As an author of the study, Jaana commits to respecting and protecting participants' anonymity. Your name is requested only for collecting answers before and after the residence period. Direct identifiers are removed at the analysis stage, and once the study has been completed, personal information will be erased.

The survey ends on 5 December.

More information about the study:

<https://drive.google.com/file/d/1qSC3OVjxCAYS8eErgolvFKqFlfib4qZB/view?usp=sharing>

More information about processing personal data:

<https://drive.google.com/file/d/1vOUuK30s1dTjf007h45pNtdl9KB6PbWN/view?usp=sharing>



Which one of the following statements best describes your motivation for behaving in an ecologically sustainable way?

- I'm not interested and I don't care about ecological sustainability
- I act in ecologically sustainable ways only because I have to
- I feel guilty if I don't act in an ecologically sustainable way
- I think it's important to act in an ecologically sustainable way
- Ecologically sustainable acts are essential for me
- I'm devoted to acting in an ecologically sustainable way and I enjoy being immersed in the topic

Did the time in Saari Residence affect your motivation to act and think in an ecologically sustainable way?

- Yes
- No
- Maybe

Which activities were your favorite in Saari Residence? Pick as many as you like.  
You can also add self-organized activities.

- Using electric car
- Using electric bike
- Recycling
- Saari Residence's sauna
- Sauna trips to Rautila
- Cooking together
- Shared meals on Tuesdays
- Weekly grocery shopping in Mynämäki
- Ecological library
- Podcast discussion
- Mushroom trip to Paattinen
- Walking tour with arborists & tree climbing
- Trip to Kulla nature reserve in Kemiönsaari
- Rowing boat
- Enjoying crop from the garden (herbs, apples etc)
- Muu: \_\_\_\_\_

Did you get insight/inspiration concerning ecological sustainability during the residency?

- Yes
- No
- Maybe

What kind of insight or inspiration did you get?

Oma vastauksesi \_\_\_\_\_

Did your empathy towards other people and species increase or decrease during the residency?

- Increased
- Decreased
- Stayed the same
- I don't know

Would you like to clarify or expand on your previous answer?

Oma vastauksesi \_\_\_\_\_

Did you... (Choose as many as you like)

- Learn a new ecologically sustainable skill
- Get information about different choices from an ecologically sustainable viewpoint
- Get positive motivation and empowerment to act in an ecologically sustainable way
- Test ecologically sustainable equipment and methods
- Muu: \_\_\_\_\_

Did you develop new habits or routines of acting in an ecologically sustainable way during the residency?

- Yes
- No
- I don't know

What kind of habits or routines you developed?

Oma vastauksesi \_\_\_\_\_

Other comments, questions, wishes, or feedback?

Oma vastauksesi \_\_\_\_\_

Your name

Oma vastauksesi \_\_\_\_\_

Lähetä

Tyhjennä lomake

## Appendix 10. Survey after the short field trip to the nearby forest and bird-watching towers

### Feedback needed for developing residency experience

I'm here to develop the residency experience. Since my research is based on a human-centric approach and experimenting, your feedback as a test user of different activities in Saari Residence is essential for me. Thank you beforehand for your help!

[Kirjautu Googleen](#), jotta voit tallentaa edistymisesi. [Lue lisää](#)

---

Your satisfaction concerning the short field trip to the birdwatching tower on 18th November

	Very satisfied	Satisfied	Neutral	Unsatisfied	Very unsatisfied
Destination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Topic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Guide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timetable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Packed lunch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

---

Any advice on how to improve this kind of short field trip in the future?

Oma vastauksesi

---

You have been in Saari Residence almost for three weeks. At this point, can you give me advice on how to improve the residency?

Oma vastauksesi

Lähetä
Tyhjennä lomake

## Appendix 11. Ecologically sustainable residency concept document



# Ecologically Sustainable Residency Concept

Concept document 22.2.2022

Jaana Waari

Leadership & Service Design / Turku UAS Master School

# Contents

Foreword

[Theory behind the concept](#)

[Service model](#)

[Tools for planning the residency](#)

[Before the residency](#)

[Roadmap for the residency](#)

[Theme for the residency period](#)

[Seasonal characteristics of residency periods](#)

[Surveys before and after the residency](#)

[Activities](#)

[Additional activity ideas](#)

[Ways to develop the concept](#)

[Attachments](#)

## Foreword

**The purpose of this concept document is to serve Saari Residence as a tool** for producing ecologically and sustainable inspiring services for Saari Fellows during their stay at Saari Residence.

This concept results from a development project that aimed **to inspire and instill artists and researchers for ecologically sustainable thinking and behavior while staying at Saari Residence.** The project was part of Saari Residence's ecologically sustainable residency programme and Jaana Waari's Master's thesis for Turku UAS Master School.

The empiric part of the ecologically sustainable development project was performed from September to December 2021. Two groups of residents were involved in the study. Their motivation for behaving in an ecologically sustainable way was measured before and after the residence period.

**A two-month individual residency period can be seen as a service that provides different kinds of inspiring activities to users.** These activities were co-designed with the Saari Residence staff and experimented with by artists and researchers.



# Theory behind the concept

[Dig deeper into the theory →](#)

## Self-Determination Theory

Self-determination theory, proposed by psychologists Richard Ryan and Edward Deci in the 1980s, is a theory about human motivation.

The amounts and sorts of motivation vary among people, and

**Self-determination theory studies the reasons or goals why people behave in a certain way. The primary distinction between these goals and reasons is intrinsic and extrinsic motivation.** Intrinsic motivation relates to doing something from an innate interest and because of pure pleasure. Extrinsic motivation refers to doing something from external incentives, such as rewards or other's opinions. Basic psychological needs, competence, autonomy, and relatedness are at the heart of these motivation factors.

## Positive Design Framework

In 2013, Pieter Desmet and Anna Pohlmeier introduced The Positive Design Framework.

The framework consisting of three main elements:

**Design for Pleasure:** Subjective well-being that comes from enjoying the moment here and now.

**Design for Personal Significance:** Subjective well-being that emerges from pursuing personal goals and recognizing achievements toward those goals.

**Design for Virtue:** Subjective well-being that comes from living a virtuous life and behaving morally right.

**These elements can sustain people's well-being, and by combining them, human flourishing can be achieved.**

## Service Design

The current form of service design was born in the early 1990s to design and study better services for demanding customer needs.

Service design is an evolving, holistic, and interdisciplinary approach for improving and creating services. As services are intangible and co-produced while delivered and consumed, the basis of the service design is to be human-centered.

**Service design enables organizations to see their services from a user perspective.**

**Service design can be seen as a mindset, a process, and a toolset for creating value for service users. Customer experience, innovation, and collaborative creation are at the heart of service design.**

## Lean Startup Method

Eric Ries developed the Lean startup method in 2011. **A startup can be defined as any human organization that produces new products and services in ultimate uncertainty.**

Whereas traditional development concentrates on extensive planning and intuition, **lean startup involves experimenting, listening to users, and an iterative design process. Learning from customers' feedback and data is crucial for progress and eliminating unnecessary work.** The method proposes that the unit for measuring progress in startups should be validated learning. Validated learning arises from constantly experimenting and adjusting, validating what users want. It is confirmed with empirical data gathered from genuine service users.

# Service Model for ecologically sustainable residency

## Users

Saari Fellows

## Key partners, suppliers & stakeholders

- Local inhabitants
- Association for Nature Conservation in Mynämäki area
- Other local associations & suppliers
- Municipality of Mynämäki
- Ornithological society in Turku
- Qvidja farm
- Titanik gallery in Turku
- Catering partner
- Cleaning partner
- NAARCA

## Service proposition

With the ecologically sustainable residency concept, we help artists and researchers absorb into an ecologically sustainable way of living by providing resources, inspiration, and learning together.

## Usage

How should users use the service?  
How frequently will the service be used?

With an open and curious mind  
Service will be used daily & weekly

## Channels

- Face-to-face
- Slack
- Zoom
- Email
- Phone (also text messages)

## Key resources

Staff  
The place  
Slack  
Zoom

## Key activities

- The place
- Everyday life at the residence
- Presentations
- Mentoring
- The barn & shared spaces
- Organized group activities
- Amenities & weekly activities

## Costs

Budget of the Ecological Residency Programme  
Facilities of the Saari Residence

## Challenges

- Lack of time
- Challenges with the timetable
- Lack of interest
- Group dynamics
- Part of the group is at home residence
- Accessibility (not well-prepared to functional and sensory impairment)

## Key performance indicators

Feedback from the Saari Fellows & the staff  
General ecological indicators:  
- Kone Foundation's carbon footprint (calculated 2021)  
- Should Saari Residence have a carbon budget?

# Tools for planning the residency

## Before the residency

- One by one video calls to residents
  - to get to know each other, ask & answer questions, share information
- [Survey](#)
  - residents' thoughts and wishes
- Rough schedule for residency activities to Saari Fellows
- Info email & guidebook about the residency (pdf)
- Invitation & short introduction to Miro

# Roadmap for the residency

Use this template to plan the residency period

WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8
Settling Informing & Touring Short introduction to everyone's artistic work Dinner	1. presentation & lunch Saari ecological practises tour	Study group Long field trip Special lunch guest (Titanik)		Short field trip	Meet the artist @Titanik	Workshop/lecture Special lunch guest	Feedback session
→ Get to know each other	→ Learn about ecological practises in Saari → Get to know each other more & build team spirit	→ Saari Fellows may have time to familiarize material beforehand and participate in the activity			→ Saari Fellows may not have time for more than to participate in the activity		

## Theme for the residency

A theme for a residency period forms a basis and inspiration for planning and producing activities during the residency. Themed activities can form a versatile, coherent entity that is easier to produce. Themes can also be helpful when planning activities for different seasons.

**Themes for the residency period are food, biodiversity, forests, energy, human – non-human relations, sustainable lifestyle, local nature.**

Before the residency, Saari Fellows are asked to pick which theme interests them the most. Based on their answers, Saari Residence staff decide the theme for the residency and plan the activities around that theme.

## Seasonal characteristics of residency periods

<b>PERIOD 1</b> January to February	<b>PERIOD 2</b> March to April	<b>GROUP RESIDENCIES</b> May (or June) to August	<b>PERIOD 3</b> September to October	<b>PERIOD 4</b> November to December
New year	Bright days	Hot days	Best mushroom season	Darkest season
Possibly ice cover over the sea	Possibly warm days	Bright nights	Possibly warm days	Cold weather
Possibly snow	Birds are moving back	Nature is flourishing	Crop from the garden	Possibly ice cover over the sea
Animal tracks in snow	Easter	Bird season is on	Birds are moving away	Possibly snow
Cold weather	Ice/cold swimming season	Wild herb season is on	(Cold) swimming season	Christmas
Ice swimming season	Wild herb season starts	Crop from the garden	Cows and lambs are present	Cold/ice swimming season
Valentine's Day				

## Survey before the residency

What are your thoughts concerning ecological sustainability?

What inspires you to ecological thinking and behavior?

Which one of these themes interest you the most?

Food

Biodiversity

Forests

Energy

Human – Non-human relations

Sustainable lifestyle

Local nature

Surveys before and after the residency aim to measure the service's **effectiveness**. They examine residents' interests concerning ecological sustainability and how the residency affects their thoughts and behavior.

**Survey answers comprise valuable data for future development.** Data can be evaluated in a short and a long time frame.



# Survey after the residency

Which activities were your favorite in Saari Residence? Pick as many as you like. You can also add self-organized activities.

Using electric car / Using electric bike / Recycling / Saari Residence's sauna / Shared lunches on Tuesdays / Weekly grocery shopping in Mynämäki / Ecological library / Enjoying crop from the garden / Study group / Long field trip / Short field trip / Workshop / Using skates and skies / using rowing boat

Did you... (Choose as many as you like)

Gain know-how about ecological sustainability / Get information and different viewpoints about ecological sustainability / Get motivation and empowerment to act in a sustainable way / Test ecological equipment and methods

Did your stay at Saari residence affect your thoughts about ecological sustainability?

1 Not at all   2 Maybe a bit   3 Moderately   4 Quite a bit   5 Significantly

Did the time in Saari Residence affect your motivation to act and think in an ecologically sustainable way?

1 Not at all   2 Maybe a bit   3 Moderately   4 Quite a bit   5 Significantly


Did your empathy towards human and non-human increase or decrease during the residency?

1 Not at all   2 Maybe a bit   3 Moderately   4 Quite a bit   5 Significantly

What kind of ecological insights did you get during the residency?

Did you develop new sustainable habits or routines during the residency?

Other comments, questions, wishes, or feedback?



Modify the answer options with each residency's existing activities

# Activities

# Activity list

## Amenities & weekly activities

- [ecological library](#)
- [electric bicycles](#)
- [electric car](#)
- [mushroom picking map](#)
- [recycling](#)
- [rowing boat/skies/skates](#)
- [sauna](#)
- [shared lunch on Tuesdays](#)
- [special lunch guests](#)
- [vegetable garden](#)
- [weekly grocery shopping](#)

## Organized group activities

- [meet the artist](#)
- [long field trip](#)
- [short field trip](#)
- [study & discussion groups](#)
- [workshops & lectures](#)

[Additional activity ideas →](#)

[← Back to activity list](#)

AMENITIES & WEEKLY ACTIVITIES OR ORGANIZED GROUP ACTIVITIES

# Example activity card

## Category

✓ information ✓ testing ✓ skill ✓ dialogue ✓ empowerment

### Description

A description of the activity

### Pleasure

Subjective well-being that comes from enjoying the moment here and now.

### Personal significance

Subjective well-being that emerges from pursuing personal goals and recognizing achievements toward those goals.

### What could upgrade the activity

What could be an innovative and original idea that could be implemented to activity or to upgrade it?

### Virtue

Subjective well-being that comes from living a virtuous life and behaving morally right.

[← Back to activity list](#)

## AMENITIES &amp; WEEKLY ACTIVITIES

# Ecological library

**Description**

Curated selection of essential books, articles, and podcasts from the field of ecology. (Miro) Ecological library aims to share knowledge, affirm thoughts, and support learning and finding new perspectives.

Library is a combination of physical library (currently at the barn, in the future at the main building) and digital link library (ebooks,, articles, podcasts etc.)

**What could upgrade the activity:**

Movie library (curated selection of DVDs + online material  
Tailor-made podcasts from specialists and researchers (e.g. concerning hope)

**Category**

✓ information ✓ testing skill ✓ dialogue ✓ empowerment

**Pleasure**

Accessing knowledge, enjoying pre-picked collection, discovering inspiration and new material, relieving stress

**Personal significance**

Strengthening knowledge, learning new

**Virtue**

Increasing empathy, receiving support for ecologically sustainable way of thinking

[← Back to activity list](#)

## AMENITIES &amp; WEEKLY ACTIVITIES

# Electric bicycles

**Description**

3 electric bikes + a trailer are free to use and enable trips in the local area instead of a car. Everyone gets guidance on how to use e-bikes beforehand.

**What could upgrade the activity:**

Bicycling route and destination recommendations in Google Maps

**Category**

information ✓ testing ✓ skill dialogue ✓ empowerment

**Pleasure**

Joy of exercise, Getting to know nearby area, Freedom to move faster and further than by foot, Wandering in nature

**Personal significance**

Having a possibility to try e-bike the first time, Participating in the change of emission-free transportation

**Virtue**

Riding an e-bike is emission-free way to travel, Using muscle-power for transportation, Spending time in nature

[← Back to activity list](#)

## AMENITIES &amp; WEEKLY ACTIVITIES

# Electric car

**Description**

Saari Fellows can lend the foundation's electric car to weekly grocery shopping trips to Mynämäki. Also, other beforehand agreed trips with e-car are possible.

**What could upgrade the activity:**

Nature site recommendations in Google Maps

**Category**

information ✓ **testing** skill dialogue ✓ **empowerment**

**Pleasure**

New experience, Getting to know broader area, Freedom to move faster and further than by bike

**Personal significance**

Possibility to try e-car the first time, Participating in the change of emission-free transportation

**Virtue**

Driving an e-car is emission-free way to travel

[← Back to activity list](#)

## AMENITIES &amp; WEEKLY ACTIVITIES

# Mushroom picking map

**Category**✓ information ✓ testing **skill** dialogue ✓ empowerment**Description**

## SEASONAL:

At the moment, there is a verbal description where different mushrooms grow.

In the future, Mushroom picking map could be in Google Maps. Saari Fellows and staff members could add their tips: map would be developing and interactive

**Pleasure**

Pleasure of learning and finding mushrooms, Wandering in nature, Relaxing

**Personal significance**

Getting to know local nature, Strengthening nature contact, Cooking a meal from self-picked mushrooms

**What could upgrade the activity:**

Re-organized recipe book and cooking together after picking mushrooms.

**Virtue**

Respecting nature, Picking a reasonable amount



[← Back to activity list](#)

## AMENITIES &amp; WEEKLY ACTIVITIES

# Recycling

**Description**

Recycling and sorting is vital to Saari Residence. Continual hands-on instructing, info boards and tags about sorting and recycling help Saari Fellows to sort waste into right containers.

**What could upgrade the activity:**

Recycling shelf/stand to recyclable materials

**Category**

✓ information ✓ testing ✓ skill ✓ dialogue ✓ empowerment

**Pleasure**

Sorting waste into right container, Feeling proud of your effort

**Personal significance**

Becoming aware and participating energy recycling, Learning new things, Reducing waste

**Virtue**

Doing your part for common good, Saving the planet

[← Back to activity list](#)

## AMENITIES &amp; WEEKLY ACTIVITIES

# Rowing boat/skies/skates

**Description**

## SEASONAL

Saari Fellows can use Saari Residence's rowing boat Lovisa freely.

Lovisa is located in Saarenranta.

In wintertime, Saari Fellows can use skies and skates freely.

**What could upgrade the activity:**

SUP boards & canoes. Unique way for transportation: row/paddle to grocery store & cafe in Pyhe

**Category**

information ✓ testing ✓ skill dialogue ✓ empowerment

**Pleasure**

Moving freely in different surfaces (in water, on ice), Seeing the area from different perspective, Wandering in nature, Relaxing, Free exercise

**Personal significance**

Getting to know Finnish culture, Learning new skills

**Virtue**

Emission-free way to move and spend time

[← Back to activity list](#)

AMENITIES & WEEKLY ACTIVITIES

# Sauna

## Category

information ✓ testing skill ✓ dialogue ✓ empowerment

### Description

Saari Residence's own sauna where Saari Fellows can spend time together freely.

### Pleasure

Reducing stress and tension, Interacting with others,  
Bodily experience

### Personal significance

Empowering, Diving deep into Finnish culture

### What could upgrade the activity:

Ice swimming

### Virtue

Heating sauna for others as well

[← Back to activity list](#)

## AMENITIES &amp; WEEKLY ACTIVITIES

# Shared lunch on Tuesdays

**Category**

✓ information ✓ testing skill ✓ dialogue ✓ empowerment

**Description**

Saari Residence provides vegan lunch to Saari Fellows every Tuesday during residency.

Experiencing vegan food, delicious meals and discussions.

Occasionally lunch guests are invited to enliven lunch conversations.

**Pleasure**

Eating delicious food and tasting new flavours, No need to cook yourself, Feeling pampered

**Personal significance**

Learning to understand the benefits of vegan diet, Obtaining new ideas to your own diet

**What could upgrade the activity:**

Cooking lunch together with a two-hour cooking workshop (vegan, different cuisines)

**Virtue**

Following plant-based diet in shared meals for two months' residency period

[← Back to activity list](#)

## AMENITIES &amp; WEEKLY ACTIVITIES

# Special lunch guests

**Description**

Saari Residence provides vegan lunch to Saari Fellows every Tuesday during residency. Occasionally special lunch guests are invited to meet and discuss over lunch.

Guests can be cooperators, other artists and researchers, representatives of an art institutions etc.

**What could upgrade the activity:**

Saari Fellows can make wishes for lunch guests.

**Category**

✓ information ✓ testing skill ✓ dialogue ✓ empowerment

**Pleasure**

Eating delicious food and tasting new flavours, Enjoying interaction with others

**Personal significance**

Learning new viewpoints over conversation, Getting advices, Obtaining new ideas from plant-based diet

**Virtue**

Being supportive and respectful conversationalist, Eating plant-based meal

[← Back to activity list](#)

## AMENITIES &amp; WEEKLY ACTIVITIES

# Vegetable garden

**Description**

SEASONAL

At the moment, garden consists of two joint planters for herbs and salads (expanding in the future), apartments' and workspaces' planters, greenhouse, berry bushes, and apple trees. Depending on the season, garden is introduced to Saari Fellows and they can enjoy the crop freely.

**What could upgrade the activity:**

Juicer and a recipe book

**Category**

information ✓ testing ✓ skill dialogue ✓ empowerment

**Pleasure**

Following growth, Spending time outdoor, Tasting and using fresh ingredients

**Personal significance**

Ability to grow your own food, Enjoying the crop

**Virtue**

Local food that you produce yourself and with others,  
Continuity: next resident continues from where you left

[← Back to activity list](#)

## AMENITIES &amp; WEEKLY ACTIVITIES

# Weekly grocery shopping

**Category**

✓ information ✓ testing ✓ skill ✓ dialogue ✓ empowerment

**Description**

Weekly trip to Mynämäki for grocery shopping and running errands (pharmacy, library, REKO ring, etc). First grocery shopping trip is guided. Onwards Saari Fellows go themselves by e-car.

**Pleasure**

Taking care of daily needs, Lending books, Getting to know the local community

**Personal significance**

Learning to estimate own consumption, Experimenting REKO ring

**What could upgrade the activity:**

more services to use

**Virtue**

Concentrating and reducing consumption

[← Back to activity list](#)

## ORGANIZED GROUP ACTIVITIES

# Meet the artist

**Description**

Artists and researchers tell about their work in communal space Saareke in the centre of Mynämäki, or in Titanik gallery in Turku. In the future, the event can also include Saari Residence's topical messages (Meet the artist & Meet Saari people).

**What could upgrade the activity:**

The audience experiencing artwork (participating, interacting) and not just hearing a lecture

**Category**

✓ information ✓ testing skill ✓ dialogue ✓ empowerment

**Pleasure**

Getting feedback and new perspectives, Interacting with different people

**Personal significance**

Testing your own work/thinking in front of an audience,  
Daring to introduce your work to other people

**Virtue**

Contributing to the surrounding community and/or art scene



[← Back to activity list](#)

ORGANIZED GROUP ACTIVITIES

# Long field trip

## Category

✓ information testing ✓ skill ✓ dialogue ✓ empowerment

### Description

One-day field trip for Saari Fellows to selected destination.

### Pleasure

Day off from your own work, Spending time with others

### Personal significance

Getting to know the area, Learning new things, Building sense of belonging to a group

### What could upgrade the activity:

Experiential trip with, e.g., seasonal lunch in a forest

### Virtue

Strengthening group spirit, Being supportive and respectful group member

[← Back to activity list](#)

## ORGANIZED GROUP ACTIVITIES

# Short field trip

**Description**

Two or three-hour field trip for Saari Fellows to local destination. Mushrooms, birds, trees, plants, or nature in general can be the theme of the trip.

**What could upgrade the activity:**

Participatory action, e.g. recognition tasks, not just receiving information

**Category**

✓ **information** testing skill ✓ **dialogue** ✓ **empowerment**

**Pleasure**

Wandering in nature, Enjoying fresh air

**Personal significance**

Learning new things about Finnish nature (species of birds, identifying mushrooms, etc.)

**Virtue**

Increasing nature knowledge, Being supportive and respectful group member

[← Back to activity list](#)

## ORGANIZED GROUP ACTIVITIES

# Study & discussion groups

**Category**✓ **information** testing skill ✓ **dialogue** ✓ **empowerment****Description**

Study & discussion groups can be formed around an interesting podcast, article, movie or other piece of work that can be watched/listened/seen individually or together. Saari Fellows gather to discuss about selected piece of work.

Person who suggests or selects the studied piece of work will introduce the topic in the discussion.

**Pleasure**

Discussing with others

**Personal significance**

Learning new topics and perspectives

**What could upgrade the activity:**

Memorable surrounding (e.g. in nature). Creator of the podcast/article/movie/etc or other specialist as a guest.

**Virtue**

Increasing knowledge on ecological sustainability

[← Back to activity list](#)

## ORGANIZED GROUP ACTIVITIES

# Workshops & lectures

**Description**

Learning by doing with hands-on workshops

Lectures from different themes related to ecological sustainability

**What could upgrade the activity:**

Making something for yourself.

**Category**

✓ information ✓ testing ✓ skill ✓ dialogue ✓ empowerment

**Pleasure**

Working with your hands. Listening interesting perspectives and discussing about them.

**Personal significance**

Learning a new skill or new perspectives.

**Virtue**

Utilizing natural and recycled materials, Reducing carbon footprint, Increasing knowledge on ecological sustainability

# Additional activity ideas

## Refining ideas

Additional activity ideas present unfinished activity cards and two grids of pending ideas made in the co-creation workshop for Saari Residence staff 1st September 2021.

**All the ideas can be refined into completed activity cards or inspire something completely new.** Activity ideas can also be re-examined through themes for the residency period (food, biodiversity, forests, energy, human – non-human relations, sustainable lifestyle, local nature).

**New ideas can be brainstormed every now and then with the same ideating exercise as in the workshop ([next slide](#)).**

## The original activity ideating exercise

Write on slips of paper as many words as comes into your mind from ecological sustainability OR residency.

You have 3 minutes or stop when you run out of paper slips. No self-criticism!

With a pair, choose six slips of paper from the paper pile. Position six paper slips to the grid. Invent to every cell of the grid a new activity utilizing two idea words.

You have 20 minutes, no self-criticism!

	Idea word	Idea word	Idea word
Idea word	<i>New activity idea</i>	<i>New activity idea</i>	<i>New activity idea</i>
Idea word	<i>New activity idea</i>	<i>New activity idea</i>	<i>New activity idea</i>
Idea word	<i>New activity idea</i>	<i>New activity idea</i>	<i>New activity idea</i>

## ORGANIZED GROUP ACTIVITIES

# Cooking together

## Description

Cooking and eating together local and seasonal vegan dishes with a guidance of a vegan chef.

## What could upgrade the activity:

Celebration, e.g. harvest

## Category

✓ information ✓ testing ✓ skill ✓ dialogue ✓ empowerment

## Pleasure

Collaborating and spending time together, Enjoying food

## Personal significance

Learning new, Strengthening existing skills, Familiarizing local cuisine, Collecting Finnish recipes

## Virtue

Satisfaction of vegan cuisine, Potentially tweaking your diet to more ecological direction



## ORGANIZED GROUP ACTIVITIES

## Walking among plants and trees

## Category

✓ information ✓ testing ✓ skill ✓ dialogue ✓ empowerment

**Description**

A walking tour builds knowledge and understanding and adds/strengthens empathy in the Saari Manor premises. Estate Manager tells about trees and plants and bodily, and at times there are imagination exercises to strengthen empathy.

**What could upgrade the activity:**

Celebration, e.g. harvest

**Pleasure**

Listening, Learning, Observing, Spending time with others

**Personal significance**

Expanding empathy

**Virtue**

Increasing nature knowledge and strengthening nature connection

## ORGANIZED GROUP ACTIVITIES

## Birds

**Description**

Idea collection:

- Bird field trip
- Bird watching contest
- Discussion about the metaphor of migration
- Custom order related to bird bay

**What could upgrade the activity:**

Bird watching map where you can tick off birds you have seen.  
Binoculars for everyone.

**Category**

✓ information ✓ testing ✓ skill ✓ dialogue ✓ empowerment

**Pleasure**

Unwinding, Learning new, Spending time together in nature

**Personal significance**

Deepening knowledge, Connecting to local nature

**Virtue**

Understanding special characters of Mietoistenlahti and diversity of birdlife, Protecting birds

# Pending ideas

THEMES	Birds	Deepening ecological thinking and behavior	Recycling
<b>Getting inspired</b>	Learning new through bird field trips, new world Birdwatching contest? tiira.fi Meditative, relaxing way to be in nature	Workshops with different topics Podcasts & articles	Some game? Recycling quiz? Theme weeks Climate puzzle (D-mat)
<b>Making art</b>	Commission related to bird bay Mietoistenlahti (art + science)	Dialogue, sharing thoughts	Utilizing existing materials Material awareness (scarcity of resources, background etc)
<b>Changing mindset</b>	Metaphor of migration Bird bay + migration Maps & perceptions increase understanding	Doing, discussing, thinking	Effects of recycling concretely > How to make visible? 5 's (Refuse, Reduce, Reuse, Repurpose, Recycle)

# Pending ideas

THEMES	Difference/understanding	Learning new	Utopias
<b>Non-fossil energy (electricity)</b>	Energy meter attached to body	Visiting power plant (wind, water, hydrogen, etc.)	Imagining/visualizing post-fossil world
<b>Plants &amp; trees</b>	Empathy exercises towards other species (e.g. "empathy walk")	Tree & plant tour guided by the gardener (Heidi + translator)	Utopia vs. dystopia from the biodiversity perspective (e.g. movie club)
<b>Vegan food</b>	Cooking together with a guiding chef	Wild herb course	Future diet > What future research thinks about food?

## Ways to develop the concept

First of all, **feel free to complete and develop the concept!**

Here are few suggestions for the development:

**The service concept could be supplemented by ideating more activities.** It doesn't mean that more activities are necessary during the residency, but a broader palette of activities for utilization.

**Documenting activity versions used with each residency period by marking down the results** (to activity cards or separate slides) visualizes experiments and helps build the history of tested methods.

Since changing your motivation and developing your thinking takes time, **instilling ecological and sustainable thinking and behavior after the residency could support Saari Fellows.** Ecological sustainability could also be a theme or perspective in Saari Alumni activities.



# Attachments

## INSPIRATIONAL CASE

## Is This How You Feel?

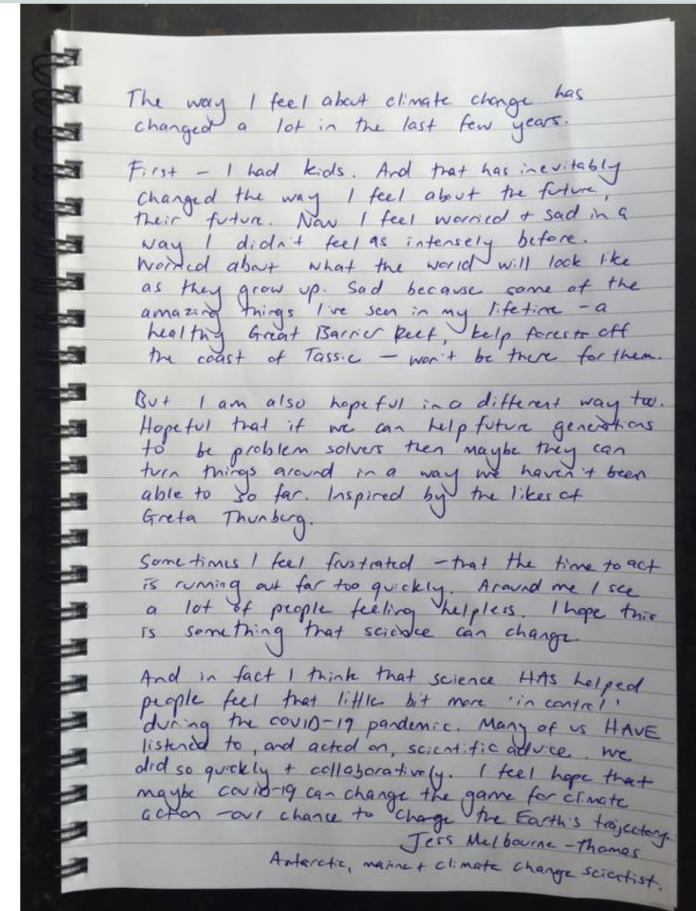
by Joe Duggan

From 2014 to 2015 science communicator Joe Duggan approached the world's leading climate scientists and asked them to respond to one simple question:

### How does climate change make you feel?

Now, more than 5 years since the project launched, he is revisiting the original contributors and asking them the same question once more.

<https://www.isthisshowyoufeel.com/>



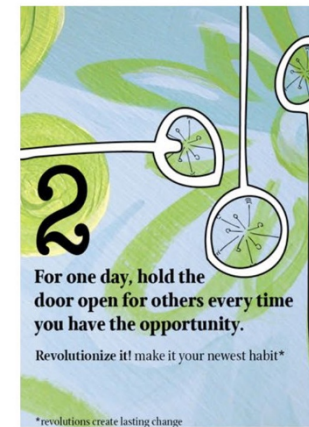
## INSPIRATIONAL CASE

## Boom Boom! Cards

by Ben Gardella, Maggie Pace and Mary Beth Campbell

Boom Boom! Cards is a product that **stimulates altruistic behaviour by performing underground acts of guerilla goodness.**

Users buy a pack of Boom Boom Cards and can 'play' the assignment on every card to set off a chain of altruistic events. After playing, player passes the card on to someone else.





## INSPIRATIONAL CASE

# Feedforward

by Marshall Goldsmith

Feedforward is a variation of the concept of feedback, but with a forward-looking focus. It has strict interconnection with motivation.

Feedforward can inform and empower more responsible decision-making via positive advisory information. It can also instigate the internalization of behavioral change in a more effective way.

**‘What can I do more of or better in the future?’**  
rather than **‘How well did I do in the past?’**



# Deeper dive into the theory

## **Self-Determination Theory**

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## **Positive Design Framework**

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