MISSION

FOR FINLAND

How Finland will solve the world's most wicked problems

CONSIDER IT SOLVED!

Country Brand Report 25.11.10.

3

MISSION FOR FINLAND

HOW FINLAND WILL DEMONSTRATE ITS STRENGTHS BY SOLVING THE WORLD'S MOST WICKED PROBLEMS

Final report of the Country Brand Delegation

Summary

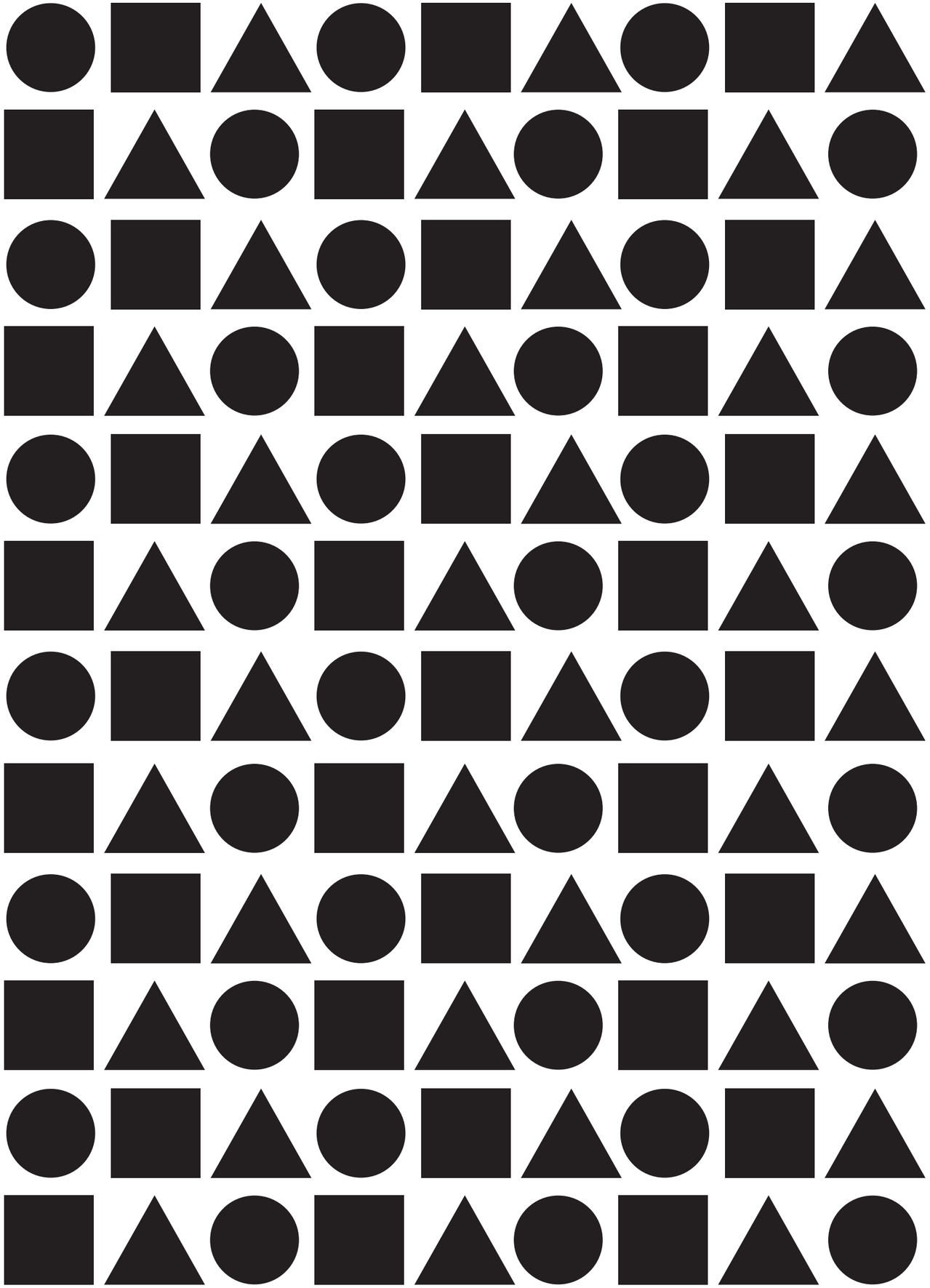
IN 2030 FINLAND WILL BE THE PROBLEM-SOLVER OF THE WORLD

Finland is already the best country in the world. Considering its small size, Finland has an unbelievable array of strengths and opportunities to solve some of the world's most wicked global problems. If Finland did not exist, it would have to be invented. We have a mission.

Finland's greatest strength is the unbiased, solution-focused approach to problems, which derives from our history and culture. When faced with an impossible situation, we roll up our sleeves and double our efforts.

Right now, the state of the world seems in many ways impossible. We are facing global-level challenges: the world must find a sustainable way of life, ways to reduce poverty and ways to produce fewer disposable solutions.

Finland is simply duty-bound to demonstrate that we are able to solve such problems. Finland offers the world functionality and sustainable solutions in the form of both products and services as well as a functional society. Finland offers the world its ability to negotiate so that the world can be a better place to live. Finland offers the world clean water and food and related expertise. Finland offers the world better education and teachers.



SUMMARY

5

We want to harness our solution-focused mindset to solve issues that threaten Finns, Finland and the world in general. There is a demand right now for a problem-solver like Finland. We must also understand this ourselves, proclaim it and even take some blatant pride in it.

The delegation has approached the issue by defining three themes to which our way of working is particularly appropriate. The functionality of Finnish society, our close relationship to nature and a system of basic education that is among the best in the world are not just something to be proud of. If used properly, they can also be efficient tools. The delegation wished to approach global problems from a solution-focused perspective so that culture and the economy, for example, are not regarded as separate areas, but are interwoven under the same themes.

If we are to efficiently utilise our strengths, Finland as a whole must set its targets sufficiently high and involve everyone in the effort to achieve them. If Finland has a mission, there are plenty of sub-tasks for us all. Each one of the three themes – functionality, nature, education – has been divided into concrete tasks, the undertaking of which will help us develop both our own country and the world, while also demonstrating our strengths to the whole world.

Finland's mission is also to learn to tell the world that we are the very ones who can solve the problems.

Our goal is that by 2030, Finland as a country, Finnish companies as companies and the Finns as a nation are known for the fact that we are not afraid of challenges, no matter how strange they may sound, but can truly show our mettle when the situation looks impossible. Consider it solved! In this way, we will be developing Finland's image in the only correct way: by making Finland, and the whole world, a better place to live.

THEREFORE, THE DELEGATION ASSIGNS A MISSION TO FINLAND

Below we present a few examples of the missions assigned by the delegation.

THE MOST FUNCTIONAL COUNTRY IN THE WORLD FUNCTIONALITY: FINLAND TO BE DEVELOPED INTO A SILICON VALLEY OF SOCIAL INNOVATIONS

The value of industrial products is decreasing in the global market. China manufactures cheap goods at a pace that leaves others far behind. However, solutions to

problems are in short supply. Climate change, population ageing, a resource crisis and migration are problems for which solutions are currently in high demand.

The employees, facilities and equipment of Finnish companies form a pool of resources, a large proportion of which goes unused. Factories being abandoned and the available labour form a resource which can be exploited. Finland should utilise this resource for the purpose of developing and promoting social innovations. The Young Foundation in the UK has developed a model in which small user- and employee-oriented organisations develop new initiatives, and factories and major organisations use their own efficient machinery to implement them. This model can be put to use in industrialised areas in Finland to develop new production, new kinds of activities, which will contribute even to the export of social innovations.

DRINK FINLAND
NATURE: LET'S MAKE THE LAKES DRINKABLE AND SERVE ORGANIC FOOD

Thanks to strict protection measures, advanced environmental technology and research, the condition of Finnish inland water systems has improved markedly in the past few decades. But there is still much that can be improved. The delegation is of the opinion that Finland should take action right now to ensure that the majority of our water bodies are potable by 2030.

Cleaning up water bodies is a major national project in which the full range of Finnish water expertise could be utilised. If this project is carried out, it will send a strong signal to the world on the key strengths of Finnish society. Equally as important, it will also enhance the quality of life for all Finns.

Cleaning up the inland waters requires extensive measures in the agricultural and forestry sector in particular. Consequently, the delegation proposes that the emphasis of Finnish agriculture should increasingly be shifted to organic production. The goal is that by 2030, organic production should account for at least one half of the overall production.

If this objective is to be achieved, extensive cooperation is needed between agriculture, research, technology, the food industry and the trade sector. Finland has the opportunity to take the lead in a globally important issue at the image level, in research and in commerce.

TEACHERS WITHOUT BORDERS
EDUCATION: FINNISH TEACHING PROTECTION FORCE IN PEACE WORK

Numerous international surveys have proved it: Finnish basic education is at the top of the table. High-quality education based on equal opportunity has otherwise played a key role in the success story of Finnish society. Education has created prosperity, safeguarded democracy and evened out differences between regions and social classes.

Our expertise in education also offers Finland an excellent opportunity to help emerging countries ravaged by conflict. The delegation proposes that Finland establish an international organisation that would focus on the provision of basic education in crisis areas and serve as a first aid force in education, in the same way as the Médecins Sans Frontières movement, which was started by the French and acts in the field of medicine.

The organisation would assist local teachers in protecting the provision of basic education. With the help of the Finnish example, the organisation would also support the power of education as a remedial force that promotes social change.

BOLD ENOUGH TO TELL

These are just a few examples of the missions assigned by the delegation. The missions are many; some of them major, some minor. Some will take years to complete, some just a moment. The final report of the delegation mainly contains missions directed at society and major actors. However, the website launched at the same time as the publication of the report lists numerous small tasks for all Finns. The principle is that every Finn should find at least one task appropriate for him or her.

The common feature of the missions and individual tasks is that they present a challenge for Finland and Finns. It is not enough that we solve problems and do it well. We must do it in the best way in the world.

We must also be able to tell the world about our achievements. The international communication on Finland's brand will be based on the fact that Finland's strengths can be presented with one voice by as many actors as possible. This is why a strong joint actor is needed for managing international communication and for coordinating and building up the network of key organisations.

THE COUNTRY BRAND DELEGATION THANKS EVERYONE

The Country Brand Delegation was appointed in 2008 for the purpose of creating a strategy for Finland that addresses the external and internal challenges associated with Finland's image.

Building a lasting image requires more than short-term projects or marketing campaigns. We need real actions that capitalise on Finland's strengths and abilities and thus demonstrate them to the whole world.

Most of the impressions people around the world have of Finland are positive, as is demonstrated by a number of international surveys. However, they also show that Finnish reality is even more positive than these impressions and that our country is not at all well known outside our immediate neighbours. International impressions simply do not reveal everything about our genuine strengths. In other words, Finland has not managed to successfully communicate its strengths.

By developing Finland's image we can develop the economy, tourism and international status of our country – as well as a Finland which offers all Finns an even better place to live and work. Through this effort, we can also show Finns even more reasons for being proud of their country, a country which reflects their values.

The delegation thanks all the Finns who have contributed to the country branding work during the past two years: those who participated in the environmental workshop, those who posted their views on the website, the specialists attending business, education and youth seminars, those who attended the session for marketing sector volunteers, those who submitted their ideas to the television programme… and the hundreds and thousands of Finns who voluntarily gave up their time for a joint project.

Our aim was to involve the Finnish people in the country branding work. Thank you for your participation. We hope that the outcome of this work will pave the way for the work that will develop Finland's image as a problem-solver. We also hope that the work done to develop Finland's image will help Finnish students, job-seekers and companies, for example, in the international market. Above all, we believe that this effort will improve our quality of life in this country, the best country in the world.

Now we have a job to do.

FOREWORD 21
Is there a Finn on board? 21
Impressions matter 23
Consider It Solved – a strategy based on a solution-focused approach 27
Durable products, clean water and teachers 29
There is a demand for Finland 31
The Finns create the country brand 35
Objectives of the country branding work 36
Vision 2030 36
The direction of Finnishness 39
Why functionality, nature and education? 41
The Finn is Ilmarinen, the Finn is Väinämöinen 43
Glimpses of Finland in 2030 48
Finland in 2030 as seen from abroad 51
1 Finland – It Works 52
Finland is the most functional society in the world 55
Everyone participate in finding solutions 57
Off the beaten track 59
MISSION FOR FINNISH BUSINESSES:
Solve a global problem and turn it into a good business 60
Finland's strengths – and their further enhancement 61
From quality products to creative solutions 61
MISSION FOR THE MINISTRY OF EDUCATION AND CULTURE: The educational level of immigrants to be raised to the overall level, immigrants to be trained as teachers 62
Functionality is based on equality 63
MISSION FOR SCHOOLS: A Day of Reconciliation 64
What do you mean, Finns can't communicate? 65
MISSION FOR THE MINISTRY FOR FOREIGN AFFAIRS: The Ahtisaari Convention 66
MISSION FOR THE MINISTRY OF JUSTICE: Decision-making tool for the wiki-democracy of the 100-years-old Finland 68
We learned trust as children 69
MISSION FOR THE STATE AND LOCAL AUTHORITIES: One percent to culture 70
Sustainable and functional Finnish design 71
MISSION FOR DESIGNERS: From chairmakers to social developers 72
MISSION FOR FINNISH ENTREPRENEURS: Finnish culture to be included on the shopping list 73
MISSION FOR VOCATIONAL EDUCATION: Vocational school for DIY 74
Finns are creative with their hands 75

MISSION FOR THE MARTHA ORGANISATION: The 'adulthood package' 76
MISSION FOR GRANDPARENTS: Pass on your manual skills 77
MISSION FOR LOCAL AUTHORITIES AND THE STATE: Public procurement to promote energy-efficient products that can be maintained and repaired 78
The poor cannot afford not to buy quality 79
Faith in technology 81
MISSION FOR HOUSING ASSOCIATIONS AND NEIGHBOURHOODS:
Organise a party 82
MISSION FOR ECONOMISTS AND THE MINISTRY OF FINANCE:
Calculate the value of voluntary, peer and domestic work in Finland 82
Talkoot, the Finnish way of problem solving 83
MISSION FOR MUNICIPAL MANAGERS:
Local authorities to engage in productive cooperation with associations 84
Fifteen million Finns 85
Let's find a solution together 87
MISSION FOR COMPANIES OPERATING IN INDUSTRIALISED AREAS:
Finland to be developed into a Silicon Valley of social innovations 88
Who, me? Oh, it's not that important 89
MISSION FOR TEKES: Open innovation camps as tools for creating innovations 90
MISSION FOR EMPLOYERS: Promote teamwork 92
Finnishness supports the lack of hierarchical structures 93
MISSION FOR SCHOOLS OF ECONOMICS AND MANAGEMENT CONSULTANTS:
Create models for management by partnership 94
MISSION IN FINLAND: Public-sector openness to become active 96
MISSION FOR THE PUBLIC SECTOR:
Public officials as warriors of an open information society 100
MISSION FOR SCHOOLS: Schoolwork to be based on open information 100
MISSION FOR UNIVERSITIES: Academic openness into practice 101
Why? 103
A functional society can no longer be based on control 103
Competence follows a good quality of life 103
Technology knows no bounds 105
Consumption drives production 105
CHALLENGE: The functionality of a multicultural Finland 107
Functionality: Finland will offer the world durable products and systems 109
1. We will repair it – Durable products from Finland 109
2. The New Wave challenge 111
3. The Tacit Factory – havens of quiet 113

2 Drink Finland ... 116
Let's make the lakes drinkable and serve organic food ... 119
The story of Finland's lakes is worth telling ... 121
MISSION FOR THE MINISTRY OF FINANCE:
Gross National Sustainability as the new benchmark ... 122
Finland's strengths – and their further enhancement ... 123
Scientific by nature ... 123
MISSION FOR RESEARCH POLICY:
Extensive deployment of material flow calculations, i.e. the Envimat model ... 124
"Save us from war, plague and the Ministry of the Environment" ... 125
Nature for everybody, everywhere ... 127
Nature as inspiration for art ... 129
MISSION FOR SCHOOLYARD DESIGNERS:
Parking spaces to be replaced with nature for a variety of purposes ... 130
MISSION FOR BIOLOGY TEACHERS: Take lessons from the classroom to nature ... 131
MISSION FOR THE TOURISM INDUSTRY: Holiday packages in silent Finland ... 132
Quiet like Finland ... 133
MISSION FOR METSÄHALLITUS: More and better investment in communications ... 134
Everyman's rights – something for everyone ... 135
MISSION FOR THE PRESIDENT: Initiative on Nordic everyman's obligations ... 136
MISSION FOR REGIONAL EMPLOYMENT AND BUSINESS POLICIES:
Turning everyman's rights into livelihood opportunities ... 138
Collector culture ... 139
MISSION FOR INSTITUTIONAL KITCHENS: Portions of the right size ... 140
Ample provisions ... 141
MISSION FOR RESTAURANTS AND THE FOOD INDUSTRY:
Gourmet dishes of roach ... 142
Land of hundreds of thousands of loos ... 145
MISSION FOR THE PUBLIC SECTOR: No bottled water ... 146
Fresh water ... 147
MISSION FOR THE MINISTRY OF THE ENVIRONMENT: Water meters, i.e. water as the vehicle for popularising international environmental policies ... 148
We know how water flows ... 149
Cleantech: Turning Finnish environmental expertise into global business ... 152
Few words, plenty of actions ... 153
The sustainable use of natural resources creates competence with high international demand ... 155
MISSION IN FINLAND: Drink Finland ... 158
MISSION FOR FOREST OWNERS: Moderation in draining forests and swamps ... 162

MISSION IN FINLAND: Half of agricultural production organic ... 164
MISSION FOR THE UNIVERSITY OF HELSINKI AND AGRIFOOD RESEARCH
FINLAND: Establishment of an institute for organic production ... 168
Why? ... 171
Environmental problems on the rise ... 171
Commons are difficult to control ... 173
Nature is scarce ... 173
The challenge: Finland is not yet a sustainable society ... 175
Finland offers water to the world ... 177
1. Peace by water – Finnish water protection force ... 177
2. Finland takes everyman's rights to the world ... 179
3. Finland = a country of superfoods ... 181
4. Food irrigated with rain water ... 185
3 Finland Gives You a Lesson ... 188
Finns are the best in the world at teaching and learning ... 191
Finnish teachers know how to laugh ... 193
MISSION FOR SCHOOL CHILDREN: Do something together even with the quietest ones in the class ... 194
Finland's strengths – and strengthening them ... 195
The world's best learning outcomes ... 195
MISSION FOR SCIENCE CENTRES: set up PISA centres ... 196
MISSION FOR THE POLITICIANS: The best school for all in a diversifying society ... 198
A school fit for a president in every village ... 199
MISSION FOR HEAD TEACHERS: Make schools a centre for neighbourhood democracy ... 200
MISSION FOR PUBLIC FIGURES AND TOP SPORTING FIGURES:
Teach in a school once a year ... 202
The best comprehensive school ... 203
MISSION FOR PARENTS OF SCHOOL CHILDREN:
Club activities and parents' learning obligation ... 204
On the individual's terms: Icehearts ... 207
MISSION FOR THE IT SECTOR AND PEDAGOGUES:
New innovations in teaching technology should be developed ... 208
Highly educated teachers ... 209
MISSION FOR HIGHER EDUCATION INSTITUTIONS AND UNIVERSITIES:
Copying the PISA success at higher education institutions ... 210
Higher, higher, higher ... 211
MISSION FOR MUSEUMS: National heritage the property of the nation ... 212
'A small nation can be big through education' ... 213

MISSION FOR THE MEDIA: The popularisation of science to new levels 214
MISSION FOR LIBRARIES: Ensure you are indispensible for Finland in the 2020s.....216
The best version of the information society: the library.....217
MISSION FOR OWNERS OF ADVERTISING SPACES: Space for social communication.....218
MISSION FOR SCHOOLS AND LOCAL AUTHORITIES:
Culture for free for those in their last year at school 219
MISSION FOR THE MINISTRY OF EMPLOYMENT AND THE ECONOMY,
THE MINISTRY OF EDUCATION AND CULTURE AND COMPANIES:
The apprenticeship system should be developed.....220
Workplaces are places in which to learn.....221
MISSION FOR THE SOCIAL WELFARE AUTHORITIES:
A Catcher scheme for those in danger of exclusion should be created.....222
Leisure pursuits are also part of learning.....225
Both Esa-Pekka Salonen and PMMP have needed music education.....227
MISSION IN FINLAND: Leadership is teaching..... 228
MISSION FOR TRADE UNIONS: Master diplomas for the best workplace teachers.....232
MISSION FOR HIGHER EDUCATION INSTITUTIONS AND UNIVERSITIES:
A period as a teacher, mentor or disseminator of information as part of all degrees.....233
Why?.....235
There is demand for prosperity 235
Finland is becoming a service society.....237
Solving the most wicked global problems will not succeed without education 239
The challenge: The desire to learn is most important.....241
Finland provides the world with teachers.....245
1. Visionaries – The world's best lessons 245
2. Kansankynttilät – Finnish teaching protection force in peace work 247
3. The Seminar – 30 international starting places in teacher training a year.....251
Current state of Finland's brand.....253
Frequently asked questions 253
What is a country brand? 253
Why is a country brand important?.....255
Will country branding work turn Finland into a product and all Finns marketers? 255
What makes the issue so difficult then?.....257
A country brand sounds like a complicated overall concept. Can it be influenced
in any way? 257
Have country branding projects been carried out in other countries?.....259
What is the current state of Finland's brand?.....263
Why not rectify the situation immediately with a proper marketing campaign
and slogan, such as was undertaken by India ("Incredible India")?.....265

Tourists' impressions of the country are nevertheless important in creating
a country brand. Has this not been taken into consideration in Finland? 265
The widely read American magazine Newsweek already declared Finland
the best country in the world. Why is country branding work still needed?.....267
How can Finland's country brand be measured? 269
The Swedes are generally great at marketing. How has country branding been
carried out in Sweden?.....285
Brand Sweden: The road to an updated image of Sweden abroad (2008) 291
Background to the country brand survey.....297
How has Finland's image and country brand been studied in Finland? 297
Working group on Finland's image of the Ministry of Trade and Industry (1987) 299
Advisory board on international communications (KANTINE, 1988–90).....301
Jörn Donner and Martti Häikiö: The image of Finland in the year zero (1991).....305
Other studies on the image of Finland.....307
Studies on tourism branding 311
What other reports and studies support country branding work?.....311
Pekka Himanen: The Finnish dream: innovation report (2007) 313
Antti Hautamäki (ed.): Transforming Finland: People as transformation factors,
institutions as supporters of people (Sitra, 2008).....315
Aarne Nurmio and Teppo Turkki (eds.): Vibrant Finland (Sitra, 2010).....317
Pekka Himanen: Handbook for prosperity (2010) 323
Finland 2020 – From thought to action. Final report of the Growth Initiative
working group (2010).....325
Country branding work and resources 331
Follow-up to country branding work 341
MISSION FOR THE MINISTRY FOR FOREIGN AFFAIRS, THE MINISTRY OF
EMPLOYMENT AND THE ECONOMY AND THE MINISTRY OF EDUCATION AND
CULTURE: Enhancing country branding work by developing the House of Finland
operating concept.....342
Work of the Country Brand Delegation 351
Work process.....351
Strategy working group.....353
Culture working group 355
Communications working group.....355
Business working group 361
Themes: Functionality, nature and education 361
Proposals for action: Finland can solve it 363

Alexander Stubb, the Minister for Foreign Affairs, appointed a delegation to develop Finland's country brand in September 2008, and Jorma Ollila, Chairman of the Board of Directors of Nokia and Shell, was invited to be its Chairman. The other members of the delegation are Esko Aho, Executive Vice President; Paulina Ahokas, Director; Eija Ailasmaa, President & CEO; Jukka Hienonen, CEO; Jan Hultin, Director; Mika Ihamuotila, President and CEO; Professor Laura Kolbe; writer and MEP Lasse Lehtinen; Chancellor Ilkka Niiniluoto; René Nyberg, CEO; Helena Petäistö, correspondent; Kirsi Piha, communications consultant; Osmo Rauhala, artist; Aki Riihilahti, sportsman; Kai Seikku, President; Petri Tuomi-Nikula, Head of Department; Erkki Virtanen, Permanent Secretary; Batulo Essak, midwife, nurse; Kristiina Helenius, Managing Director; Helena Hyvönen, Executive Dean; and Maarit Toivanen-Koivisto. Marco Mäkinen, Managing Director, acted as an expert member of the delegation.

This report is based on work carried out by the delegation over the past two years. The delegation and its various working groups have compiled material and determined which are the core elements of Finland's country brand. The various working groups prepared reports on the results of their work.

Next, a separate management group compiled the ideas into a report. In the third stage, the management group examined the chosen themes in more detail and turned them into concrete proposals for action. The delegation also invited the think tank Demos Helsinki to take part in this work. Demos Helsinki has created the content and text on the themes chosen by the management group using material previously prepared by the delegation. This result of this work can be seen in the introduction to this report and the chapters on the three themes.

The report, which is based on the work of the delegation, was prepared and written by the following people: Antti Isokangas, communications consultant; Demos Helsinki (Tuuli Kaskinen, Tuula Kousa, Outi Kuittinen, Tommi Laitio, Antti Lippo, Roope Mokka, Aleksi Neuvonen, Tuula Tuomi and Simo Vassinen), and Harri Kilpi, project assistant, Ministry for Foreign Affairs.

"You could argue that for anyone other than a Finn, it is a disaster to spend three years in Finland, as I have just done. Finland is flat, cold and far from the busy centres of European life. Nature has not favoured Finland, nor has art for that matter.
Up until quite recent times, the residents of Finland have included peasants, hunters, fishermen, and a small group of foreign rulers who spent most of their money elsewhere. The rich cultural history of Europe has left fewer marks in Finland than anywhere else in the Western world, perhaps excluding Iceland. Finnish cuisine deserves an extra punishment for its barbaric dreadfulness: only the mushrooms and crawfish are worth mentioning."

- Sir Bernard Ledwidge, Ambassador of the UK, on Finland in October 1972

IS THERE A FINN ON BOARD?

Many films feature a scene where a passenger on an aircraft is suddenly taken ill. At the critical moment, people start looking for someone who could help. The voice of a crew member comes over the loudspeaker: "Is there a doctor on board?"

It is easy to compare the present-day world to a long-haul flight. Problems are shared, as those on board have only one another to depend on. When a crisis strikes, each individual has a duty to help everyone else.

Every problem is also an opportunity. For Finland, problems offer a unique opportunity to raise our international profile and to promote global awareness of Finland as a problem-solver.

Finland's greatest strength is the unbiased, solution-focused approach to problems, which derives from our history and culture. When faced with an impossible situation, we roll up our sleeves and double our efforts.

Of course, a small country cannot expect to solve everything. We should rather focus on the areas in which we have a proven track record – functionality, nature and education – and find a way to solve global problems in these areas in the best way in the world. We are simply duty-bound to demonstrate that we are able to solve such problems.

Finland offers the world functionality and sustainable solutions in the form of products and services as well as a functional society. Finland offers the world its ability to negotiate so that as many people as possible can have the opportunity to lead good, safe lives. Finland offers the world clean water and related expertise. Finland offers the world better education, better teachers and education-related expertise.

This way we will help the world as well as ourselves. And the world will learn, when faced with a problem, to ask: "Is there a Finn on board?"

JOINTLY WITH FINNS

WORKING GROUP DAY FOR CULTURE

A working group day on the country brand of the cultural sector was organised at the Aalto University School of Art and Design on 8 May 2009. The event was attended by 40 representatives of music, fine arts, sports, design, cinema, dance and other fields of culture. Finland's country brand was discussed in six different groups, and the issues that emerged included the depth and edge of Finnish culture, the Finnish relationship with nature, organic production, sustainable products and a functional society.

LEVI SUMMIT

The Levi Summit expert seminar was organised in Levi on 3 November 2010, the theme of which was the exploitation of Finland's country brand in the business operations of companies. The contributors at the seminar addressed the international image of Finland from the particular perspective of corporate marketing, but also from the perspective of culture and sports. In the workshops, the participants worked on practical ideas and proposals for actions and tools that would make life easier for Finnish companies on the international markets.

LOOKING FOR THE LOST YOUTH

On 3 December 2009, the City of Helsinki Cultural Office Stoa organised a seminar entitled Looking for the lost youth, during which the social exclusion of young people and its causes were discussed, and more importantly, solutions were sought and proposed by various people including Youth Researcher Tommi Hoikkala, ETLA CEO Sixten Korkman, Demi magazine's Editor-in-Chief Jenni Lieto and the editorial staff of the Nuorten Ääni publication.

ENVIRONMENTAL WORKSHOP

A workshop was organised in Helsinki on 21 January 2010, attended by one hundred environmental experts from various associations, organisations and companies. Instead of giving lectures, the participants divided into small groups in which they worked on proposals for practical actions. The subjects included Finland's role in solving global environmental problems, changing the Finnish way of life to make it more environmentally friendly, as well as the responsibilities of individuals and institutions.

IMPRESSIONS MATTER

Finland is not very well known outside its immediate sphere of influence. There are only a few Finns enjoying world-wide fame. Marketing and communication skills are still not among our greatest strengths.

A Country Brand Delegation was appointed in 2008 to meet these challenges: to create a strategy for Finland which will make the world turn to us for help, more often and more efficiently.

Six key objectives have been set for the development of the country brand:

- Increasing the appreciation of the fruits of Finnish labour, that is, promoting the export of Finnish products and services
- Promoting international investments in Finland
- Promoting inbound tourism to Finland
- Promoting the international status of the Finnish State
- Promoting the appeal of Finland among international professionals
- Raising the national self-esteem of Finns

The objective of branding is to promote the Finnish economy, tourism and Finland's international status. However, in essence this is not just a project carried out for the government or trade and industry. Branding work is part of the effort to develop a Finland that will offer all Finns an even better place to live and work. This will also help Finnish businesses.

Nation branding requires a different effort than branding a yoghurt or tooth paste. Countries are associated with much more complex issues than products; the related impressions are richer, and the behaviour and communication of a country's organisations, businesses and citizens are much more fragmented and more difficult to steer than a company's marketing campaign.

However, just like the products displayed in shops, countries compete with each other in many ways. The competition is about people's choices. Shall I buy Finnish or Korean? Shall I travel to Finland, Sweden or New Zealand for a holiday? Shall I organise the summit in Finland or in Switzerland? Shall I hire a Finnish expert or a specialist from India? Thousands of such choices are made daily, and together they have a significant effect on whether Finnish people have jobs and on the types of opportunities which will open up for us.

Finland and its future should also be regarded from the perspective of a brand, in other words, the perspective of reputation and the impressions it gives rise to. Images of Finland can be very different, depending on whether you look at the country though the eyes of a Finn or a foreigner, or whether or not you have first-hand knowledge of the country and its people.

While we Finns are the best experts on our own country, we are often also blind to its strengths. When Newsweek ranked Finland as the world's best country on the basis of criteria emphasising the environment, education and the quality of life, this was hard for us to accept. The grass is not necessarily greener on the other side of the fence, but it definitely looks like it.

Impressions of Finland vary greatly even outside the borders of our country. We are best known in our neighbouring countries, since many of our neighbours have visited Finland and met Finns. But the majority of the world's people – even the majority of those who make important decisions affecting Finland on a daily basis – do not have any personal experience of our country. The only thing they have to go on are images.

Even if you cannot brand a nation, what you can do is to define a target image. The country, its organisations, enterprises and citizens can also take concrete action to develop the image in the desired direction.

SIKALA SUMMIT

More than one hundred professionals in marketing communications convened in an informal cooperation event at Restaurant Sea Horse, Helsinki, on 3 March 2010 to brainstorm ideas on making Finland world famous. The results of this voluntary work, including the branding of silence and an online service that would allow Finns to solve the world's problems, were presented to the Country Brand Delegation. .

SEMINAR ON EDUCATION

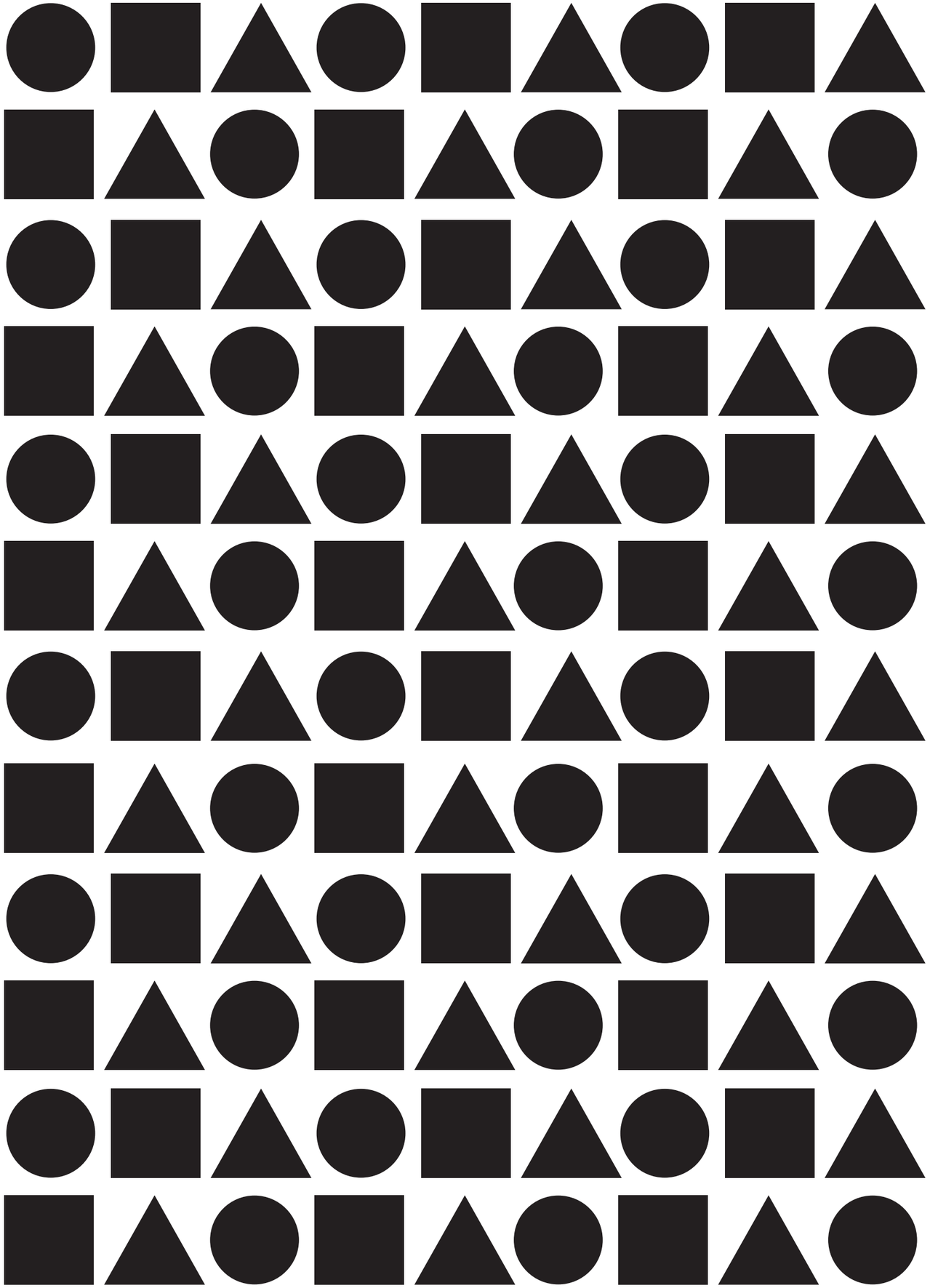
A seminar, open to the public, was organised at the University of Jyväskylä on 25 March 2010 under the title "The Finns are the world's best teachers and learners — how do they do it?". The discussions focussed on three themes: education of the future, working life of the future and the role of education as part of the image of Finland. The presentations given at the event included ones by the author Carl Honoré (Slow – live slower! Family under pressure?), the futurologist Mika Mannermaa and Kirsti Lonka, Professor of Pedagogical Psychology.

MISSION FOR FINLAND

A live TV show entitled 'Task for Finland' was broadcast on the MTV3 channel on 14 April 2010. It had more than 300,000 spectators. Finnish private persons, companies and organisations sent almost two hundred ideas for actions to the Task for Finland website. From them, the pre-jury selected seven ideas, after which the jury of experts headed by Jorma Ollila selected the top three that qualified for public voting. The winner was a proposal entitled Uplift for Finland from water expertise. The runner-up was a proposal entitled Let's make Finland the country of organic produce and third was the idea of a Martti Ahtisaari Centre.

WHAT IS FINLAND?

More than 200 proposals on various subjects related to Finland and being Finnish were published on the www.mitasuomion.fi website between February 2009 and summer 2010. More presentations were also compiled in the book Mitä Suomi on? (What is Finland?) published in February 2010 The subjects in the book vary from starting school to the commercialisation of technologies and from pop music lyrics to the deepest essence of being Karelian. The writers included Outi Nyytäjä, Stan Saanila, Heikki Turunen, Maija-Riitta Ollila and Jyrki 69 – plus dozens of other famous and less famous Finns. 15,000 copies of the book were printed, and it was available for free from many libraries and Europe Information Points.



CONSIDER IT SOLVED – A STRATEGY BASED ON A SOLUTION-FOCUSED APPROACH

The theory of brands differentiates between three elements:
1) 'target image' refers to a description of the aspects through which the business (in this case, a country) wishes to establish a positive image of itself. It describes the targeted brand content.

2) 'Brand' is the sum total of all of the impressions, experiences and information an individual has concerning a given object. A brand is always true, even if it is different from the company's or country's intent.

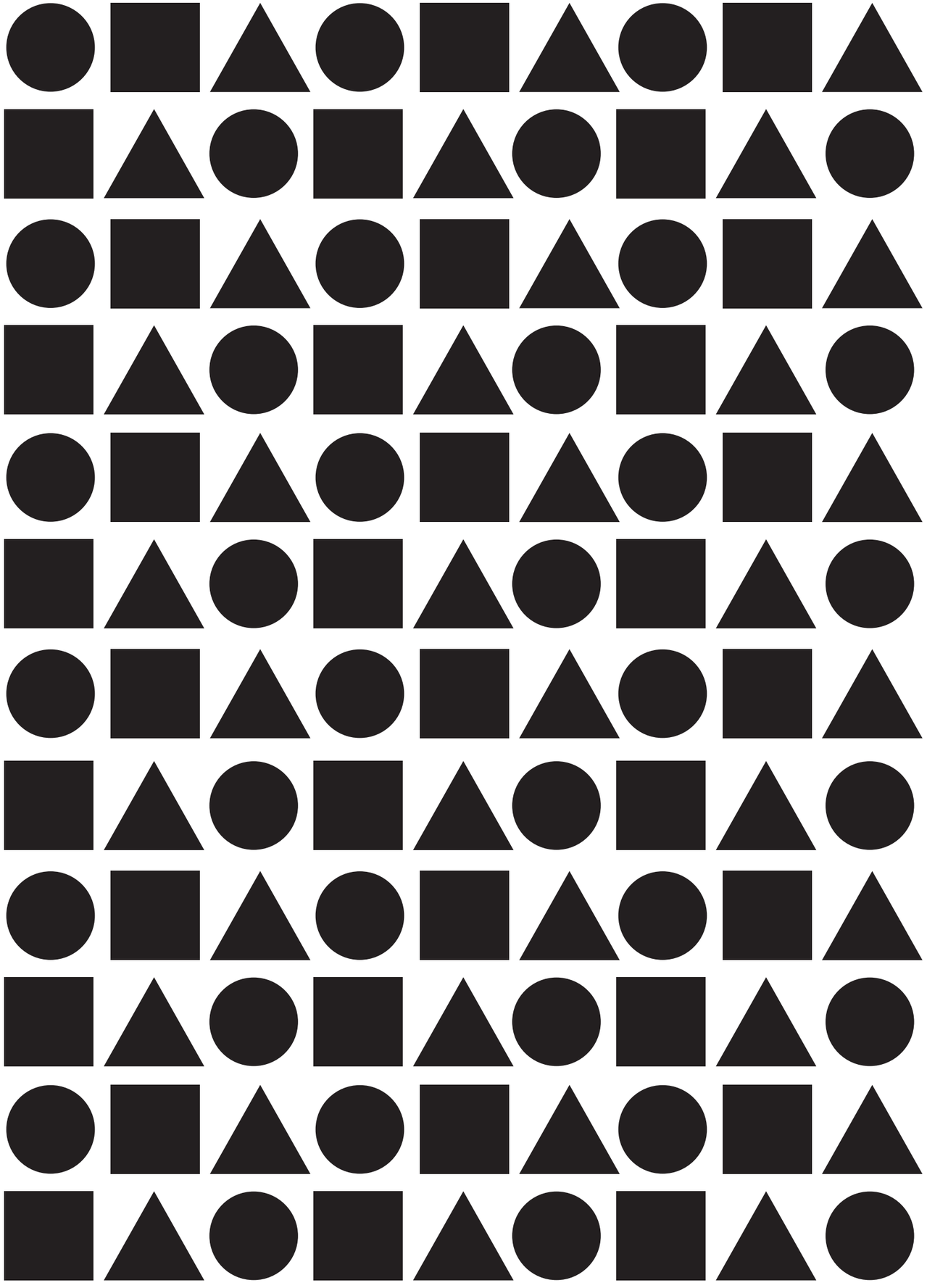
3) 'Brand building' refers to the work a company does to ensure that the brand perceived by the public is as close to the company's or country's target image as possible.

The task assigned to the Country Brand Delegation was to determine Finland's target image. The target image of Finland is to be a country which solves problems. Functionality, nature and education are also integral aspects related to this image.

Besides providing a description of the target image in its report, the delegation also assigns various missions to different actors. If realised, these missions will develop the image of Finland in the targeted direction. All of the missions take the form of concrete actions and constitute a part of the brand building work. In this case, this does not mean logos, slogans or marketing campaigns, but actions.

The delegation involved the Finnish public in its effort to define a brand for Finland. It has compiled information, discussed matters with Finnish and international experts and involved the Finns in the country branding work through seminars, media campaigns, online services and, most importantly, through face-to-face discussions. The goal has been to ensure that anyone wishing to contribute to the work has had an opportunity to do so.

The work has shown that besides challenges, Finland has genuine strengths and unparalleled opportunities. There is something particularly unique about our culture. While the Finnish cultural sector does not produce world-famous entertainment for large audiences, the number of talented, individualistic



performers at the top of their chosen field is exceptionally large in relation to our population. This persistence, which characterises our art, is also reflected in the way we address problems.

Our opportunities lie in how we can harness this solution-focused mindset to solve issues that threaten Finns, Finland and the world in general. We are even justified in thinking that the world currently needs a problem-solver like Finland. If Finland did not exist, it should be invented.

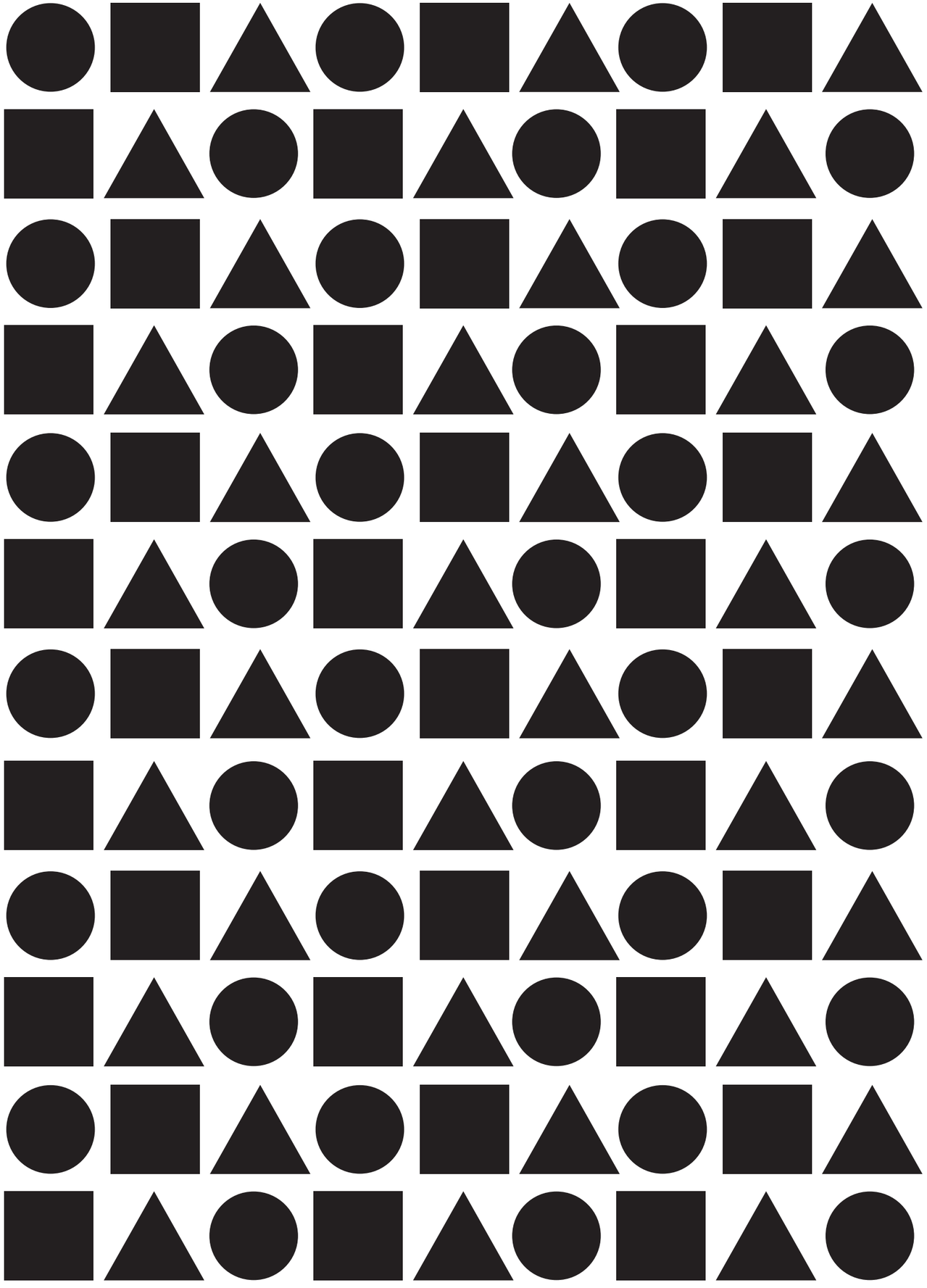
DURABLE PRODUCTS, CLEAN WATER AND TEACHERS

The delegation attaches special importance to three themes which are particularly close to Finland and to which our way of working is particularly appropriate. The functionality of Finnish society, our close relationship with nature and a system of basic education that is among the best in the world are not just something to be proud of. If used properly, they can also be efficient tools.

In the image competition against other countries, Finland cannot, and should not, focus on anything else but its actual strengths and the factors that make it stand out. An effort to associate Finland with images that are not true will not make the country stronger. But if we reinforce the image of Finns as a nation with a solution-focused mindset, a nation which functions, which enjoys the best education in the world and for which nature is an important resource, Finland could become extremely attractive on the basis of aspects that are true.

In its consideration of Finnishness and Finland's strengths, the delegation did not apply a traditional classification which considers, for example, the economy and culture as separate areas. This is why we did not wish to consider culture as a theme separate from society in general. Culture is such a key element of our identity that it has a strong presence in all of our key strengths. The themes of functionality, nature and education are also based, above all, on the distinctive characteristics of our culture.

If we are to efficiently utilise our strengths, Finland as a whole must set its targets sufficiently high and involve everyone in the effort to achieve them. This also requires sharing the targets. Under each one of the three themes – functionality, nature, education – the delegation has identified missions,



the undertaking of which will help us develop both our own country and the world, while also demonstrating our strengths to the whole world.

The missions are not easy. Under the functionality theme It Works, the openness of the Finnish culture and its lack of hierarchical structures are employed to solve problems related to society, working life and consumption. The environmental theme Drink Finland sets as a goal that by 2030, all of Finland's inland water bodies will have been cleaned so as to be potable, and that in agriculture, the share of organic production will have increased considerably. The educational theme Finland Gives You a Lesson further emphasises the role of education in Finnish culture and the key importance of pedagogic expertise in Finnish society.

All of the missions have three levels: a global, national and individual level. Some of the missions are directed at political leaders or all Finns, some at specific sectors or social groups. Carrying out the major missions will require the performance of several challenging sub-tasks. Cleaning up water bodies, for example, requires radical agricultural reforms, while the international reputation of the Finnish education system should be promoted by establishing a global training programme for the best teachers in the world.

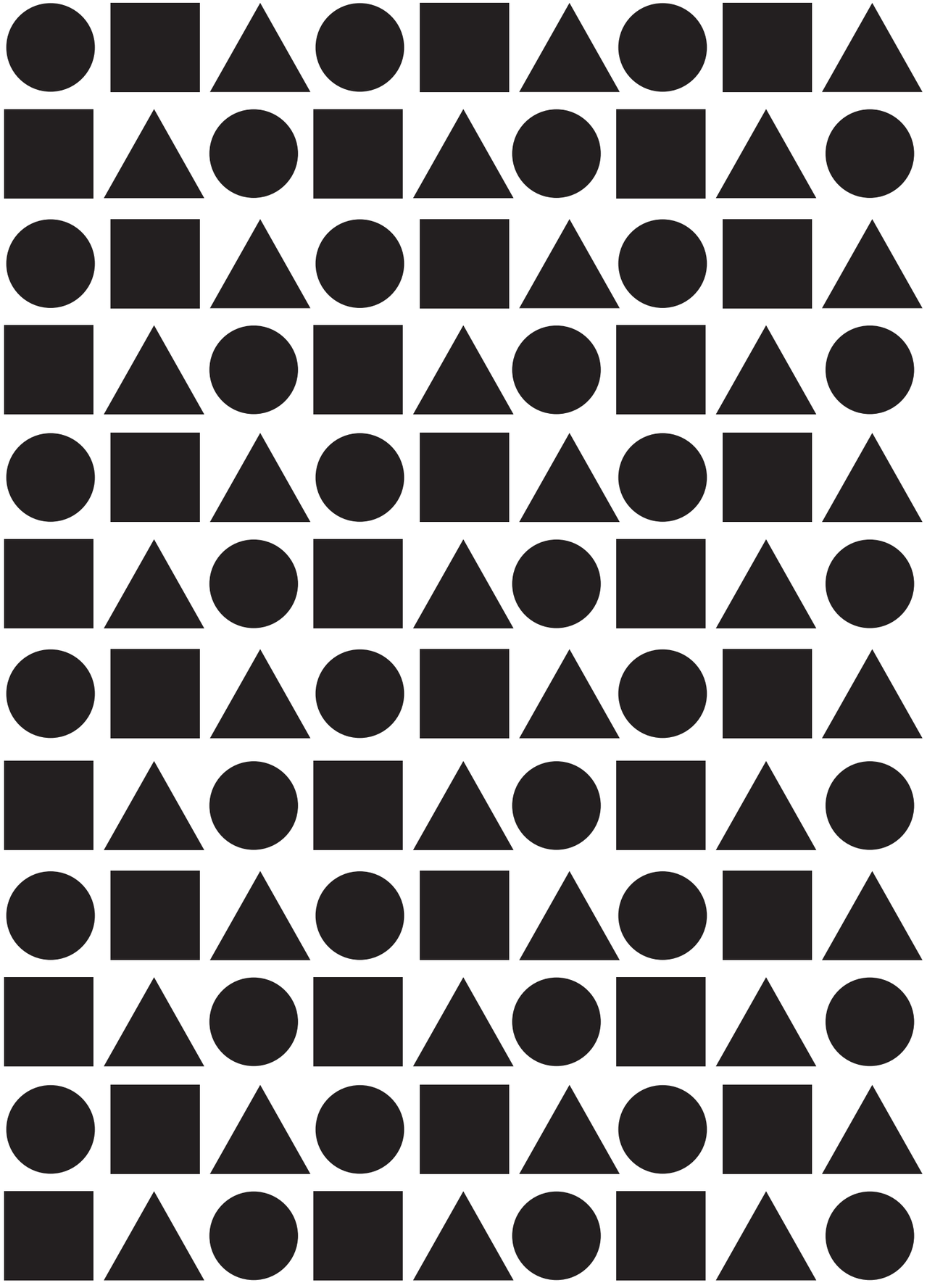
The time span of the missions is long. Some will take years to complete, some will take decades. The greater challenge involved is to imbue the Finnish people with the necessary faith and will – and to sustain it.

THERE IS A DEMAND FOR FINLAND

Some may be disappointed that the delegation talks about nature and education. What is new in that? Did the delegation end up with the same traditional image of Finland that we should attempt to discard?

No. It is natural that the work aimed at developing the image of Finland is based on Finland's actual strengths. We can only find our special, unique place among the countries of the world if we identify our strengths and reinforce them.

It must also be noted that even if the themes chosen by the delegation are traditional, the approach is not. For example, when this report discusses nature, this means more than just standing on the shore of a lake admiring



the sunset. Instead, we focus on the relationship Finns have with nature and their ability to solve nature-related problems and to find ways in which Finns can also help solve problems elsewhere.

Images take years – decades – to form, and a brand is created gradually and even small steps make a difference over time. The world's most valuable corporation and country brands have a long history behind them, and their message has remained constant throughout the decades.

It would certainly be more exciting to try and brand Finland as the perfect place for a beach holiday or a high-growth nation rich in people and resources. It would not work, however, as besides not being true, this would conflict with existing images.

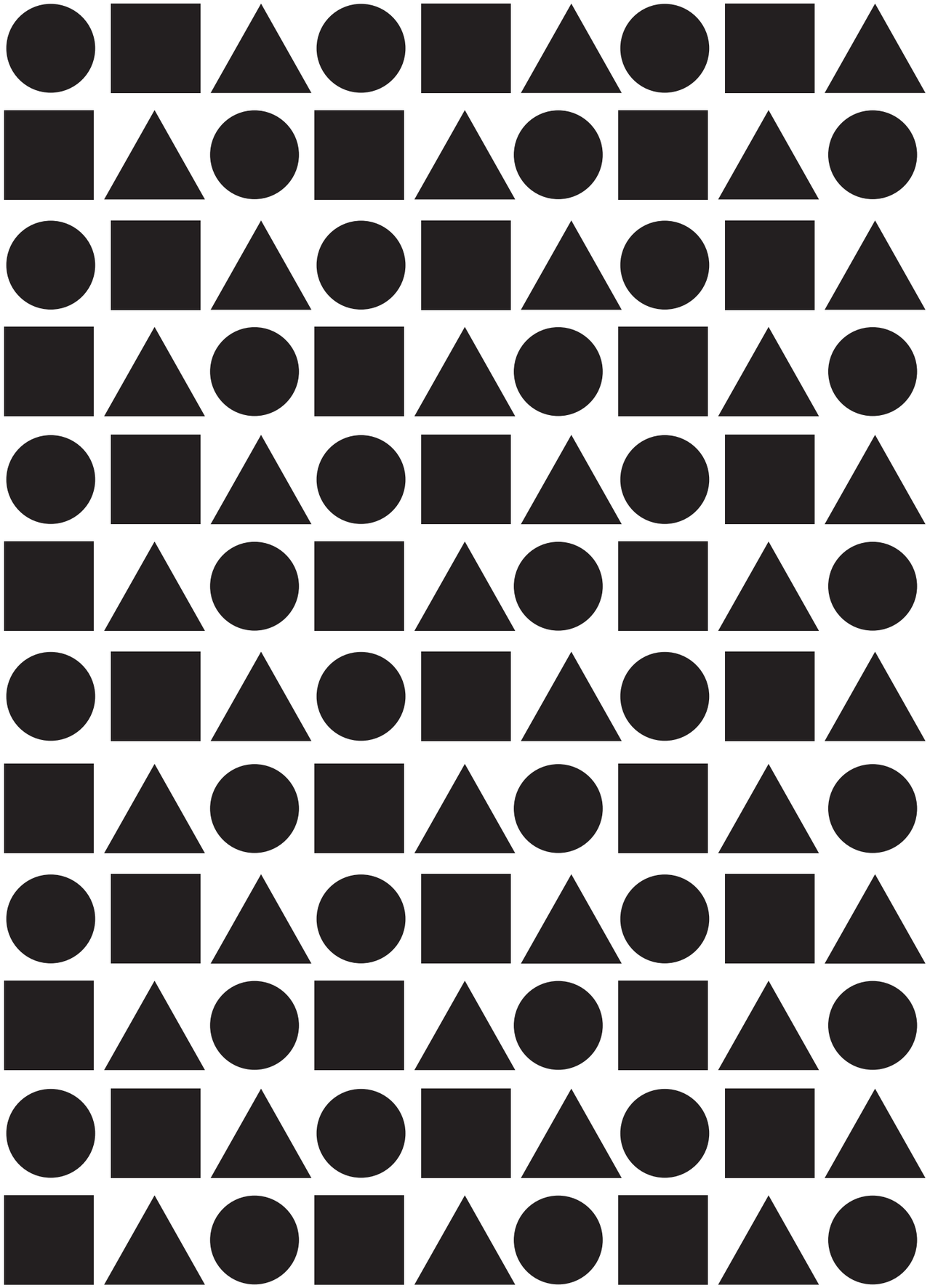
Instead of setting something new and exciting as Finland's target image, we should hold on to the factors for which we are already known. We should simply interpret these factors in a way that is new for ourselves and for the world, a way that is appropriate in the present day.

Fortunately the images Finland is traditionally associated with are now more relevant than ever. The world is faced with increasingly challenging problems, and we are good at solving them. We are particularly well equipped to solve problems related to functionality, nature and water, and education. We also have a solid track record in peace mediation.

Instead of desperately seeking new and exciting aspects to add to our target image, we should hold our course. Finland's appeal is growing in a changing world. The things we are known for are more important than ever. The demand for us is increasing constantly.

But still, is it not a bit megalomaniacal and foolish to attempt to solve the world's problems while so many of our own problems still need to be solved? Unemployment is increasing, the population is ageing, and mental problems are becoming more common.

We believe that the work should be started at once, as the measures proposed by the delegation will improve Finland and increase well-being. At the end of the day, improving reality and strengthening an image are the one and the same.



The answer to questions like “Has Finland now been branded?” or “Is the country brand now ready?” is easy: no, it has not, and no, it is not. The word ‘brand’ is a vogue word that was first used in connection with nations only some ten years ago, yet using reputation and images as the basis for developing a country date back much further.

In Finland, too, branding started before the country became independent. Bodies working towards an independent Finland invited journalists to visit Finland to learn why the country should be independent. The fact that Finland’s aspiration for independence was favourably greeted by other countries may be partially regarded as the result of these visits. Since Finland attained its independence, the government, Finnish companies and individual citizens have often considered aspects relating to reputation and image when making decisions. A number of surveys and reports on the image people have of Finland have been commissioned over the years, and there will surely be more to come.

FINNS CREATE THE COUNTRY BRAND

The delegation alone cannot turn Finland into a strong country brand for Finland, but Finns can do it if they so wish. Furthermore, this report is nothing more than a starting shot to point the direction. It outlines a target image that is useful for Finland and describes what Finns can do to improve Finland’s reputation and enhance its image.

So, Finland should attempt to solve the most wicked global problems. But it is not enough that we solve problems and do it well. We must do it in the best way in the world.

This is the only way we can concretely demonstrate that Finland is a country and a nation which does not simply churn out reports, but solves problems better than any other country. We are not afraid of challenges, no matter how strange they may sound, but can truly show our mettle when the situation looks impossible. And when a crisis occurs, the natural thing to do is to ask: “Is there a Finn on board?”

This will make the world take notice of Finland and Finns, thus allowing Finnish companies to optimally exploit their Finnishness as a competitive edge. And in this way we will be developing Finland’s image in the only correct way: by making Finland, and the whole world, a better place to live.

VISION 2030

What will Finland be like in 2030? By that time, the tasks assigned in this report have been carried out, and the strengths of Finnish society will have been refined into practices that benefit the whole world. What will Finland's place and role be in the world of 2030? That world will in any case be different in many ways from the world of 2010.

1. THERE WILL BE MORE WORK AVAILABLE IN FINLAND, AND IT WILL BE MORE MEANINGFUL

Finnish businesses both large and small, local authorities and public organisations in urban and rural areas alike will be involved in seeking solutions to the world's most wicked problems. We will have as much work as we have time for.

In terms of content, work will also change, becoming constantly more meaningful and rewarding. Work related to problem-solving will be interesting and challenging, and it will really make a difference.

2. RESOURCES WILL BE INVESTED IN FINNISH CREATIVITY AND EXPERTISE

Since the Finn's inventiveness and original problem-solving approach is so efficient, people around the world will be aware of and believe in it. Finland will be a desired and profitable country in which to invest.

3. TRAVELLERS WHO APPRECIATE FINLAND WILL HAVE DISCOVERED OUR COUNTRY

Finland will be the number one destination for discerning, quality-conscious travellers. People from all corners of the world will travel to enjoy the silence of the Finnish lake scenery. An increasing number of people will see Lapland as an exciting adventure. The unconventional nature of Finnish cultural events and the personal character of Finnish cities and towns will appeal to an ever-increasing group of fans.

4. FINLAND WILL BRING CLEAN WATER AND SCHOOLING TO AREAS RAVAGED BY CONFLICTS

Finland will be involved in peace mediation all over the world, with a particular focus on water-related expertise and the provision of basic education in areas ravaged by conflicts. Finland's expertise and efforts will be appreciated, and our views will be carefully listened to in the framework of international cooperation.

5. FINLAND WILL ATTRACT WORLD-CLASS SPECIALISTS

International top-class professionals will compete for jobs in Finland and in Finnish companies. People all over the world will dream of getting a chance to study and work in Finland.

Finnish work and expertise will also be internationally respected. For example, the know-how of Finnish teachers, nurses and organic farmers is sought after outside the borders of our country.

6. IT WILL FEEL REALLY GOOD TO BE A FINN

Finland will be so efficient in solving domestic and global problems that the myth of the Finns' low national self-esteem will be gradually forgotten. 'Low self-esteem' will be something that you do not come across anywhere except the historical exhibition built around the theme.

In 2030, Finland and Finns will play a prominent role in finding solutions to the world's most wicked problems: together with others, teaching one another and focusing on the solution. That is, blatantly, openly and sometimes in a somewhat strange manner. The way only a Finn can.

THE DIRECTION OF FINNISHNESS

The purpose of this report is to identify the strengths of Finnish society for which there is a demand in the world and with which Finland can help humankind to solve wicked global problems.

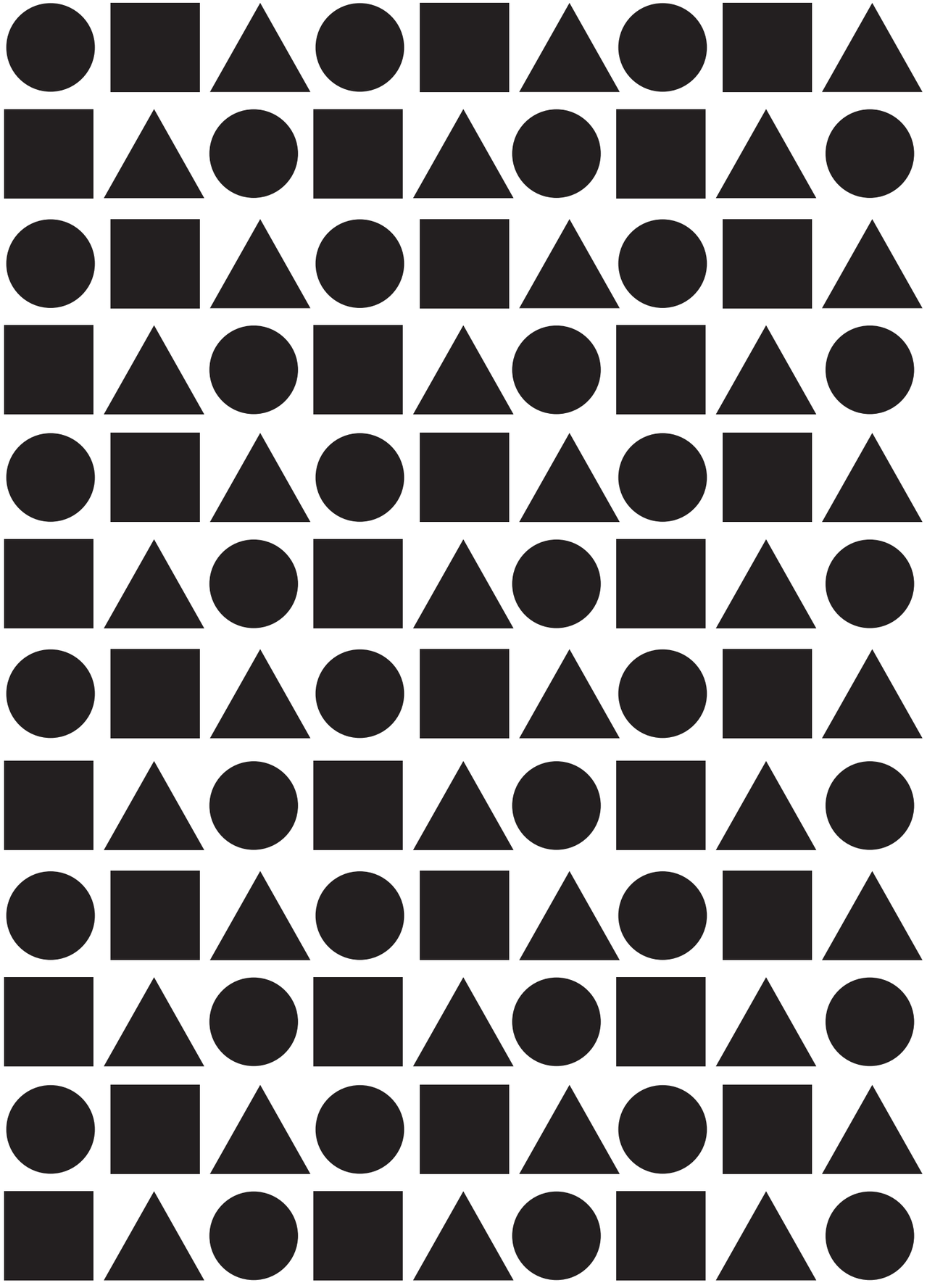
Finland's brand stems from three justified assumptions:
1) Finland is an exceptionally solution-focused society that has been able to create lasting well-being, success and prosperity.
2) Finnish society is linked to a large number of solutions that are – and will be in the foreseeable future – in global demand.
3) Finnish society can become even better and more interesting, if we can correctly refine the existing strengths.

The top rankings Finland has achieved in the recent past in various surveys measuring the functionality and success of society have reinforced the conviction that there truly is something exceptional about our ability to find solutions to social problems.

In a survey commissioned by the Finnish Country Brand Delegation, the British country branding expert Simon Anholt expresses an opinion that there is a high demand in the world right now for solutions developed by Finnish society. Anholt's view inspires us to expand the consideration of the initiatives through which Finland's strengths can be refined into such a form that will also benefit the rest of the human race. This is actually one of the main objectives of this report.

Finland is not a perfect society without any faults. This report will not attempt to deny the many problems that exist in Finland. Each one of us can list a number of things that should be better. Problems, just like the many strengths, are a part of Finland.

However, the report and the tasks proposed therein are derived from the strengths of Finnish society. It would be unjustifiable to claim that refining the strengths would be the key to all of Finland's problems. There are many other

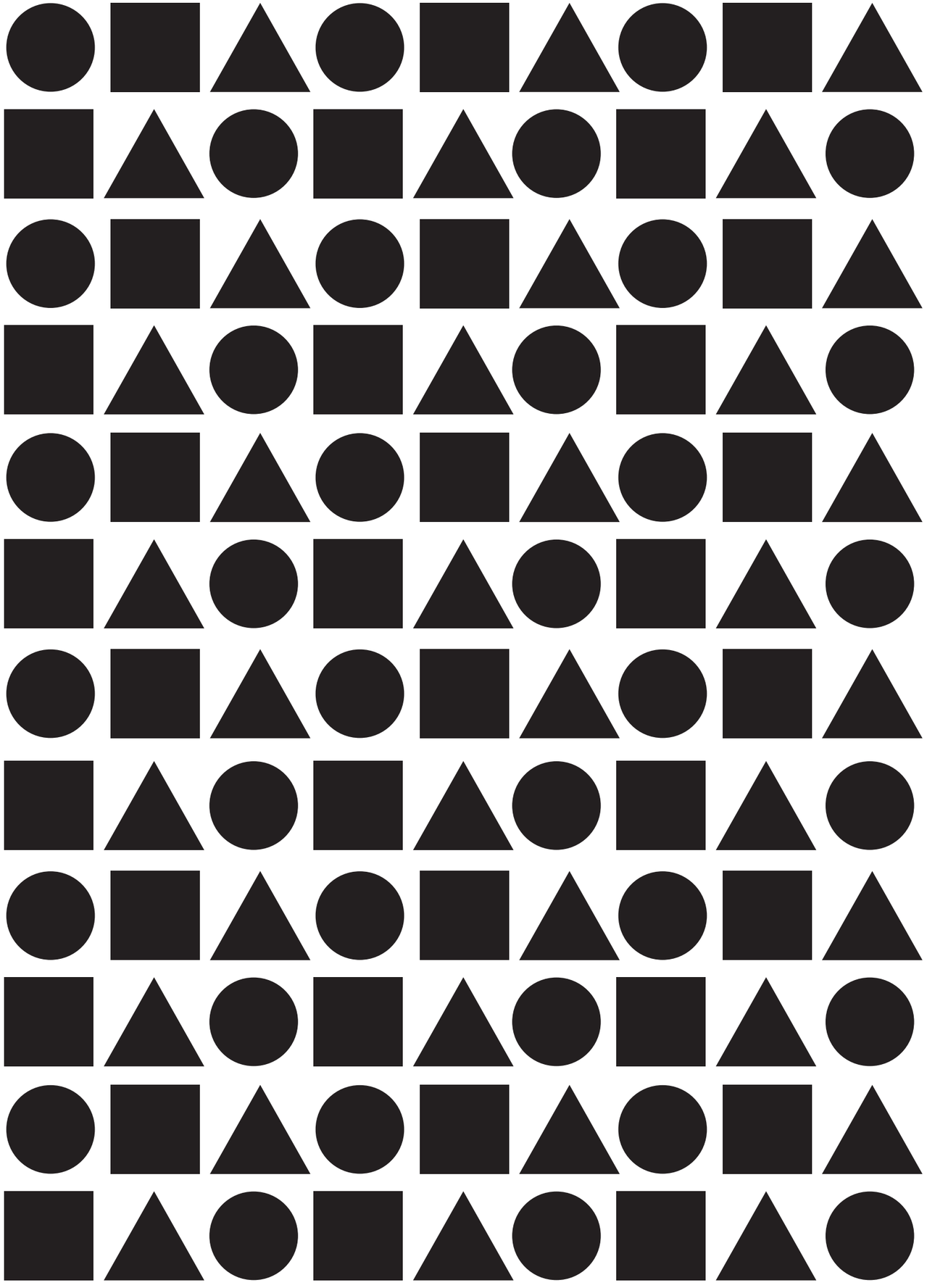


socio-political reforms needed. But it is also good to acknowledge the power associated with the current strengths. By developing the strengths, we may even discover surprising ways to overcome weaknesses. This is why the key offerings of this report are the missions for Finnish society. They point the way towards finding answers to Finland's challenges and developing Finland into a better society.

WHY FUNCTIONALITY, NATURE AND EDUCATION?

FUNCTIONALITY is the word that best describes the society, culture and practices of a solution-focused nation. Indeed, in many surveys and comparisons, Finland is named as the most functional country in the world. Functionality combines two aspects that are characteristic to us: on the one hand, reliability and mutual trust, and on the other, an unconventional, non-hierarchical way of solving problems. Finns are skilful team players and able to solve problems by establishing societies and associations and by organising community efforts. Practicality and durability are the basic principles of design. Design is for ordinary people, not just the rich. Thanks to these practices that emphasise equality, Finnish society is even today characterised by a strong trust. This is the foundation of functionality, whether it is a question of technical systems, human relationships or agreements.

NATURE is the clearest and strongest distinctive aspect of Finland's image. Finland is known, first and foremost, for its clean nature and thousands of lakes. Nature is possibly also the most important building block of the Finnish identity and culture. The record-breaking pace of Finland's industrialisation and increase in prosperity in the 1900s was linked to the utilisation of forests and iron ore. This led to environmental problems and pollution of water systems, but these problems were rapidly addressed as a joint effort. This has resulted in deep ties between public authorities and the corporate sector in nature conservation. Finland possesses the best scientific expertise on nature in the world, yet at the same time, understanding nature is a right shared by everyone. Everyman's right, that is, the right of public access, is a particular tradition shared by all Finns and which guides the use of nature. The cleaning up of Finnish lakes in the last decades of the 20th century is a success story that is rarely heard about, which inspires confidence that a solution will also be found for other environmental problems.



EDUCATION is the foundation of Finland's success. In the PISA surveys carried out in the 2000s, Finnish basic education was ranked the best in the world. Parents encourage their children to study, and teaching is a respected profession. Finns believe strongly in the notion that in order to succeed, a small country must invest as extensively as possible in educating all of its citizens. Adults also have a positive attitude towards learning, both at work and in their free time. For example, hobby groups and libraries have offered routes to informal education.

Functionality, nature and education represent the rational elements of Finland's brand. In addition, Finland and Finns are unique in another way which is more closely associated with atmosphere and culture.

THE FINN IS ILMARINEN, THE FINN IS VÄINÄMÖINEN

In his analysis of Finland's brand, Simon Anholt notes that the Finns have the 'gift' of being Nordic, which the world regards in a strongly positive light. Being Nordic means reliability, functionality, peacefulness and a high level of well-being. But being 'a bit like the Swedes' is not yet a particularly strong brand. This is why Simon Anholt proposes that Finns should not be shy about highlighting their strangeness or madness. This would make us stand out among the other Nordic people: Finns are a dynamic people with their own particular kind of madness.

But is the 'madness that's also kind of badness' proposed by Anholt the kind of image that Finns feel is genuine? Or is it just a myth accidentally engendered by famous Finns such as Lordi, F1 drivers and Matti Nykänen?

Finns have accepted, even liked the image that well-known cultural figures have created of us. The films of the Kaurismäki brothers, Finnish heavy metal bands, Kaija Saariaho and other classical music composers and artists have, since the late 19th century and until the present day, depicted a soulscape derived from nature and grinding toil rather than a rich social life and merrymaking.

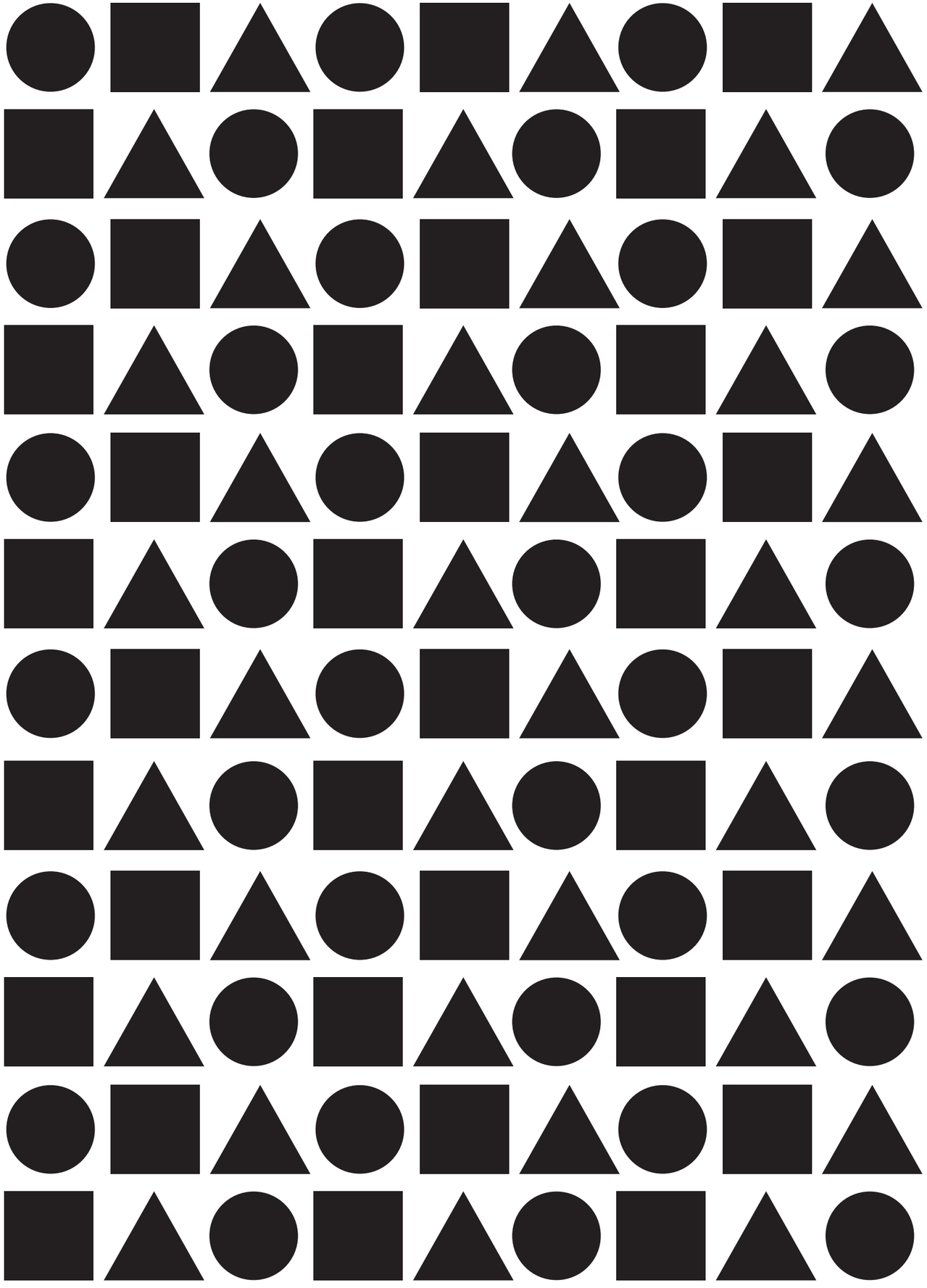
At the same time, Finns also recognise the other dimension of their culture: the hi-tech society stemming from the strong ideal of education and culture. Many Finns have great respect for the prominent figures of our culture and history, whether artists, scientists, politicians or popular educators. This canon of Finnish notables is a key element of Finnishness and the Finnish self-image.

But civilisation in Finnish terms is also somewhat different than in many other civilised countries. Where a Frenchman knows his Voltaire by heart, Finns have been taught to think of solutions. This image is embodied in the engineer, the hero of contemporary Finland. The engineer develops unparalleled technological devices and systems. A Finnish engineer understands the kinds of complex issues that are mostly beyond the ability of other people.

Thus, what makes Finns unique is the mixture of a primitive nation still rough around the edges and a nation of competent, proficient, educated people. An odd combination to be sure, but at least it stands out.

One of the manifestations of madness is that Finnishness is not something you can fathom out on a first meeting. It requires a persistent effort – just like many of the finest Finnish achievements. Thus, Finland is not for everyone. But if you like melodious, fast-paced heavy rock, know your way around Linux, like singing karaoke, have a taste for ridiculously small fish of the salmon family, enjoy ice-hockey, are a chamber music enthusiast, love glass objects or appreciate either contemporary design or moths found in a forest ecosystem, you will most likely find your curiosity aroused by what the Finns are doing.

Finland is not a paradise for sun lovers or shoppers. Instead, Finland is exactly what many present-day humanistic-minded people are seeking. It is dedication, quietude, underground, scene, giving one's all. In this respect, Finland is a country appreciated by smart people. It is possible to imagine that respect for Finland will increase as more and more people in developing countries get into higher education. Thus, the strangeness will be perceived by many as attractiveness, thoroughness and functionality.



A Google image search with the word ‘Finnish’ as the search term readily gives a non-Finn the shivers. The screen is filled with soldiers, guns, Word War II and militaristic emblems. The results are startling, unless you know at least something of the history of Finnish society. The miracle of the Winter War and the coat of arms with the Lion of Finland tell a story of cooperation and the spirit of involving everyone. Photos of Finnish soldiers from World War II are a curious reminder of an age when Finnish heroism meant that even the weakest were involved in an important joint project. Thus, the main challenge of branding work is to demonstrate equality in terms which make it open, approachable and understandable also by non-Finns.

Finland and Finns will be much sought after in the future, since the most wicked problems the world is facing require a strong commitment and an unconventional attitude. The functionality of Finnish society is based on a solution-focused approach. The Finnish genuineness includes a promise. Finns are genuinely willing to offer these strengths for the benefit of the whole world.

The goal of the missions presented under What Finland offers the world in this report is to give this promise a tangible form. The image the world has of Finland is not yet as strong as Finland’s success in various surveys would demand. This is why we need new action.

GLIMPSES OF FINLAND IN 2030

What will Finland be like in 2030? By that time, the tasks assigned in this report have been carried out, and the strengths of Finnish society will have been refined into practices that benefit the whole world. What will Finland's place and role be in the world of 2030? That world will in any case be different in many ways from the world of 2010.

EQUALITY WILL BE ACHIEVED THROUGH NEW MEANS Equality and the mutual trust based on it will still be core values in Finland in 2030. The secret of Finland's success will be the fact that the input of each and every Finn is regarded as valuable and utilised for the purpose of developing our society.

Comprehensive education, open to all, will be the basis of equality also in the future. Education and learning will not be meant solely for children and the young. Learning will be an approach and attitude which cuts across all functions and structures of society. Effective means will be found to instil this attitude into everyone living in Finland, including those who have only recently moved to the country.

FINLAND WILL BE A MORE EASY-GOING SOCIETY IN 2030 The functionality of Finnish society is based on low hierarchies and strong mutual trust. By 2030, Finns will have learned to take pride in these qualities. As a result, Finns will be more easy-going, and cooperation with other people will be more congenial. A relaxed attitude and building on mutual trust will have spread to all Finnish institutions, both in the public sector and in trade and economy.

Externally, this attitude will show as an openness which is even blatant. Finns will no longer be ashamed of not having fully mastered the etiquette which classical European education demands, or the secrets of small talk. Instead, Finns will have learned that we have the ability to accept others as equals and to focus on solutions, bypassing formalities. Finns will be sought after as partners and respected members in international teams.

STRONG LEADERSHIP WILL NO LONGER BE THE ANSWER – WORKING TOGETHER WILL BE WHAT MATTERS People will no longer yearn for a new Kekkonen or Mannerheim. Instead, the personal qualities and social abilities of these great men will be recognised. They were skilled at establishing contacts with all kinds of people and in negotiations winning others over to their side. Like Kekkonen, Finns will have people sit down at the same table, and like Mannerheim, they will be able to play host even to larger crowds.

FINNS WILL LEAD BY TEACHING The strength of Finnish organisations will be their ability to disseminate and transfer expertise. Good leaders and experts have strong pedagogical skills. People will no longer withhold their skills and knowledge in order to bolster their own position of power in the organisation and to demonstrate their indispensability. The greatness of more experienced colleagues will be visible in their ability to teach others. Resourceful individuals show their indispensability through their ability to convey their insights to others. Thus as many good ideas as possible become common capital, to be further refined and finally implemented.

IMMIGRANTS WILL BE THE MOST IMPORTANT DISSEMINATORS OF FINLAND'S BRAND The most important messengers promoting Finland's brand will be foreigners who fall in love with a Finn, Finns who fall in love with a foreigner and other individuals with links to Finland: those moving into Finland to join their family or to seek a better life, to seize an attractive job opportunity or to study. Above all, Finland's reputation will spread from one individual to another and take shape in the links between people.

Finland will be especially well known in countries from which many people have moved to Finland. People in these countries will be of the opinion that in Finland, their friends and relatives have been treated as equals to everyone else.

FINNS UNDERSTAND THE CONNECTIONS BETWEEN DAILY LIFE AND NATURAL RESOURCES That natural resources are limited is a clear-cut fact for Finns. Natural resources are the source of prosperity, not just as sources of energy and raw material production but also from a broader perspective.

Finns buy organic products because they know such products place a smaller burden on water bodies and the economy. Holiday cottages are heated with

wood, because Finns understand the importance of the carbon cycle and energy conservation.

There will be enough surprises that have to do with global economy, natural resources and cultural conflicts. However, thanks to their prudent and economical use of resources, Finns will be less vulnerable to problems than today. Food and energy will be in sufficient supply in Finland, even if there were interruptions in oil supply and transport routes were temporarily cut off.

THE RELATIONSHIP TO NATURE WILL BE BASED ON AN UNDERSTANDING OF WATER Finns will continue to use water for recreation, drink water and identify differences in the taste of water from different areas. They will take their foreign guests to enjoy water. In 2030, many of the most important success stories of modern Finland will be associated with water and water quality: how Finnish tap water became potable, how Finnish industry eradicated its effluent discharges, how agricultural effluent into the Baltic Sea was brought under control, how water resources management became a best-selling Finnish product in the world, and how the water footprint became a part of all Finnish products. Water culture is an integral part of the story of the solution-focused Finnish mindset.

FINNS ARE INTERESTED IN TECHNOLOGY Throughout their history, Finns have had a positive attitude to technology, and attitudes will be positive also in 2030. However, technological development will be increasingly motivated by the desire to find solutions to the world's most wicked problems. Sustainable innovations will create economic prosperity: the demand for meaningful solutions with a strong ethical basis will increase globally.

Finns understand that technology cannot be developed in a vacuum or by investing solely in research and corporate funding; instead, our approach to technology is user-oriented. Culture and the development of social practices also promote technological solutions. One of the contributing factors is a strong culture where meticulous attention is devoted to even the most trivial details without sparing time or effort.

In 2030, Finland will be known as a country which promotes technology which is based on human needs and a country where the use of technology is smoothly integrated in politics, education and leadership practices.

FINLAND IN 2030 AS SEEN FROM ABROAD

What will the impressions of an open, solution-focused Finland be like in China, Malaysia, Tanzania, Argentina, Egypt, Croatia or other corners of the world?

HERE ARE A FEW GLIMPSES:

- A Finnish team assists two groups at the brink of a conflict to find a common future: by modelling shared resources, identifying common strengths, openly addressing difficult cultural themes, setting joint targets.

- A message sent by a Finnish equipment manufacturer: "The annual maintenance inspection on your equipment is scheduled for tomorrow. The inspection will be carried out digitally. No action necessary unless faults are discovered."

- The water footprint on the sales package of a Finnish facial cream product displayed at the cosmetics department in a department store in Shanghai. To the buyer's amazement, the water footprint is smaller than that of many other cosmetics products.

- A jar of blueberry jam bearing the Super Food Finland logo in a supermarket in Cape Town.

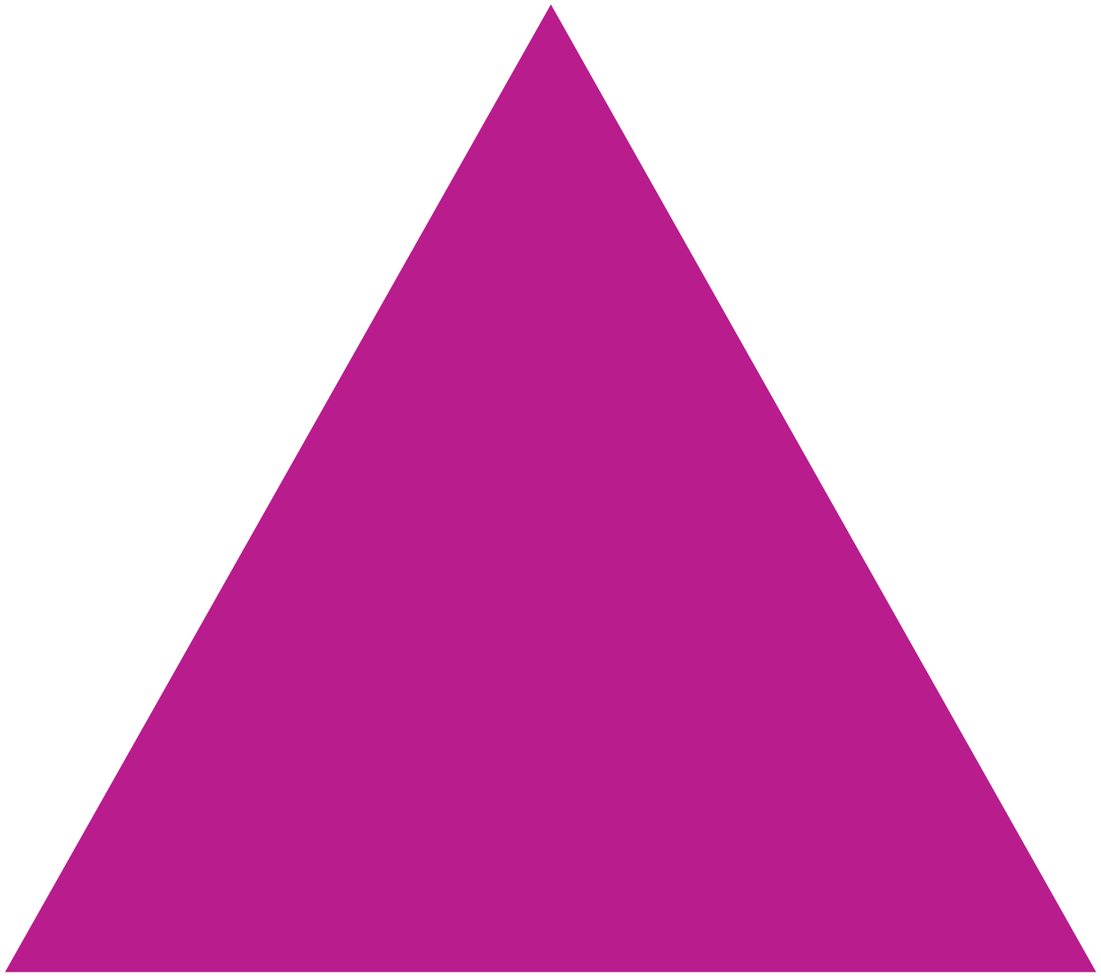
- A school in Uganda with a headmaster who has attended teacher training in Finland

- A Finnish colleague who is always willing to share and show her skills and knowledge and teach others. A Finnish colleague whose importance as a team member is not questioned by anyone.

- A newspaper article on the environmental impact of agriculture, published in a Chilean online service; the fact that it includes an interview with a Finnish top researcher increases gives the article added weight.

- The New Wave challenge event in the city of Hai Phong in Vietnam brings together people of all ages to seek solutions to the loneliness of the elderly.

1 FINLAND – IT WORKS



FINLAND IS THE MOST FUNCTIONAL SOCIETY IN THE WORLD

According to a number of international surveys and comparisons, Finland is the world's most functional society. The best way to describe Finnish society is to note that it functions exceptionally well.

The functionality of Finland is based on two aspects that are closely interlinked. Finns trust each other, and they are quick to find unconventional, non-hierarchical solutions to difficult, sometimes apparently impossible problems.

In Finland, functionality is not based on strong leaders, strict hierarchies and centralised power. Instead, Finland has successfully demonstrated that problems can be solved and people can work together even without orders coming from above. The tradition of talkoot, a community effort based on voluntary participation, largely epitomises what Finnish creative and practical functionality means. Working together and seeking functional solutions is based on mutual trust: we believe and trust in people's abilities and that institutions and individuals alike carry out their promises.

The Finnish business and cultural communities can also offer solid proof of functionality. Finnish products have a good reputation in the world; they are regarded as being durable and reliable. Correspondingly, Finnish design and architecture have their roots firmly in functionalism. Solutions designed by Finns are practical and functional.

When the same principles are applied to discovering how the challenges affecting the whole world can be overcome, Finland's reputation will grow and we will have more work and prosperity.

EVERYONE PARTICIPATE IN FINDING SOLUTIONS

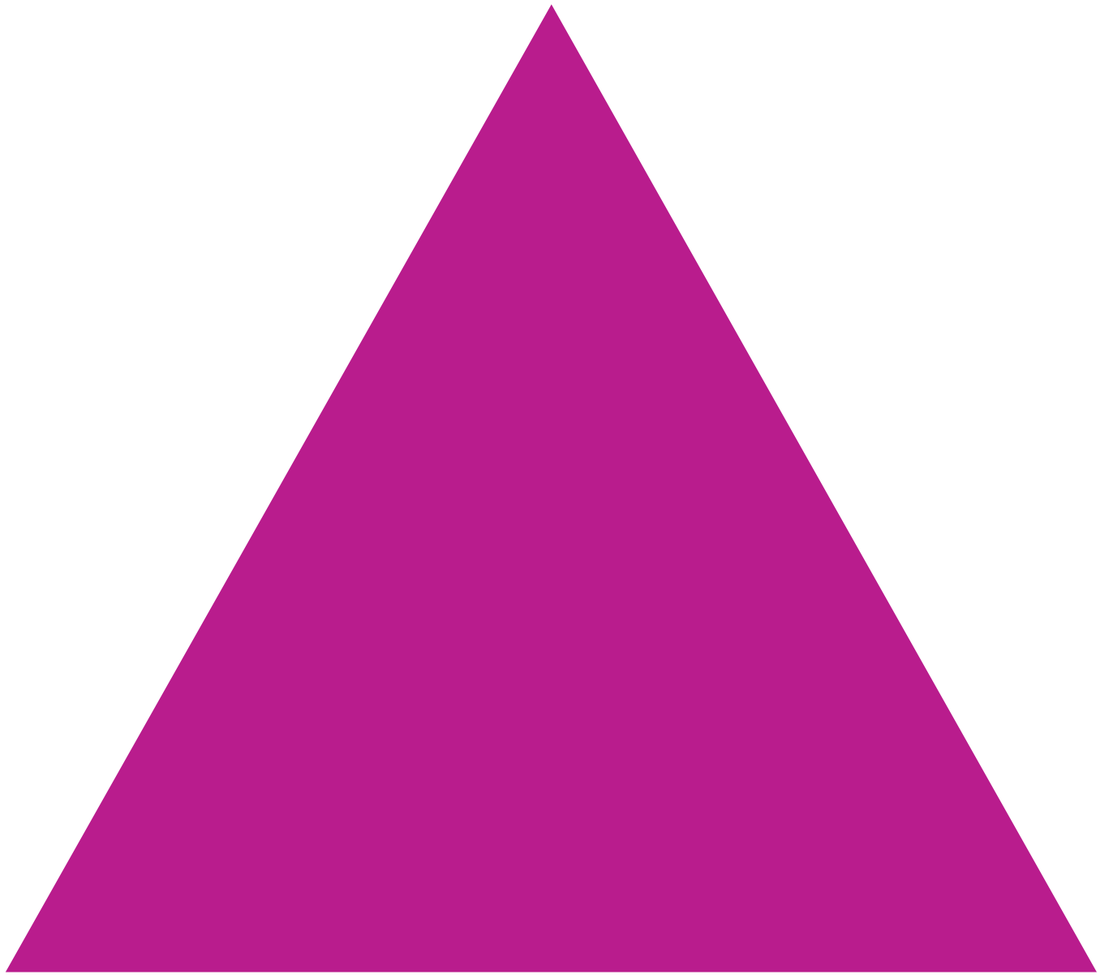
'Just a hobby, won't be big and professional' 25 Aug 91 20:57:08 Newsgroups: comp.os.minix

This statement sparked a revolution. The amateur computer programmer Linus Torvalds had come up with a way of enabling an unlimited number of people to work on the development of the same program source code. This was to prove to be a highly successful approach. Linux, which since then has evolved into a huge success, is one of the most significant open-source operating systems. The Internet would not be possible without a service infrastructure, which is currently largely based on Linux and open source.

Torvalds understood that a complex system, such as a global network, can only function if there are a large number of motivated individuals contributing to its development. This is expressed in another famous statement made by Torvalds: "Given enough eyeballs, any bugs are shallow". In other words, the difficulty of problems depends on the number of people involved in finding a solution.

Linux, which was created by Torvalds, and other open source systems combine the foremost virtues of Finnish functionality: nurturing the commons in a successful way, and the shrewd use of human resources. Thus it is probably no coincidence that the main impetus for open source came from Finland, from a country where functionality is the highest praise for almost anything.

In order to make things work in Finland, the small nation has involved each and every member of its population in developing common issues. Many important achievements would never have been made, had they been solely based on the efforts or leadership of the elite. It has been necessary to inspire people to make a wholehearted effort, not only at work but also during their spare time. Although open source software is now a billion-dollar business, the lion's share of programs are still produced as a hobby. Or rather: not as a hobby, but because people want the software they use to work better.



OFF THE BEATEN TRACK

The country brand consultant Simon Anholt finds that Finns stand out from other Nordic people by an almost mystical strangeness and an edge. Anholt also sees this to have a grim dimension: madness and a hidden badness that occasionally reaches the surface, but he sees them as mainly positive with regard to the country image. At least we stand out among the nations of the world.

It would be prudent of Finns not to highlight all of the aspects of 'creative madness', heavy drinking, domestic violence or mental problems, as the strengths of its brand. But Finland also has exactly the kinds of originality and strangeness which this day and age call for.

Finnish culture is extremely non-hierarchical and attitudes to social status are highly critical. In Finland, it is almost impossible to use your position to set yourself above other people. The secretary of Kari Kairamo, Nokia's former CEO, remembers how it was quite normal for an office assistant to chastise the CEO for having concluded an ill-advised deal in Germany. The President of the Republic drops in at the kiosk to get a lottery ticket and we find this endearing, although somewhere else this would subject the whole presidential institution to ridicule. In this respect Finns are much more non-hierarchical than even the Swedes or the Danes.

When this lack of hierarchy meets the intense individuality of Finns and the tradition of going about things in your own way, we have access to enormous creative potential. In Finland, people do not aspire to do everything the same way as the others, to dress or to live like others. Rather than the done thing, Finns do what they think is the rational thing to do. Thinking for yourself is valued. If the supervisor's instructions are stupid, they are ignored; we would rather do things in our own way so that the end result is good.

Individual, innovative lifestyles and ways of doing things are also appreciated. Social pressure does not force everyone into the same mould. Instead, any stupid practices that make life difficult or impede work are criticised, and people do not automatically want to do things the old way, if the old way of doing things was inefficient.

MISSION FOR FINNISH BUSINESSES:
Solve a global problem and turn it into a good business

Growth in the global markets is currently strongest in areas where the world's most wicked problems are being solved. The need for communications technology is increasing, the world is becoming increasingly urbanised, natural resources are being depleted and the proportion of the ageing population is increasing in many countries. The future world-class success of Finnish businesses also depends on finding solutions to these problems. Each Finnish company should identify for itself a major, wicked problem, relevant to the whole world, with respect to which the company could offer an input that will be vital to finding a solution. Solutions emerge through cooperation: the companies and educational institutions relevant to the company's own value chain should be involved. This group will build a comprehensive understanding of the solution to the wicked problem and how solutions can be based on existing Finnish strengths.

In a world where change is accelerating and problems accumulate, this individual, innovative way of solving things is the very thing that is needed. The Finnish way of doing things may seem alien to those coming from other cultures, but it works. Gradually it turns into a global best practice, the new ideal for how things should be managed.

FINLAND'S STRENGTHS – AND THEIR FURTHER ENHANCEMENT

FROM QUALITY PRODUCTS TO CREATIVE SOLUTIONS Finnish products enjoy a good reputation; in the Country Brand Index 2009 survey their image was ranked fourth best in the world. This is an important achievement, as the only countries outperforming us are Japan, the USA and Germany. Finnish products are regarded as being of high quality and Finnish companies as reliable. Finland's good reputation is primarily based on industry, as the Finnish paper, metals and technology industries made their way to the top of the world with respect to quality in record speed.

What makes this achievement particularly significant is that Finland is clearly ranked higher than the other Nordic countries. Where Sweden is especially well-known for its inexpensive, appealing consumer products, Norway for its oil and Denmark for its agriculture, Finland's reputation is based on paper machines, ice-breakers, mobile phones, lifts and forest machinery.

The reputation for reliability and top quality offer a good springboard for getting to the next level. Finnish companies now have an opportunity to assume an even more relevant role in world economy. This requires that in addition to production, they increasingly focus on finding creative solutions to global problems. The problems the world now has to deal with are more numerous and more difficult than ever before. Solving them requires decisiveness, reliability and high-level expertise.

Reliability and expertise are available in Finland, and the development has already started. Industrial companies generate an increasingly large share of their sales from servicing and service. The most successful companies have already clearly shifted their focus to solving the customer's problems. And where the problems happen to be as large and relevant as possible, Finnish companies have excellent opportunities to grow and get a better payoff for their efforts.

Good practices for solving things together have also evolved in Finland – businesses operating in the same sector form clusters, and companies and educational institutions work together. Alone, a company may be too small or too slow to find

MISSION FOR THE MINISTRY OF EDUCATION AND CULTURE:

The educational level of immigrants to be raised to the overall level, immigrants to be trained as teachers

Finland's success has been based on an ability to raise millions of people from poverty and illiteracy to create a skilled, affluent middle class. The basis of the country's competitiveness, equality and trust, was created through progress.

The key to the miracle was education. A window of opportunity is now opening for Finland to achieve a similar success story with immigrants: education is the best route to reinforcing social involvement and equality. Finland has a relatively small number of immigrants. Thus, investing resources in their education will be a profitable investment and the best way of integrating them into society. For the best results, children of immigrant families should be encouraged to train as teachers. Studies indicate that having a teacher with a similar background has a significantly positive impact on the educational achievements of immigrant children.

a solution to a big problem, but if you work together, it can be achieved in record time. This requires creativity at a number of different levels, creativity in how you approach a problem, in how you organise yourselves, in how you commercialise the expertise in a given area.

FUNCTIONALITY IS BASED ON EQUALITY Finland is the most functional society in the world This is not something Finns alone have observed, but a fact which is backed up by international comparisons and many immigrants themselves. Functionality is based on the fact that we approach problems in a way that is practical, solution-oriented, and pragmatic rather than philosophical.

Objectives aimed at minimising social problems have also played a part in creating this functionality. A particular realisation gained strength in Finland almost throughout the 20th century, which has recently been confirmed by international comparison surveys. In societies based on equal opportunity, there is less crime and substance abuse, and fewer mental problems and other health hazards compared with societies where social inequality prevails. In Finland, which is an equal society, the number of individuals contributing to functionality is large. Correspondingly, there are fewer obstacles to functionality than on average.

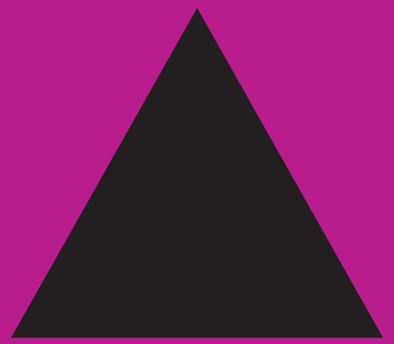
In a country with a small, scattered population, it has been important to tap the resources and competencies of each and every citizen. The harsh nature has forced people to pull together. Distances between people and villages have been long, which has meant that problems must to be solved locally. Many practical problems, such as roads and water resources management, have been addressed by means of founding an association or administrative committee to see to the matter. In the spirit of neighbourly help and shared responsibility, matters have been taken care of without outside help, with local forces and on the basis of the needs of the individual and the immediate community.

In Finland, those needing help from society use the same public services. From day care to the army and to retirement homes, we remain in contact with almost all Finns of our own age group. We have even managed to find a practical solution to bilingualism, which is an issues which divides many countries. The majority of Finns have at least a working knowledge of both domestic languages.

In a small nation people are quick to find common ground. This has resulted in a culture characterised by a certain kind of simplicity where basically any citizen can contact any public official, no matter how senior.

MISSION FOR SCHOOLS:
A Day of Reconciliation

Schools organise an annual Day of Reconciliation, the purpose of which is to practice conflict resolution and negotiations. In addition, mediation professionals such as peace mediation or victim-offender mediation specialists visit schools to talk about sustainable mediation: how to work out a solution that everyone will be happy with. In workshops, schoolchildren can learn what negotiation means in schoolyard conflicts, for example.



WHAT DO YOU MEAN, FINNS CAN'T COMMUNICATE? The Finnish way of communicating is often seen to consist of nothing but tongue-tied silence. In our own opinion, we Finns are not good at marketing ourselves, our expertise or our products. We believe we are rhetorically artless and hanker for a Central European culture and its animated debates. Does this mean that schools should teach rhetoric or debating skills?

This is in many ways nothing but a myth. Even the Nobel Peace Prize awarded to Martti Ahtisaari says otherwise: at least someone in Finland can negotiate -even well enough to win the Peace Prize. President Ahtisaari has shown what we are good at. Finland may not produce the most brilliant debaters, but the method of communication typical of Finns may help in solving different kinds of problems.

Finns are used to being in a tight spot and to negotiate instead of arguing, blustering and quarrelling. When Finns negotiate, nobody leaves the table as a loser. This is a strength that is worth emphasising. After all, the ability to negotiate is needed everywhere: in international conflicts as well as everyday situations in the schoolyard, at work and in families. Also, where a solution is sought for an wicked global problem, there should be a Finn among those sitting around the table.

Finland has a strong history of peace mediation and supporting peace processes, from Sakari Tuomioja to the Nobel Laureate Martti Ahtisaari, from Elisabeth Rehn to Harri Holkeri and Pekka Haavisto. If we so desire, peace mediation could become an element of Finland's brand.

As the term implies, peace mediation means mediating between parties, and mediation and the search for a compromise are also required in Finland. Therefore it would also be good for schoolchildren to learn about how to mediate and consider peaceful ways of solving conflicts.

MISSION FOR THE MINISTRY FOR FOREIGN AFFAIRS:
The Ahtisaari Convention

Finland hosts an annual global peace mediation event, the Ahtisaari Convention, which brings together international crisis mediators to discuss ways of solving ongoing crises and to educate Finnish crisis management specialist. Universities could organise a series of public lectures on international mediation activities during the convention. For example, public lectures could be organised under the theme 'Discussions with Martti Ahtisaari' by inviting an international guest to Finland with whom Ahtisaari would hold a public debate on the possibilities for peace in a particular country or area.

The Ministry for Foreign Affairs also organises an annual international 'opinion leader programme' in which the themes of peace negotiations are addressed from different perspectives. Leading members of the business community and politicians are invited from around the world to learn about the importance of negotiating skills and mediation. The programme culminates in a seminar in which eminent Finnish and international guests talk about peace negotiations and the importance of negotiation skills in both business and politics.

In connection with the Ahtisaari convention, Finland also annually awards a prize to an individual or a non-governmental organisation for a praiseworthy mediation effort or background work contributing to or supporting the implementation of a peace process (a kind of 'lesser Nobel'). The idea would be to recognise those behind individual initiatives or, for example, diaspora organisations for promoting peace in their own area.

In this way, Finland and its people create a profile for themselves as solid negotiation professionals. At the same time, we will help solve some of the world's most wicked problems by doing nothing less than promoting peace.

MISSION FOR THE MINISTRY OF JUSTICE:
Decision-making tool for the wiki-democracy of the 100-year-old Finland

Wikipedia is based on the idea that all users can edit the shared encyclopaedia to help make it more accurate. Social development is about the same thing: people's ability to achieve better results through cooperation. During the one hundred years of the Finnish decision-making system, the abilities of the people and the available technology have made huge advances. Yet people's trust in politics is faltering. Finland could develop a new decision-making model that would be closer to the definition of democracy as the rule of the people and further away from the government of a poor, uncivilised nation.

This kind of wiki-democracy makes the argumentation relating to decisions widely visible and allows people to comment on it. As with Wikipedia, each and every Finn could, within the limits of their abilities, suggest ideas on the criteria on which decisions should be based and how decisions should be implemented. Rather than mass meetings where everyone would get to take the floor, it would be a forum that would enable everyone to develop the criteria for decision-making. This would enhance the participatory dimension of politics, as well as make it more understandable to the public. An appropriate milestone for implementing wiki-democracy is 2017, Finland's centennial year, and planning should be entrusted to the Ministry of Justice, which monitors the implementation of democracy.

WE LEARNED TRUST AS CHILDREN Finland regularly scores highly in different surveys measuring trust and confidence. For example, on the basis of the European Social Survey, Finns have greater trust in the police, the judicial system and other public institutions than other Europeans.

Professor Lea Pulkkinen has studied the life course of one generation of Finns from the age of eight to over fifty. This Lapsesta aikuiseksi [From childhood to adulthood] survey has spanned more than 40 years. Within the past ten years, the focus of the work published by Pulkkinen's research team has increasingly shifted to how initial social capital explains the later well-being of the individual. Children who have been able to trust their parents and other adults have better opportunities to become emotionally, mentally and socially healthy adults who trust the people and institutions around them and who are also worthy of trust themselves. This gives rise to a functional society. Pulkkinen's conclusion concerning the importance of trust fittingly describes Finnish society and the foundation of its functionality.

Finland has not had a complicated system dividing people into different classes, as for a long time the majority of Finns were poor. Schools, nursery schools and public health services later reduced gaps in well-being, created shared experiences and reinforced the trust people had in each other and in society. A particular merit of these Finnish institutions is that they have made a major contribution to guaranteeing the well-being of children, which has also been strengthened by means of the system of child welfare clinics, as well as the maternity and parental leave system.

The unusually good ability of Finns to agree on things is also based on mutual trust. Historically, political parties have been more capable of reaching a consensus in Finland than in many other countries. No chasm opens up between the extremes. Coalition governments have seen Finland through major crises, such as the economic downturn at the beginning of the 1990s. Thus, the basis of our democratic system is that we can trust one another and that our goals are sufficiently close.

MISSION FOR THE STATE AND LOCAL AUTHORITIES:
One percent to culture

One percent of the budgets of significant public projects should be allocated to culture. Society must pose complex questions to specialists in the field of culture, questions to which new, visionary solutions are sought.

The ethos of giving one percent for art can be extended to social, diplomatic and traffic projects. Planning the specific culture and art for each project also helps society in general to understand the importance of art for well-being.

The works should draw on the distinctive characteristics of each issue and location. In the best case scenario, residents and users will also make their voice heard in the planning of art and needs assessment. The perspective of culture may also help experts representing different fields to see their work and problems through new eyes. For artists, cooperation offers valuable opportunities for explaining and deepening their art.

SUSTAINABLE AND FUNCTIONAL FINNISH DESIGN Aino Aalto, Kaj Franck, Tapio Wirkkala, Timo Sarpaneva, Maija Isola, Eero Aarnio, Vuokko and Antti Nurmesniemi – it is easy to name examples of world-class Finnish designers. After the era of Alvar Aalto and functionalism, the 1950s saw the emergence of modern design styles that achieved international renown for Finnish design.

The Finnish national identity was created rapidly over the last decades of the 19th century and the early years of the 20th century. Influence was sought in the strong trends in contemporary art. The National Romantic style and the Arts & Crafts movement in particular left their mark on Finnish art and design. The Arts & Crafts movement emphasised the role of craftsmanship in design, architecture and art, as well as the goal of creating beautiful products equally for all people.

Finnish design found its inspiration in this holistic idea that emphasises the user's needs. This is also demonstrated by the fact that the concept of design has been understood widely in Finland. Finnish design has covered everything from everyday clothes to modes of transport and homes, even entire city quarters.

The Sunila pulp mill and its residential area, designed by Alvar Aalto for the Ahlstrom company, are a textbook example of the state-of-the-art architecture of the time and a testament to holistic, functionality-oriented design that combines the needs of industrial production with those of the people. On the other hand, the Paimio sanatorium is an archetypal example of architecture based on a holistic view of people and the healing process. Light, fresh air, silence and the pinewood forest are part of the hospital, the focus of which is on supporting the individual's recovery from tuberculosis.

Finnish tableware design can be regarded as a symbol of how the focus of design has been the creation of durable products suitable for everyday use. At some point Finnish companies had to choose whether to focus on inexpensive items and transfer production elsewhere, or to focus on high-end products and try and keep production in Finland. This lead to the decision to develop solutions that are functional albeit not the cheapest. Glasses designed by Aino Aalto are suitable for the cottage as well as the traditional fine-dining Savoy restaurant.

In interviews, Finnish designers often mention the parameters that guide the design: the products must be stackable or go with other styles, match and complement each other. Not just fit for one single purpose but functional and practical in many ways.

One of the basic principles of Finnish design is the idea of complementarity: although they cannot necessarily afford to purchase the entire set at once, consumers have been able to trust that certain tableware designs will remain in production and that new items will be introduced, which allows them to gradually build up their collection over the years and as their prosperity increases. Sustainable, ecological thinking – from the start a high-quality and timeless design that will last and can be handed down to future generations.

MISSION FOR DESIGNERS:
From chairmakers to social developers

Solutions that support the everyday life of the elderly or a low-emission lifestyle, reducing learning difficulties at school, and communication between people whose mother tongues are far apart. In order to overcome these and many other social challenges, we need new problem-solvers.

The world talks about 'design thinking' which is used to design solutions in the same way as products were designed in the past. Thus, the user-oriented thinking of designers would now be in demand. The Finnish universities of applied arts should now offer their expertise to the public sector as well as other actors to be used in solving problems.

MISSION FOR FINNISH ENTREPRENEURS:
Finnish culture to be included on the shopping list

Just like purchasing Finnish products, the consumption of culture is a means of supporting Finnishness. Art purchases have traditionally been a part of the corporate social responsibility of companies. Art and culture construct the meanings through which the value of Finnish products can also increase in the future. This is why Finnish businesses are now in need of high-quality culture.

Public funding currently accounts for 95 percent of the funding for higher forms of art. To ensure the success of Finnish culture at a time in which resources are becoming ever scarcer, the funding base must be expanded. The Finnish business community will play an important role in this regard.

MISSION FOR VOCATIONAL EDUCATION:
Vocational school for DIY

Vocational institutions could provide training for ‘tuners’ who could repair various types of goods which Finns possess and think of ways to re-use and recycle them. Manual skills are in demand in Finnish society. The problem now is how to increase the attractiveness of such occupations.

Finland has become wealthy, and the volume of second-hand goods needing repairs is larger than ever – holiday homes and storage units are filling up. At the same time, DIY and the repairing of old goods have become popular hobbies. Companies using the label Finnish=Repairable, which proudly proclaims the repairability of their products, would obtain skilled employees who can also innovate.

FINNS ARE CREATIVE WITH THEIR HANDS For many Finns, working with their hands is a way of relaxation: an increasing number of people are finding it a good counterbalance to abstract information work. Building your own house, the ‘little red cottage with a potato patch’, is still the dream and ultimate form of happiness for many a Finn. Even high-powered individuals build, or take part in building, a home or holiday home for themselves: the previous Prime Minister of Finland achieved fame with the house he built himself in Nurmijärvi.

Most Finns are at most one generation away from an agrarian economy: either we ourselves or our parents come from rural areas. In Finland, urbanisation started relatively late, not until the 1950s. The agrarian background is still evident in the Finnish language. Many of our idioms have their origin in the world of agriculture.

Finns speak admiringly of the how the President of the Republic is just like anyone else and of her practical interests: Tarja Halonen has a small cottage in an allotment garden, and she can be seen browsing the bins containing fabric remnants in shops selling inexpensive fabrics. According to Geert Mak, the Dutch historian and author of In Europe (In Europa), a classic account of the recent history of our continent, Finland is the only country where the largest department store in the country can market an expensive business suit for women with the slogan ‘for women who have better things to do than make themselves important’.

Finland has never had a large wealthy class that could have employed servants to take care of everyday chores. Thus, everyone has also had to be able to take care of manual tasks when necessary, irrespective of their social standing. At their summer villas, the educated class stepped into the role of people taking care of ordinary tasks, who could make repairs to the property and grow vegetables in the garden for their own needs. In European terms, Finland is still not a service society; instead, most people wish to take care of as many things as they can themselves. Home cooking is appreciated, and using laundry services is not something to brag about. All kinds of manual crafts are pursued, and this has nothing to do with how wealthy you are. Executive directors may roam the forests looking for mushrooms or berries, and the new elite in Helsinki consists of those who use a bicycle or who can sew garments based on their own design.

MISSION FOR THE MARTHA ORGANISATION:
The ‘adulthood package’

Thread, needles, a screwdriver and a hammer – these can be found in almost every home in Finland. However, many lack the skills to use them. Together with the Ministry of Social Affairs and Health, the Martha Organisation could put together an ‘adulthood package’ which every Finn would receive on attaining the age of 18 years and which would provide them with instructions on how to use these tools.

The best Finnish cartoonists should be commissioned to provide amusing and easily understandable instructions on basic skills: how to sew a button, repair a bicycle tyre or mount a painting on the wall. This will improve the level of manual skills, and the tools will be put to good use.

MISSION FOR GRANDPARENTS:
Pass on your manual skills

Working with your hands is an efficient way of improving the faith in your own abilities and competencies. Teaching manual skills to family members and others is also a meaningful way of spending time together. The population is ageing, which means we will soon have an even greater number of grandmas and grandpas – blood relatives or honorary ones – who possess an incredible amount of skills and are very handy.

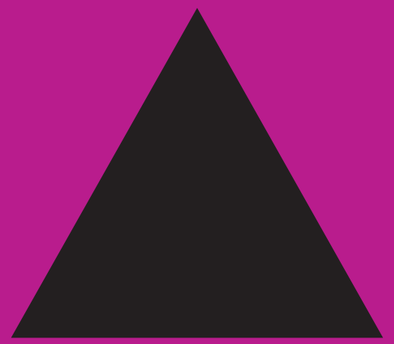
Instead of perfect results, emphasis should be focused on learning, sharing and spending time together. It does not matter if the cake comes out lopsided, so long as you have fun. In Finland, everyone must have the right to do, to learn and to teach. Doing may mean anything from making a willow whistle or a snowman to baking a cake or editing a wedding video. By teaching manual skills to children, we also offer teenagers the opportunity to see the results of their labour and to take pride in their skills. Public facilities should be made more extensively available for informal learning. By exchanging skills we help create a new culture of ability.

MISSION FOR LOCAL AUTHORITIES AND THE STATE:

Public procurement to promote energy-efficient products that can be maintained and repaired

Many local authorities already aim to apply the principles of macroeconomics, which are a part of sustainable development, to public procurement. Giving preference to repairable products supports this target. Maintenance agreements help prolong the life cycle of products. At the same time, this will create demand for repairable products and repair services, as almost one-third of Finnish consumption occurs through public procurement.

This will create service industry employment in Finland and reinforce the position of Finnish businesses, which is based on good maintenance. Furthermore, the quality of skills maintained and re-generated by the public sector will become increasingly diverse. In this way, good public procurement becomes a measure through which the local economy can be strengthened.



THE POOR CANNOT AFFORD NOT TO BUY QUALITY In the words of Armi Ratia, the founder of Marimekko, "A good designer is quite a sensible and wise person". Sensibility and wisdom have provided the foundation for Finnish design ever since the early 20th century. In Finland, people are used to demanding that objects should be durable and last for a sufficiently long time. According to an old saying, quality is more important than price. However, instead of being just a popular saying, this notion has also played a role in the development of the Finnish industrial sector. High-quality products, especially ones that you can get a lot of wear out of or that you can modify, have been the trump cards of Finnish industry for a long time.

Finnish design is not just about designing beautiful articles for everyday use, it equally concerns paper machines and other sustainable design for the needs of heavy industry. Metso's paper machines, Konecranes' hoists and Ruukki's steel structures for the construction industry are intended to endure several decades of use. However, this will not be possible without careful planning of the entire life cycle of the product. Skilled design, maintenance and repair services are a precondition for a long product life.

In the end, the insight of Finnish industrial companies is very simple: repairing a broken piece of equipment is more expensive than continuous maintenance. Repairs keep the equipment out of service for a long period of time: first, you must wait for the repairman to arrive, then the problem must be identified and finally repaired. From the user's perspective, it is a huge advantage if the supplier can prevent the equipment from breaking down. The way to achieve this is through good maintenance service, which prevents defects and minimises the need for expensive repairs.

This insight has resulted in a functional business model: instead of equipment, it pays to offer a service that guarantees the continuous availability of equipment for the user. Ruukki, which is known for its heavy ingots, recently announced that for the next few years, the company's strategic focus will be to focus on developing its service business. Metso Paper generates more than one third of its revenues from maintenance services.

FAITH IN TECHNOLOGY In Finland, the approach to problems and challenges does not consist of visions and declarations; instead, we divide them into smaller issues and divide the work. In Finland, problems are usually not solved by eradicating the cause. Instead, we seek ways of solving the problem, often with the help of technology. The entire history of the Finnish welfare state is a narrative of how we come up with solutions to allow us to live in the Nordic conditions and yet thrive.

A technology-oriented mindset is not solely a special trait of those with an educational background in the field of engineering. New technologies interest the whole nation, not just a particular group of pioneering innovators. For example, electricity and the telephone arrived in Finland very soon after they had been invented, and Finnish IT skills and the readiness to adopt new technologies brought about Nokia's success.

The idea that a mobile phone belongs in every hand is Finnish in origin. Finland had the world's highest mobile phone penetration rate the 1990s. The use of mobile phones is one phase in a long continuum in which various networks and equipment (the railway, comprehensive school, radio, TV and now, gradually, the broadband) have spread throughout the sparsely populated country. Finland was also the first country in the world to enact a law on the right of all citizens to a broadband connection.

The fact that a number of people who have received a technical education can be found in every group of friends, hobby group and housing association has helped spread the technological mindset in Finland. The Finnish labour force now includes some 70,000 engineers with a post-secondary degree and almost as many with a master's degree. This means an engineering work force of more than one hundred thousand Finns. That is more than five percent of the Finnish workforce.

The faith in technology is easy to see by studying Finnish politics in the 2000s. In the past ten years, a huge amount of political resources have been spent on making energy policy decisions. Now, almost every Finn has an opinion on what kind of technology should be employed to solve the energy issue.

Thus, problems are rarely political, let alone moral. This belief in how the world can be modified to suit humankind brings with it a fundamental attitude to life. Finland is a country where engineering skill provides the answer even to the disposal of nuclear waste. In other countries this would be an ethical problem, here, it is a practical one.

MISSION FOR HOUSING ASSOCIATIONS AND NEIGHBOURHOODS:
Organise a party

Talkoot used to be fun - there were always jokers telling funny stories, the food was a little better than at home, and even shared physical labour was motivating. But what are the best parties? The best parties occur when you have achieved something. When a large number of people have pulled together to attain a shared goal that is of interest to everybody, when you have made things work. This calls for a celebration. This is why joint events, meetings of the housing association and getting together to put the yard in order must be turned into a party. They offer an opportunity for learning how to do things together.

MISSION FOR ECONOMISTS AND THE MINISTRY OF FINANCE:
Calculate the value of voluntary, peer and domestic work in Finland

In Finland, like in other countries, it is usual to calculate the value of the financial economy and the related tax revenues alone. If we genuinely wish to appreciate and develop other forms of doing things together in Finland, this 'hidden wealth' must be made commensurable and visible. This way, Finland will be able to strengthen its key competitive edge.

For the purpose of implementing this task, the Ministry of Finance should begin to calculate the monetary value of voluntary work and to seek ways of increasing this wealth. Education targeted at this goal should be provided for economists; in other words, their education should be upgraded to consider value creation in a wider context rather than simply as an aspect of production subject to the laws of the financial economy.

TALKOOT, THE FINNISH WAY OF PROBLEM SOLVING Talkoot, a community effort based on voluntary participation, is a Finnish concept that describes a typical way to solve problems. Such efforts have been (and are) organised at the level of both individuals and society. Historically, the tradition of talkoot has played a decisive role in the development of the Finnish civic society. At the beginning of the 20th century, almost every village in Finland built a community hall and a youth association hall, and in smaller villages often a school, through a community effort. Without these buildings erected together, many amateur theatre performances and meetings of workers' associations would not have been held.

Such events are based on voluntary participation; no-one can be forced to take part. The contributions people bring to the effort need not be of equal size. Everyone does what they are best at, and as much as they can. Together, the various inputs of different magnitude (also referred to as microcontributions) make up the whole. Making coffee for those participating in the effort is just as important for the success of the talkoot as wielding a chainsaw. Talkoot events are associated with a positive atmosphere, which is created first through working together for a shared, meaningful purpose and then unwinding together afterwards.

Another basic aspect of such community efforts is reciprocity. If you organise a community effort, it is expected that when the opportunity presents itself, you will participate in an effort organised by someone else. And once the work is done, you have a party. This fits with the Lutheran work ethic. Beer tastes better, and you have more fun once you have first fixed the roof as a group. In other words, the best parties are those following a shared achievement.

Finland repeatedly comes out close to the top in different international surveys on happiness. On average, Finns answer the question 'Do you feel happy?' more positively than people in other parts of the world. According to researchers, social relationships and meaningful cooperation are the key building blocks of happiness and well-being. Thus, the Finnish ways of doing things together and talkoot events may not be a part of people's everyday life, but the ability of many people to work together on common issues has a wide-ranging impact on the well-being as experienced by Finns.

MISSION FOR MUNICIPAL MANAGERS:
Local authorities to engage in productive cooperation with associations

The third sector creates significant benefits for society in Finland, usually somewhat in passing or without anyone noticing. Local authorities have good experiences of third-sector cooperation in health care and social services, but the third sector could be more efficiently utilised in other fields as well. This is why local authorities should carry out an analytical survey of associations in their area and the opportunities for developing cooperation with them. An effort should be made to eliminate sectoral boundaries, and the expertise of associations should be trusted. This way the competencies of large groups of citizens can be harnessed for the common good.

FIFTEEN MILLION FINNS When put together, Finnish associations and societies have around 15 million members. Thus, each Finn is a member of three associations on average. Through associations Finns organise themselves in occupational groups, compete in sports and pursue arts and craft activities. This voluntary work is widely appreciated. Through societies and civic activity, both professionals and civic activists may offer a similar level of competence and ability. Professionals do not customarily regard volunteers or self-educated individuals as being below themselves.

Compared with talkoot, which can be organised at short notice and the person doing the organising brings the coffee, founding an association is a complicated process. First, you have the constitutive meeting, where those present jointly draft the rules for the association. Next, you register the association, and in many cases the registration authority even amends the rules to comply with the Finnish Associations Act.

In return for the bureaucracy related to the founding of an association, the members receive clear, democratic ground rules for working together. Decisions are only made when a sufficient number of people are present, and the decisions are recorded and implemented with energy and vigour. Even today, associations are a functional instrument through which considerable civic activity is organised.

The importance of associations and being involved in their activities have a vital role in society. Although the Finnish public sector bears a major share of the responsibility for various services, the third sector has traditionally complemented the service offering. A large share of public-sector services stem from work carried out by third-sector actors. The Medi-Heli rescue helicopter makes a good case in point. It was launched as an emergency medical helicopter service by a group of individuals in the Uusimaa region in 1993, and the Medi-Heli association continues to be responsible for the service even today. At the beginning of 2006, hospital districts assumed the responsibility for the medical side of Medi-Heli's operations. Medi-Heli is used to support other emergency treatment services, and its purpose is to provide hospital-level emergency care as quickly as possible to people who have a sudden, serious illness or injury. While private fundraising continues to account for a significant part of Medi-Heli's overall funding, work is carried out in cooperation with the public sector.

LET'S FIND A SOLUTION TOGETHER The Finnish operating culture is characterised by processes that progress bit by bit on the basis of individual contributions. For example, the public sector even takes pride in the fact that we do not set targets and make promises, but that everything stems from a commitment to continuous improvement through doing. When results are produced as a result of a process, leadership is shared and no heroes emerge.

Finns are also criticised for modesty, as we are shy of blowing our own trumpet and it is in fact not tolerated. On the other hand, there is less need to see your own name at the top of the list or to use your elbows, when recognition is given not just to the manager but to other participants as well. And managers rely on the motivation of people to do their job. The entire public sector has its origin in cooperation In Finland people have faith in the belief of 'I can' and it provides the foundation for society as a whole.

MISSION FOR COMPANIES OPERATING IN INDUSTRIALISED AREAS:

Finland to be developed into a Silicon Valley of social innovations

The value of industrial products is decreasing in the global market. China manufactures cheap goods at a pace that leaves others far behind. However, the value of solving wicked problems is high. Climate change, population ageing, a resource crisis and migration are problems for which solutions are in high demand, at least at the moment.

The employees, facilities and equipment of Finnish companies form a pool of resources, a large proportion of which goes unused. Factories being abandoned and the available labour form a resource which can be exploited. Finland should utilise this resource for the purpose of developing and promoting social innovations. The Young Foundation in the UK has developed a model in which small user- and employee-oriented organisations develop new initiatives, and factories and major organisations use their own efficient machinery to implement them. This model can be put to use in industrialised areas in Finland to develop new production, new kinds of activities, which promote the export of social innovations.

WHO, ME? OH, IT'S NOT THAT IMPORTANT In 2002, Kuukausiliite, the monthly supplement to the Helsingin Sanomat newspaper, began a thorough investigation into the history of text messages. Among those interviewed was Matti Makkonen, an engineer with a master's degree, who was born in Suomussalmi in 1952, and with years of experience in developing mobile phone technology. Makkonen described the progress of the development, but did not name any individual person as the man behind the idea. Several interviews later it began to dawn on the journalist whose idea short text messaging originally was. The idea had been Makkonen's own, and he finally admitted, although somewhat reluctantly, that he was the man who invented text messages.

A culture of equal actors is associated with openness. Decisions made by public administration bodies and their reasons are in the public domain on a statutory basis. This also applies to the work of associations. However, besides a legal obligation, this is also an internalised principle of the operating culture, which is sustained by the trust Finns have in one another and in institutions.

The open-source ethos, where individual, often anonymous, contributions are made towards a shared objective, seems to suit Finns. Prime examples include the Linux operating system and the MySQL database software developed by Michael Widenius. Finns are also enthusiastic wikipedians. The Finnish-language Wikipedia was the fourteenth language version of the encyclopaedia to pass the 200,000 article milestone. Considering the size of the linguistic area, this is quite an achievement.

The practical approach to problem solving based on a joint effort finds concrete expression in social innovations, which are produced and implemented by associations as well as the public sector. Solutions have often evolved from the bottom up.

MISSION FOR TEKES:
Open innovation camps as tools for creating innovations

Howard Gardner, Professor of Cognition and Education at Harvard University, says that working life is currently steered by three things: money, the market, and individual career development. However, younger employees in particular prefer work which provides meaningful outcomes, working with others and the achievement of relevant goals. This has led to the development of open innovation camps, the purpose of which is to allow people to gain these types of experiences. Open innovation camps bring together people from different companies and organisations for the purpose of solving problems in an informal and relaxed setting. The problems are identified by the individuals themselves, and no targets are set in advance.

The ideas and seeds of innovation discovered at the camps may be freely used and implemented by all the participants. Thus, best practices and potential business models can be rapidly disseminated. Research indicates that the camps improve employee motivation and produce friendships, which are more valuable in the present-day network economy than traditional business relationships.

When we talk about Finnish inventions, innovations, the first products we think of are those created within the sphere of trade and commerce: mobile phones, paper machines or stainless steel. However, from the perspective of the development of society, the social innovations Finns have been able to produce are perhaps even more interesting. The book compiled by Ilkka Taipale depicts Finnish social innovations such as the single-chamber parliament, the over-the-sink cupboard for draining dishes, the jetties for washing carpets, talkoot, tripartite bargaining and Linux. These are all examples which have helped enhance the functionality of Finnish society.

A major share of these social innovations are the result of work carried out by the public sector, by local and state authorities. Many ideas have been motivated by the need to solve an everyday problem. In 1938, a decision was taken in Finland to improve the situation of families with limited means and the health of their children by distributing maternity grants and maternity packages. A precondition for receiving the package has been that the expectant mother visits a maternity clinic in good time before the birth. This has helped reduce child mortality to a level that is among the lowest in the world. The maternity package provided by the state comes in the form of a cardboard box containing various supplies. The fact that even today, many Finnish children sleep their first weeks in such a box is something of a miracle on an international scale.

MISSION FOR EMPLOYERS:
Promote teamwork

Even though equality in the Finnish organisational culture is at an exceptionally high level, management trends – particularly when times are hard – aim at streamlining processes and at defining and dividing tasks in an increasingly detailed manner. Clarifying roles and responsibilities offers an easier path than developing cooperation regardless of job titles and positions. For this reason Finnish employers, in the private and the public sector alike, must invest in ways that allow people to develop solutions to problems as a group. Solutions cannot be imposed on people from the top.

FINNISHNESS SUPPORTS THE LACK OF HIERARCHICAL STRUCTURES

Compared with the rest of Europe, hierarchy in Finnish society and Finnish organisations is low, and operating cultures are open and direct. The independence of the individual is valued. These traits are visible in many ways in the decision-making culture, operating methods and results.

The low hierarchy has a historical background and it is reinforced by the structures of the welfare society. It is based on social equality. In Finland, class distinctions have been relatively minor. The newly independent Finland emerged into a world in which the idea of equality had become a powerful political principle. In the welfare society, an equal wage policy, income transfers, a social security policy which catches everyone and the same schools for everyone have implemented this principle and ensured that social differences remain small.

You often hear it said that the Winter War united the Finns. At least one of its effects was that representatives of the poorer classes also had to be promoted to management. A wage policy based on solidarity is aimed at ensuring sufficient consumption opportunities for everyone. The tax policy has favoured state-owned companies which – until recently – provided few opportunities for growing rich, even for the management. The market has been small and niche markets even smaller. At school, you could not tell the director's son from his clothes.

MISSION FOR SCHOOLS OF ECONOMICS AND MANAGEMENT CONSULTANTS:

Create models for management by partnership

The organisational models taught and disseminated in Finland do not always support the idea of a low hierarchy. We should develop and create a name for a Finnish organisational model based on genuine equality and teamwork, and market it so that it is adopted in Finnish working life.

Rather than hierarchical directives and orders, management by partnership is based on negotiations and dialogue. It may also be called dialogic leadership. In organisations which apply a leadership model based on partnerships, informality and equality are the starting points. The various parties respect one another's views and competence, and there is a genuine effort to find solutions together, to engage in dialogue.

MISSION IN FINLAND:

Public-sector openness to become active

With regard to functionality, the next major step is to open up the vast public information resources, to make more effective use of them for the benefit of society. This will create a Finland where anyone interested can easily obtain the best possible picture of society, its challenges and potential solutions.

Finland is the promised land of statistics. In Finland, people know more about issues that are vital for the functioning of society than just about anywhere else. The secret of this success is that Finland is also the promised land of registers. For example, Statistics Finland obtains the majority of its raw data from administrative registers. When public administration officials need information on something, they unearth a relevant register rather than start interviewing people. This is why decision-making in Finland is based on systematic information and research to a larger extent than in many other countries.

"Knowledge is power" said Francis Bacon, the father of modern science, as long as four hundred years ago. He was referring to scientific knowledge of the world obtained through physics, chemistry and biology. In Finland in the 21st century, knowledge means even more power than possibly ever before in the history of the world. However, this time knowledge also applies to people and society, and it is highly complex.

In this day and age, steering people through orders and force is a considerably less effective method than before. This makes it even more important to develop an accurate understanding of what is actually going on in society and how people really act. This is why so much detailed information is collected in registers and statistics in Finland. However, the state or local authorities will never have enough resources to fully utilise this data, which is why a larger group of actors is needed.

The major trend concerning information society development in the 2010s is the opening up of public information resources for use by all interested parties. The guiding principle is to give everyone access to information compiled with the taxpayers' money and to facilitate the development of thousands of applications that make life easier, help solve society's problems and create new business opportunities.

In principle, information resources compiled through budgetary funding are available even now for anyone to use. For example, Statistics Finland provides data for free. However, a significant proportion of the publicly compiled data is only known to those who ordered and compiled the data. This means that there is no public body with an overall responsibility for public information resources. Even less thought has been given to whether the data could be used for other purposes than the ones for which it was compiled by the officials. Much more could be achieved with the same effort, if opportunities for utilising the data were considered from a wider perspective.

For this reason the job descriptions of Finnish officials should be revised. They should be open public data officers who help others find ways of utilising public information resources. A public official is an enabler of information-based solutions for common problems.

This thinking is extremely suitable for Finnish society, which is characterised by low hierarchies and based on the idea that everyone should have the opportunity to contribute to the development of society. It would make an excellent next chapter in the Finnish narrative characterised by the spirit of open source thinking, the previous chapters of which were public libraries, free schooling from pre-primary education to universities, and the construction of an information society spanning the length and breadth of the country. It is relevant in a time when people not only consume information but also actively use and refine it.

It is impossible to anticipate the solutions which will result from the opening up of information resources. What will happen once various databases are merged and displayed as location information on a map? Who will create these solutions, and who will utilise them? We may see innovative solutions to issues such as energy efficiency in housing, car pools, care of the elderly, the development of neighbourhood activities, balancing the expenditure of local authorities, improving the efficiency of public procurement and many other of the major challenges in society.

MISSION FOR THE PUBLIC SECTOR:
Public officials as warriors of an open information society

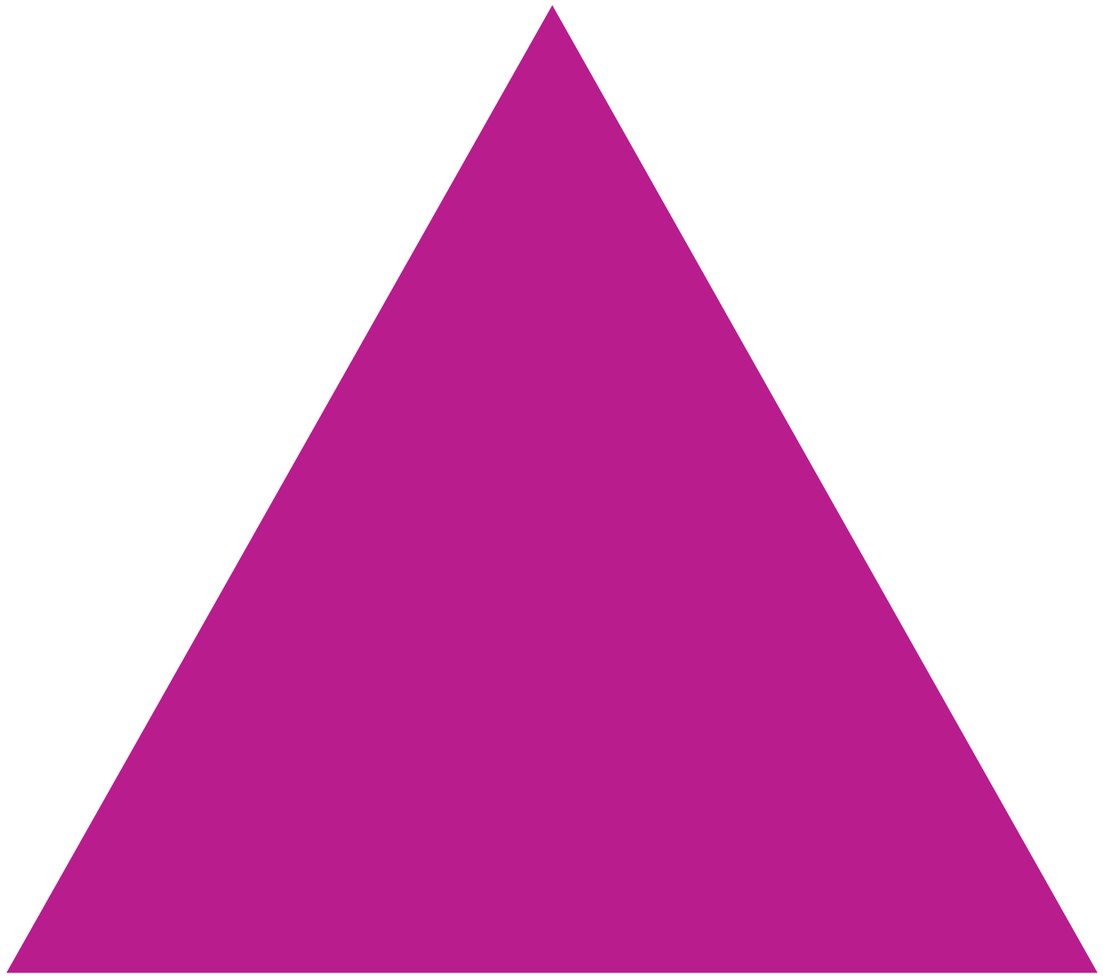
Increasing the transparency of information on society and citizens is a world-wide trend. Opening up public information resources increases civic activity and business opportunities alike. In order to reap the maximum benefits, it is important to guide the opening up of information resources from a user-oriented perspective. This is why the public sector needs to adopt a warrior-like attitude to opening up the resources and making them available for all.

MISSION FOR SCHOOLS:
Schoolwork to be based on open information

One of the weaknesses of the acclaimed Finnish school system is its theoretical nature. In Finland, teaching occurs in classrooms and is based on textbooks, even though the real world has interesting material to offer. Opening up public data resources offers excellent teaching opportunities in many subjects: mathematical problems can be based on genuine data, and in social sciences, teachers could draw on real-time information on the local community, for example.

MISSION FOR UNIVERSITIES:
Academic openness into practice

At the moment, a large share of academic publications are distributed solely as academic publications published by major publishing houses. Utilising them outside universities is difficult and expensive. Thus, the ideal of open access to academic resources is not being fully implemented. The University of Helsinki has already decided that any articles published by its research staff in international journals shall also be stored in the university's own, open publication archive. This practice should also be adopted by other Finnish universities.



WHY?

A FUNCTIONAL SOCIETY CAN NO LONGER BE BASED ON CONTROL The global trend of development is towards the model of the Finnish society. Dismantling hierarchical systems, increasing equality and emphasising the rights of the individual – these are some of the means that poor countries have employed to create their prosperity. The ideal of a safe and functional society is turning towards a hierarchy-free model. The old route to controllability was through control, the suppression of information, and the threat of violence.

A competing model is based on the notion that the best thing to do is to remove obstacles to insecurity and a lack of functionality. For this to be possible, equality and trust must be created in society through a sustained effort. The peace and safety of Finnish society is based on the idea of 'more keys, more problems' – the more there is to lock away, the more there is to control.

COMPETENCE FOLLOWS A GOOD QUALITY OF LIFE Because of the global market and its fluctuations, it is difficult to anticipate the kinds of competencies needed in the future. It is difficult to say whether nano- or bio-specialists will be needed, or whether ICT experts could best lead the way to national prosperity. The only thing we know is that we will need as large a pool of flexible and adaptable competencies as possible and people capable of re-learning.

It is not possible for any country to continuously train just the kind of expertise that is needed. This is why the ability to attract labour will be increasingly important for the success of countries and cities. A clear shift has been observed, both in Europe and the USA, in how people seek to settle in a country or a city. Previously, work was the principal factor of attraction: most people made no bones about it but moved where the jobs were.

Today, many people first consider what their chosen lifestyle requires, then identify the areas where the desired lifestyle is possible, and only then start looking for a suitable job. This is particularly common among the well-educated. This explains why companies dependent on skilled employees are increasingly moving to areas where factors enabling a high quality of life are present.

The increasing emphasis given to the quality of life is reflected in the quality of life survey published by the Newsweek magazine in August 2010, in which Finland was ranked number one, and the annual Quality of Life survey carried out by the Monocle magazine, in which Helsinki has reached fifth place three times.

In the country and city rankings, societies characterised by functionality come out on top: in the Newsweek list, Switzerland was ranked number two, while the two cities heading the Monocle list were Zürich and Munich.

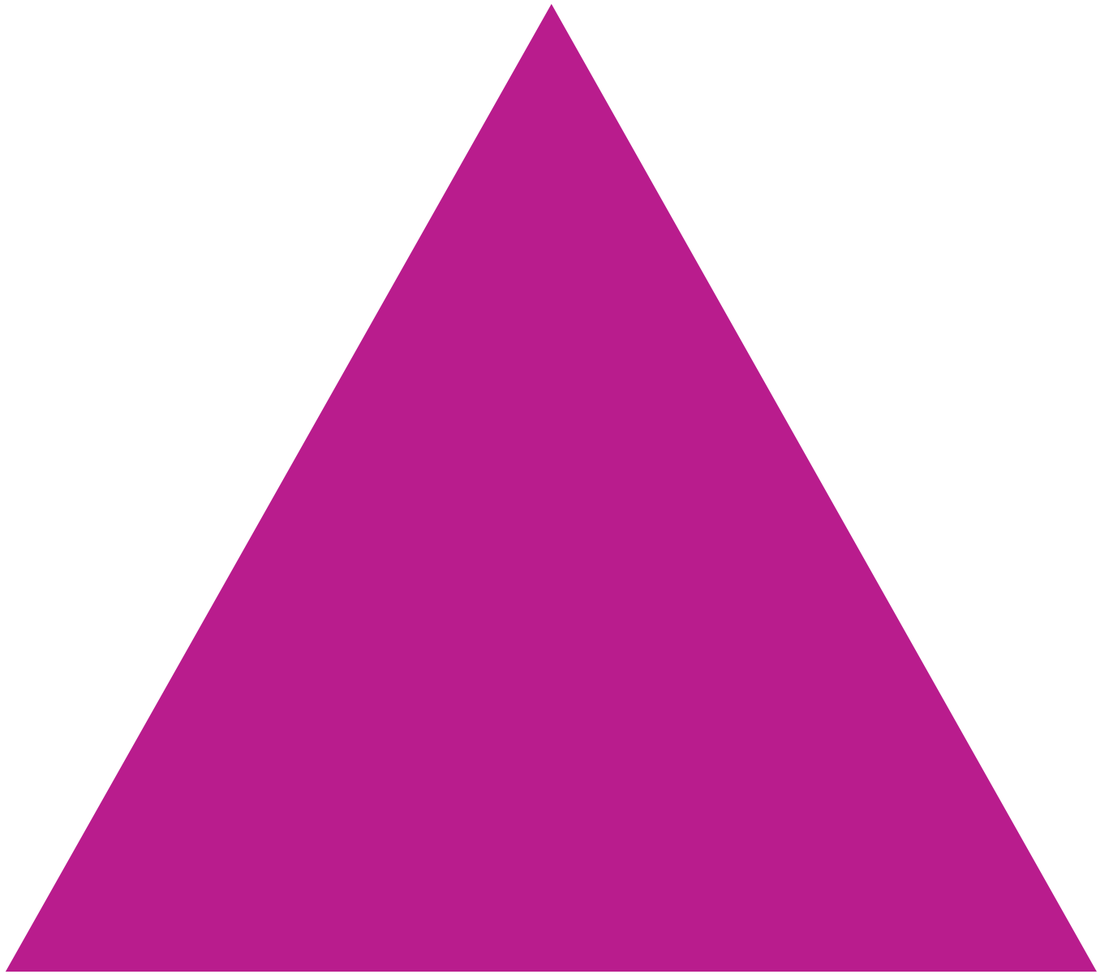
TECHNOLOGY KNOWS NO BOUNDS The 20th century was the century of science and technology. It is justifiable to assume that their role will not at any rate be diminished in the current century. New areas of research will be identified, and the discoveries made in these fields will have an impact on society similar to that resulting from the discovery of penicillin, the nuclear bomb or the radio. The need to understand the world as seen through science will be emphasised.

Maintaining a closed society will become increasingly difficult, as information technology opens up routes to information and makes it transparent. The dissemination and non-dissemination of information is a key factor in the creation of power structures. The Internet, wireless communication devices and the mobile phone – the use of which has now spread even to African villages – offer new ways of distributing information and data. This will break down hierarchies all over the world.

The shift to knowledge-intensive work also accelerates development. Although it is naive to assume that developing countries will directly follow the road marked by industrialised countries, we may be relatively certain that individualisation is catching. Even in China, which actively monitors Internet content, people use various peer-to-peer services, and are used to the free nature of information on the Net and distribute it further. Although Chinese people do not watch Internet pornography, they read blogs and use Facebook. Thanks to technical tools, the world is growing increasingly individualistic, and in such a world hierarchies do not work as well as they used to. People refuse to be subjects in the same sense as before. The essential fact is that the number of people interested in individualism is growing throughout the world.

Ubiquitous technology also creates a new form of dependence. Everything has a technological surface layer. We have arrived at a paradoxical situation: the functionality of society is increasingly linked to the governance of technology, yet technology has rendered many of the existing instruments of governance inefficient. Therefore, sustaining functionality requires both a modern technological system and a social one.

CONSUMPTION DRIVES PRODUCTION The industrialised countries have entered an era in which basic needs steer consumption in name only. At the same



time, our relationship to material goods has changed: when material goods are plentiful, the search for meanings directs consumption choices. More and more people have come to understand that in terms of their own quality of life, quality replaces quantity when it comes to consumption. Well-designed, functional and durable products stand out and appreciation of them increases. Good, user-focused design becomes an important competitive advantage in the consumer market, where competition is already fierce, thanks to cheap production.

Challenges related to the climate and resources result in companies, consumers and public organisations emphasising durability, practicality and serviceability in procurement. The material and energy balance, which spans the entire life cycle of products and systems, becomes the parameter which determines whether the product will be brought onto the market or into the scope of procurement decisions.

CHALLENGE: THE FUNCTIONALITY OF A MULTICULTURAL FINLAND

The foundation on which the functionality of Finnish society rests was created at a time when the challenges were different from those the world is facing in 2010. Finland was a strongly homogeneous society, the choices available to the poor and uneducated nation were few and the opportunities of the government to regulate society were extensive. Many choices made at the time were wise and are now repeated through thriving institutions and structures, as well as through a culture of functionality. This culture exists and is further propagated in Finland through education, at workplaces and through the work of associations.

However, the age of a strong homogeneous culture is inevitably over. Society is diversifying due to a number of factors, not solely as a result of immigration. We must find new ways to build trust within society. This requires strong intervention by political decision-makers and the public sector. It is important that informed political steps are taken to build trust. This will maintain and reinforce the legitimacy of the democratic system. We must be able to regularly revise the promise of Finnish society concerning the involvement of all.

In this world, the contributions Finns make increasingly come about through cooperation with people from different cultural backgrounds. It is obvious that Finnish practices and the ideals of functionality cannot be implanted in multicultural organisations and communities just like that. For this reason it is important to consider what constitutes the core of Finnish functionality that can overcomes cultural boundaries. Determining this issue will certainly require bold experimentation. This will also teach us more about being Finnish.

FUNCTIONALITY: FINLAND WILL OFFER THE WORLD DURABLE PRODUCTS AND SYSTEMS

1. WE WILL REPAIR IT – DURABLE PRODUCTS FROM FINLAND

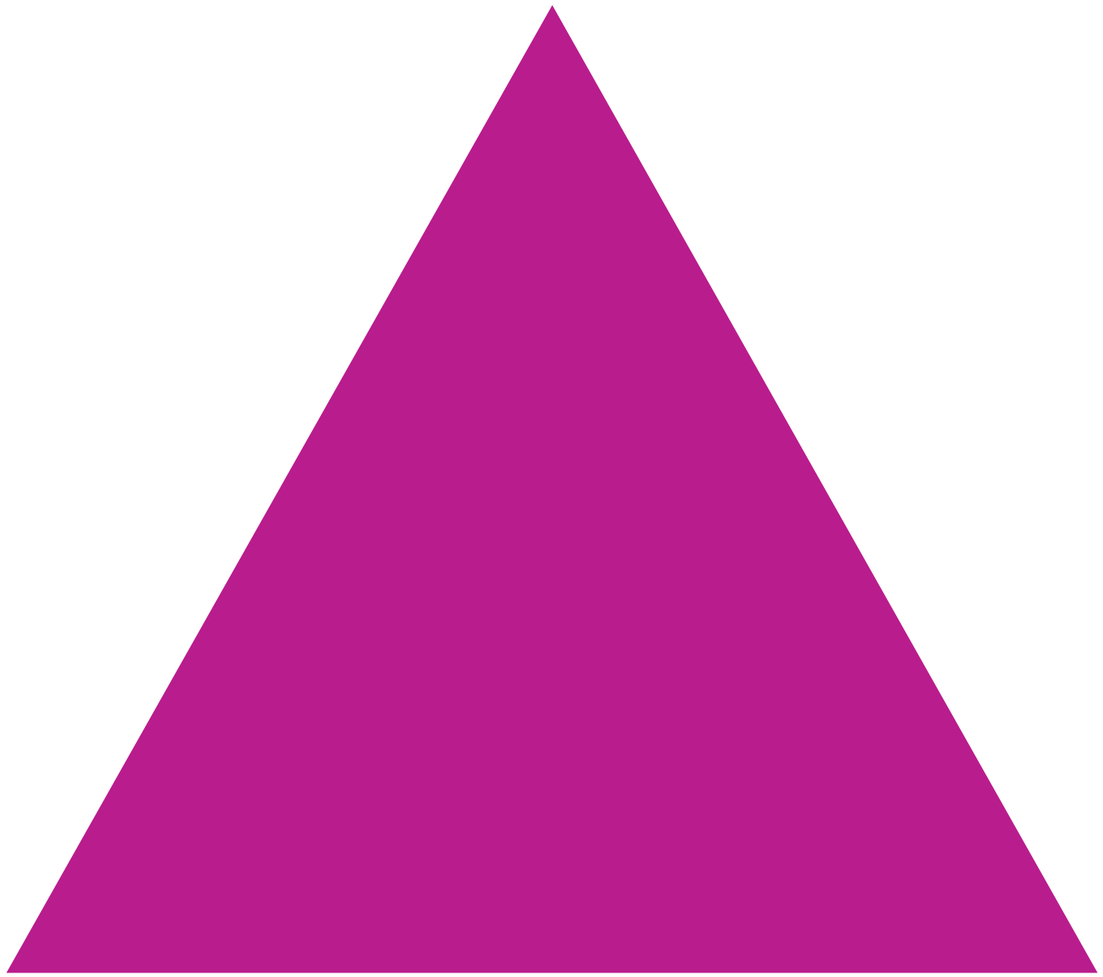
Finnish design companies should turn repairability into a strong brand as part of the World Design Capital 2012 effort. The joint promise of Finnish companies for the future is that Finland will design and produce products that have a long life and are repairable. This will raise Finland's profile as a pioneer in sustainable development. The message of the Finnish business community is: buy Finnish, buy for life. New maintenance and repair services for private individuals and organisations alike are an important way of increasing brand loyalty and commitment to purchasing Finnish products. Services related to repairs and maintenance also offer companies opportunities for creating new business.

Industrial manufacturing is easy and cheap, and consequently our homes are full to bursting with superfluous material goods, and our relationship to material possessions has changed. When production is cheap, we are quick to discard things. It is easier – and often also cheaper – to buy a new product and throw away the broken one rather than have it repaired.

The world needs a credible alternative to the extravagant consumption culture. Besides returning to a lower level of prosperity, there are two routes available to us: either we efficiently recycle all raw materials and refine them, applying the latest knowledge of physical chemistry and material physics. Or we prolong the service life of products through design, making them easily repairable, modifiable and combinable.

The illustrious tradition of Finnish design is based on the 1950s idea of everyday design. In a poor but equal country it was no shame to design products for the masses. The functionalist architecture of Alvar Aalto and the Teema tableware by Kaj Franck are both examples of the design of an equal Finland: beauty in everyday objects for all, irrespective of social status or wealth. Teema tableware items are bought as gifts for the home because of their high quality and because they can be mixed and matched with other items. This philosophy is still alive and strong, as is demonstrated by the clever slogan of Iittala: Design Against Throwawayism. This kind of thinking is increasingly welcome.

The next step in the narrative of Finnish design is to increase the dimension of repairability, modifiability, replaceability and recyclability. Inspiring examples are already available. Repairability and maintenance and security of supply are



already a core element of the operations of many Finnish companies. Finnish reliability means employing an engineering mindset to help the customer prolong the service life of even complicated products. The starting point is a high-quality product based on a successful design. Repairability and maintainability are already taken into account at the design stage. The success of Kone and Wärtsilä is increasingly based on the efficient repair services they offer. A few examples can also be found in the consumer sector. For quite a while now, Marimekko shops have offered its customers a service through which Markiisi bags in need of repair can be sent to the company's production plant in Sulkava.

The idea of a long-term relationship between the company and the consumer also supports the fundamental Finnish virtue of reliability. Fair trade means that even at the time of purchase, Finnish companies can guarantee that their product will not fall flat at the very first hurdle. A Finnish product intended for lasting use is something you can sell with pride.

People will only develop deep, personal relationships with objects which are meaningful and permanent, have a clear story, and the durability – or even repairability – of which they can trust. This means practical products with a long life which can be easily repaired and maintained. By offering customisation services, Finnish companies also help consumers to adapt the product according to the current style of fashion or the occasion.

Service thinking, which has already established itself in the industrial sector, will also be increasingly effectively applied to products aimed at private consumers. All of the major design-driven companies will be brought together under a joint campaign. A joint symbol communicating repairability and a long service life will link life-cycle thinking with the idea of Finnishness as well. The symbol and the products bearing it will serve as a concrete expression of Finnish reliability, technical expertise, solution-oriented mindset and commitment to sustainable development. This will sustain the best ethos of the golden age of Finnish design.

2. THE NEW WAVE CHALLENGE The New Wave challenge links Finnish expertise with the need to find new solutions to serious global problems. Through initiatives and support from Finland, as many people as possible around the world will be involved in generating new ideas to solve crucial problems. Finland is creating an open-source environment for solutions and joined-up thinking, and funds ten scholarships annually. The New Wave challenge allows us to communicate the Finnish way of solving things: through a community effort.

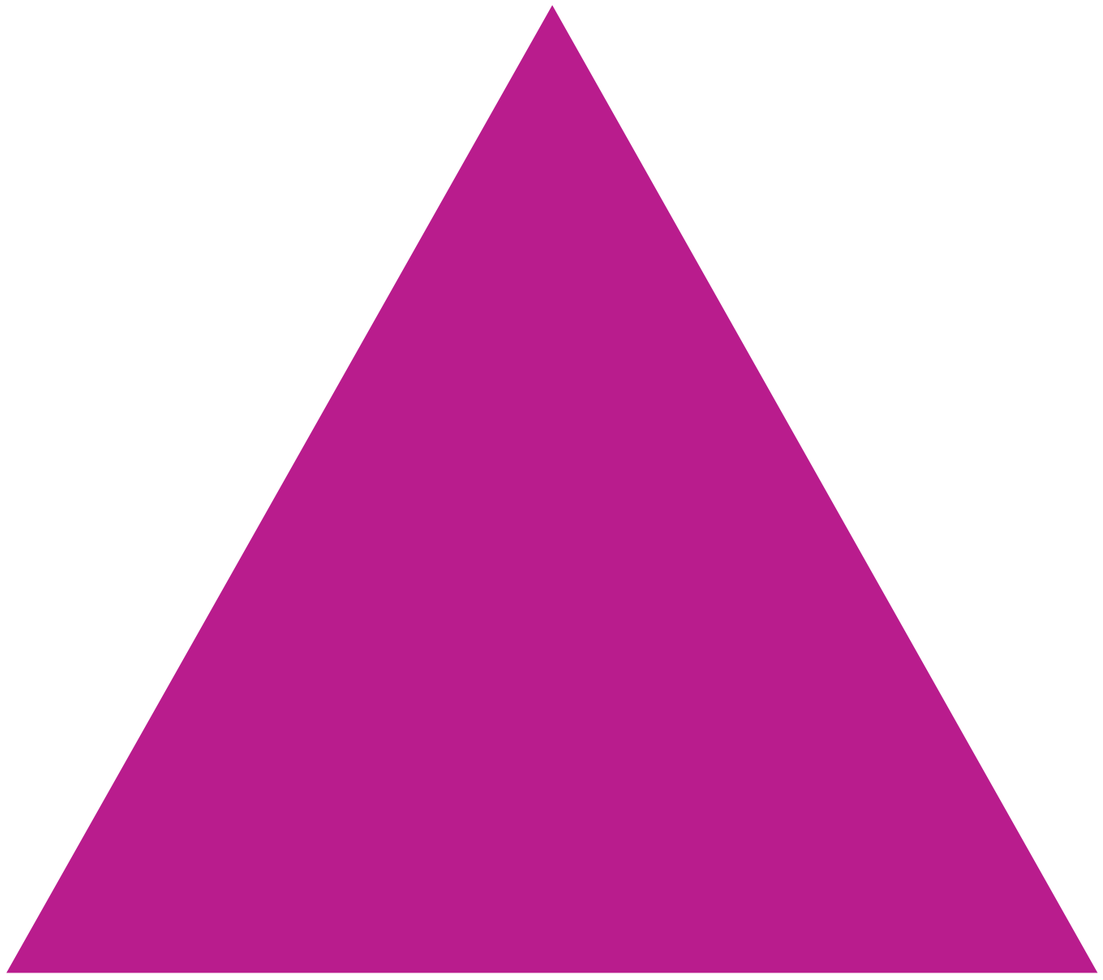
It is no coincidence that the ideas for Linux and MySQL, the principal tools used for organising peer-to-peer content creation, originated in Finland. Linus Torvalds has said that even the most complex problems can be solved, provided there are enough people looking at and solving them. Another example demonstrating this principle is the rebuilding of St. Olaf's church in Tyrvää, which was badly damaged in an arson attack in 1997. Cooperation taking the form of a community effort, which is based on trust and enthusiasm and involves the voluntary participation of community members, is a typically Nordic concept. International comparison and attitude surveys also show that Finland has a strong culture of cooperation and mutual trust.

The whole world is struggling with serious problems that threaten the lives and well-being of people. Climate change, population growth, poverty, hunger, a lack of clean water and a low level of education – these are examples only of the types of issues which it seems cannot be solved through a leader-driven approach. The tradition of acting together and allowing different voices to be heard is well suited as a method for solving global problems. Even today, Finland's efforts in development cooperation, for example, focus on many such areas where the former colonial powers cannot act because of the historical baggage. The tradition is also linked to Nokia's famous slogan: Connecting People.

Under the New Wave challenge, problem-solving does not start from process diagrams drawn up in advance. Instead, everyone is encouraged to act as developers, as everyone has something to give. The New Wave brings together thinkers, influential community members, financiers, designers, engineers and young people. Scholarships will be granted to people who will be chosen from all over the world and who have the courage to employ new modes of thinking and the ability to involve others and promote an atmosphere of trust and sharing.

For their part, the holders of scholarships will seek to involve others within their sphere of influence in the problem-solving effort. They will be guaranteed proper resources for finding solutions, provided that they share their results and thinking with everyone. An open-source platform will disseminates the insights developed in the work, seek new ideas from new actors and take emerging modes of thinking further. Finnish universities and research institutes will support the scholarship holders through their networks and expertise.

3. THE TACIT FACTORY – HAVENS OF QUIET Tacit Factories, havens of quiet, will be established as the flagship applications of Finnish soft diplomacy. They will be the modern global version of the Finnish library system.



Tacit Factories will provide mobile information workers with quiet, comfortable work environments among their peers, practical information and skills, and a library professional with specialist skills in solving problems the Finnish way. Membership in the Tacit Factory club will be free, but it brings with it an obligation to share your work and expertise. For example, a member can take others to a unique park he or she knows in the city and teach them to use the opportunities it provides, or teach the use of new Web applications.

The library system is one of the key institutions in Finnish society. Finland has almost one thousand libraries that are open for all, and garrisons as well as many other institutions have their own libraries. The notion deriving from popular education that information must be available for all has spread not only through schools and educational institutions but also through libraries. Public space has also been considered important in Finland. Cities must have places where people can go to even if they cannot buy anything. Modern libraries are an excellent application of this idea.

In the post-tourism age, Tacit Factories will be global centres which can be found in the most important metropolitan hubs. For the purpose of knowledge transfer, every member of the club will create a profile specifying what he or she can teach and would like to learn. Tacit Factory profiles will include information on how much time the user is willing to spend on instructing other members. The profiles and a positioning system will allow club members to keep track of who is present in the factory and what you can do together.

The club will operate on the basis of a score system, and each factory will issue honorary memberships. If you have used the premises a lot but not taught anyone, your score will be negative. On the other hand, if you have instructed several people and used the premises a lot, you will have a high score. The score will also serve as a networking tool – when a member with a particularly high score is going to be present, other members with high scores will be especially welcome.

Each Tacit Factory will be managed by a Finnish library professional with specialist skills in problem-solving and information searches based on human needs. Comfortable and inviting, the Tacit Factories will be global representatives of a modern culture of sharing and serve as empirical constructors of Finland's brand. They will be the spearhead projects of Finnish soft diplomacy. The end products of Tacit Factories will be the relationships forged and networks created, the things learned and experiences shared, and we can but guess at their positive cumulative effect.

2 **DRINK FINLAND**

LET'S MAKE THE LAKES DRINKABLE AND SERVE ORGANIC FOOD

International brand surveys indicate that nature is the clearest and strongest distinctive aspect of Finland's image. People with no personal experience of Finland have the strongest mental image of nature. People imagine that Finland is a country where nature is almost totally unspoilt, the last wilderness or natural paradise in Europe.

In reality, Finnish nature has been extensively harnessed for useful purposes. Besides the fact that Finnish people have access to clean nature and water, we have also learned to protect and clean nature in a way that benefits the whole world. So, the reality of Finnish nature is even more interesting than the mental image.

The scientific understanding of nature is extremely good in Finland. On the other hand, every Finn has a strong personal and practical relationship with nature. This relationship is created by spending time at a summer house, by camping and by picking berries or mushrooms. These are the strengths on which Finland can now develop solutions that serve as examples to the world of a sustainable approach towards the environment. This involves the practical steps of switching over to organic farming and making Finland's water bodies drinkable.

THE STORY OF FINLAND'S LAKES IS WORTH TELLING

"Päijänne is one of the most studied lakes in the world. Various parties have learned a lot over the last 30 years. Thanks to the Päijänne tunnel, the lake is the most important source of water in Southern Finland, and the protection of water resources has allowed life in Central Finland to continue as vibrantly as ever. A lot of money has been invested in treatment plants, and the municipal residents and users of industrial products have agreed to pay the costs. Much has been achieved in controlling industrial emissions, not only by external purification but also by developing production methods. The evaporation and incineration plants for sulphite spent liquor (Äänekoski 1956 and Jämsänkoski 1969) were big events for Päijänne at the time. A large plant (such as Lievestuore) is difficult to repair, and the best results are achieved by renovating the entire production process. The major investments made in recent years to the plants in the Äänekoski and Jämsä regions have also made it possible to protect water bodies on a new basis. As a result of intense publicity, nature conservation has become a factor that now even directs the markets and provides a competitive edge to factories that take care of everything properly."

Kari Hokkanen: 'Päijänteen vesiensuojelu' (protection of waters in Lake Päijänne) in a publication by Hakkari L. and Saukkonen S. (edit.): Päijänne, suomalainen suurjärvi (Päijänne, a great lake in Finland), Gummerus Kirjapaino Oy, Jyväskylä 1998

The salvation of Finland's badly polluted lakes and sea areas is a story worth telling – especially because there are never too many good news stories about the environment. After the record-hot summer of 2010, it may sound self-evident that one can dip into the nearest river bend, sea shore or lake to cool off. However, this would not be the case if the task of cleaning badly polluted water bodies had not been undertaken. The current good state of waters was achieved through strict regulations.

The deteriorating condition of water bodies was clear for everyone to see in the late 1960s. Fortunately, people understood that clean water is a resource we cannot afford to lose. Awareness increased gradually, and know-how was acquired from abroad. The practical enforcement of the Water Act began in 1962, and Finland set out on its journey from being a developing country in water protection to being a forerunner of the future. Early on, the water

MISSION FOR THE MINISTRY OF FINANCE:
Gross National Sustainability as the new benchmark

Gross National Product does not take into account the consumption of natural resources; that is why we need new monitoring mechanisms to supplement the old indicators. The lack of a uniform calculation model hampered the development of economics and the monitoring of the world economy until the 1930s, when national accounting and GNP were invented, which are still used for measuring production all over the world. A similar unambiguous and comparable parameter is now required for measuring the most problematic single issue in the world: the use of natural resources. Gross National Sustainability applies standardised benchmarks to analyse the amount of natural resources used by a country.

The Finnish Ministry of Finance will start producing Gross National Sustainability data on Finland on a quarterly basis. At the same time, research associated with GNS accounting is strongly supported in Finland and promoted internationally, both in the EU and in international politics. This accounting will begin as an annual exercise throughout the world using the same methodology. Understanding GNS comparisons should be part of people's normal all-round education.

protection associations that relied on voluntary work were of great assistance to public authorities who had few resources. The network of dozens of small water engineering firms was also an important form of development work.

Thanks to the determined rescue operations, most of Finland's water bodies are now in a fairly good condition. The lakes were successfully saved, and Finland was transformed from a country of thousands of waste water pools to a country with water fit for swimming and drinking. The result was increased prosperity, a better living environment and a success story for Finland.

FINLAND'S STRENGTHS – AND THEIR FURTHER ENHANCEMENT

SCIENTIFIC BY NATURE Clean water and nature are more than just emotional matters in Finland. This is also evidenced by the fact that the most cited Finnish scientist in the new millennium is Academy Professor Ilkka Hanski, who, together with his team, has applied mathematical methods to studying the fragmentation of habitats of different species. The results of Hanski's research are very important for biodiversity: they help illustrate the type of natural areas that should be preserved and where in order to prevent the extinction of certain species. Hanski has been awarded the Ecology Institute (ECI) prize, "the Nobel Prize in ecology" for his research work.

Ilkka Hanski is no isolated flash in the pan. The standard of Finnish environmental research is high. The list of the ten most cited Finnish scientists contains five naturalists. Finnish ecologists as well as climate and forest researchers in particular are the best in the world.

One of the reasons for this success is the extensive network of monitoring and research stations that has provided researchers with unprecedented timelines of lakes, seas, forests and swamps, their ecology and climatic chemistry. The tenacious and inventive work in collecting data make Finnish scientists sought after partners in international research networks.

The responsibility for registering the state of the environment and natural phenomena does not rest solely with university scientists. State research institutes also produce research data and develop new methods for modelling the systems of our environment.

This research work is supported by solid skills in compiling statistics. As a nation, Finland probably knows its environmental impacts better that any other

MISSION FOR RESEARCH POLICY:

Extensive deployment of material flow calculations, i.e. the Envimat model

Measuring the consumption of natural resources is not of itself sufficient as a basis for decision-making; information on the environmental impacts of this consumption is also required. The Envimat model, developed in Finland and financed by the Ministry of the Environment, produces essential information on the environmental impacts of material flows in the Finnish economy. The model takes into account the flows of natural resources both within the country and in imports and exports. Envimat is a prototype and its expansion to be compatible with well-being indictors will create the basis for the systematic development of a sustainable society that will be in everyone's interest. The partner network should be expanded from its current members, including the Thule Institute, Agrifood Research Finland and VTT Technical Research Centre of Finland, to more extensively cover the research community – such as the Academy of Finland, the most significant financier of basic research in Finland.

nation. We know how much energy we use, how many tonnes of natural resources Finland imports and exports every year and how much greenhouse gas emissions we produce. Finnish civil servants can always rely on accurate figures in EU or UN negotiations on climate or other environmental obligations.

"SAVE US FROM WAR, PLAGUE AND THE MINISTRY OF THE ENVIRONMENT" Finland's strengths stem from the well-functioning social infrastructure and in particular from good governance, as does the good standard of natural and environmental protection. Finland has been repeatedly ranked at the top in international sustainable development indices. Finland's trump cards in these indices are the cleanliness of the immediate surroundings, an effective environmental administration and comprehensive environmental legislation.

Finland built up its environmental administration in the 70s, 80s and 90s. It soon gained reasonable weight in spite of much prejudice. The County Administrative Board of Kuopio wished, in an official statement, to be "saved from war, plague and the Ministry of the Environment", when planning for the ministry began in the 1970s.

The success of the environmental administration cannot be explained by the general increase in the importance of environmental issues alone. Finland's environmental administration was built on solid expertise, on motivated professionals who were well versed in environmental matters. Cooperation with other fields of administration, the public and companies is comprehensive. Legislation and individual decisions are based on measurements and research data. Even though people often see the environmental administration as a body issuing different permits, its operations are based on unambiguous, common criteria and measurements.

The results also speak for themselves. The emissions from communities and industry into the air, soil and water bodies were brought under strict control in the 1980s. The clean-up operations did not result in the closure of any factories or a loss of jobs; the reverse happened. This epitomises the unwritten motto of the Finnish environmental administration: no grandiose goals or unfounded promises, merely a commitment to actions.

Finland's environmental administration has also made a valuable contribution in international forums. The common environmental policy is an EU success story, and Finnish civil servants have been involved in shaping it. The environmental administration and legislation of many countries have been established with the help of Finnish expertise and experience. This is the way that the water legislation of South Africa and Nepal was conceived, for example.

NATURE FOR EVERYBODY, EVERYWHERE Almost 80 percent of Finland is covered with forests. In Finland, you do not specifically have to go and look for nature; it is present everywhere. Urban areas have also wanted to ensure access to nature for everybody; this usually means the establishment of green belts and parks. The city planning in Finland's capital is still guided by the idea of a continuous nature area from Töölönlahti bay in Helsinki all the way to Lapland. Finnish nature is easily accessible because it is not located in hard-to-reach mountainous areas or surrounded by steep shore cliffs; people can often access nature on their doorsteps.

Most Finns learn to wander about in nature at a very young age. The forest is a place that soothes many people's minds. A recently published study indicates that only five percent of city dwellers say that nature means nothing to them. Nature documentaries and nature evenings on the radio keep their top spot among viewers and listeners from year to year.

The long agrarian tradition underpins people's intimate relationship with nature, and it is maintained by the strong and vibrant summer cottage culture: it is calculated that there are two million people in Finland who spend their holidays at a summer cottage. Sauna bathing by a lake or the sea — i.e. amid nature — is an inseparable part of the Finnish summer cottage tradition. "They are crazy, those Finns," say many foreigners who participate in the sauna ritual, but that just gives us an opportunity to enjoy our reputation as slightly crazy yet highly educated people with diverse competencies.

Practically every Finn has access to a place to swim or moor a boat. Finland has 187,888 lakes and 178,947 islands (Greece, renowned for its archipelago, has 1,400 islands). There are lakes in almost every municipality, and only a few have no islands. Finland's lakes and islands have shallow shores that require no special skills.

The expansive nature of Finland also provides relaxation through its panoramic views. Looking at faraway landscapes has been found to be extremely relaxing. Finns are not alone in feeling like that: extensive international studies, conducted for example in Holland and Japan, have provided plenty of evidence on the invigorating and stress-reducing effects of nature. Even the sight of pretty scenery outside your window will reduce stress hormone concentrations.

So, nature does matter.

NATURE AS INSPIRATION FOR ART Nature has provided inspiration for Finnish art and literature since the 19th century. Finland's national writer, Aleksis Kivi, succeeded in capturing the harmonic relationship between man and nature in his novels, plays and poems. His novel Seven Brothers tells of men whose lives are entirely based on the cycles of nature. They do not need to know how to read letters; it is enough to read the signs of nature. The forest is a safe haven where you can escape the bad and depressing world. F. E. Sillanpää, Finland's only Nobel Laureate in literature to date, was awarded the prize for his deep understanding of the relationship between Finnish nature, man and the cycle of the seasons. Jean Sibelius, Eino Leino, Pekka Halonen and many others have also interpreted Finnish nature in their works.

The ordinary forest scenery became a Finnish symbol for the home and fatherland as early as in the 19th century. The chaotic, wild and unknown forest became a symbol of community. It was captured on canvas and advertisements, used as an emblem on banknotes and securities and was soon perceived as the national scenery.

The world's awakening to the problems of environmental pollution and the felling of forests in the late 20th century was also reflected in visual arts. Nature was no longer portrayed to the same extent as a distant subject, as scenery. Instead of depicting the beauty of the landscape, art began to emphasise a sustainable environmental relationship with nature and the importance of nature as the source of all life.

Nature remains a strong influence in art and a source of inspiration for artists. The series entitled a Cultural History of Finland, published in 2002–2004, showed what a great source of inspiration nature continues to be. The editorial staff of the series waited with keen interest to see what kind of interpretations the writers – top experts in their respective fields – would offer regarding the history and current status of different arts. It turned out that nature is in practice an equally important source of inspiration for all the arts. Nature is also an inseparable part of the identity of modern Finland, although it no longer has the role of an immediate source of livelihood as was the case some time ago.

MISSION FOR SCHOOLYARD DESIGNERS:
Parking spaces to be replaced with nature for a variety of purposes

A study conducted by the Young Finland Association indicates that the schoolyard is the most important place for children's physical exercise: more than one-third of all physical exercise undertaken by children of primary school age takes place in the schoolyard. An international study indicates that a 20-minute walk in the park improves the concentration of ADHD children as efficiently as medication. Children spend about five hours a week on breaks between lessons, more than they spend in lessons for most subjects.

However, schoolyards still lack proper facilities for playing. By combining and utilising the study findings, municipalities and schools with initiative can develop schoolyards into inspiring natural oases of multiple uses for use by schoolchildren and other residents. Vegetable gardens in schoolyards have also been well received in many countries.

MISSION FOR BIOLOGY TEACHERS:
Take lessons out of the classroom and into nature

Every schoolchild must have the right and the obligation to go into nature and experience the environment in different seasons. Studies show that knowledge of species is the key to developing a relationship with nature and environmental sensitivity. A study conducted by the University of Helsinki shows that Finnish people have poor knowledge of species at all levels of education. Nearly all pupils, students and class teachers wanted to have a better knowledge of species, and learning amidst nature is the best way for all these groups to develop these abilities.

Multi-sensory techniques and new technologies, such as digital herbaria, could be utilised in teaching. Biodiversity could also be covered in several subjects to make the students' relationship with nature and its examination more diverse.

MISSION FOR THE TOURISM INDUSTRY:
Holiday packages in silent Finland

The world is full of noise and clamour – so you should visit Finland. Silence could be packaged into an extreme experience where you do not have to constantly fuss and exert yourself. Some Finnish municipalities could brand themselves as quiet municipalities, like the City of Hanko has already done it its autumn campaign. The Finnish Tourist Board has defined "Silence, please" as one of the themes for tourism in Finland. Silent Finland provides a good balance to a hectic life, allowing people to find the space to breathe and think. Silence and tranquillity provide relaxing holiday experiences irrespective of the season or weather.

QUIET LIKE FINLAND A Finn is not afraid to be quiet. Until very recently, silence has been an everyday luxury for the masses in a sparsely populated country where the urbanisation process started very late. Silence is a resource: everyone is entitled to it, and it is available to all. The idealisation of silence is reflected in people's comments. Many feel that a skiing or trekking trip is that much more successful, the fewer people you meet on the way. Finnish children are taught not to yell by a lake and not to speak too much in the sauna. Sauna bathing provides an exceptional right – and relief – to be quiet in a group.

Active members of residents' associations speak in the media and forums about their demands for more noise barriers and better noise policies in city planning. The rules of housing companies contain restrictions on disturbing noises, such as the clatter of washing machines and the beating of mats; the opening hours of restaurant terraces are strictly controlled, and restaurant facilities cannot be established just anywhere. Even sports audiences do not lose their control and start making too much noise; the favourites are cheered in a subdued Finnish manner. In the summer, topical issues include jet skis that terrorise lakes and in the autumn, leaf blowers that are too noisy. The national Day of Silence has been celebrated for ten years.

Noise is known to cause stress, sleeplessness and aggression. Noise also increases the risk of cardiac arrest. Studies also show that you cannot get used to noise. Silence has a strong cultural background in Finland, and that is why actions for reducing noise pollution enjoy extensive popular support. In Finland, silence is an unofficial everyman's right.

MISSION FOR METSÄHALLITUS:
More and better investment in communications

Metsähallitus, the state enterprise responsible for administering state-owned land and water areas, is the keeper of Finland's most valuable areas of nature, such as the national parks. At the same time, it provides the most extensive camping services in the country. But how could a Finn walking in nature best understand the wonders of and changes in the nature he has seen while trekking on duckboards? How could we get the Finnish people to travel more in Finland and in the Finnish countryside? We must make the idea of going out into nature as easy as reality itself.

Nature centres, sites for camping fires, lean-to tents and uninhabited huts in the wilderness are available to everyone trekking in the great outdoors. You can go out into nature in any weather, but sometimes it requires a bit more effort. In order to get the best out of Finnish nature and everymen's rights, there needs to be a national and innovative actor whose responsibilities would include constantly developing the range of services available, investigating users' needs and attracting Finns to make use of the best resource of the country: nature that is open to everybody.

EVERYMAN'S RIGHTS – SOMETHING FOR EVERYONE There are many edible things growing in the Finnish nature, and they are free for anyone to pick. We have a fitting name for such a wonder: everyman's rights. The purpose of everyman's rights is to ensure that all citizens get their share of the fruits of nature. What nature provides without cultivation, i.e. berries, mushrooms, game and fish, is divided among the entire community. The use of these rights has been promoted by granting an exemption from tax, and berries and mushrooms are also picked for selling. Historically, they have been an important addition to the staple diet of the poor. The common resources of berries, mushrooms and recreational opportunities never stops astonishing foreigners. Everyman's rights sound almost too good to be true.

Economists have also started to consider the question of the wise management of natural resources. Elinor Ostrom, a US environmental economist, was awarded the 2009 Nobel Prize in Economic Sciences for her analysis of economic governance, especially the commons. Ostrom's research challenges the long-standing perception that jointly held assets are managed less efficiently than private ones. According to her, communally owned forests, for example, are just as productive as private ones.

Finnish berries and mushrooms and the right to put up your tent on another man's land constitute these types of common assets. Everyman's rights are based on a long Nordic tradition. The underlying factor behind the development of everyman's rights is the wide, forest-covered land with a scarce population: the borders of areas of usufruct were not very clear; there was enough space for everyone and landowners could not control access to their land or utilize all its products themselves. Everyman's rights are also a valuable resource for tourism.

Land and forests have primarily been perceived as national rather than private assets, which is why their environmentally friendly and respectful utilisation has been kept free for everyone.

MISSION FOR THE PRESIDENT:
Initiative on Nordic everyman's obligations

Each Nordic citizen must know his or her ecological footprint, the origin of products consumed and their environmental impacts. To this end, the Nordic heads of state could agree on Nordic everyman's obligations to supplement everyman's rights. Their basic premise would be to improve the citizens' understanding of the significance of lifestyles in preserving natural resources and preventing environmental threats.

Documenting the common values associated with everyman's obligations would enhance the Nordic countries' everyday capacity to act in solving environmental problems, even if legislation and regulations would still play a pivotal role in environmental policies. Common ethical rules become practice when they are written down. The Nordic values that we all share are as ready for shared obligations as they are for everyman's rights, which are known throughout the region.

MISSION FOR REGIONAL EMPLOYMENT AND BUSINESS POLICIES:

Turning everyman’s rights into livelihood opportunities

What would be the best locality for boletus mushrooms or lingonberries in Finland? What about the best place for camping? Rural municipalities could find the desired boost to their economies from everyman’s rights. This requires a more vibrant and diverse service offering to activate local people and visitors alike to start picking mushrooms and berries and go camping.

The Ministry of Agriculture and Forestry, or the municipalities themselves, could support this by establishing open databases which anyone could check to find out the best places for picking mushrooms or berries. At its best, an open databank would provide an insight into physical exercise, accommodation, recreation and catering services. Visitors would get the whole comprehensive package: accommodation, organically produced food, a trip to the forest with a meal served by the campfire or on a tree stump, berry or mushroom picking, tranquillity. At the same time, the services built around tourism will promote service and job offerings for local inhabitants. The productisation of everyman’s rights has great potential.

COLLECTOR CULTURE Finland can offer the very thing that is in big demand in the Western world right now: clean, ethically and naturally produced healthy food, superfoods. Finnish berries, fish, mushrooms, and root crops as well as traditional types of grain are not only trendy but also excellent sources of nutrition. Carefully produced Finnish food combines the best qualities of nature, clean water and air. The process of turning these qualities into gastronomic products of the highest standard is well under way.

The popularity of berry and mushroom picking is again on the increase, probably because they combine many modern-day trends: a slower pace of life, organically grown food without additives, a less is more ethos, and a reliance on traditions and things found to be good. Walking in nature and picking its natural offerings provide a concrete and refreshing counterbalance to knowledge work, which occupies the time of most people in working life from school until retirement.

Wild nature’s offerings and harsh conditions form the basis for mental images of Finnish food. Although the climate and soil pose their own challenges for the production of food, the short but well-lit growing season provides wild and cultivated berries, fruit and root crops with an aroma of their own, reminiscent of the long hours of daylight. People have grown accustomed to having to work much harder to earn their livelihood from the soil than they do in more fertile and warmer regions. Finnish people have had to learn to prepare their food using the ingredients that the hard soil as well as harsh and cold climate produce.

Traditional and festive Finnish dishes tell a story of austerity and hardship. During the biggest feast of the year, Christmas, the tables are filled with dishes made of swedes, potatoes, ham, herring and beetroot. There are probably few other countries that have traditional dishes made of ingredients as modest as that.

Eating food that is organically produced and grown nearby is ecological, healthy and trendy. The Rural Barometer project indicated that organic farming is an essential part of the identity of the countryside in the imagination of Finnish people. Finnish people feel that the fatherland shows it’s most beautiful aspect in a cultivated rural landscape where people earn their living in a sustainable manner, respecting nature and caring for the surrounding waterways and forests.

MISSION FOR INSTITUTIONAL KITCHENS:
Portions of the right size

Food consumes a lot of water and energy on its way from primary production to your plate. That is why it is important that no food is wasted at any stage of the process. Institutional kitchens have an important role in providing lunch meals. Limited resources naturally force school kitchens to cook economically, but there is still scope for improvement in restaurants. The aim should be to use the ingredients available in the kitchen in an imaginative way so that the amount of waste is minimised and the size of portions is such that diners can eat them without overindulging themselves. This will also address the obesity problems of the Finnish people.

Organic production and nature also produce the superfoods that many people are prepared to pay more for and of which more is also demanded. In addition to the production chain, consumers must know the entire path of their food from the farm through processing and shops to the table. There is an increasing demand for stories of a happy cow called Daisy and the farmer's wife who made the yoghurt.

AMPLE PROVISIONS Austerity has also taught Finnish people to think that you should finish everything on your plate. Whilst an empty plate is in many cultures a sign to the cook to fill it up again, and leaving the table with an empty plate is considered an insult, in Finland it is a sign that the food was tasty and appreciated. Food should also not be wasted by leaving leftovers on the plate. A Finnish cook will be worried if the plate is not empty at the end of the meal: "Was there something wrong with it?"

Amidst all this abundance and junk food culture, people have gradually begun to realize that the "finish your plate" principle means many people put on too much weight. That is why it is no longer considered bad manners to leave something on your plate; this is a better alternative than obesity, after all. However, wasting food makes no sense from an environmental point of view.

Updated to modern times, "finish your plate" is still a good principle. It refers to the entire production chain from growing the ingredients, processing them, and preparing and serving the meal to the person who then eats it. Understanding the entire chain is important: the production, distribution and preparation of food consume plenty of resources, not only as finished foodstuffs but also as water, fertilizers, fuel used in transportation, energy consumption of storage facilities and finally, as food gone bad that is taken to landfill sites.

The Finnish school meal system is well placed to guide children's dietary habits from a young age. Free and healthy school meals are often listed as one reason for Finland doing so well in PISA studies. You should only put on your plate what you really need to eat.

MISSION FOR RESTAURANTS AND THE FOOD INDUSTRY:

Gourmet dishes of roach

The management of fish stocks whereby the excessive roach population is considerably reduced has proven an efficient method for restoring the condition of lakes. Every year, hundreds of tonnes of roach and other fish in the same family are fished from lakes. Even though there is demand for Finnish fish both in Finland and abroad, currently only a few companies (such as the Ostrobothnia-based Polar Gourmet) process the catch from managing the fish stocks.

Finnish people now eat one-third more fish than a decade ago. Only the species of fish have changed. These days, three in every four kilograms of fish are imported, especially salmon from Norway. The consumption of Finnish pike, perch, bream and Baltic herring has decreased a lot. Finnish schools, for example, serve coalfish, cod and Norwegian salmon. Finnish roach fingers, fish balls of roach and roach casserole with tomatoes should be introduced to gourmet restaurant menus, supermarkets and institutional kitchens.

LAND OF HUNDREDS OF THOUSANDS OF LOOS The world needs better sanitation, and Finns are good at providing it. Whether we are at the summer house or at home, sanitation is in good order. Finland's egalitarianism and investment in quality can be seen in lavatories and kitchens: a service station and a luxury hotel end up with the same practical solutions of high quality regarding toilet seats, taps, sinks and tiles. When it comes to basic human needs, a genuine solution-oriented approach is highlighted. Finnish faucet technology is also world class.

The lavatory has contributed to the improvement in hygiene, but it is surely not the best or most ecological solution to the world's sanitation problems. Many different solutions for dry toilets have been developed in Finland. We have the Finnish summer cottage and boating culture as well as the public's general awareness to thank for this. Profitable businesses have sprung up in the field. The government has also used its regulatory powers by issuing a Waste Water Decree, which obliges all houses outside the scope of municipal waste water management to organise the treatment of their waste water by 2014.

MISSION FOR THE PUBLIC SECTOR:
No bottled water

The participants and followers of the Copenhagen Climate Conference in 2009 were given a strong message in the form of water: no bottled water was available at the conference, only Copenhagen tap water. Finland has no excuse for not following that example.

The municipalities and government must insist that all meetings and events organised by their event or catering partners only serve tap water instead of bottled water. This is the way for the public sector to communicate to its partners and interest groups that nothing beats clear and clean tap water and that Finland acts in a responsible manner. A striking sign must be designed to promote tap water, explaining in a convincing way and in many languages the purity of Finnish tap water and its superb taste.

FRESH WATER Finnish tap water is the purest in the world. As a rule, drinking water is of high quality irrespective of the municipality. We can proudly tell tourists that the drinking water in Helsinki, originating from Lake Päijänne, has beaten many international brands of bottled water in blind tests. One reason for the fresh and good taste of Finnish water is the fact that no chlorine is added to it. The consumption of bottled water in Finland is small compared to the rest of the western world.

Clean water is a basic human right, and it has an almost incomprehensibly big effect on the well-being of individuals and societies alike. Finnish people take clean water for granted, but there are over a billion people in this world who have no access to it. Every year, polluted water kills about 3,5 million people. Furthermore, almost three billion people are without proper sanitation. The lack of clean water and proper sanitation hamper economic development, the eradication of poverty and the implementation of human rights. Deprivation increases social inequality and creates environmental problems. At the end of July 2010, the UN General Assembly completed its mission of 15 years and made the historic decision of declaring clean water and sanitation as universal human rights.

In Finland, the water supply, protection of water bodies and treatment of waste water are all world class, which means that we have an abundance of expertise in the field. The international activities of the Finnish water sector are divided into development cooperation projects and research as well as business projects. In development cooperation projects, we have been particularly active in providing wells and developing management models for water resources.

Finland's cooperation activities in water supply began in Tanzania in the late 1960s. Finland has supported water supply development projects in many countries including Egypt, Ethiopia, Kenya, Mozambique, Namibia, Nepal, Palestine, Zanzibar, Sri Lanka, Vietnam and Kosovo. Finland has also funded multilateral development programmes such as the Mekong River Commission, which seeks to rationalize the utilization of the river's water resources. Business projects have focussed on producing clean drinking water and constructing other water supply systems. Small engineering firms have driven the development work on industrial process water treatment and supply systems. Finnish water expertise can create well-being for many areas.

MISSION FOR THE MINISTRY OF THE ENVIRONMENT:

Water meters, i.e. water as the vehicle for popularising international environmental policies

Carbon footprint, water footprint, specific energy, emissions trading, life span, oil peak. The sufficiency of natural resources and the relationships between different resources is a very technical question indeed. Fortunately, we have water. Everyone has a good relationship with water, which is not the case with carbon cycles or energy. Water is an aesthetic, sensory element that flows from our shower or splashes on the beach of our summer house. That is why water can be used to popularise global resource issues and environmental challenges. Finland could initiate an extensive project in which different parameters essential to international water policies were made commensurable with respect to water.

So, let's make water the meter for all natural resources. How many litres of water were used for producing a steak? How many millions of litres of freshwater will be lost if the earth's temperature rises by two degrees? How much drinking water will be lost if desertification is allowed to progress in southern Spain? Why does the melting of glaciers make the Chinese and the Indians thirsty? How many hectares of arable land cannot be irrigated if the vegetation on the hills of the Himalayas is allowed to disappear as a result of erosion? And, how much will that cost in euro and dollars? And how much water do 9.2 billion people drink in a day? Finland could utilise its water expertise to press these issues in international negotiations and succeed in explaining them in layman's terms.

WE KNOW HOW WATER FLOWS The 120-kilometre long Päijänne tunnel, completed in 1982, is the finest example of Finnish water engineering. Every year, the world's longest continuous bedrock tunnel brings more than a hundred million cubic metres of clear drinking water from the Tampere region to about one million inhabitants in the metropolitan area. The open stretch of water in Asikkala, Lake Päijänne, has remained unspoilt because exact data is available in Finland on water level variations, water flows and the chemical composition of lakes.

Finnish water body modelling combines basic research in natural sciences with solid utilisation of information technology. Finnish water bodies have been comprehensively modelled using the modelling system administered by the Finnish Environment Institute. The extensive observation network provides data for the systems running in Linux servers that can be monitored virtually in real time using mobile phones or the Internet. In addition to nearly two hundred thousand lakes, extensive data and good modelling is available on the function-ing and state of the Baltic Sea, allowing nutrient loads, for example, to be calcu-lated in real time. The modelling expertise of Finnish hydrologists on under-ice water flows was utilised in Beijing in the late 1980s, because the canals in the city used to freeze during winter all the way down to the bottom.

Good water body models are not just an aide for systems like the Päijänne tunnel. The management of water resources is very much a question of politics. More than 40 percent of the world's population depends on transboundary water bodies. Dams built upstream, waste waters discharged into water bodies or the draining of swamps to provide arable land all affect the possibilities of people living downstream in the neighbouring country to engage in agriculture or fishing.

There are hundreds of millions of people living in the catchment area of the Mekong River, which flows from Tibet via China to South-East Asia. Finnish scientists have developed water body models for the area based on extensive research into the usage of water systems, planned construction projects and the ecological state of water bodies. The models can be used to analyse how different activities affect the livelihood and future of communities. At the end of the day, it is a question of how an indispensable resource – water – is shared within and between states.

At worst, water resources can be a question of war and peace. Finland has managed to agree on the management of transboundary waters, such as Lake Inari, the Teno River or Vuoksi River, peacefully with its neighbouring countries. Diplomacy has been supported in this by a profound knowledge of how water bodies function. Finnish expertise was also utilised when the people of Armenia and Azerbaijan agreed on the use of their transboundary waters.

CLEANTECH: TURNING FINNISH ENVIRONMENTAL EXPERTISE INTO GLOBAL BUSINESS
Nature offers Finnish companies an opportunity to export their expertise and technology. Profiling Finland as the country globally best-known for its environmental expertise has been one Finland's official objectives ever since 2007. Steps have already been taken in this direction; education and training in the field have been increased and innovation funding policy aligned accordingly. A separate programme and branding project, Cleantech Finland, has also been launched with the objective of making Cleantech Finland the most renowned cleantech brand in the world by 2012.

Cleantech Finland aims to promote several areas of expertise: air protection; clean processes, materials and products; waste processing; energy efficiency; green construction; renewable energy; and environmental modelling and measurement. However, the interim review report on the Cleantech programme aptly states: "This objective is considered to be extremely ambitious, and its achievement does not seem realistic at the moment, since international competition in the cleantech sector and environmental business is extremely intense and getting fiercer. Finland has very limited resources considering the objective and the size of the global target market, and besides, its resources are still too scattered."

Finland is currently known for its clean nature, but not necessarily for nature-related technology. It is not possible to increase awareness of the full range of Finnish expertise at the same time, although of course everything can be promoted, and is certainly worth promoting.

There are clearly too many focus areas and key messages, and at the same time, the time span is unrealistically short. Raising Finland's profile requires choices to be made. While all kinds of environmental technologies can of course be promoted, and are certainly worth promoting, the key message should focus on issues that will catch the world's attention.

Instead of attempting to profile Finland directly as the leader in all environmental technologies, let us first establish ourselves in the focus area in which we are already very strong and where the image of Finland and the impressions related to the focus area are already mutually supportive. Water expertise and water purification technology is an obvious spearhead area. The total value of water-related business is estimated at up to 500–700 billion dollars globally. When we focus on more strongly promoting our water expertise, and when our image as a water expert is reinforced, this will best support even other forms of environmental technology in international competition.

This is also what the Cleantech evaluation report says.
"Creating world-class expertise requires bold choices and focusing resources. The National Action Plan has successfully brought together the key actors and best experts in the field for the purpose of developing the environmental sector. Now this cooperation should be more precisely focused."

FEW WORDS, PLENTY OF ACTIONS The Finnish people's understanding of the vulnerability of nature and the seriousness of environmental issues are converted into problem-solving actions, both at the individual and business levels. Austerity and frugality, the two traditional features of Finland's national heritage, are compatible with sustainable development and environmental friendliness.

In Finland, nine out of ten plastic soft drink bottles are returned for re-use. Almost one hundred percent of all glass bottles are recycled. The PALPA deposit system created by Finnish companies for empty containers has taught Finns to take empty bottles back to the shop. The deposit system functions so well that Finland is at the top of international statistics in this respect.

The Green Office system developed by WWF in Finland significantly reduces the environmental load caused by offices. By spring 2010, 183 companies and organisations from town halls to listed companies had joined the scheme, and 130 of them had already achieved the criteria for using the symbol. In 2009, the Green Offices produced a total of 2,230 tonnes less greenhouse gas emissions than in the preceding year – the same quantity that would be produced by more than 260 journeys around the world by car. The ecology support person network of the City of Helsinki has also trained Estonian colleagues interested in similar projects.

Major Finnish companies have even received UN awards for their proactive approach to environmental protection. However, the achievements in environmental matters have not been capitalised on by communicating them to consumers. This means that significant possibilities offered by green business are lost.

Networking that underlines the importance of doing things together also efficiently promotes environmental businesses. Cleantech Finland brings together Finnish actors involved in clean technologies. Challenging natural conditions and scarce natural resources have developed the capabilities for finding effective environmental solutions, thus gaining a competitive edge.

Stricter legislation has also forced heavy industries to look for solutions that are more environmentally friendly. Engineers throughout Finland have shown that if they are informed about regulations – sometimes well in advance – innovations will be created. Outokumpu has developed grades of high-quality steel with small emissions, and Finnish forest industries have developed significant bioenergy solutions.

The environmental work of Finnish companies includes both small actions stemming from common sense at workplaces and major investments in sustainable technologies. Reducing and saving emissions are interlinked, both at the internal and external corporate levels.

THE SUSTAINABLE USE OF NATURAL RESOURCES CREATES COMPETENCE WITH HIGH INTERNATIONAL DEMAND The national economy of Finland is based, to an exceptional degree, on added value derived from natural resources. We have an abundance of forest resources per capita. The biomass most important to the Finnish economy is wood. The annual growth of forest biomass (wood raw material, branches, stumps etc) in Finland is equivalent to about 56 million tonnes of dry biomass, while the annual production of traditional crops is about 6 million tonnes.

The entire annual growth of many biomass fractions goes for industrial processing, but on the other hand, Finland also produces biomass fractions that are currently not being utilised. Examples of these include parts of harvesting residues from forests and fields, manure and plants growing on grasslands, as well as the bottom sediments of lakes and ponds.

We have learned to utilise these natural resources in a sustainable manner that does not burden the environment so much. It is this expertise that may become one of our main export products in the future. Finland already has top expertise in many areas of natural resource utilisation. For example, forest industry consultancy services as well as exports of technology by the mining and metal industries improve energy efficiency worldwide.

Finland is currently developing expertise related to the resources and properties of various types of biomaterials with the goal of establishing businesses that produce added value and are environmentally sustainable. New sources of biomaterials and applications for them are being identified and developed in Finland.

Finland is also developing new cost-efficient production and process technologies that facilitate the production of new products with high added value. At the same time, the aim is to identify and prevent the environmental impacts of these activities.

Biorefineries are currently being established in Finland; they process organic materials and produce energy and new raw materials. Technologies and business models are being developed in Finland that will promote the utilisation of diverse local biomaterials as a regional network. Operational models are being created and tested in Finland for developing logistics chains and refining methods for collecting biomaterials.

All new products created by new biomaterial businesses cannot be exported in the short term, but Finland has an abundance of environmental technology and expertise related to the utilisation of natural resources that can. The summary of the Natural Resource Strategy for Finland published by Sitra, the Finnish Innovation Fund, states as follows: "The abundant renewable natural resources of Finland, their sustainable use and the development of modern technology used for utilising natural resources constitute the basis for the future upward trend... The goal is to develop Finland into a leading country in the sustainable and economical utilisation of natural resources and materials."

MISSION IN FINLAND:

Drink Finland

The perception of Finland as a country where berries can be eaten directly from the forest and water drunk directly from water bodies is mostly correct. About one-third of Finland's water bodies are still in poor condition, but 90 percent of them can be restored by human activity to such a condition that water could be drunk from them without any worries. However, the Drink Finland mission will not succeed without changes to agriculture and forestry.

The majority of Finland's water bodies are in such a good condition that the camper may brew his coffee using water directly from the lake. In major lakes such as Saimaa, Lake Inari and Päijänne, the surface water is potable almost without exception. Coastal rivers are a particular problem area, burdened by nutrient loading from agriculture and the draining of forests and swamps. Lakes in agricultural regions with slowly changing waters are another problem area. The condition of the major lakes of Vanajavesi and Lappajärvi, for example, is only satisfactory. The poor condition of water bodies correlates with their active utilisation. That is why almost all major cities in Finland, such as Helsinki, Turku, Tampere and Oulu, are located by water bodies in poor condition.

Historical nutrient loads are also a factor weakening the condition of waters. These days, the waste waters from housing estates and industrial plants are purified fairly carefully. Only nitrogen emissions still cause problems for treatment plants, and the capacity of some plants is hard pressed during heavy rains. Many industrial plants have closed water circulation systems so emissions into water bodies are avoided even in problem situations. However, lakes recover very slowly.
An example of a lake in a bad condition is Lake Vesijärvi in Lahti.

If we want to ensure that the majority of surface waters in Finland are potable by 2030, action must be taken right away. In addition to keeping emissions from households and industry under control, this will also require a reduction in the loads caused by agriculture as well as the draining of forests and swamps. In agriculture, extending protection zones, reducing the quantities of fertilisers used and sowing fields in the autumn are the main measures for protecting water bodies. Furthermore, the fields with the worst degree of phosphorus saturation could be taken out of agricultural use.

Increasing organic cultivation is key, both because it is free of toxins and because it allows the usage of fertilisers to be reduced. The reduction of peat production in swamps has a direct impact on reducing eutrophication. Therefore, we need to set up wind power and biogas power stations so that the use of peat for energy can be reduced in Finland.

It is unlikely that anyone will want to drink from every pool of water in Finland even in 2030. Waters in a natural state are not always potable. Swamp waters containing humus or ponds with clay in their water, for example, are in their natural state, and their water is not toxic although they would hardly tempt you to fill your water bottle. A strong joint effort is required of Finnish society to make the lakes potable. Agriculture also has an important contribution to make.

MISSION FOR FOREST OWNERS:
Moderation in draining forests and swamps

Besides industry and agriculture, forestry and peat swamps also cause loading in water bodies. About 60 percent of the swamps in Finland have been drained. The draining of swamps and forests increases the nutrient load in water bodies and often also increases their humus content. This does not make the water unsuitable for drinking or other uses right away, but different algae, some of them poisonous like blue-green algae, thrive in waters with advanced eutrophication. Protective zones are not that useful in drained forests and swamps because the nutrients travel long distances from such areas into water bodies.

MISSION IN FINLAND:

Half of agricultural production organic

The increasing scarcity of energy resources is increasing the price of fertilisers, world market prices for fodder fluctuate due to globalisation, and excessive fertilisation damages water bodies. The global food crisis of 2007–2008 showed that in the world economy, the prices of fodder and fertilisers follow the changes in energy prices.

The major challenge faced by Finnish agriculture during the coming decades is to develop production methods that thrive irrespective of any turbulence in world economy. Self-sufficiency and strengthening the local economy will be very important in this. The less farms have to purchase materials like fertilisers, which are prone to price fluctuations, the easier it is to develop production in the long term. This will benefit primary producers, local communities and commerce.

Locally produced food is currently the strongest food trend. Organically produced food is the next step after locally produced food. Organic production means that only agreed methods are used for producing food. The entire production chain of organically produced food is based on natural and environmentally friendly choices. The idea of organic production goes all the way from farm to fork.

The most significant feature of organic production is the circulation of nutrients within the farm. When the farmer has to acquire nutrients from the farm's own sources, it does not pay to let them escape into water bodies. Organic fertilisers are also less water-soluble than industrially produced ones. Consumers are also interested in knowing about the living conditions of production animals. Even this issue is taken care of in a better way when the rules of organic production are adhered to.

These three issues – fluctuations in world market prices, improving the state of Finnish water bodies and consumer demand – are all driving Finland towards organic production. What is essential in organic farming is to seek an understanding of the ecological processes. In this respect, it is similar to berry picking, mushroom picking and hunting, as in all these activities, the essential element is to read and forecast the signs of nature on the basis of earlier experiences and knowledge.

During the past few decades, having a knowledge of machines, fertilisers and fodder has been important in agriculture. The ability to understand the systems of nature has not been that important. The switch to organic farming will make knowledge of soil processes and insects used for biological pest control, for example, vitally important. If a farmer's professional competence is primarily based on his understanding of the ecosystem, production will gradually become more organic almost of its own accord.

When we seek to increase organic production, it is primarily a question of finding a new strategic direction for Finnish agriculture. Organic production should be made the rule, not the exception. It enables an increase in the added value of agricultural production, thus creating more local wealth. It does not mean that technological development should be abandoned; rather the opposite. A knowledge of ecological processes is particularly important for successful organic farming. The top-ranking ecological expertise of Finnish universities and research institutes can be exploited in developing organic production. When the change in the strategic direction is implemented, research work and education directly related to organic methods must be enhanced.

The Finnish food industry must also be activated to participate since pure Finnish food and its derivatives offer significant advantages in terms of marketing and export efforts. Economically viable organic production that is also best for water bodies and the rest of the environment shall be made a strategic objective for Finland, and the entire value chain must participate in its implementation. Organic production is not about pointless tinkering; it is serious production carried out both on a small and large scale. Attaining the objective will create a new, strong cluster of natural resources in Finland.

MISSION FOR THE UNIVERSITY OF HELSINKI AND AGRIFOOD RESEARCH FINLAND:

Establishment of an institute for organic production

An institute specialising in organic production and cultivation would advance scientific research into organic production and thus promote the production of and demand for organic products. So far, Finnish research into food production has not addressed the subject of organic production to a large extent, even though this would be a natural choice. In addition to research into organic production, resources should also be allocated to education. Organic expertise could be the next big thing in Finnish environmental expertise, and these models could also be exported in Finland's role as a pioneer.

WHY?

ENVIRONMENTAL PROBLEMS ON THE RISE Each year, the global population increases by more than 70 million. In spite of technological development, mankind now uses 50 percent more natural resources than 30 years ago. The annual consumption of raw materials is about 60 billion tonnes and if the consumption cannot be curbed, this figure will exceed 100 billion tonnes in 2030.

It has also been scientifically proven that greenhouse gas emissions will have to be radically cut over the coming decades. The process of internalizing this has also become a political consensus on the principles: negotiations are now in progress over who does what, how much each party must reduce its emissions and at what cost.

At the same time, the urbanisation process continues at a quick pace, particularly in developing countries. The great majority of the world's population faces local environmental problems in their everyday life. These problems will require major investments from mankind in the coming years. Solutions are desperately needed for producing clean water and energy- and materials-efficient products. There has been an international boom in environmental technology in recent years; this reflects the importance of these issues. The total value of international cleantech markets already stands at 1,500 billion dollars.

We need plenty of tailor-made solutions on different scales, and we need to be able to measure, predict and assess the impacts they have on each other. This can only succeed if we invest sufficient resources in science, research and development. The deployment of market mechanisms for managing natural resources and controlling emissions is a prime example of this approach. Effective emissions trading requires that we can correctly calculate the current and forecast levels of emissions, both their total figures and the figures for individual actors. This is relatively easy in the process industry, but if emissions trading is to be extended to other actors, the challenge will be more considerable. Similarly, if fish populations are to be protected by establishing catch quotas, it is necessary to know what the fish populations are and their ecology.

COMMONS ARE DIFFICULT TO CONTROL Climate change, urbanisation and population growth are increasingly restricting the availability of water resources. The management of water resources often involves complex problems in which decisions are made on sharing and conserving natural resources. These problems cannot be solved by technology alone. The regional allocation of water resources is a question with significant political and social implications. Failure to agree on these issues may lead to conflicts between groups or nations. This can be prevented by developing research into water resources and by linking it as an essential part of the environmental governance of countries.

Environmental and water resources management are undeveloped in many countries. This is the case in spite of the fact that international conventions and UN declarations have systematically underlined the importance of good and transparent governance and decision-making for solving environmental problems. A country's environmental administration should even show the way to other sectors of administration.

The connection between poverty and insufficient possibilities for earning a living on one hand, and the loss of natural resources and original nature on the other, has been demonstrated beyond any question. If we seek to stop slash-and-burn cultivation and the illegal timber trade, the development of new natural sources of livelihood is vital. This is a especially challenging in remote areas with difficult transport connections. Technology alone is not enough; we need to find new ways of sharing and utilising local natural resources.

NATURE IS SCARCE The urbanising population means increasing demands on nature. In addition to pollution problems that threaten health, urbanisation also often means an aesthetically monotonous, noisy and mentally stressful living environment. The deterioration in people's quality of life has often been a problem brought about by urbanisation. Good urban planning and the development of green areas are the major challenges for cities in the new millennium, and Finnish town planning has a lot of useful examples that can be exploited.

The urbanisation process has not eliminated people's desire to enjoy nature and experience aesthetic sensations, rather the contrary. In an ever more crowded world with an over-abundance of man-made goods and modified environments, unspoilt nature is appreciated more than ever. Experiencing beautiful things – such as beautiful nature – is becoming increasingly

important for a growing numbers of middle-class consumers. This means that tourism will increasingly turn towards good natural destinations, ever further from urban centres. In the future, people will be prepared to pay for the experience of silence, a tranquil place with few people.

THE CHALLENGE: FINLAND IS NOT YET A SUSTAINABLE SOCIETY

Finland has not succeeded in building a sustainable society. Finland is a world leader as a consumer of natural resources and energy. If everyone in the world used as many natural resources as an average Finn, there would have to be 2.5 Earths to produce them. Finns, and likewise the inhabitants of other developed countries, will probably have to reduce their climate emissions to around a tenth of the current level within the next generation in order that catastrophic climate change can be prevented.

Although there are no shortages of challenges, many issues have been tackled correctly in Finland. The immediate surroundings of Finns are healthier and less polluted than a generation ago. In spite of urbanisation, technological development and the general modernisation of society, Finns have retained their strong relationship to nature. The natural environment and its enjoyment is something that unifies the nation and is not just an object of interest and privilege of certain regions or groups of people. In addition, Finnish art and other cultural industries have been able to create strong interpretations of nature and its transformation and in this way created awareness of the importance of nature to people.

Solving environmental problems will require extensive research and new technology based on it, investment by governments and companies, political agreements but also a change in people's lifestyles. The change will not only concern human activities as individual consumers. It is essential that people's awareness of environmental problems and their solutions are also reflected in people's work. All the most important innovations in terms of the challenge will hardly come about simply within companies specialising in environmental technology. Therefore, it is important that environmental issues are also addressed at work and workplaces.

The story about the clean-up of Finnish water bodies is worth telling. It has altered people's conception of engineers, and in the eyes of many they have become the people to solve environmental problems. There needs to be more similar changes and success stories in Finland and the world.

FINLAND OFFERS WATER TO THE WORLD

1. PEACE BY WATER – FINNISH WATER PROTECTION FORCE

An increasingly significant number of the world's conflicts are related in some way or other to water and other natural resources management. The conflicts in the Middle East and Sudan are examples of this. As resources become increasingly scarce, peace research and mediation are focusing on natural resources issues, in other words, how finite water, energy and food resources are shared. Expertise in the Finnish water sector, from constructing wells to international water diplomacy, is a strength on the basis of which new types of peace work can be developed. In this way, there will be a lot of future demand for Finland's significant contribution as a peacekeeper and peace negotiator.

One major source of pride for Finns is Finland's large role in relation to its size as a peacebuilder and participation in peacekeeping operations in crisis spots throughout the world. Finland's and Finns' work as a host or mediator of peace negotiations has received even greater visibility. The legacy of the OSCE and Nobel peace winner Martti Ahtisaari are a strong part of Finland's image.

In addition, Finnish water body modelling and research into transboundary water management are also world class. A wide range of tools have been created in projects carried out in the Mekong River Basin in particular. These can also be used elsewhere in identifying common interests between various actors, states and local communities and in conflict prevention.

Thus, Finnish peacebuilding work of the future will be based on combining good negotiating skills and engineering expertise. The central idea is that Finnish conflict resolution and prevention work will always contain solutions relating to water and other natural resources. Peacebuilding is constantly changing and becoming a multi-level process. Official negotiations between the parties to a conflict are only one path to establishing permanent peace. Therefore, the contribution by Finns in peace processes must come to be seen in a more diverse way that includes multiple actors.

In peace processes, expertise in water and natural resources can extend from modelling transboundary water issues to the reconstruction of water supply, energy and farming systems in conflict areas. For this purpose, the Ministry for

Foreign Affairs and higher education institutions could establish a joint training programme for teaching how to integrate expertise in diplomacy and water technology.

Water issues and water as a fundamental right are likewise integrated as a cross-cutting theme in Finland's UN diplomacy. Consequently, for example, Finland's contribution in international climate negotiations is to present high-level analyses on how climate change will affect the water resources of different countries and groups of people and what actions are required so that sufficient water resources can be safeguarded for everyone in the world. A marketing and information campaign could also be carried out in the international media to support this water diplomacy, the aim of which would be to raise awareness of the impact of climate change on water resources.

The first concrete steps in the peace by water ethos have already been taken. In 2010, Crisis Management Initiative launched a project in the Middle East in which the region's actors are being assisted to develop extensive foresight information so that the part played by natural resources in the emergence of conflicts and their resolution is given serious consideration.

2. FINLAND TAKES EVERYMAN'S RIGHTS TO THE WORLD Finland is helping the world build a global resources map that can be used by local communities so they can benefit from jointly owned resources. The resources map will also safeguard the sustainability of the resources and avoid 'the tragedy of common land', which usually manifests itself as over-farming, over-fishing or pollution. The overuse of commons resources, especially in the developing world, is often linked to direct forms of financial exploitation.

Commons demand very special tools in order that they can be managed. Managing sustainability is a particular problem. Uncontrollability has resulted in the collapse of fish stocks around the world and the failure to limit greenhouse gas emissions, even though it is in everyone's interest that the world has a diverse range of fish in the future as well and that climate change is avoided.

Elinor Ostrom, a recent winner of the Nobel Prize in Economic Sciences who has studied the commons, stresses the fact that the commons should be managed by following and understanding local practices. Therefore, in addition to clear laws on hunting, there is a need for hunting associations that can ensure that the laws are being observed in practice. Ostrom has demonstrated that

jointly owned resources, such as forests, are often as productive as those in private ownership, but their management needs to be appropriate to the situation, reactive and local.

The resources map is a tool for this. It will release enormous hidden commons resources that face being misused so they can be exploited in a sustainable way. The map could be used at the macro-level for the sustainable management of common resources and at the micro-level for the exploitation of resources "that cannot be owned" offered by private individuals.

Drawing up a global resources map would be a task specifically for Finland because it would incorporate three Finnish strengths: geographic information, Finnish expertise on everyman's rights and the biological, ecological and financial modelling of resources. As positioning and map technologies become part of consumer electronics in the coming years, Finland can build applications for many users through which the users will give meaning to and share information on different places. Likewise, the understanding of commons based on everyman's rights is deep and broad in Finland. In Finland, the most significant systems for managing commons are based on the cooperation of enthusiasts with officials and researchers. For example, major bird censuses are carried out in this way several times a year, in which bird-watchers follow lines on a map watching and listening to what birds are in the area. Hunting associations ensure through their cooperation with researchers in the ministries that the stock of game remains sustainable.

We also have a deep techno-scientific way of thinking about the natural environment and its resources. This modelling is by its nature ecological, biological and economical and constitutes an understanding of various ecological systems and niches.

3. FINLAND = A COUNTRY OF SUPERFOODS Of the roughly 500 million kilo annual harvest of berries in Finland's forests and marshes, most remains on the ground. In Finland there are 37 different wild berries, of which around twenty are suitable to be used as food. For example, blueberries have been found to contain more antioxidants than any other fruit. Even during less abundant years, there would be enough wild berries to fill about twenty buckets per person, or one hundred kilos a year, whereas a total of only eight kilos of berries are eaten now. According to reports by Finpro and Sitra, blueberries and lingonberries would be clear export hits specifically because of their

health benefits. In the global supply and demand for superfoods there is an obvious gap that Finland can fill.

Goji berries, raw cocoa and maca flour have become familiar to many from the television, the papers, eco-shops and latterly also large supermarkets. Superfoods are foods rich in nutrients, such as pulses, roots and vegetables, which are naturally rich in vitamins, minerals and antioxidants. These foods with exotic names have a tradition stretching back hundreds and thousands of years in South America and Asia, but making products of them in Central Europe and reselling them to us in the north is a new departure.

But why import products when many products that grow wild in Finland are some of the best superfoods? And why not export the food that can be found by the bucket full in our own natural environment? Of the offerings familiar to us, berries, such as blueberries, buckthorn, cranberries, lingonberries, cloudberries and currants, are rich in nutrients considering how small they are. Buckthorn oil has been used as a medicine for illnesses ranging from gout and rheumatism to burns, constipation and eye injuries. In addition to large amounts of antioxidants, blueberries have been found to promote motor performance, slow MS and reduce the risk of cardiovascular diseases. Finnish nettles contain five times more vitamin C than an orange. Less common names in the spectrum of Finnish superfoods include, for example, chaga mushrooms, which are used in Chinese medicine, hemp, which is described as the perfect food, roseroot, which is called the ginseng of the north, unique organic honey and pollen from Lapland and natural herbs and wild vegetables, such as dandelion.

Pioneering work to investigate the health benefits of berries is already being carried out in Finland's universities and research institutes. An important task is to get the research results proudly out to the nation and onto the dinner table as well as into product development.

Within the pharmaceutical, organic products and cosmetics industries, it is generally only the berry seeds that can be used. The demand for seed oils in the natural product and cosmetics sectors is expected to grow by a tenth per year and export markets by as much as a fifth. Finnish seed oil processor Aromtech Oy encourages Finnish actors to exploit the potential of berries. For the time being, dried Finnish seeds are only available to a limited extent, and buckthorn seeds are imported from China, for example. Other berries are imported in large quantities from Germany, Sweden, Russia and Poland.

The same superfoods can be seen more broadly as diverse natural super raw materials. The current surplus amount in the berry harvest alone would be enough for food, skin care products and other applications for Finland many times over and for neighbouring countries as well. Finnish superfoods lend themselves to communications, product development and marketing projects due to the fact that they already exist as a phenomena and only need to be exploited. The foundation to the Superfood Finland concept will be created on the basis of substantial networking between forest management authorities, the food industry and small, local actors.

4. FOOD IRRIGATED WITH RAIN WATER A concrete step in promoting Finland's water responsibility would be to put a water footprint on all food products. Finland can profile itself as the world's first country that calculates and puts a water footprint on all the food it produces. We could also export this model to the world and in this way make the rest of the world understand the significance of the water footprint as an important indicator for sustainable development.

There is no shortage of water in Finland, but most Finns' water footprint arises from products made outside Finland's borders that are used in Finland. Therefore it is important that the Finnish companies that are part of the global production chain promote research on the water footprint as best they can in their foreign relations.

The water footprint consists not only of the water we use but also water purchased in various forms as part of various products, even if there is no water in the products themselves. This part of water consumption is called hidden water. Green water means rain water and water in the ground that evaporates back into the atmosphere through plants as part of the normal water cycle. Blue water means fresh surface and groundwater.

Raisio was the first company in the world to introduce the water footprint label. In addition to the carbon footprint, the company tells consumers how much water has been consumed in producing the product. Since the oats grown in Finland are not irrigated, most of the water relating to production is rain water from the normal cycle. Therefore, at this stage of the cultivation we do not burden the water system at all.

Raisio has understood that as resources become more scarce, they are increasingly linked to each other. Treating water requires energy, which produces emissions. Food is farmed in areas in which it would be possible to farm biofuels, and the farming of both consumes water. According to the Stockholm International Water Institute, as much as 70 percent of the world's water is consumed by agriculture and food production.

One kilogramme of beef requires an average of 16,000 litres of water. One cup of coffee needs 140 litres of water. According to researchers in the Water Footprint Network, the water footprint of a person from China is 700 cubic metres per year, and only seven percent of that is "imported water", whereas over 65 percent of the water footprint of someone from Japan is imported.

Of the land under cultivation in the world, around 15 percent is irrigated with blue water and this produces around 40 percent of the total yield (Vesitalous publication 1/2008). The blue water system has started to reach the limits of sustainability and in several dry areas that have been intensively cultivated it is already unsustainable. In this respect, water is again linked to other resources: desertification and drought are major factors causing climate change.

Finland will demonstrate an understanding of the global thinking on responsibility by developing the water footprint and by putting it on all its products.

3 FINLAND GIVES YOU A LESSON

FINNS ARE THE BEST IN THE WORLD AT TEACHING AND LEARNING

Finnish comprehensive schooling is without doubt among the best in the world. Underpinning the success is the strong belief of Finns' in the importance of education and the positive learning atmosphere based on it. As a result of this exceptional strength, Finland has a particular opportunity to create other top-level educational products in addition to comprehensive schools and to become a major power in learning. However, at the same time the school tradition, which is based on equality and the opportunity of all pupils to continue their education irrespective of the previous school place, must be strengthened.

The importance of education and learning is also emphasised in working life. Instead of products and services, or in addition to them, companies are increasingly offering solutions to customer needs. This demands continuous learning and also teaching. Both leadership and performing work need to become more interactive. Leadership will in the future be increasingly about continuous learning and the further teaching of colleagues and customers. The best lessons from comprehensive school will in this way be transferred to working life.

Schools and education will in the future also play a major role in ensuring Finnish creativity and non-hierarchical problem-solving. Likewise, schools should enhance the natural way for Finns to communicate, that is, strengthen the negotiation and mediation skills in the way that has been pioneered by Martti Ahtisaari.

FINNISH TEACHERS KNOW HOW TO LAUGH

"I love you," said the teacher. "I also love my job. My fingers are itching to get to sow golden nuggets of information. My head is buzzing with new ideas and my heart is bursting with the need to guide you."
Ella and her friends are sure that the teacher is sick. They decide to help the teacher and make him better, for which they will need at least a quarantine, a giant Siberian flying squirrel, a schools inspector, lots of education, an Indian headdress, a government bill, and light-hearted news item before the teacher calms down and everything goes back to how it was before. Or will it be even then?

An extract from Timo Parvela's book Ella – Look Out for Children!

Most Finnish children know Ella. Timo Parvela's Ella books depict everyday life at school and above all the friendly and humorous relationship between the pupils and the teacher. In that, the books depict the reality. Learning in Finland is not based on respecting teachers but on human and unreserved relationships between the teachers and pupils.

The teacher in the Ella books is not a frightening authority but a living human whose life is also followed outside the school. The children themselves and the everyday life at school create mishaps that both child and adult readers find funny. Parvela's books are also popular in countries such as Germany, where children like their informal and warm atmosphere. Although the teacher is often laughed at in the Ella books, it does not prevent them from being used as a school reader. Finnish teachers would appear to be able to cope with the fact that the joke is on them. Finnish teachers are in on the joke.

MISSION FOR SCHOOL CHILDREN:
Do something together even with the quietest member of the class

Research on children's well-being has shown that the well-being of Finnish children is among the best in the world, but in family relationships and those with friends as well as in subjective well-being success has not been as good. The most successful aspects in Finland are children's health, material well-being and the quality of education.

Schools should improve team working methods for the group working model that has become outdated. Learning practices should be developed towards genuine cooperation so that positive and immediate peer examples are used in motivating learning. This can be achieved by bringing the 'everyone involved' model familiar from youth sports to everyday school work. It is important to obtain everyone's different input as part of a joint outcome than try to achieve the best outcome determined in advance.

This, therefore, involves a new way of working together, not a new subject. This is a means of teaching more social skills and about joy, friendship towards fellow beings, good manners and the consideration of others. Everyone will have more fun if we manage to build a friendly operating culture and a mature positive atmosphere. This will not come about only through giving orders or directing from above; experiences of community come about through working together with peers. Therefore, every school pupil can take on a task: do something together with even the quietest ones in the class at least once a week.

FINLAND'S STRENGTHS – AND STRENGTHENING THEM

THE WORLD'S BEST LEARNING OUTCOMES Finns have only in recent years – carried along by the praise from the rest of the world – understood how unique Finnish schooling is. The PISA comparison, which is undertaken by the OECD and measures learning outcomes of 15-year-olds, has placed Finnish basic education at the top of the table several times in a row. The PISA programme evaluates young people's skills in mathematics, science, reading and problem solving at three-year intervals. Attitudes towards studying that support learning and study skills are also examined. Surveys of pupils and schools are undertaken to obtain extensive information on the learning environment at home and at school, the social status of the home and support for studying, how pupils spend their time and what they think about school and learning. Contrary to what is generally believed, PISA does not only measure doing well in actual subjects.

The focus area in terms of PISA's content varies with each survey round. For the survey in 2000 it was reading literacy, and in 2003 and 2006 was mathematics and science, respectively. Finland came top in the survey for both 2003 and 2006, even though different aspects were emphasised in them. An international survey was recently published in which young people's skills in social matters were investigated. Finland was ranked at the top of this survey too, although the report did state that knowledge on social matters does not channel into actual actions.

The mathematical and linguistic competencies of Finnish children and their level of knowledge of society are thus excellent. Numerous foreign visiting groups have requested Finns to analyse what makes our schools so good.

The emergence of Finnish society among the world's most wealthy countries during the latter half of the 1900s was mainly based on the desire for popular education and investments in education. In the modern world no country can manage without an educated and skilled nation. The Finnish model is a proven one and it could also function as a means for many current developing countries to go forwards.

MISSION FOR SCIENCE CENTRES:
Set up PISA centres

The success of Finnish comprehensive schools is the great success story of society in the new millennium. Therefore, it is important that Finns and international visitors have the opportunity to understand through popular information what is involved in this success and what explains it. For this reason, a high-level permanent exhibition on Finnish education could be created in Finnish science centres, such as the Science Centre Tietomaa in Oulu and Heureka in Vantaa. A version of the exhibition that tours internationally could also be designed.

MISSION FOR POLITICIANS:
The best school for all in a diversifying society

The Finnish school system cannot manage with limited resources. The diversification of the population is placing a major strain on education. Teachers feel the demands on them are increasing at the same time as pupils' skills and abilities are becoming more diverse. The continuous feeling of inadequacy is the main factor in eroding teachers' sense of meaningfulness about their work.

Equal opportunity and equality at school does not mean uniformity. In some schools there needs to be a lot more investment, while many will manage with their current resources. It must be ensured that teachers have sufficient opportunities to establish good relationships with parents and support every child's sense of ability. The traditional strength in Finnish schools – equal opportunity – means accepting in an age of diversity the fact that schools need support for dealing with diversity.

A SCHOOL FIT FOR A PRESIDENT IN EVERY VILLAGE The success of Finns in the PISA surveys has its roots in the general attitude that views school in a positive way. The university's lyre symbol adorns the breasts of grandmothers as badges of honour: my achievement is this many educated children and grandchildren! Education has genuinely opened doors, and getting an education has been a channel for social advancement, more satisfying work and a better standard of living.

An attitude positive towards education cuts through society irrespective of the family's position or background: the children and young people of families with a working class background are also encouraged and have been encouraged to gain an education. Examples of a 'class trip', in other words, social advancement arising from education is a common feature of many families. The first children to get a master's degree in a family has been a sign that the nation's joint effort has produced results. Finland is a country in which the President in the 21st century is a cleaner's daughter who trained to be a lawyer. Many previous presidents also come from a modest background. The sons of a crofter and of a working class family from Turku have made it to become the nation's leaders.

Nowadays, the Finnish pre-school system illustrates how education is valued. Although children are not obligated to attend pre-school, local authorities have an obligation to offer it to all those who want it. Consequently, over 99 percent of children attend pre-school.

Over the last few years, the best learning outcomes have been achieved by girls and young women, whose role models are highly educated working mothers. In the comparison of the PISA results, it is the girls who take the boys with them into the top spots. The number of girls in secondary schools overtook the number of boys as far back as in the 1910s, immediately after coeducational schools were founded, and a majority of university students have been women since the 1940s. Educated women wanted to join the world of work, being a housewife was not a career like it was in many other western countries.

MISSION FOR HEAD TEACHERS:

Make schools a centre for neighbourhood democracy

The mission of head teachers is to ensure that the school not only teaches but also promotes democracy and that its principles are upheld. Creating open, ordinary bonds with the rest of society, companies in the area and the third sector is an important means for strengthening a positive social role for the school and pupils. In addition, the influence of the pupils themselves on the school's activities must be increased. In this way, the understanding of democracy as dialogue between various actors will develop in a concrete way through practise.

A group of international experts in learning familiarised themselves with the phenomenon of the Finnish school in spring 2010. They were surprised by the differences in the teaching of citizenship education. In the US, citizenship education is studied by undertaking social projects: by organising civic activity, by collecting money for the parish, by giving out food to the homeless or by organising a special occasion at an old people's home. However, young Finns know more about social structures and activities than their contemporaries in any other European country but participate in social activities less than almost in any other country. The opening up and integration of schools as part of the surrounding society is a challenge and a task that requires special skills. In order for this to succeed and the Finnish school brand as a creator of active citizens to be reinforced, head teachers will have to get down to work.

Even in his time, Uno Cygnaeus was a champion of women's education because he was of the opinion that women were more suited to education than men. Young women were accepted onto the teacher training started by Cygnaeus right from the start. This can still be seen in Finnish schools: the majority of teachers are women, from elementary instruction to the level of higher education institutions.

Finland has not seen the establishment of elite schools; the general Finnish school system and schools are of such a level that children do not need to try and get into a better school in order to succeed. Although the schools achieve various results in comparisons of the results of grades for matriculation examinations, Finnish school teaching is generally of such a high standard that the education provided by the schools is good enough. In Finland, there is no need for any special prep courses in basic education; any potential problems are taken care of through special teaching arrangements. The homogeneity of Finnish society has furthered this development: there have not been such large differences in the wealth and lifestyles of the population that the children of a labourer and a bank manager could not be in the same classroom. The promise of school as the builder of the future is real in Finland!

MISSION FOR PUBLIC FIGURES AND TOP SPORTING FIGURES:

Teach in a school once a year

The school is above all a social place for children and young people. Children go there to meet other school children, to play, gain experiences and work together. Increasing respect for the school in the eyes of its pupils is only possible by strengthening these social aspects of the school and by integrating them to support other learning objectives.

Finnish sporting figures and other public figures admired by children and the young could help in increasing respect for school. Their visits to schools make the school an even more important social place. At the same time, they could explain how they themselves learnt to work with others at school; how they were successful in defending those weaker, preventing bullying, being friends to those excluded and otherwise acting bravely in the school yard. These lectures by famous guests are given on the pupils' terms. This can also be seen in the fact that the pupils can vote on who gets invited to the school. Lessons by famous people are held outside the classrooms, in halls, the yard or some other room for pupils.

THE BEST COMPREHENSIVE SCHOOL The most impressive achievement of the Finnish welfare state is the nine-year comprehensive school, created in the 1970s. Offering the opportunities of education to all irrespective of where the family lives or its social and economic position has been one of the greatest political decisions since Finland became independent. The right to free education was written into the constitution as far back as 1919, and universal compulsory education two years later. Making basic education available to all those coming within the scope of compulsory education is a statutory obligation for local authorities. Compulsory education lasts until the person reaches 16 or until the nine-year comprehensive schooling has been completed.

There has been a debate in Finland about extending compulsory education until the age of majority. The fact that compulsory education for the disabled starts at the age of six and lasts eleven years highlights the pedagogical approach.

Free education also extends to school meals, the journey to school as well as trips. The introduction of various charges for recreational activities in schools has met with stiff opposition and has resulted in, for example, wide-ranging culture voucher programmes for children in Espoo and Turku.

Finnish schools are cost effective. The best learning outcomes have not been achieved by spending more money than others. For example, while Finland spent just under 7,000 dollars per year per child in 2006, over 10,000 dollars per year for each child coming within the scope of basic education was spent in the US. Finland's expenditure on education per child is at the average level for OECD countries.

MISSION FOR PARENTS OF SCHOOL CHILDREN:
Club activities and parents' learning obligation

Respect for Finnish comprehensive schools should be actively maintained. This would be supported by a nation-wide initiative on an open day to be held in every school four times a year. The nation-wide initiative would encourage employers to let parents find out about the daily life of their children during working hours. This new form of activity would bring together parents and recreational activities as part of the school.

Schools are well placed to bring together families with different backgrounds and to create equal opportunities for participation. This potential strength is not currently exploited adequately. There have previously been strong club activities in schools, within the framework of which young pupils have learned to organise working together among themselves. Nowadays, the children and families who need clubs most of all do not find their way to activities. Therefore, club activities should be interwoven in a new way as part of the daily programme of families with children who attend school and made attractive for the people of today. It is important to encourage parents to participate in developing, supporting and running club activities. High-quality club activities in schools would also free parents from having to take children to leisure activities. This would save energy and parents' time for higher quality time spent together.

ON THE INDIVIDUAL'S TERMS: ICEHEARTS The Icehearts sports club, which is active in the Helsinki region, Lahti and Ulvila, sets an example of how to include all the young in society. The club's educators commit themselves to support boys who are in danger of becoming excluded from the age of six years until adulthood. The adults, who have an education in social welfare, teach the boys about trust, working as a group, being responsible and self-knowledge in addition to sports. The 12-year time span is humane to the educators and the children as it allows for setbacks and failures.

At Icehearts the children come before sports. The educators go to schools to support the children, help parents in problem situations and let the boys choose themselves what type of sport is to be played. Ice hockey, football and Finnish baseball are tools for undertaking the educational task, not an end in themselves. Boys who are shy about team sports are also kept involved in the activities. Icehearts estimates that through its activities it prevents 2–3 boys in each group of seven boys from being taken into care. All of the first group who reached the age of 18 applied for upper secondary education.

MISSION FOR THE IT SECTOR AND PEDAGOGUES:

New innovations in teaching technology should be developed

Computers are used less in teaching in Finland than in many other European countries. The differences within the country are enormous: information technology is used very innovatively in some schools, whereas in others computers are hardly used at all. It is not only teachers that affect learning outcomes but also the tools and teaching methods used in the teaching.

At the same time, various learning technologies and applications are being rapidly developed elsewhere in society. Finland possesses appropriate expertise in terms of this development. For example, Polar and Suunto lead the world in applications for sports technology and Remedy has already sold 10 million computer games around the world. If these skills are integrated with the world's best pedagogical skills, the result could be the world's best teaching technology. Pedagogues, the games industry and developers of teaching materials are needed for creating new teaching technology. Innovations in teaching technology should be made available for all teachers, which would mean that high-quality paper workbooks could be replaced by online material.

HIGHLY EDUCATED TEACHERS The most important factor explaining the international success of Finnish basic education is motivated and highly educated teachers: teachers are required to have a master's degree in Finland. Nursery school teachers are also trained at universities in Finland. Those working as teachers are required to have undertaken a trainee period during their studies. The long period of higher education ensures that teachers have pedagogic competence. It is specifically the teaching of subjects at the pedagogically appropriate time that is considered an important factor explaining Finland's PISA success.

The expression "candle of the nation" for primary school teachers encapsulates the way Finns regard teachers. Teachers have traditionally been powerful figures in village communities and neighbourhoods. The absence of school inspectors also says a lot about trust. In Finland, it is believed that teaching in schools is as a general rule performed well and that the staff are committed to their work.

Unnecessary authoritarianism has been successfully stripped from the teaching profession. Teachers may ring a pupil's home to ask after a child who has not come to school. Teachers are addressed by their first name, and it is easy for both children and parents to approach them. Teachers in Finland may also be by themselves with a child, unlike in Britain, for example. Teachers are trusted to be equal to their task.

Confidence in the professional skill of teachers is great, which explains, for example, why teachers are regularly ranked within the top twenty in surveys on the regard for various professions carried out by the Suomen Kuvalehti magazine. Respect for the comprehensive school teaching profession in particular is not related to salary. In Finland, teachers' work is seen as expert work that has real significance. This respect also translates into the profession's attractiveness. In many countries those who fail to get anything else have to be taken on as teachers.

MISSION FOR HIGHER EDUCATION INSTITUTIONS AND UNIVERSITIES:

Copying the PISA success at higher education institutions

Finland has achieved excellent pedagogical results for its comprehensive schools. The reason for this is especially down to skilled teachers. The challenge is that enormous potential is wasted because upper secondary schools and higher education institutions are not able to train enough of the world's best students supplied to them as world-class scientists and experts.

Finnish scientists must be turned into pedagogically qualified teachers. At the same time, a funding system must be established for higher education institutions that will enable teaching staff to gain sufficient resources for their work. Otherwise it will be impossible to provide sufficiently personal teaching and guidance. The pedagogy of higher education must also be brought up to such a level that higher education institutions become part of Finland's world famous education phenomenon. Good teaching work must be rewarded in filling vacant positions. The gulf between teaching and science must be narrowed: the potential of students who are working on their thesis and peer learning should be exploited to a greater extent.

What is essential is to engender an outlook in the students that they are entering an interactive culture of knowledge, in other words, crossing the border between learning and creation. This will take place by bringing them together with inspiring scientists as well as each other.

HIGHER, HIGHER, HIGHER Finland has made a determined effort to expand the number of educational institutions offering higher education. Free higher education has in practice enabled students to change the selections they have made as well as change sector. Those with a higher education have until recent times also been able to count on being able to find work: academic unemployment has been relatively low in Finland.

During the last 15 years, the polytechnic system has become a popular alternative to university education, which is more theoretical. Higher education institutions in Finland are of an equal standard: students can rely on the fact that certain criteria will be met whatever educational institution they choose. Finnish higher education can give students a guarantee for doing well, and the impact of an academic degree on a person's income level is still significant.

Finnish basic education is the best in the world. The next major objective is to get universities and higher education institutions up to that level – among the best in the world – where basic education already is. Finnish universities come out relatively well in international comparisons on research, but the difference with the world's best universities in the quality of teaching and especially in the individual nature of student guidance is clear. It is also the students' experience that guidance would improve learning and accelerate the progression of the studies. Finland has expended great efforts over a decade to ensure that two out every three Finns receives an academic degree. Improving the level of higher education must be the next focus of attention.

MISSION FOR MUSEUMS:

National heritage the property of the nation

According to the Constitution of Finland, Finns have responsibility for their cultural heritage. Museums must make their collections more easy to use and searchable on the Internet.

It is impossible to conceive in advance of all the impacts that releasing all the material for use by the public could have. A tight web of personal and national stories would soon start to take shape around the collections of museums. Opening up the collections for everyone's use would offer cultural institutions a way of finding new partners, make museums more functional places for shared experiences and give a stronger emphasis on local characteristics.

'A SMALL NATION CAN BE BIG THROUGH EDUCATION' Finland took some important decisions back in the 19th century and the school system that reaps success is part of their continuum. Finland, which has few natural resources, chose in the 19th century the path of educating the entire nation in the spirit of Snellman and Cygnaeus and the ideal of education of the time. The decision was made to bring reading and numeracy to every croft and cabin by means of schools run by parish clerks and peripatetic schools, as a result of which society avoided becoming divided into an educated elite and an uneducated populace. According to Finnish thinking on education, an individual can continuously learn and develop. Actors in the civil society, such as the temperance movement and political movements with their open colleges and workers' institutes, have implemented this ideal independently.

In Finland, the literacy percentage of those who have Finnish, Saami or Swedish as their mother tongue is nearly one hundred. The subtitling of TV programmes is considered one reason for the good literacy level of Finns. Nowadays, it is seen that the good English-language skills of Finns are a result of the decision to subtitle foreign-language programmes. The alternative would have been to dub Finnish over the foreign language. One can only guess the magnitude of the impact that this would have had on literacy as well as on the comprehension of foreign languages. Another route was taken in many large language areas, such as in Germany and Spain. Finns think it is comic to watch Renny Harlin's Die Hard 2 film in countries in which Bruce Willis speaks fluent German.

The general belief in education has also been a contributing factor in the high level of education. In Finland, people are expected to have broad knowledge of issues and society. Belief in science is strong in Finland; the majority of Finns believe that climate change is real and caused by humans. Finns take enthusiastically to new innovations, and all kinds of household inventors can be found in all shapes and sizes: in proportion to the population, the number of patent applications filed annually is the fifteenth highest in the world. Spede Pasanen, the archetypal DIY inventor, enjoyed great popularity with his various gadgets, which he tried with perseverance from one year to the next to get to work and into production. Finland is the least superstitious nation in the EU: only one out of five believe in lucky numbers. For the sake of comparison, it should be stated that on average in the EU two out of five believe in them and in the most superstitious nation, Latvia, three out of five believe in a lucky number.

MISSION FOR THE MEDIA:
The popularisation of science to new levels

Although the media sector is fragmenting, Finland's largest magazine, Pirkka, still reaches a half of all Finns. The Finnish-language version of Science Illustrated and ET-lehti, for example, can also be found in the list of the ten most read magazines. These magazines are not only read for fun but also for edification. Just as the Internet has conquered the market for encyclopaedias, so too magazines are facing major changes. Researchers are constantly pumping out more as well as more complicated research results. Therefore, those who popularise science will have an increasingly important role both in universities and in the media. People take time to read magazines, pore over them and frequently return to articles again. Therefore, their role as a reader friendly disseminator of information based on science is important. Scientific facts must therefore be told in a new way that interests and inspires Finns.

Finns have been avid readers since the early 19th century, and the general desire for knowledge and learning is characteristic of more than academic circles. Information is sought from books and papers. Newspapers are delivered to homes in the morning and their standard of journalism is relatively high. The same applies to other media and, for example, in international comparisons of the TV and radio Finland is acknowledged for its factual programming. The Finnish Broadcasting Company YLE is one of the world's most respected funders of documentaries.

Series of encyclopaedias have also been sold unusually extensively in Finland. People have bought general encyclopaedias for the home in instalments or books concentrating on some special area, such as nature, traditional cuisine, gardening or technology. Encyclopaedias aimed at children and young people have also been especially successful. Before the days of Google and Wikipedia, encyclopaedias were important sources of information. By purchasing an encyclopaedia for the home, parents have wanted to support their children's schooling by offering the best that they knew how.

MISSION FOR LIBRARIES:
Ensure you are indispensible for Finland in the 2020s

Finns love their libraries. They are places for reading, listening and being. The traditional task of libraries as book storehouses where anybody can get the information they require with the assistance of friendly employees has, however, changed. The nature of the change is final. Information has been freed and an ever increasing number of Finns find the information they need via the Internet and not from books. Therefore, libraries must bring themselves up to date in order to meet the demand that still exists for them.

There is still a need in Finland for shared living rooms, spaces for spending time and meeting people as well as for engaging in cultural pursuits, which are maintained through public funds. The role of libraries could be just as important as a coordinator of various jointly owned goods and as a promoter of a sustainable culture of consumption. Libraries in Finland can also be developed as a part of the international Tacit Factory project.

THE BEST VERSION OF THE INFORMATION SOCIETY: THE LIBRARY

The Finnish belief in the remedial power of information is great. Whatever the issue, be it public health, children's education, traffic safety, basic home hygiene or some other social challenge, the Finnish solution is generally to increase information. Finland's history has several success stories based on popular education. As a result of the North Karelia project, the world's gloomiest statistics for cardiovascular diseases were brought down to the European average over a period of 20 years. There have been and continue to be thousands of organisations engaged in popular education, ranging from the Home Education Association to forestry associations and Martha Clubs to cancer organisations.

Popular education is based on humane Enlightenment thinking: the solution to common problems starts with people themselves. Every person can develop and learn new things and thus be a part of the solution to problems. The orders and prohibitions issued by society have their own importance, but not even they will work unless citizens understand and accept their justifications. Therefore, the State and organisations have the right and the obligation to offer and even impose information on people – through television information campaigns, advertising at bus stops, online services, leaflets posted to the home, school lessons and at workplaces.

The Finnish library system also contributed to spreading the ethos of the Enlightenment. A visit to the library has changed the life of many Finns. Local libraries that are free of charge have opened up a world to numerous Finnish children and adults, the likes of which their own family or immediate community have not been able to offer. The Finnish ethos of education has included the idea of information freely available to every citizen.

Finland's public library system dates back to 1866 when a section recommending the establishment of libraries was added to the primary school decree, according to which "in order to further the teaching, each school in receipt of state aid shall be equipped with suitable teaching equipment, and likewise a library should gradually be acquired for it, from which pupils and other municipal residents wishing to learn can acquire useful reading material." In 1914, there were 2,600 libraries in general use in Finland, and half of these were located in primary schools. Nowadays, Finland has over one thousand libraries, taking together general and scientific libraries.

MISSION FOR OWNERS OF ADVERTISING SPACES:

Space for social communication

Many Finns remember information campaigns on television. The Finnish Broadcasting Company still has its own public education task, although other media facilities are also needed to participate as disseminators of common messages that develop society. Advertising is the communication of information on products to customers. This tool must also be introduced in marketing common matters.

MISSION FOR SCHOOLS AND LOCAL AUTHORITIES:

Culture for free for those in their last year at school

According to a report (2007) by the European Commission, cultural activities and the creative industries are the engines of economic and social development in Europe. In order to understand the genuine power of culture, Finland should give young people an opportunity to be involved in, see and experience various forms of art.
This can be achieved most effectively by making all cultural offering free to those in their last year of school.

Free culture would enhance young people's understanding of creativity, their own future and leisure opportunities. Investing in young people also benefits families, groups of friends and local cultural producers. A young audience would provide a major opportunity for cultural and art institutions to try new means of performance and expression. Cooperation between teachers and institutions is vital for expanding young people's breadth of opportunity.

MISSION FOR THE MINISTRY OF EMPLOYMENT AND THE ECONOMY, THE MINISTRY OF EDUCATION AND CULTURE AND COMPANIES:

The apprenticeship system should be developed

In many countries an apprenticeship system takes in different students better than schools. The last years at comprehensive school or upper secondary school feel repulsive and pointless to an increasing number. Many have no interest in learning about the mother tongue, Swedish language and mathematics. Absences are not addressed at home or at school either. Even vocational school can be too theoretical for many at that age.

The apprenticeship system has been strongly developed during the past 20 years. Nevertheless, it is still fairly school-focused, which dampens the enthusiasm of many participants. The apprenticeship system should be made more diverse. The proportion of theoretical teaching could be further reduced so that as many as possible get to participate in society through learning and work.

WORKPLACES ARE PLACES IN WHICH TO LEARN A number of studies have produced the same result that Finns rank work second after the family. Finns are thus involved in society by being in work. Workplaces have played an important role in Finland in developing people's skills and abilities. Companies and offices have long understood that the best guarantee for ensuring the organisation's success is developing the skills of the employees. Through continuing education, employees have been put through courses at the employer's expense both for longer as well as shorter periods. Through job alternation and study leave schemes, employees have also been encouraged through government measures to gain new skills independently during the course of long careers. Over half of Finnish adults participate in some kind of training, most through their work.

Learning at work is not limited only to developing vocational skills. Stopping smoking, a healthy diet, health enhancing physical exercise, cultural pleasures and sustainable consumption choices are all socially important themes, on which Finns have received information and education at workplaces. A workplace is an address through which most citizens of working age can be reached. Insights gained at work and new practices learned there also have an impact on activities outside of work. The results speak for themselves: How big a problem would cardiovascular diseases be had the matter not been addressed through occupational health care, as well as meals and exercise subsidised by the employer?

The fact that employees are not so money oriented by international comparison can also be considered characteristic to Finnish working culture. The salary received from work is not the greatest incentive for most people, but according to research, the foundation to work motivation is the content of the work itself, a good work community and a fair boss. The idea that everyone has the right to self-fulfilment at work and to develop through this as a person and as a professional is also part of the Finnish workplace culture.

MISSION FOR THE SOCIAL WELFARE AUTHORITIES:

A Catcher scheme for those in danger of exclusion should be created

Our education system, which functions well in many respects, has faced a surprising challenge in recent years. According to recent estimates, there are 40,000 young people aged 16–24 in Finland who are lost from society. They are not in education, at work or in the army. The majority of this group are young men, but the exclusion of young women is also on the increase.

According to a report by the Ministry of the Interior, Finland's greatest internal threat is specifically marginalised young men who use drugs and cause minor trouble as well as tragedies that end up on the front pages of the tabloids. In Holland, young people in danger of being excluded are monitored by authorities who work under the administration of the Ministry for Family Affairs. A similar 'Catcher' scheme that would identify young people in danger of being excluded and include them in society should be created in Finland. The scheme could be prepared jointly by teaching professionals and social welfare authorities.

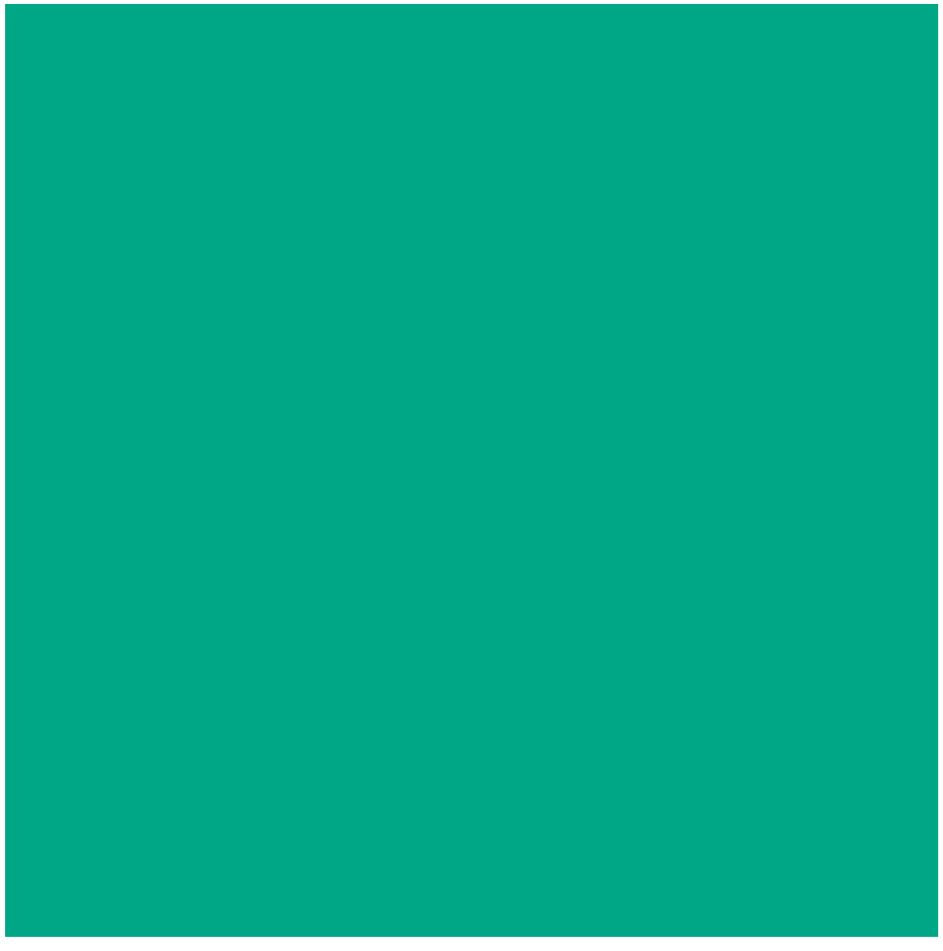
LEISURE PURSUITS ARE ALSO A PART OF LEARNING The Finnish system of music colleges is a widely acknowledged success story. Gifted musicians from around the country get to receive high-quality teaching from a young age. A similar systematic approach also exists in training juniors in sports clubs. Sports federations train junior coaches not only in teaching skills in their own sport but also in general sports pedagogy. Coaches should know what capacities children of various ages have to learn, how to teach children about how to work as a group, and help them learn how to work.

The ability to teach is also an aspect in the pursuit of hobbies in Finland. Children's hobbies are understood as being part of education just like school. Therefore, pedagogical competence has a strong place in sports clubs and music colleges.

This system would hardly function unless adults took an active interest in culture themselves. Choral activities have maintained the popularity of classical music. Lessons in graphic arts, water colour painting and sculpture at adult education centres and workers' institutes inspire enthusiasts to visit galleries and museums. Amateur theatres often put on joint productions with professionals. The broad-based esteem for Finnish culture is largely based on hobby activities, which create a critical audience.

In addition to this, thousands of Finnish adults study foreign languages, handicrafts or how to use the Internet in their free time. Most of these people already have a profession and a job, many have retired as well. The aim is not, therefore, professional development or a totally new career, but self-development and skills development. Free popular education is both a right and an obligation in Finnish culture. Adult education supported by society is in a manner of speaking part of the Finnish social contract.

Working life and careers are fragmenting into an ever more complex mosaic. At the same time, the importance of high-quality hobby activities is changing. What was once simply a hobby can gradually or suddenly become a new profession. Extensive self-development is also a way to ensure one is meaningfully occupied, whether it is work or not. A good hobby could be a good plan B, as a result of which an individual's competence and value in the labour market are not limited only to the job that he or she does now. Learning new skills in free, popular education institutions is at its best support for citizens in an uncertain and changing labour market.



BOTH ESA-PEKKA SALONEN AND PMMP HAVE NEEDED MUSIC EDUCATION The Finnish system of music colleges is among the best in the world. Music education supported by the government has expanded to include popular and light music. In addition to fans of classical music, Finns of any age can participate in the activities of various music clubs, colleges and schools for bands. Comprehensive school children who are interested in music can apply to various music classes and develop their musical abilities as part of their basic education. Conservatories offer willing students the opportunity to obtain an upper secondary vocational education and training qualification in various fields of music – even beatboxing!

In addition to high-class competence in classical music, pop and jazz education has produced a highly talented Finnish music community that is succeeding throughout the world better than ever before. The open-mindedness of musicians and the crossing of barriers is also demonstrated by those who have crossed over from classical music to become pioneers in popular music, as the success of the band PMMP, whose background stems from the Sibelius Academy, shows.

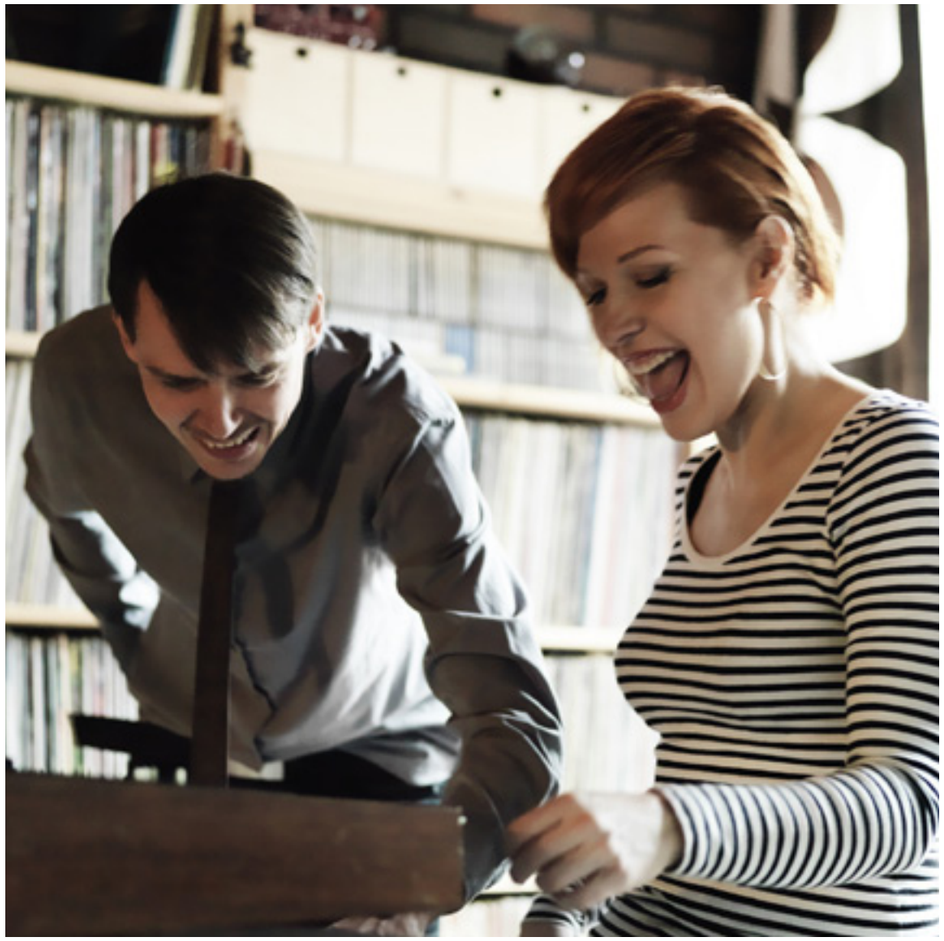
Finnish conductors and composers have become a concept throughout the world. Esa-Pekka Salonen, who has worked as principal conductor and artistic director with the Los Angeles Philharmonic and the Philharmonia in London, is one of those successful international Finnish classical musicians on whom Finland's musical reputation is dependent.

Esa-Pekka Salonen and PMMP have both received their education at the Sibelius Academy, the flagship for high-class musical activities and teaching. The Sibelius Academy is nowadays the largest academy of music in the Nordic countries and is an internationally renowned institution. The composer Kaija Saariaho, opera singer Karita Mattila, musical director and conducting teacher Jorma Panula are all former students of the Sibelius Academy. The international success and attention they have gained are strong testimony of the world-class public music education, which has been invested in since the 1960s.

Education does not create talented individuals any more in music than in other cultural fields or in sports. However, education can give talented people the opportunity to develop into world-class individuals in their field. Music education funded by the state and governed by law has contributed to the fact that Finland not only has a huge number of internationally famous classical musicians but also a comprehensive network of orchestras.

MISSION IN FINLAND:

Leadership is teaching



In recent times, the calls for a new type of leadership have been louder than ever. Workplaces are filled with educated, wealthy generations that are used to having a choice. Employees can no longer be managed in the traditional meaning. They are not expected to be obedient but to take the initiative, internalise the purpose of the work and be self-directed.

The need to teach and learn is emphasised in the age of knowledge work. Performing knowledge work is learning by doing, just like handicrafts. In an efficient work community everyone is able to share their own expertise and experiences with others and to turn this into a shared asset. The most important production factor, human expertise, is created this way. The key leadership skill is thus to understand how learning takes place, in other words, how information is transferred to people.

A good teacher can make pupils interested in the subject being taught and to understand the wider importance of the content. In this way students are motivated and start to augment their basic knowledge and skills independently. The teacher's role is therefore to motivate and create a learning community.

The same is true of leadership. Leadership is the creation of common conditions for undertaking work. Above all, it is creating motivation for learning and developing.

Managing oneself and people working around you is being able to share one's own expertise. The most difficult teaching in modern society is no longer linked to theoretical matters that are learned in school but to practically and creatively solving problems that crop up in practical situations. In this, experience, practice and their transfer within the work community are crucially important.

A ‘leadership is teaching’ programme should be started in Finland. Its objective would be to enhance the ability of every person in work in Finland to transfer their own skills. The new Finnish leadership doctrine is therefore teaching. Finland has the world’s best comprehensive school teachers. The Finns of the future will all be good teachers of their own area of special expertise. They will be capable of inspiring others and transferring their skills in working life and in daily life, throughout their life.

The Finnish education system, which is the best in the world, has something to offer the age of new leadership. The concept of teachership can change the concept of leadership and partly also replace it. Teachership already describes the kind of solution organisations of today are seeking. Finland could thus give the world a radically new way to think about leadership: in the Finnish fashion, leadership is teaching.

MISSION FOR TRADE UNIONS:
Master diplomas for the best workplace teachers

Trade unions should look for and reward the best teachers in their sector, i.e. masters. Masters could be rewarded not only through traditional diplomas and awards but also by brining the masters of different sectors together for a week to a 'Masters on the stage' event, where they would discuss practices for teaching and learning at work. Alumni activities could start from these networking events, in other words, contact with the masters of an individual's own as well as previous years. Companies also collect titles as masters. They are practical proof of the most important promise of every good place of employment: in this job you can develop.

MISSION FOR HIGHER EDUCATION INSTITUTIONS AND UNIVERSITIES:
A period as a teacher, mentor or disseminator of information as part of all degrees

The good results in Finnish basic education are based on the professional competence and motivated nature of the teachers. The brand of sharing knowledge should be extended to society more extensively. Teaching also enhances Finnish intercommunication methods. All degrees should include studies and a period of practical training on sharing competence. Then everyone graduating from a higher education institution would also have gained experience of teaching. This would enhance students' motivation towards sharing their own expertise and would prepare them for lifelong teaching.

WHY?

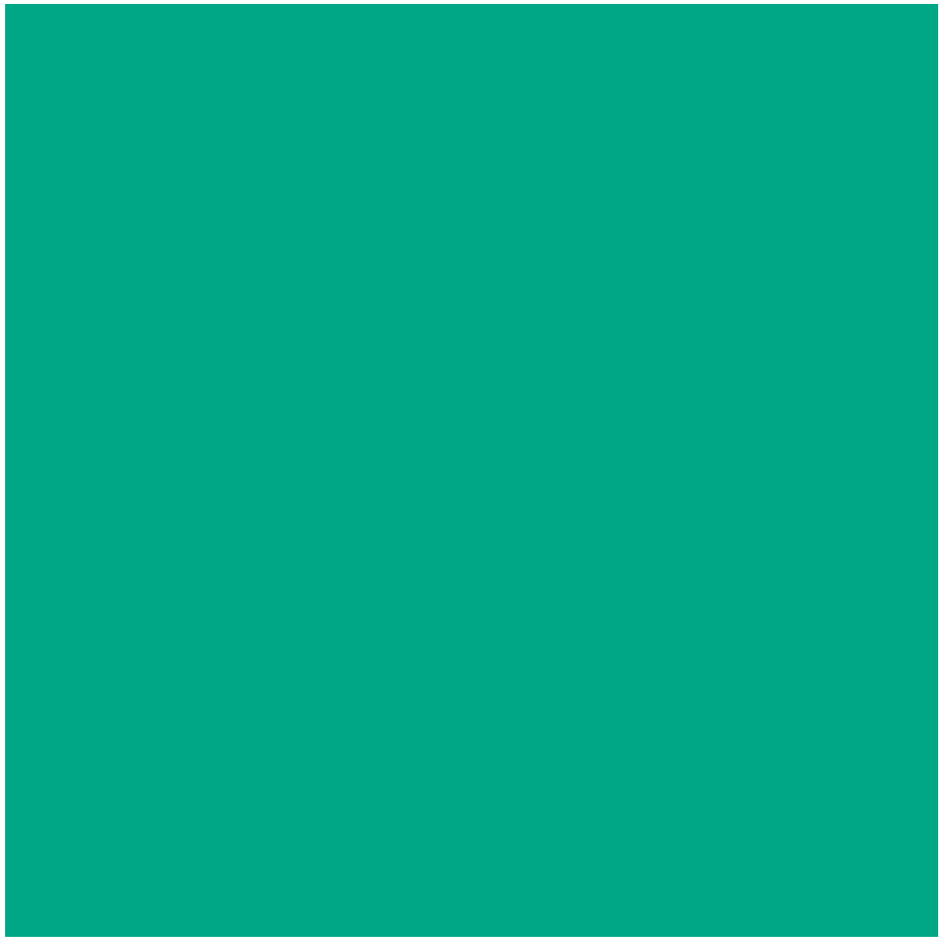
THERE IS DEMAND FOR PROSPERITY Finland has become prosperous through industrial production. Prosperity has been created by treating natural resources and selling processed products to other countries. The last decades have changed this basic structure. Humanity's big story has been the emphasis of information and expertise as a production force. In other words: people and investment in people's skills and abilities have incredible economic importance. Correspondingly, industrial manufacturing based on simple tasks has experienced enormous inflation. Information and communications technology has enabled the development of global markets, and an ever increasing number of nations, regions, companies and employees are active in these markets.

It is difficult to succeed in global markets without a skilled labour force. The focus of the economic value of human labour is transferring from hands to the brain. The decision to educate the entire population, which was taken in Finland very early on, has been a necessary requirement for success.

Comparative advantages, the price of products and division of labour between regions constantly change on global markets. Global markets direct the activities of an ever increasing number of companies and employees either directly or indirectly. It must be possible to rapidly develop and adapt production by companies and the competence of employees, when demand, prices and the competitive situation on the market change. Business structures are no longer static. Understanding this overall situation is challenging and requires a broad-based understanding of the world that can adapt according to the situation. This is difficult to acquire without good education.

The labour market is also becoming more open and global all the time. The success of major international companies is increasingly based on the fact that they are able to attract the best workers irrespective of nationality. Poles of excellence attract people, and the most attractive workplaces are those which are already well known to employ a lot of capable people.

In a global world based on competence, the employee's relationship to his or her own competence is changing. Any profession or skill may lose its value over time. This forces everyone to embrace the idea and attitude of learning as a continuous process. This not only involves expertise and the final products it



gives rise to but the continuous updating and developing of expertise through doing. The best work communities are those that make it possible for their members to develop their skills over the long term and in a systematic way.

FINLAND IS BECOMING A SERVICE SOCIETY In addition to changes in the global economy, the cultural structures of societies are changing beyond recognition, and the position of education is highlighted in this change. The human race, and especially the part of it living in developing countries, is urbanising rapidly. According to estimates, as many as two billion people will move from rural areas to cities in the coming years. For many the move to a city means becoming part of the financial economy as well as part of the global market in labour and goods. Earning a living and taking care of other everyday routines requires different skills than those needed in a local rural economy. The skills required in a local economy are mostly determined by tradition and are handed down within the family or local community.

Urbanisation means the loosening of family ties and replacing the family with other types of communities. One connector in this change is the school, which reaches more children in urban areas than in rural ones. Schools make knowledge and skills more open: they no longer transfer from adults to children or through other hierarchies. For many, this means a radical emancipation from the power of the family and local community and power to determine one's own future.

Many development economists think nations become richer specifically through urbanisation and the increase in people's independence that this enables. The model based on education and continuous development of competences is continuously creating more space for itself. The digitisation of information and access to it are further accelerating this trend. The Internet and mobile technology have in practice brought an unlimited amount of information within reach of billions of people. At the same time, they acquire new kinds of tools for analysing information and a link to other people who are interested in the same issues and possible seeking similar solutions. New paths that bypass schools and other educational institutions and formal structures are being created for learning new things. The ability of society and those in power to control people's knowledge and skills is weakening. Thus, the structural change in society is accelerating and becomes continuous.

Those who easily learn new skills will do well in this kind of society. Good teaching is to an increasing extent showing the way and motivating people

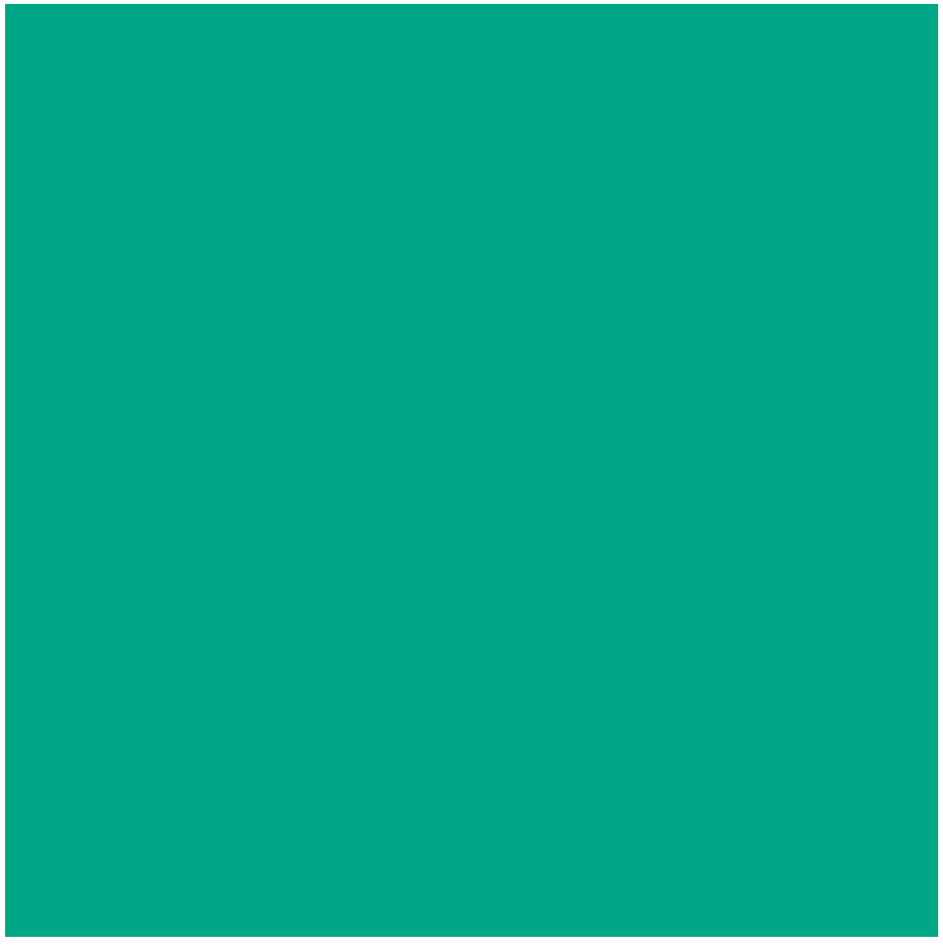
to learn. Therefore, there is increasing demand for good and pedagogically capable teachers. Proficiency in teaching will to an increasingly limited extent be the sole right of schools and educational institutions. A good organisation is one that knows how to teach and transfer its competencies.

The rapid radical change in traditions and businesses will make many people redundant and deprived in a new way. Advanced farming techniques and industrial production methods are reducing the need for labour. Weaker family communities no longer provide permanent relevance and a place in society. Professions and jobs will be lost and transfer to new places. At its worst, the consequence will be an army of the idle. Throughout history, a large group of idle young men in a single place has often presaged war. Education and the ability to learn new things will be the most effective tools in defusing this threat. A good education helps people analyse their own changing place in society. The ability to learn new things sets people free to find meaning in their own life above a professional, income or other social status.

SOLVING THE MOST WICKED GLOBAL PROBLEMS WILL NOT SUCCEED WITHOUT EDUCATION The wicked challenges testing society – climate change, fluctuations in the global economy, ageing, risks arising from technology, pandemics and wide-scale migration – cannot be solved by a single model or a single profession and expertise. The solutions required for them demand a new kind of active approach by many different parties and changes to people's own routines. Simply educating new professionals will not be enough to conquer the problems. The understanding of all citizens about these phenomena and their geographical and social bases must be enhanced. The better educated the nation, the better the capacity it has to confront the complicated challenges of the modern world.

The increasing level of education and prosperity weakens the ability of political decision-makers to direct the activities and behaviour of citizens. The importance of the public sector as an economic actor is diminishing as markets open up and become global. Government investments increasingly focus on social investments, that is, public education and health. In other words: the role of education as a means of social development is emphasised.

In many countries, the increase in human capital and its exploitation continue to be ineffectual because many cultural obstacles continue to hamper



women's education and careers. For example, the weak economic situation in Arab countries has been attributed to the fact that they systematically fail to use the abilities and contribution of one half of the population in their labour markets. In Finland, boys and girls attend the same school. In working life, leisure pursuits as well as in the home men and women work equally together. Thus, education does not divide people or build barriers; searching for solutions together is not prevented by gender or any other factors. This is a significant advantage in a world in which the integration of different skills, team working and learning from peers are increasingly important skills.

Technological development is reducing the need for human labour all over the world. It has been observed in the west that shortening work hours produces a cognitive surplus: people are increasingly better informed and skilled but household and salaried work take up less and less time. People spend an increasing amount of time entertaining themselves with the Internet or by watching television and shopping. The nature of free time is also changing: consumption is becoming about making conscious choices instead of acquiring necessities. Amateur enthusiasts are starting to act with a professional grasp.

This change is described as a society where people need experiences, which is a direction in which many western countries are now heading. Consumers in this kind of society spend more money to obtain experiences, services and products that have a good story associated with them. The role of consumer and user – the person having the experience – is emphasised. Therefore, special skills are also required of consumers. The more diverse way consumers are able to recognise meanings associated with products and services, the more diverse range of experiences it is possible to produce. A well-educated population is able at least in principle to demand a versatile experience economy and enjoy it.

THE CHALLENGE: THE DESIRE TO LEARN IS MOST IMPORTANT

Finnish schools and the Finnish enthusiasm for learning are success stories. They are strengths that will not disappear in a flash and their positive impact will continue long into the future. Currently in Finland and the rest of the world, free information and people's mobility pose a challenge for traditional education and its institutions. Not even a good education system can maintain its success without continuous development and innovation.

The challenges for Finnish education are coming from two directions. The ideal of equal education is being eroded by the growing group of young people falling outside working life. At the same time, the needs of the most able and motivated students should be better considered. Developing top-level expertise is the key issue in terms of the success of any society. It must be possible to combine these two different challenges without betraying the ideal of equality and without decimating special skills.

Part of the solution is developing schools and their teaching. The other part is, however, the more effective mobilisation of the rest of society in the promotion of learning. This will ensure a positive atmosphere towards learning and education in the future and will guarantee that people will have the opportunity to practise their skills, even people who do not enjoy being at school.

The greatest resource linked to the education of Finnish society is not the comprehensive school system that basks in the spotlight of the PISA success. More important than that is the atmosphere that is strongly positive towards learning and education, which has spread to all of society. It would be possible to try and export comprehensive school practices to the rest of the world. Even more essential and interesting than that is developing the Finnish learning and teaching mentality so it can be used by the rest of the world. It could be disseminated in a much more diverse way than the school system.

FINLAND PROVIDES THE WORLD WITH TEACHERS

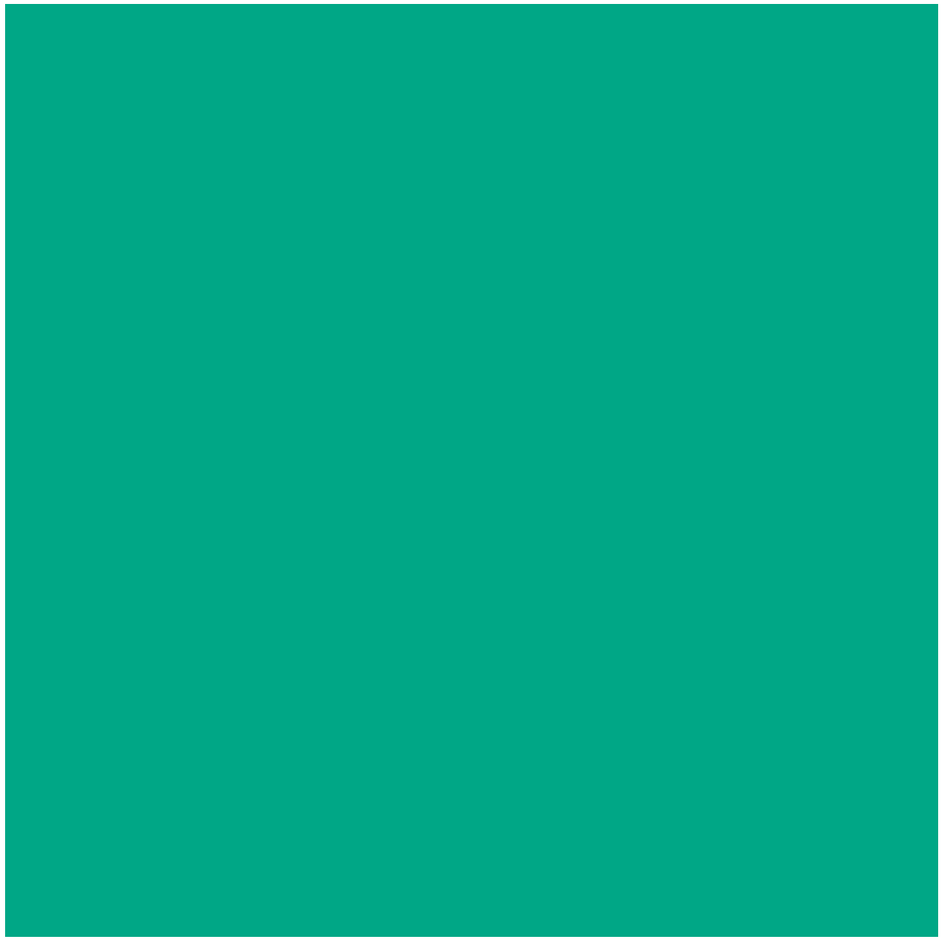
1. VISIONARIES – THE WORLD'S BEST LESSONS Finland could increase its reputation as a major power in education by rewarding inspiring and gifted teachers every year. The foundation of Finland's school success is made up of motivated and respected comprehensive school teachers. Individual teachers have responsibility and freedom in choosing teaching methods and materials. Finnish teachers give pedagogically and contentually good lessons.

Improving respect for the work of teachers in other countries offers significant opportunities to improve the level of teaching throughout the world. Finnish teachers have solid proof of their expertise. This expertise should be exported from Finland to the world.

A competition organised by Finland for the world's best lessons would be a strong initiative in this direction. The competition would be open to all the world's teachers. The competition, which has the working title Visionaries, and a global event assessing the future of learning constructed around it would help Finland exploit its PISA success and build its own profile in the international debate on education.

In the competition for the best lesson, an expert, international jury would choose the best lessons by subject from the nominations and applications. The chosen teachers would be brought to a high-level seminar in Finland. Instead of a single winner, the best lessons in the various subjects would be rewarded by a major Finnish company through the donation of educational equipment to be given to the teacher's school.

Through the visionaries, Finland will remind children and society about the importance of motivated and competent teachers. The event constructed around the best lessons would also offer Finland an opportunity to present its latest successes in education. Presentation will be the focus of attention at the event. The commercial Visionaries event, supported by the Finnish state, would bring together major companies in the sector, those working towards the internationalisation of education, the education ministers of different countries, education developers and teachers. Companies could also publicise their new products at the event.



However, the programme would focus to a greater extent on the skills of teachers and teaching rather than technology. The event would brand teachership in a stronger way as a modern profession looking to the future. For the teachers participating in the seminar and competition, it would offer opportunities to create contacts throughout the world.

The best lessons of the Visionaries event will be recorded on video and disseminated over the Internet. The videos would help other teachers tailor the same lesson to make it suitable for the conditions of each country. The videos and materials compiled to support them will be made so easy to use that their application would be possible in developing countries too. By rewarding different teachers and teaching methods from around the world, the event will act as a reminder that there is no single way of teaching. The main message of the Visionaries event would be that a good school needs good teachers.

2. KANSANKYNTTILÄT – FINNISH TEACHING PROTECTION FORCE IN PEACE WORK Under the Convention on the Rights of the Child, which was signed in 1989, the member countries of the United Nations committed to ensuring that every child has the right to an education. In wars, natural disasters and other crises, children and schools often get trampled underfoot. However, schools guarantee a safe place for children, where the children can see their own possibilities for a better life. Safeguarding the activities of schools is not only a question of increasing knowledge but also of safeguarding the future of society.

Finland has all the elements to be a peacemaker in education. Finland has a distinguished history as a major power in peace negotiations. The peaceful and impartial activities of Finns in the world's crisis spots is applauded and needed. In addition, the story of the Finnish nation is one about the power of learning.

Finland must take a strong role as a protector of the right to learn. Kansankynttilät (candles of the nation, i.e. primary school teachers) would be an international charity organisation focusing on basic education in crisis situations, which would herald the power of education to change and improve society and also provide teaching in practice. Kansankynttilät would set up and maintain schools for those who are trampled on by violence by adults and those who remain without education as a result of their gender, their parents' political position, ethnicity or because of other discrimination.

Kansakynttilät would be headed by highly educated Finnish teachers. It would strengthen Finland's brand as an equal society in which men and women create the future together. Kansankynttilät would operate as a first aid force in education in the same way as the Médecins Sans Frontières movement, which was started by the French and which undertakes valuable work in the field of medicine.

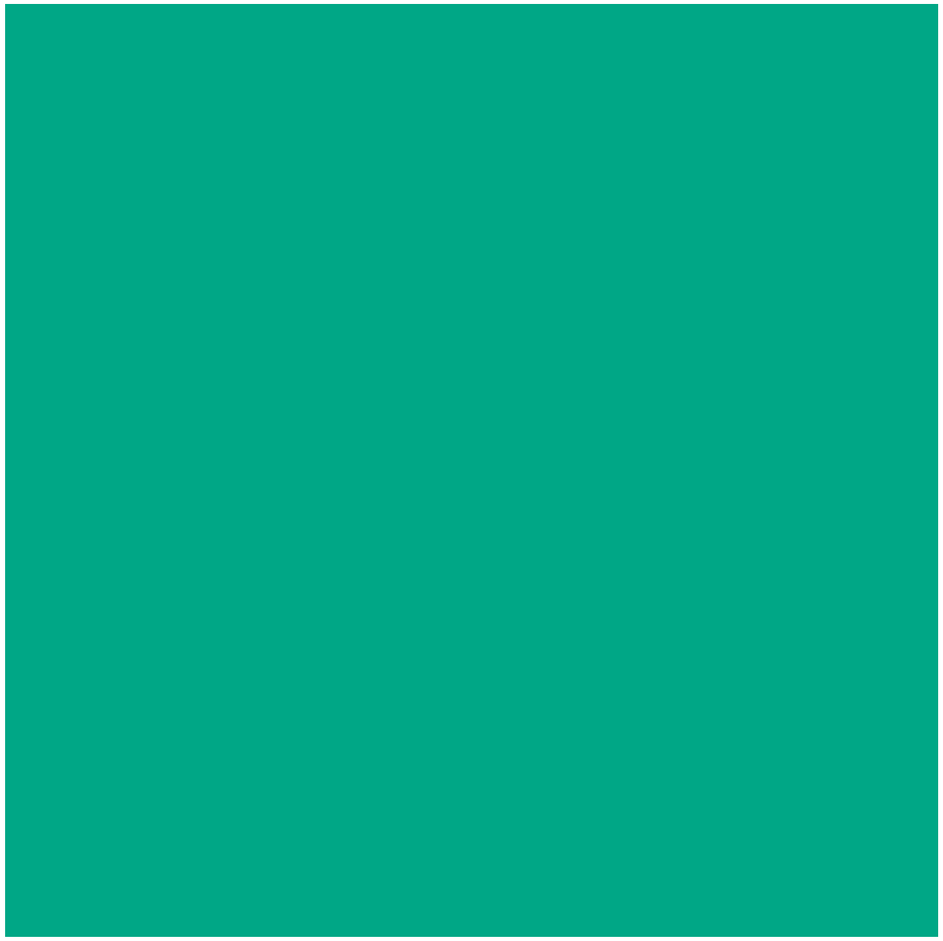
Teachers in Kansankynttilät would not go and teach local children but would help local teachers and other adults in ensuring learning by children. A group of teachers would be sent to crisis spots with educational equipment, practical instructions and possibly even a field school. The professionals in the Kansankynttilät organisation would get the school up and running, look for children and plan the content together with locals.

Joining the organisation would be open to teachers from around the world, but Finland would support the participation of local teachers by offering internships for those studying to become teachers and by awarding a tax benefit to teachers leaving for field work similar to the one received by peacekeepers. The Finnish ethos of good teaching starting from the overall education of the child would be a strong feature of the organisation's operating principle.

Finland's appropriations for development cooperation could also be used for supporting the independent organisation. Kansankynttilät would also obtain funding as donations from private citizens, other states, companies and foundations. It would engage in wide-ranging cooperation with the Red Cross, the UN, OAJ – the Trade Union of Education in Finland, and the National Board of Education.

Kansankynttilät would also be taken into consideration in teacher training in Finland. The activities by teachers in the organisation would improve Finnish children's understanding of crises in the world and strengthen the connection to global human rights. For teachers, it would offer the opportunity to use their skills to do good.

The organisation would create a lot of material that could be used in communications and teaching. Donors could be shown in a touching and credible way that their support has made a difference. Although teachers from all over the world would join the organisation, it would strongly be seen as a Finnish actor. It is specifically the Finnishness that would give the organisation its neutrality and credibility. Kansankynttilät would remind people that Finnish schools are not only a place of learning.



Schools have been leading the reform of Finnish society. Ensuring education for all and everywhere has been the Finnish way to build the nation and well-being. This method could also be employed elsewhere. In its international activities, Finland must be a strong defender and pioneer of the rights and opportunities of the child.

3. THE SEMINAR – 30 INTERNATIONAL STARTING PLACES IN TEACHER TRAINING A YEAR Finnish teacher training and the school system generate a lot of interest. Numerous delegations and research groups have visited Finland in recent years to study the school system.

International interaction would help Finland further develop its education system. The experience of diverse work communities shows that exposing the system to external scrutiny simplifies many practices and helps separate the essential from the non-essential.

As part of the internationalisation of education, Finland will offer thirty starting places in teacher training to non-Finns. A pilot project called The Seminar will highlight the achievement of Finnish basic education and a group of international students are being sought for it through active marketing. The programme will be free for participants and students from developing and industrial countries will be selected for it. The two-year master's programme will teach foreign students how the school supports the overall growth of the child. The Seminar will also help Finnish teaching authorities understand what is genuinely transferrable in the Finnish model.

International teacher training will be developed as a separate programme at one of Finland's teacher training institutes. Students will be able to apply for a scholarship to cover the cost of living in Finland from CIMO, the Centre for International Mobility. As a matter of principle, the programme aims to ensure that graduates export Finnish practices to the rest of the world. Students remaining in Finland will not, however, be punished in the form of fees. However, the obligation to return as a teacher to the country of origin after studying is written in the conditions for support for those coming from Finland's development cooperation countries.

CURRENT STATE OF FINLAND'S BRAND

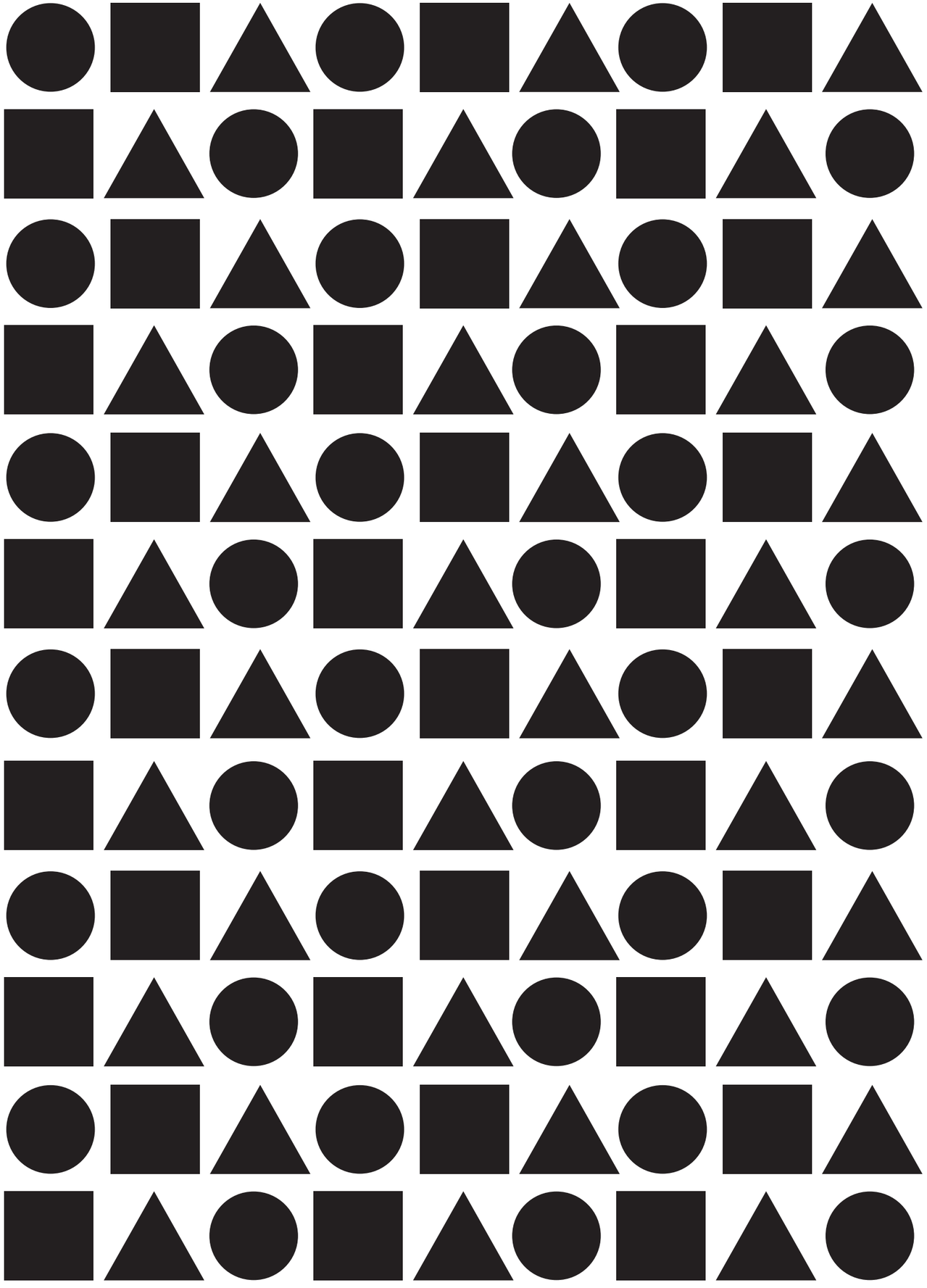
FREQUENTLY ASKED QUESTIONS

WHAT IS A COUNTRY BRAND? Often when referring to a country's international reputation or how well known it is, the terms country image or country brand are used relatively equally. However, there are clear differences in the definition of the terms within research in the sector, for example:

The difference between country image and country brand 'is the fact that a country image is mainly an unplanned impression created randomly. It is an impression of the country created by an individual associated with values and emotions, which is partly based on knowledge and experiences, party on beliefs and emotions, and is made up of partial impressions of the country that influence each other; and the significance of each one varies according to the situation' (Moilanen and Rainisto 2008, p. 15).

On the other hand, a country brand is a 'concept created as the result of focused activities. It is possible to influence a country image, and a country brand can be constructed from a country image through consciously managed activities', as has been carried out in Spain, Australia and New Zealand, for example. A country brand, as with any brand, 'does not come about on a designer's desk and a brand is not created when even the best plan is completed. A brand exists when enough people belonging to the target group see the brand essentially in a similar way that resembles the desired brand identity' (ibid. p. 15, 17).

According to brand theory, a brand can be further split into three parts. The target impression refers to how the brand is really seen by those in the target group. Brand positioning refers to the brand's relationship and distinctiveness compared to competitors. Underpinning both and the foundation of the brand is the brand identity, that is, the conceptual entity that marketers try to create or maintain in the mind of customers (ibid. pp. 16–17).



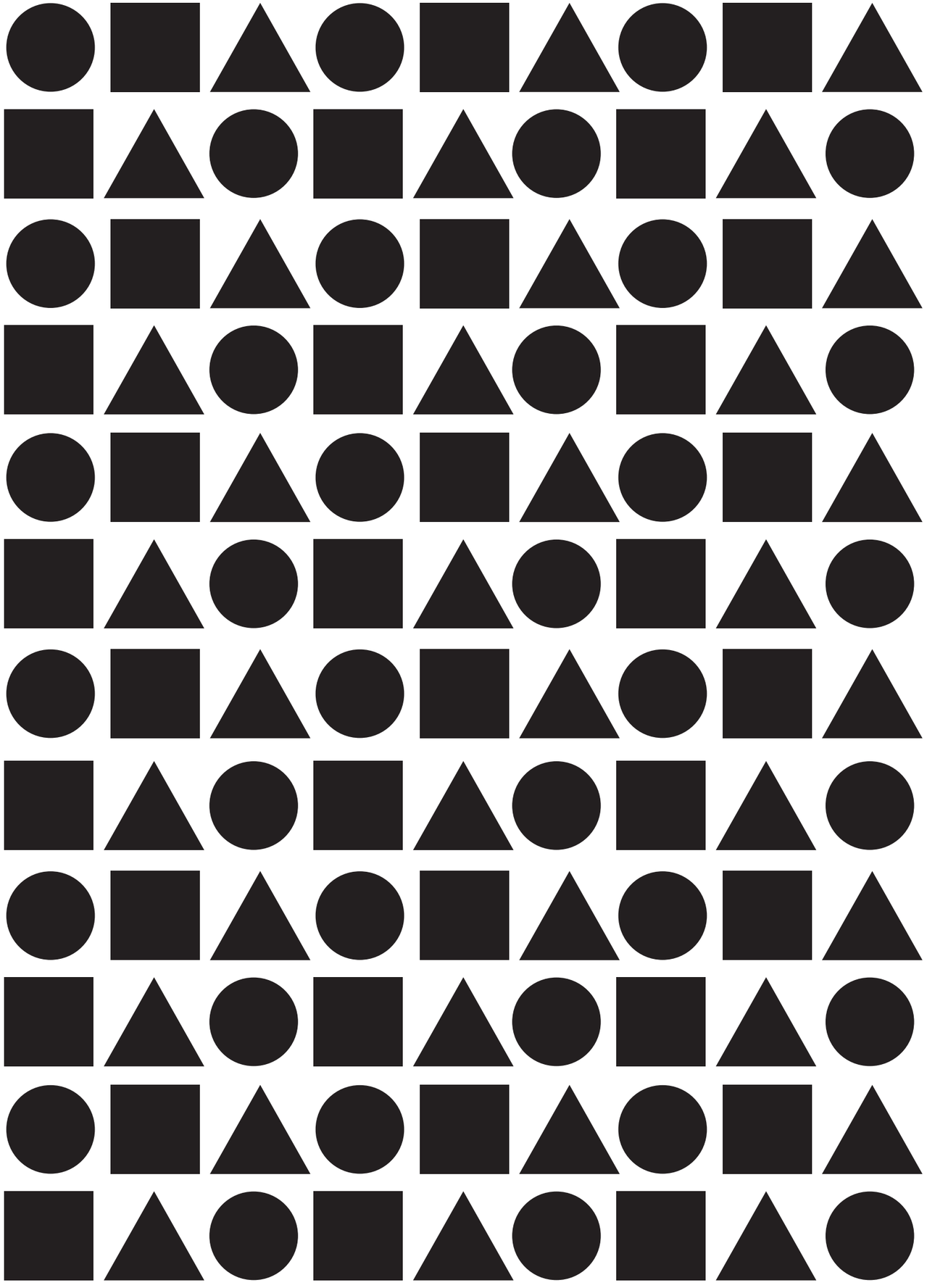
The work of Finland's Country Brand Delegation focuses on assessing this foundation. The core objective has been to identify the key elements of Finland's brand identity, highlight them in a concrete way and make suggestions on how they could be further strengthened.

WHY IS A COUNTRY BRAND IMPORTANT? Whether we like it or not, there are a large number of different impressions, thoughts, opinions and myths in the world about Finland and the Finns. Genuine – as well as less genuine – knowledge and notions about Finland as a country of origin influence purchasing decisions for products identified as being Finnish. Tourists and influential people visiting Finland gain experiences of Finland and Finns, draw conclusions and act independently spreading whatever image of Finland they happen to be spreading. Together, these images form Finland's reputation and renown.

The type and the tone of this impression may be crucially important to the functioning of Finland's business life, tourism, culture and foreign policy and the effective achievement of objectives.

WILL COUNTRY BRANDING WORK TURN FINLAND INTO A PRODUCT AND ALL FINNS MARKETERS? No. Using the word 'brand' in connection with countries easily leads to misunderstandings. For example, one frequent concern is that programmes will be too focused on selling and marketing. This argument is based on an outdated understanding of branding as one-way promotion. According to modern brand theory, openness, interactivity and internal coherence play a key role and external, potentially empty, promises together with market hype play an increasingly minor role. According to the country brand expert Simon Anholt, country brand terminology and especially country brand identity should be replaced with other concepts, such as competitive identity.

A brand should always be based on facts. However, this does not mean that people should wait until the country is 'completed' and everything is perfect. Country branding should be seen as a long-term process and the active work to improve a country's reputation is essential at every stage.



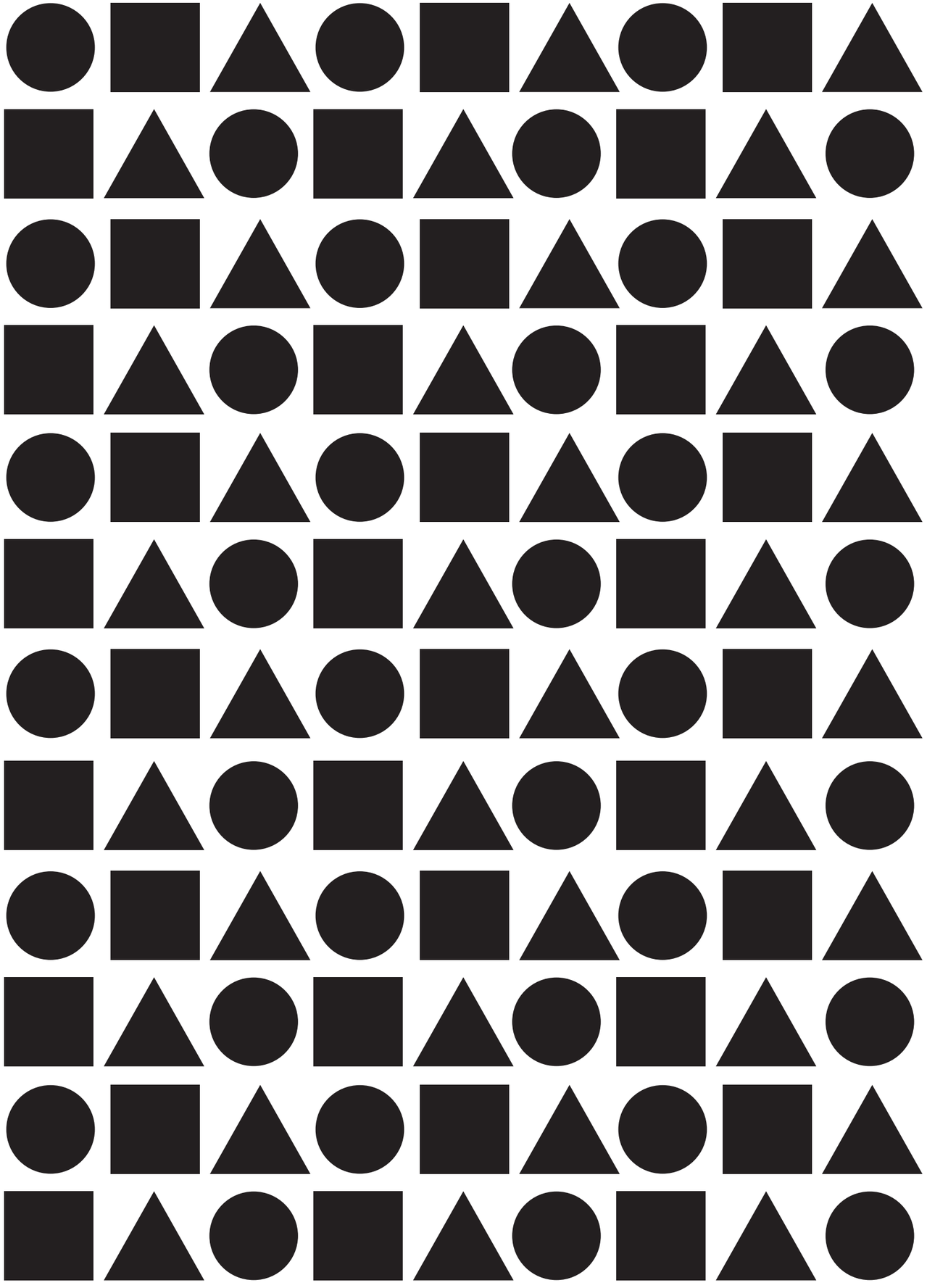
WHAT MAKES THE ISSUE SO DIFFICULT THEN? Countries are much more complicated entities than corporate brands as they comprise numerous factors affecting the creation of the brand. What distinguishes country or place brands from company brands is primarily the fact that not just one individual or unit decides on the characteristics of a country brand as is the case in most companies.

There are many ways to influence a product brand. It can be easy to change the composition, name, packaging and marketing of chocolate or a car. However, with the exception of dictatorships, it is very difficult to manage the characteristics of a country brand. The closest point of comparison in business would be major international product and service brands that have various aspects and encounters. The main challenges are mediating between the ambitions of the various actors and finding common objectives.

According to country brand expert Teemu Moilanen, it is also important to consider the fact that unlike in companies, people live in places and countries. A country is always also somebody’s home. For this reason, country branding cannot operate solely from a business logic point of view. The fact that this frame of reference, Finland, home, is marketed brings into play elements that are completely missing in the business word (see Kilpi, 2009).

A COUNTRY BRAND SOUNDS LIKE A COMPLICATED OVERALL CONCEPT. CAN IT BE INFLUENCED IN ANY WAY? Internal coherence and a common way of thinking are vitally important for major corporate brands and country brands. In other words, countries that know and clearly recognise their own exceptional nature and special expertise, and are therefore internally coherent, usually become stronger in relation to countries whose conception of themselves is more incoherent. In Belgium, the two halves of the country are arguing about what ‘Belgium’ really is. It is clear that this situation correspondingly weakens Belgium’s brand.

Although a country image seems to have many transient elements, it is still possible to influence the image. Incoherent impressions can be brought together to form a single, more cohesive, coherent and rewarding country brand. The aim of country branding work that is organised in a coherent way is to measure, build and manage a country’s reputation. The best branded countries can achieve the same kind of recognition and its resultant benefits as commercial brands.

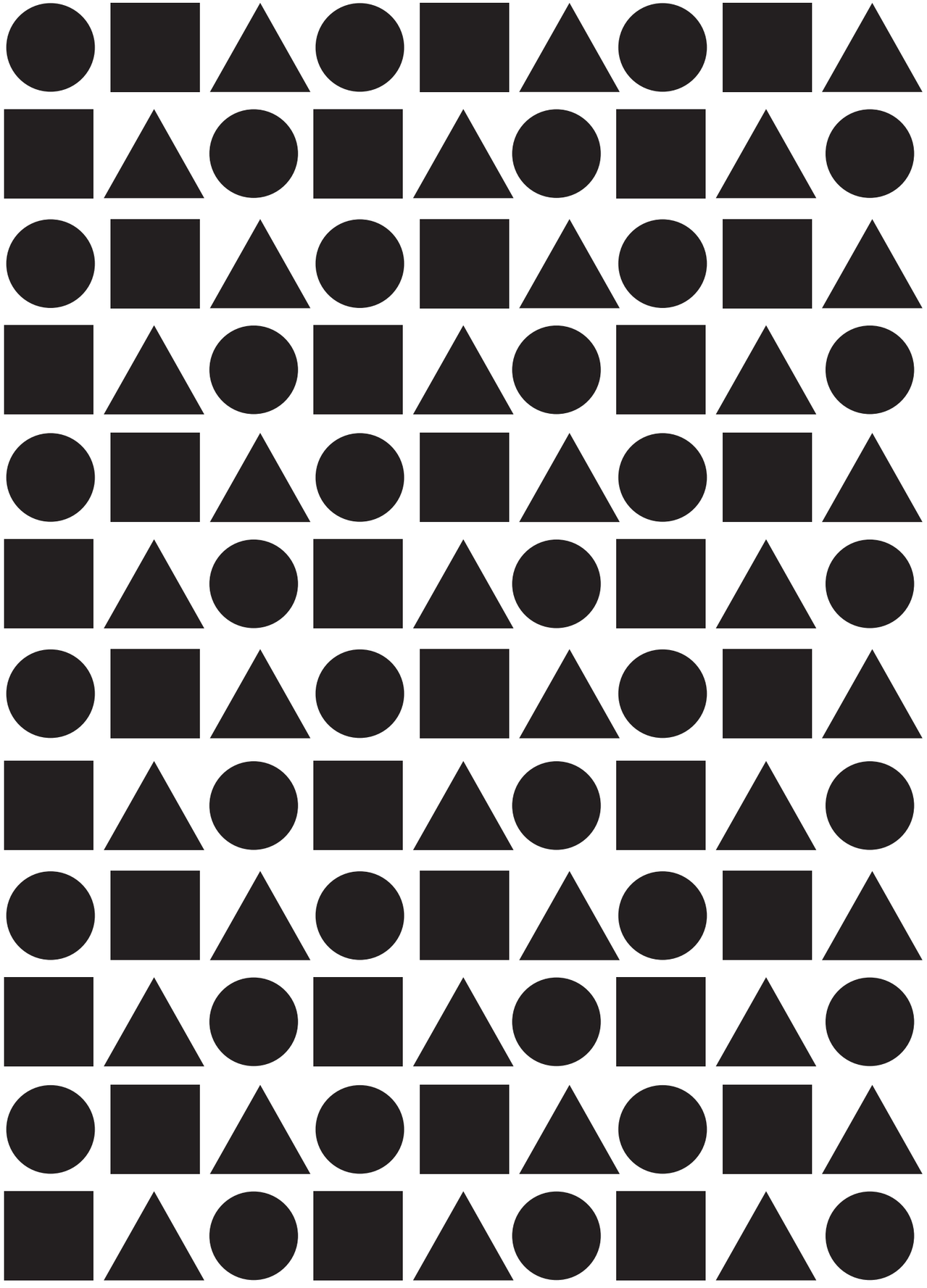


HAVE COUNTRY BRANDING PROJECTS BEEN CARRIED OUT IN OTHER COUNTRIES? Country brands have been methodically developed in several countries. The most interesting examples include Norway's project in 1999–2003 and the project that started in Australia in the mid-1990s and is still ongoing. According to Teemu Moilanen, the project in Norway failed spectacularly, while the Australian project is considered to be a success story in country branding. However, in the end both countries came to largely similar conclusions as to what constitutes the cornerstones to successful country branding.

In Norway, the brand was approached using concepts from the business world. The tourist industry was identified as the centre of the campaign and the ten largest and most influential companies in the sector, which were also dependent on it, were invited to join the campaign. The managing directors of these companies and the country's local tourist board held a brainstorming session and identified the brand elements suitable for Norway on the basis of international market surveys. Once suitable values and the other elements had been identified, attention was switched to marketing communication and creating campaigns.

The working group realised at a relatively early stage that the participation of the ten largest travel companies was not enough for the work and that the opinions of others needed to be heard. It is difficult to approach some other entrepreneur and say "here you are, we've created this marketing programme for you." The arrangement led to criticism, which by the year 2003 had become so forceful that the project was gradually abandoned. After a pause for reflection lasting a couple of years, a new attempt was started at branding but using new methods which Australia, for example, has used with great success.

The starting point in Australia was also thorough market and background analyses. However, a much broader and more heterogeneous group of representatives from business and society with an international perspective and visibility were brought together to analyse them. Organisations such as export promotion organisations, universities and the Australian Arts Council were invited to participate in addition to major companies, such as the beer brand Fosters and the airline Qantas. The entire group were encouraged to discuss what Australia and being Australian means and challenged to find some common denominators around which all the participants could come together. The rest is branding history.



The following conclusions were reached in both Norway and Australia. Successful country branding demands an extensive group of participants and the generation of ideas. It is vitally important to consider the objectives and practices of various actors. The tourist industry tempts travellers using its own methods, likewise investment lobbyists foreign investment capital in their own way. In spite of this, communication on the basic elements of the country brand should aim to be as coherent as possible.

Otherwise, the same could happen as was the case in Norway. The Norwegian tourist board's starting point was to market Norway as a place of peace and revival, harmony and as a place to rest the soul. At the same time, another major actor, the Norwegian fishing industry, maintained a marketing campaign in which Norwegian heroes snatch fish from the Arctic Ocean amid the slush and the surf, and which appealed to their target audience. The disparity between the images was obvious although the underlying specifics did not interest foreign tourists, who only saw conflicting images and their impression of Norway was confused, to say the least.

Furthermore, clear organisational structures together with their decision-makers and roles and responsibilities are needed. With respect to the content, it was concluded that it is essential to focus on the genuine, true resources and features of your own country and culture rather than trying to construct new, sellable features. The aim should then be to construct products and services based on these features to prove they are genuine. Last but not least, the approval of the country's citizens is needed for the project. If ordinary Australians or Finns do not identify themselves with the brand, the work will not be on a strong footing (Moilanen and Rainisto 2008, pp. 40–54; Kilpi 2009).

WHAT IS THE CURRENT STATE OF FINLAND'S BRAND? In their book Building Finland's country brand (2008), Teemu Moilanen and Seppo Rainisto summarise the latest research on Finland's image and state the following:

- The image of Finland in the world is unclear and weak and does not profile Finland in one direction or another. The impression of Finland still takes the form of a cold and sparsely populated country in the north inhabited by a quiet and peaceful nation.
- However, foreigners' weak and delicate image of Finland is mainly positive.
- The further away from Finland you get, the more neutral the tone becomes.
- The image of Finland has been changing since the end of the 1990s and grown from 2003 into a 'Finland boom', which is still ongoing. This has raised awareness of Finland.
- A coherent image of Finland, let alone a brand, does not exist. (pp. 98–99, 111–114.)

Moilanen and Rainisto's own research report on the subject (2008) focused, however, on the project launched by the Finland Promotion Board (Ministry for Foreign Affairs, the Finnish Tourist Board, Finnfacts/TAT, Invest in Finland, the Ministry of Employment and the Economy, Finnair, Finpro, the Finnish Forest Foundation, Tekes - the Finnish Funding Agency for Technology and Innovation) to comprehensively develop a country brand for Finland (2006–), especially its preparatory phase.

The report states that no single body is responsible for coordinating the image of Finland, and external messages are not parallel. There is not enough effort focused on specific markets, sector and themes in publicity work. Given the lack of identity markers, developing a coherent image of Finland has been random and undertaken by multiple parties. There has not been any comprehensive investment in the country brand and inadequate resources have been allocated for its creation (pp. 119–122, 149).

However, there is currently an exceptionally good opportunity to develop Finland's brand. According to the country brand expert Simon Anholt, Finland's strengths are extremely well-suited to solving many global problems. Participating in solving problems is not only an opportunity to enhance awareness of Finland and the country's reputation. It is also Finland's obligation.

WHY NOT RECTIFY THE SITUATION IMMEDIATELY WITH A PROPER MARKETING CAMPAIGN AND SLOGAN, SUCH AS WAS UNDERTAKEN BY INDIA ("INCREDIBLE INDIA")? Country branding is not the same thing as an advertising campaign. It is a much broader, more holistic and longer process through which awareness of the country and its reputation are invested in and to which several parties can commit.

It is only worthwhile for countries that are strongly dependent on tourism to launch major international advertising campaigns. In terms of a small country like Finland, the benefit would be small and short-lived. It is a better idea to invest in developing a country brand at the general level and over the long term.

TOURISTS' IMPRESSIONS OF THE COUNTRY ARE NEVERTHELESS IMPORTANT IN CREATING A COUNTRY BRAND. HAS THIS NOT BEEN TAKEN INTO CONSIDERATION IN FINLAND? It definitely has. The Finnish Tourist Board is responsible for Finland's tourism country brand and has produced numerous reports on the image of Finland among foreign tourists (see below). In addition, the Finnish Tourist Board has been leading a working group which, by drawing on several country brand studies, sought the key 'promise' for Finland's brand, in other words, what is true and positive in Finland as a tourism country. The working group had representatives not only from the Finnish Tourist Board but also from Turku, Tampere, Pyhä, Lapland, Finnish Lakeland, Helsinki and the Ministry for Foreign Affairs.

The numerous characteristics were condensed into four Cs: credible, contrasting, creative and cool. The basic identity of Visit Finland is created from these four characteristics. As a whole, Visit Finland is seen as a challenger brand in tourism markets and Finland as an indie tourist country different from the mainstream.

The following concrete tourism themes have been developed on the basis of the four Cs:

Silence, please. As a counterbalance to the increasingly hectic and frenetic pace of daily life, Finland offers peace and quiet and the space to breath, even in cities. Visitors can relax, stay at a cottage, have a sauna and explore the untouched natural beauty.

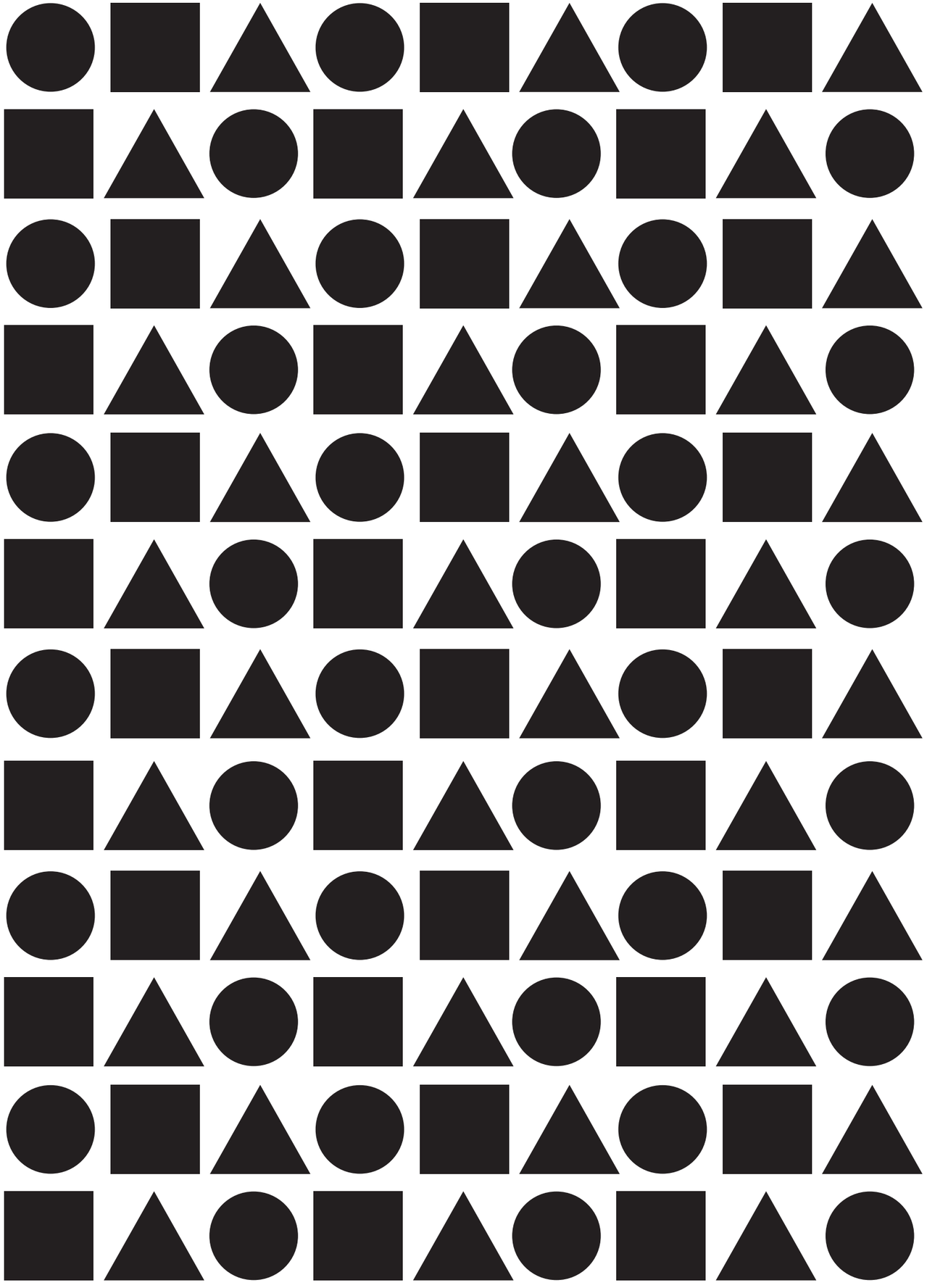
Wild & free. Every visitor would like to experience at least one memorable adventure on their holiday. Finland's nature offers spectacular nature activities, such as snowmobile and dog sled safaris, island hopping by boat or canoeing in the archipelago, or even a snowball fight in the city.

Cultural beat. The uniqueness of Finnish culture is conveyed by global phenomena inspired by our culture, such as design, Father Christmas, heavy metal and delicious natural products.

THE WIDELY READ AMERICAN MAGAZINE NEWSWEEK ALREADY DECLARED FINLAND THE BEST COUNTRY IN THE WORLD. WHY IS COUNTRY BRANDING WORK STILL NEEDED? In its issue for 23–30 August 2010, Newsweek published a major comparison of various countries in terms of general living conditions and Finland was ranked first in this comparison. It is true that the ranking is of itself hugely positive media value for Finland. It increases awareness of Finland and gives a boost to the positive image of Finland, but only for some time.

One individual comparison and the media attention it generates will not go far. The next sensations and news have already captured the attention of audiences important to Finland. For this reason, a country brand is not created through individual campaigns or successes. Country branding is a continuous, multi-year process in which there can be no room for resting on your laurels.

Consideration needs to be given, for example, to how the strengths identified by Newsweek can be maintained, how they and other less brilliant features can be improved in the future and how all this can be actively and interestingly related to international audiences in the future as well. Only through this kind of long-term work will Finland's country brand start to strengthen in the strongly competitive international media field and start to produce greater benefit to Finnish companies and the national economy. There is more on the Newsweek comparison below.



According to Moilanen and Rainisto, 'creating a country branding programme requires integration, cooperation and coordination. It is essential to create a comprehensive analysis and image of the 'soul' of our country product and its identity's strengths through which we will stand out motivationally in the world. Other critical challenges in the process include ensuring comprehensive financial resources and over the long term, political will, the commitment of stakeholders, identity solutions, taking on board the views of experts and public-private cooperation' (p. 19).

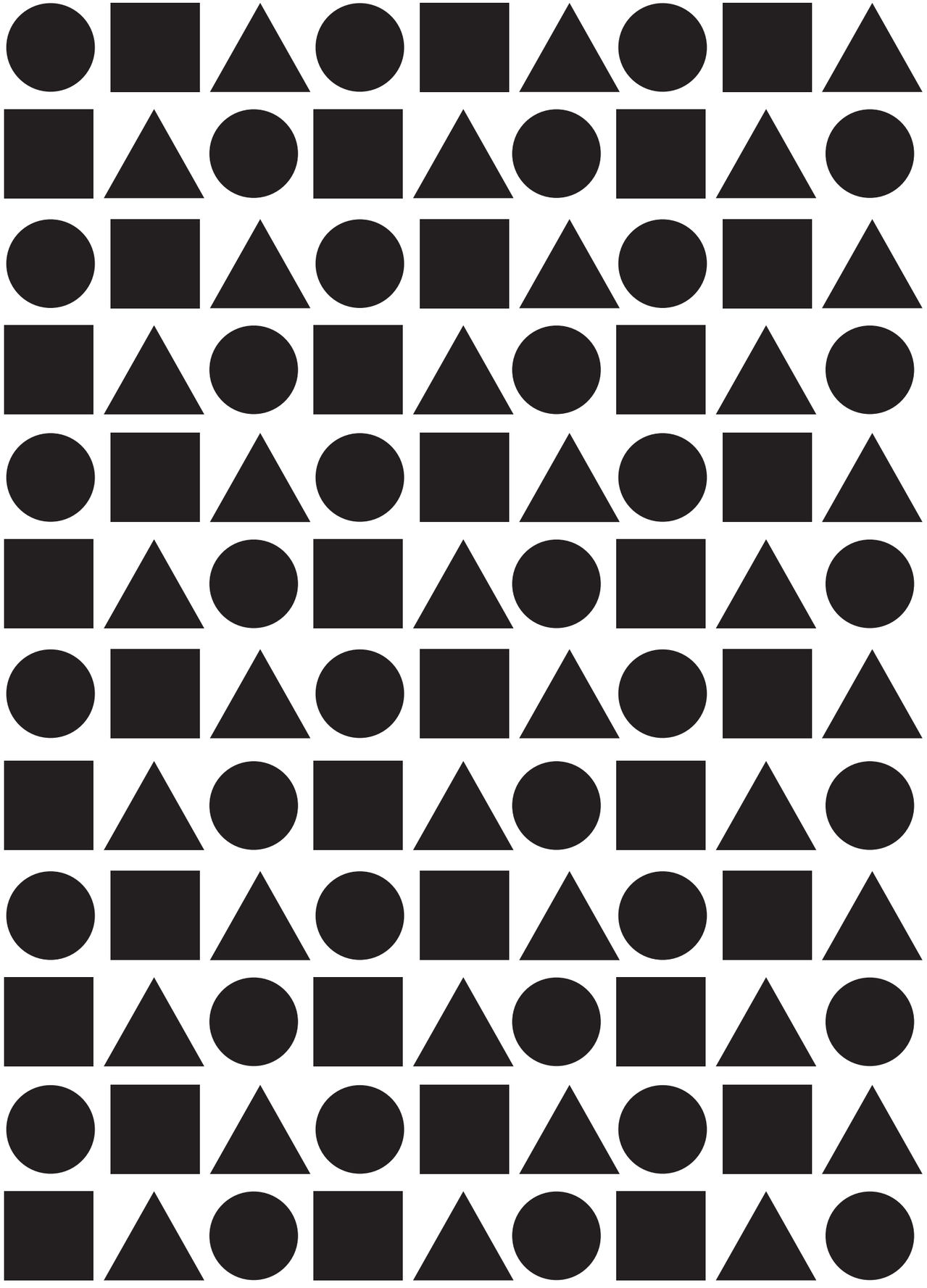
HOW CAN FINLAND'S COUNTRY BRAND BE MEASURED? The development in the country branding process can be measured through various indices. The two most important of these, the Anholt-GfK Roper Nation Brands Index and the Country Brand Index, are presented below, and Newsweek's country comparison from August 2010 will be examined in brief.

THE ANHOLT-GFK ROPER NATION BRANDS INDEX The most influential person in country branding is the UK's Simon Anholt. He has assisted several governments in their country branding work. Together with the media company GfK Roper, he has published the Anholt-GfK Roper Nation Brands Index, which measures the strength and attractiveness of countries' brand.

The index measures the image of 50 countries that change every year. The data is collected through interviews that are carried out in 20 panel countries, which include countries such as the US, Canada, Britain, Germany, France, Italy, Sweden and Turkey. In addition to these, Japan, the BRIC countries (Brazil, Russia, India and China) as well as Latin American and African countries are also included. In 2008, 20,157 interviews were conducted, around a thousand in each panel country.

Every year, special attention is focused on a particular country. In 2008, it was the turn of Finland, which was ranked 18th out of a group of fifty countries in the overall index.

Before the actual and more detailed questioning, the people being interviewed are asked about their general, spontaneous impression of the country in question. Two-thirds of the panel countries ranked Finland higher than the average level for their own country in relation to all the evaluation countries. In other words, according to this index, Finland's basic image is largely positive. The image is more positive the closer to Finland the country is.



The interviewees are also asked about their knowledge of Finland. Again, the results vary greatly in relation to geography. In countries nearby, i.e. in Sweden, Russia and Poland, people know a lot about Finland, whereas further away, such as in Brazil and India, the country's reputation is on much more shaky territory.

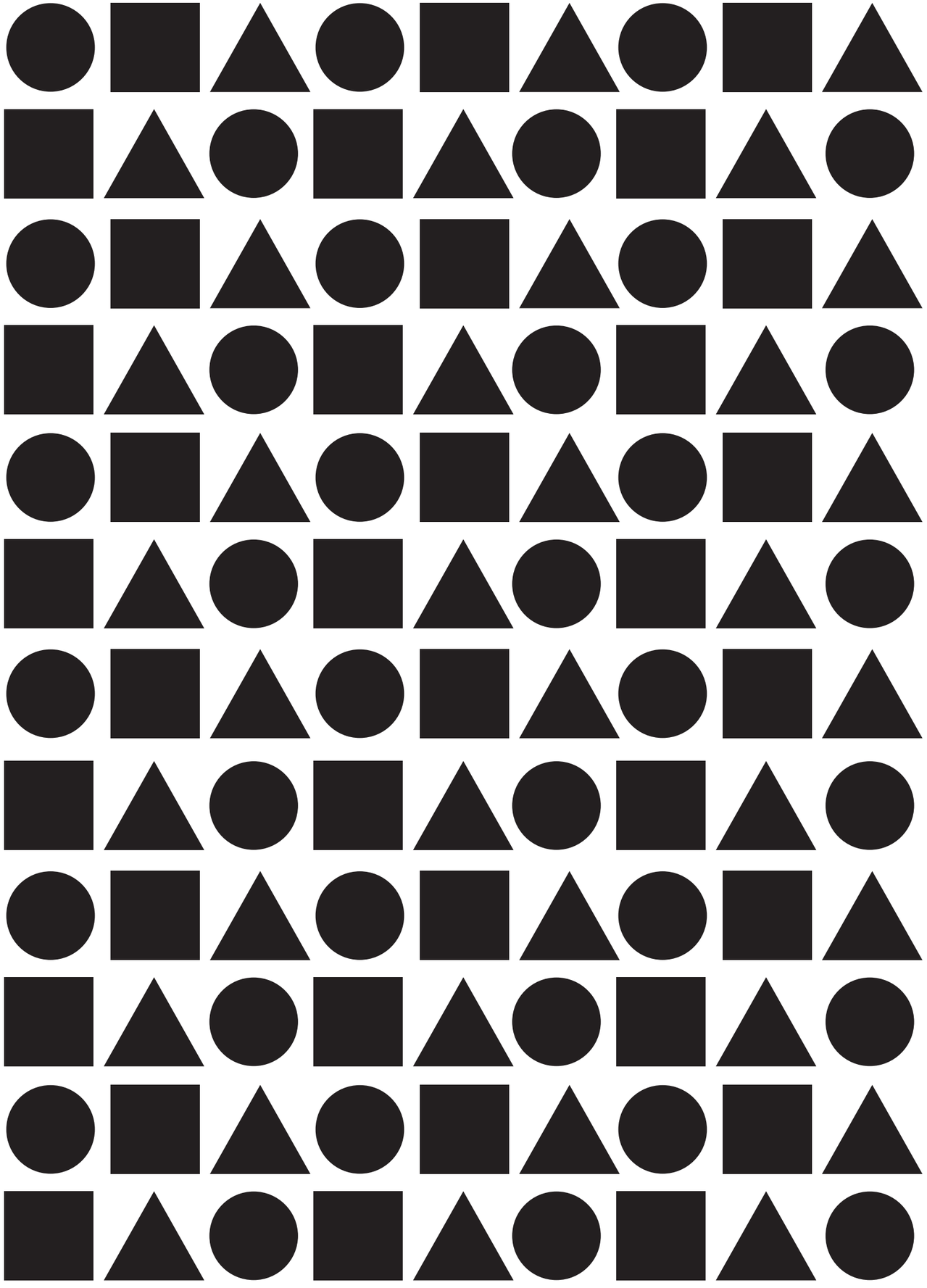
What about people's actual experiences of Finland? Do those interviewed have experiences of trips to Finland, working in Finland, Finnish friends and colleagues and Finnish products? Sweden and Russia again rank highly in this line of questioning, but it is noteworthy that in addition to them only the Italians and Americans report significant tourism experiences. The results are lowest with respect to business travel and training. On the other hand, Finnish products and services are known. Three out of ten panellists said that they had bought Finnish products and services.

However, more detailed analysis is needed on the structure of a country's reputation for branding work. The index measures the country's reputation and attractiveness using a six-dimensional model of the nation's competence. The dimensions are exports, governance, culture and heritage, people, tourism, immigration and investment.

In this index, **exports** refer to the so-called country of origin effect: does knowledge of the product's origin have a positive or negative impact on the decision to buy? According to Anholt, creative countries and those strong in science and technology do well in this category.

Finland is ranked 15th in the evaluation of exports, which Anholt believes is a good reflection of Finland's high-level technological expertise. Finland is known for its expertise in several panel countries. Norway and Denmark are ranked just above Finland, whereas Sweden is clearly higher in eighth place.

The term **governance** includes a wide range of terms from government competency and civil rights to international peacekeeping, environmental protection and poverty reduction.



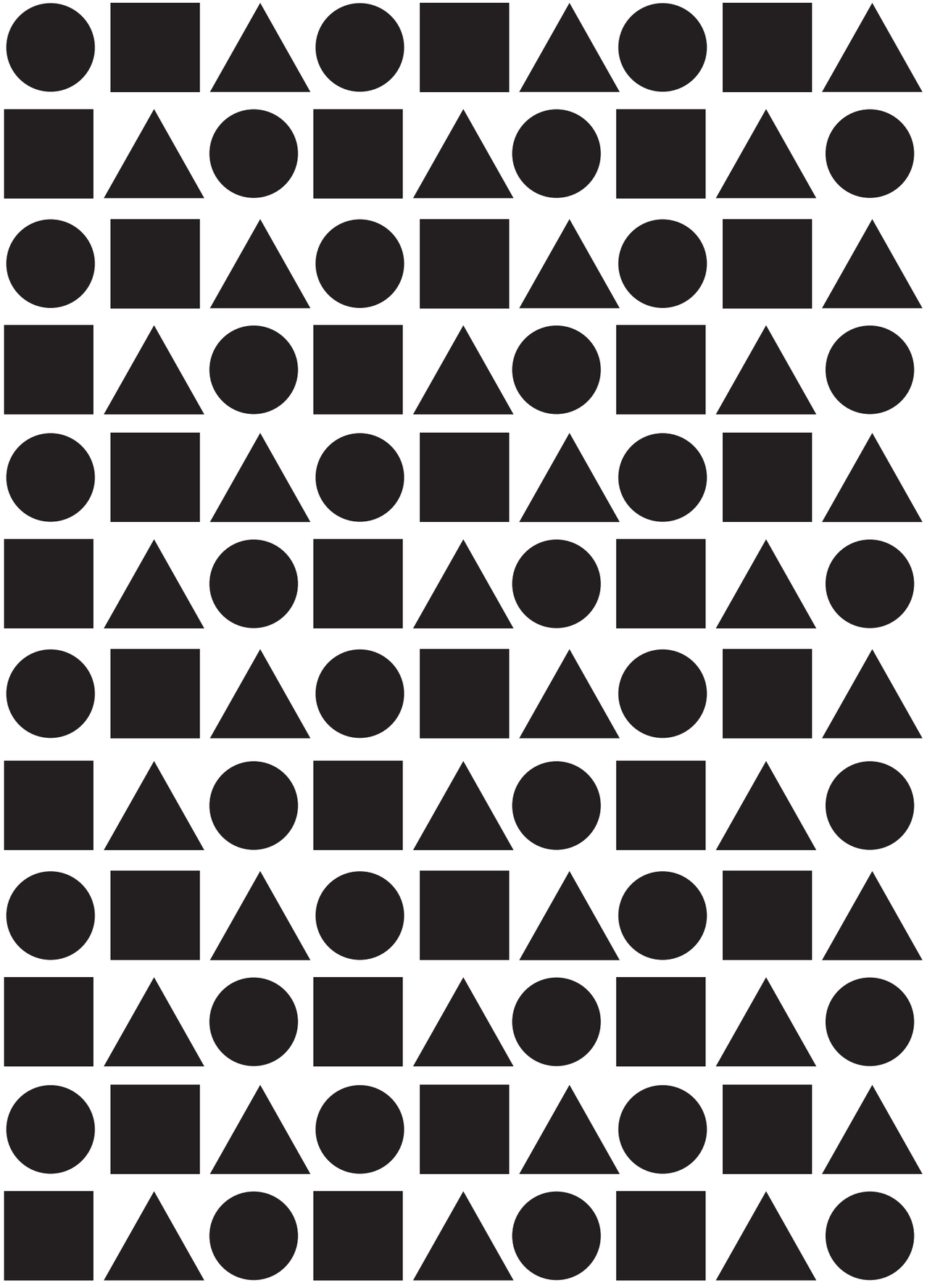
In these indicators, Finland did best of all (11th place). According to Anholt, Finland's commitment to basic Nordic values, such as freedom, equality and human rights, creates Finland's reputation as being one of the most stable and best functioning democracies. Finland's environmental policy, respect for human rights and fair treatment of citizens are especially highly praised. However, there is room for improvement in governance too. Of the comparison countries, Denmark and Norway are ranked in the top ten, Sweden even in third place.

The third dimension of the index is **culture and heritage**. Under this dimension, awareness of the country's cultural heritage and the ripples created by its contemporary culture, from music and films to literature and sport, are measured.

Finland is not known in the world with respect to these matters. Anholt suggests that the overall ranking (27th) could be even lower if Finland did not have internationally famous Formula drivers and ice hockey players. As is the case with Sweden, Finland's key asset in the field of culture is design. Although like Finland, the other Nordic countries suffer from the same problems of being a small country and are ranked average in the sample within the cultural dimension, they are again ranked higher than Finland, with Sweden in highest place at 13.

Under the term **people**, the index charts impressions of the country's inhabitants. How friendly are they considered to be? How welcome would visitors feel themselves to be when visiting the country in question? Would they like to forge friendships with the inhabitants of this country? How attractive are the residents as potential employees and colleagues?

Countries in close contact with Finland, such as Russia and many European countries, give the Finns a high score. Finns are also rated as being well-educated and competent employees. Nearly all the panellists associated something positive with Finns. Finns are considered hard-working employees, skilled and honest compared with other nationalities. In this theme too Finland nevertheless gets the wooden spoon in 18th place along with Iceland when compared with the other Nordic countries, which are led by Sweden in 4th place.



The country's **tourism** value is measured under three themes: natural beauty, historical buildings and monuments, and an energetic urban life and urban attractions. The panellists were also asked whether they would travel to the country if money was no obstacle and how they would most likely experience the trip.

Similarly with culture and heritage, Finland fares averagely in the field of tourism. Once again, the countries that know Finland well, such as Russia and Japan, give the strongest recommendations, whereas countries without any close ties give a weaker score. Although Finland cannot compete in terms of a large number of historical buildings, its natural beauty is widely recognised, resulting in a ranking of 13th. Finland is also considered an enchanting, relaxing and exciting place. Nevertheless, the overall result is 27th place, behind Sweden, Norway and Denmark.

The sixth dimension is **immigration and investment**. These measure the country's ability to attract talented workers and foreign capital. How are Finland's economic situation, future opportunities and general quality of life seen in other countries? Is Finland in decline or going forward?

In spite of its small size, Finland does well in this category. Finland ranks in the top 20 in all the themes and the overall result is 18th place. Quality of life is rated especially high in Finland, and likewise the promotion of equality. Finland is also considered to be forward looking and modern.

In the summary it is stated that Finland has a moderately successful and relatively balanced brand. Anholt believes that the high quality of exports, Finland's environmental policy, skilled workforce, friendly nation and highly ranked quality of life are success factors for Finland's brand. In spite of its natural beauty, Finland underperforms in the tourism dimension, which is further hindered by the relatively low cultural awareness.

Anholt believes that in spite of the country's good results, Finland leaves a satisfactory impression rather than an outstanding one. There is nothing surprising in Finland in any direction. The impression of a connection to Scandinavia helps, and there is usually a positive attitude towards Finland, even though hardly anything is known about the country. Nevertheless, people want to give Finland the benefit of the doubt: many people assume something positive about Finland and the Finns, even though they have hardly any knowledge or experiences of the country or its people.

A TOP PLAYER IN RANKINGS

Country Brand Index (CBI) 2010

1. Canada
2. Australia
3. New Zealand
4. United States
5. Switzerland
6. Japan
7. France
8. **Finland**
9. United Kingdom
10. Sweden

Country Brand Index (CBI) 2010
Quality of Life

1. Switzerland
2. Norway
3. Sweden
4. **Finland**
5. Canada
6. Denmark
7. Australia
8. Singapore
9. Germany
10. Netherlands

All told, 'it seems that Finland is being under sold.' The country deserves a better position in the different dimensions of the index, especially as the differences to many better known comparison countries seem to be issues linked to their profile rather than performance.

There is considerable room for improvement with respect to culture and tourism. The cultural field is one of the most competitive areas in country branding, and on the subject of world class cultural heritage or generally recognised investment in contemporary culture, Finland seems to be left with a second class part in this category.

According to Anholt, events such as Turku 2011 offer excellent opportunities to improve the situation. However, it is vitally important to remember that these kinds of events do not of themselves solve anything. They are pieces in the continuous process of country branding. 'Finland must learn to continuously ask itself 'what shall we do next' in all fields of operation,' states Anholt (p. 10).

It should be easier to improve the rankings in tourism. Finland has better than average cold climate tourism products and more intense promotion of these aspects should produce results. 'The fact that Finland has no Eiffel Tower or Big Ben should not prevent the country from looking for new attractions in this area,' comments Anholt, referring to the effect created by Bilbao's Guggenheim Museum, which is just 13 years old.

AT THE END OF THE SUMMARY, THE REPORT STATES: *It is difficult not to feel that Finland deserves stronger scores in the NBI, and there is little doubt that the "product" itself would support an enhanced reputation. The decision to embark on a competitive identity process is undoubtedly the right one, and Finland is a uniquely clear case of a country that could have a stronger image, should have a stronger image, and would decidedly benefit from a stronger image* (p. 10).

Simon Anholt also participated as an expert in Finland's country branding work. Anholt organised five conversazione workshops with the brand working group, the aim of which was to choose Finland's competitive identity, in other words the country's key identity and differentiating factors.

Country Brand Index (CBI) 2010
Value System

1. Norway
2. **Finland**
3. Sweden
4. Denmark
5. Netherlands
6. New Zealand
7. Switzerland
8. Canada
9. Australia
10. Iceland

Country Brand Index (CBI) 2010
Good for Business

1. Switzerland
2. Germany
3. Japan
4. Norway
5. **Finland**
6. Sweden
7. Denmark
8. Canada
9. Singapore
10. Netherlands

The country of focus for the 2009 index was Switzerland. In nearly all the lists, Finland was ranked in the same place as it was in the previous year or had risen by one place.

COUNTRY BRAND INDEX The other key international country brand index is published by FutureBrand. FutureBrand is an expert company in branding that has undertaken consultancy not only for major commercial companies but also individual countries, such as Mexico, Singapore, Australia, St. Lucia, Qatar, and the United Arab Emirates.

FutureBrand started publishing the Country Brand Index (CBI) in 2005. At that time, there were 35 countries included in the survey; by 2009 the number of countries had risen to 102.

Similar to Anholt's index, the CBI measures several different dimensions of a country's image, from governance and infrastructure to culture, demographics and consumer behaviour. The CBI focuses on measuring what opinion certain key audiences, such as inhabitants, investors, tourists and other governments, have of each country's brand. Themes relating to travel and tourism are emphasised in the CBI, and therefore also in the 2009 report.

Finland was included for the first time in the 2008 index. At that time, Finland was mentioned among safe countries for tourism and as a high-tech and environmentally friendly country. The rankings in these categories were 8th and 5th.

The countries ranked 11–20 were also given in the survey for 2009. Finland is ranked 16th. According to the CBI, Singapore, Finland, India and Thailand are the most significant rising country brands. Finland has kept up the pace, especially in environmental matters, the quality of life and in the fields of business and high technology (p. 27).

Some of our closest comparison countries, such as Sweden, Iceland and Denmark are declining brands in the CBI's opinion. Among the 19 countries of Western Europe, Finland was placed 9th and the first Nordic country. The CBI states that 'one of the most significant features in Western Europe is the relatively weak performance of the Scandinavian country brands, considering the better results of Sweden, Norway, Denmark and Iceland in previous surveys. The drop can be explained by the global economic recession and its impact on tourism. In the new situation, tourists may prefer to go to better known, larger destinations' (p. 66).

Country Brand Index (CBI) 2010
Education System

1. Norway
2. Sweden
3. **Finland**
4. Switzerland
5. Denmark
6. Germany
7. Netherlands
8. Japan
9. Canada
10. Singapore

Country Brand Index (CBI) 2010
Healthcare system

1. Norway
2. Sweden
3. **Finland**
4. Switzerland
5. Denmark
6. Germany
7. Canada
8. Netherlands
9. Japan
10. Australia

Although country brands are large and complicated, well-known and visible businesses can have a major impact on a country's reputation and image – both in a good and bad way. These kinds of companies and their countries of origin live in symbiosis: both affect each other.

Finland, which measured in terms of GDP is ranked 33rd in the world, is fourth strongest in quality products and sixth strongest in advanced technology. The CBI thus asks, 'would this have been possible without Nokia? Finland is known for its strong technology infrastructure, but with the exception of Nokia there are no other technology companies among the country's twenty largest companies. The second largest company, Sampo, is an insurance company, which is probably unknown to international audiences' (p. 34).

In thematic lists, Finland is number one in environmental issues (Most oriented toward environmental protection). According to the CBI, 'Finland has successfully reduced air and water pollution, developed practices for ecologically sustainable development and kept its greenhouse gas emissions at a very low level at a global level' (p. 82).

In a third of the other themes, Finland is in the top 10. It is easy to come to Finland and travel (8th). Our country is also considered safe and stable (7th). As was the case with Anholt's index, Finland is considered to have a high quality of life (4th) in the CBI and as a country with high-quality democratic institutions and civil rights (8th). Finland is also considered to be a place in which it is easy to start a business (9th) and hold conferences (10th). Finland also ranks highly in quality products (4th) and in high technology (6th).

The 2010 Country Brand Index was published on 15 November. The Scandinavian countries continue to strengthen, which has been highlighted by FutureBrand as one of the main trends in country branding of late. Finland's ranking rises from 16th place to eight and thus overtakes Sweden, which is ranked in 10th place in the overall results. On the other hand, Sweden, which has risen 11 places, is again the focus of attention and continues to represent the heart of Scandinavia. There were other rapid risers in the rankings: Chile +19 places, Israel +11 places, Argentina +10 places.

Finland makes it onto the thematic TOP10 lists in natural beauty, high technology, the investment environment, an educated workforce, and the supply of

Country Brand Index (CBI) 2010
Standard of Living

1. Switzerland
2. Sweden
3. Norway
4. **Finland**
5. Denmark
6. Canada
7. Japan
8. Netherlands
9. Australia
10. Germany

Country Brand Index (CBI) 2010
Environmental Friendliness

1. Norway
2. Sweden
3. **Finland**
4. Denmark
5. Switzerland
6. New Zealand
7. Iceland
8. Canada
9. Netherlands
10. Australia

work opportunities. Finland reaches the medal spots in safety (2), education (3), health care (3), environmental friendliness (3), tolerance (2) and freedom of expression (1). In spite of the good general performance, knowledge of Finland is again modest (33rd place) and awareness of Finland is weak (36th place).

NEWSWEEK 23–30 AUGUST 2010: THE BEST COUNTRY IN THE WORLD

The comparison of one hundred countries by the US news magazine Newsweek does not yet at least have the same academic weight as Anholt or as long a history as the CBI. However, it can be mentioned here due to the positive surprise it achieved and the temporary benefit it brought to Finland's country image. At the same time, its results reinforce various qualities perceived as Finland's strengths in other indices.

The starting point of Newsweek's study is the following question: if you were born now, which country would offer you the best conditions for a healthy, safe life and opportunities for a relatively comfortable lifestyle and social mobility? Newsweek answers this question by studying a group of one hundred countries using five indicators covering education, health, the quality of life, economic competitiveness and the political environment. The magazine itself states that the list is not perfect: finding commensurate concepts was a major challenge, the image of countries refers to the years 2008 and 2009, so the full impact of the economic crisis is not evident, and it is not meaningful to compare all the countries among themselves, for example the poorest and the richest.

In summary, Newsweek states that small countries fare well, perhaps for the reason that they are easier to govern. Wealth and being small is clearly the best combination, as can be concluded from the success of the Nordic countries. High-quality and broad-based education is also key to success (p. 33).

On Newsweek's website, the article is illustrated with pictures of Finnish nature and the relaxed urban life. The magazine writes:

Despite the long winter, Finland is a pretty great place to be—the best, actually. It ranked the highest overall and also comes in as the best small country, the best high-income country, and the best country for education. Its students scored first in science and second in both reading and math in the 2006

Country Brand Index (CBI) 2010
Tolerance

1. Norway
2. Finland
3. Netherlands
4. Denmark
5. Sweden
6. New Zealand
7. Canada
8. Iceland
9. Australia
10. Belgium

Country Brand Index (CBI) 2010
Freedom of Speech

1. Finland
2. Norway
3. Netherlands
4. Sweden
5. New Zealand
6. Canada
7. Denmark
8. Switzerland
9. Iceland
10. Australia

(the most recent one for which data are available) Program for International Student Assessment, a test of 15-year-olds' education skills by the OECD. Finland's school kids enjoy a laid-back and inclusive learning environment where shoes are optional, all teachers have master's degrees, and extra help is the norm: every year about one in three students gets individual time with a tutor. http://tinyurl.com/23sqltd

Finland's rankings in the five indicators were:
Education: 1.
Health: 17.
Quality of life: 4.
Economic dynamism: 8.
Political environment: 5.

The corresponding rankings for Switzerland, which came second in the total points, were: 6, 2, 2, 7, 11. Sweden came third with the following rankings: 19, 3, 8, 5, 1.

When the results were published, it was unclear for a moment whether Switzerland was, however, in first place. The fact that the Finnish media actively drew attention to this was received by people around the world with a twinkle of humour. The Swedish Expressen paper wrote a long article on the subject under the heading: 'When they are the best, they think it's a mistake'.

The UK's Guardian newspaper, on the other hand, published an article by the journalist Timo Harakka in which he stated that the understatement of Finnish success was entirely appropriate for the Finns because 'in this way both the optimists and the pessimists can have the same opinion that second place is our natural place in this world.'

NEWSWEEK'S TOP 10:
1. Finland
2. Switzerland
3. Sweden
4. Australia
5. Luxembourg
6. Norway
7. Canada
8. The Netherlands
9. Japan
10. Denmark
(The US is ranked 11th)

Country Brand Index (CBI) 2010
Tourism

1. Mauritius
2. Australia
3. New Zealand
4. Canada
5. Thailand
6. Switzerland
7. **Finland**
8. Japan
9. Maldives
10. United States

Newsweek: Best Country in the World 2010

1. **Finland**
2. Switzerland
3. Sweden
4. Australia
5. Luxemburg
6. Norway
7. Canada
8. Netherlands
9. Japan
10. Denmark

THE SWEDES ARE GENERALLY GREAT AT MARKETING. HOW HAS COUNTRY BRANDING BEEN CARRIED OUT IN SWEDEN? Like Finland, Sweden has generally been interested to know what people in other countries and from other cultures think about Sweden. In Sweden, strengthening the country's image is seen as strategic work that benefits the entire society.

The Sweden.se website states that *'Sweden's development and future well-being are dependent on strong links with the outside world and active relations with other countries. This will only be possible if people know about Sweden and are interested in us and what we have to offer. Currently, other countries only have limited knowledge about Sweden and the image is often unclear and old-fashioned. Therefore, we will have to combine our forces to create a clear, individual image of Sweden that better represents the Sweden of today and which also stands out and has relevance to those people whom we want to reach.'*

One of the more proactive actors in this field has been the Council for the Promotion of Sweden (NSU), which is a forum that extensively promotes Sweden's interests abroad. A number of parties participate in its activities, including Sweden's Ministry for Foreign Affairs, the Swedish Trade Council, which works closely with the business community, the Invest in Sweden Agency, the Travel and Tourism Council of Sweden and the national Swedish Institute, which is tasked with disseminating information about Sweden abroad.

The NSU initiated a high profile debate on the image of Sweden and the facts and clichés associated with it back in 2005. At that time, a report entitled 'Images of Sweden abroad – a study of the changes, the present situation and assessment methods' was published. The study evaluated the image of Sweden and its changes in twenty countries that are important to Sweden, which included Brazil, Japan, China, Poland, Russia, Britain, Germany and the USA. Finland, France, Ireland, Holland and Austria were also mentioned as suitable comparison countries. A separate European perspective was obtained from Brussels.

PISA 2006

Leading countries in natural sciences

1. Finland
2. Hong Kong
3. Canada
4. Taipei (China)
5. Estonia and Japan

Leading countries in reading

1. Korea
2. Finland
3. Hong Kong (China)
4. Canada
5. New Zealand

Leading countries in mathematics

1. Taipei (China)
2. Finland
3. Hong Kong (China) and Korea
4. The Netherlands
5. Switzerland

The image of Sweden given in the study was considered to be very positive. The most well-known descriptors included Swedish welfare, Ingmar Bergman, Abba, the Nobel prize and in business Volvo and IKEA. Nevertheless, old clichés about Swedish sex and a particular general blandness caused slight irritation. By contrast, appreciation for Swedish quality, the country's modernity, Sweden's nature and the performance of Swedish sporting figures created satisfaction.

These types of studies formed the basis to Sweden's new 'trademark programme', Sverigebilden 2.0, which Trade Minister Ewa Björling launched in 2007. The programme also drew on country brand theories and research results, especially Anholt's Nation Brands Index. The following were assessed at the initial stage as being features and values defining Sweden and Swedishness: balance, 'lagomhet' or appropriateness, developing people's living standards and the environment, openness and promoting peace as well as freedom of expression. Authenticity, progressiveness and creativity are other core Swedish values that will help promote the country on the international stage.

IMAGE OF SWEDEN REPORTS The way the image of Sweden has developed has been documented in the last three years in reports on the image of Sweden. The essence of the reports is in summaries and analyses of the results of Anholt's Nation Brands Index and in comparisons with other countries. In addition, various prioritisation and development proposals are presented each year.

In the Image of Sweden 2007 report, Olle Wästberg, Director-General of the Swedish Institute, states that the Institute must prioritise its activities and target countries with a limited number of themes and areas. It must focus in areas where media penetration is greatest and in which Sweden can have the greatest impact. He puts forward three proposals for enhancing the image of Sweden in the future. First of all, Sweden must prioritise its information effort in Asia and the Middle East. Secondly, Sweden must preserve good relations with former recipient countries of development aid and maintain these relations. Thirdly, Sweden must capitalise on its position in a better way to attract human capital.

World's Happiest Countries Gallup 2010

1. Finland
2. Denmark
3. Norway
4. Netherland
5. Costa Rica
6. Canada
7. Switzerland
8. New Zealand
9. Sweden
10. Austria

World Economic Forum:
The Global Competitiveness Report 2010-2011

1. Switzerland
2. Sweden
3. Singapore
4. United States
5. Germany
6. Japan

7. Finland
8. Netherlands
9. Denmark
10. Canada

According to the 2008 Image of Sweden report, the impressions usually associated with Sweden are IKEA and ABBA or a well-known Swedish sporting figure, such as the footballer Zlatan Ibrahimovic, the ice hockey player Peter Forsberg, the tennis player Björn Borg or the athlete Carolina Klüft.

In the Nation Brand Index, Sweden's brand is ranked in 10th place overall in the comparison between the countries, which is Sweden's worst result to date. The change compared to the previous year is not great, because in 2007 the overall ranking for Sweden's brand was 9th. Nevertheless, given its size, Sweden has a strong brand; the challenge for Sweden is to raise awareness of the country in the world and to find a differentiating position that is globally accepted and which Sweden can occupy, taking a long-term perspective.

Prioritisation will also be continued. Promotional work will try to communicate a common image of Sweden: a modern, progressive Sweden is an open country at the vanguard of technological development, which acts on terms set by the people and the environment. Communication is primarily targeted at an open, well-educated and progressive target group.

The actual discussion in the 2009 Image of Sweden report is very similar to that of previous reports. However, the introduction to the report highlights, in an interesting way, the economic crisis and how it places country branding work in a new – and more important – position. Olle Wästberg states that export-dependent countries, such as Sweden, should closely maintain dialogue with other parties and listen to what others have to say about Sweden. Furthermore, it is vitally important to know one's own strengths and weaknesses. When the upturn comes, you should already be working in the right sectors. In this sense, a crisis is an opportunity: assessing these features and sectors should be invested in now, especially in international communication on Sweden's image.

BRAND SWEDEN: THE ROAD TO AN UPDATED IMAGE OF SWEDEN ABROAD (2008) What will Sweden's country brand be like after all this work? The Sverigebilden 2.0 project was concluded in 2008 and published as a 28-page summary under the title Sverigebilden 2.0: Vägen till en uppdaterad Sverigebild. The title of the English-language version of the report also contains the word 'brand' (Brand Sweden: The road to an updated image of Sweden abroad).

World Economic Forum:
The Global Gender Gap Report 2010

1. Iceland
2. Norway
3. **Finland**
4. Sweden
5. New Zealand
6. Ireland
7. Denmark
8. Lesotho
9. Philippines
10. Switzerland

At the core of the image of Sweden is a brand platform, which is the result of the work carried out for country image reports and by working groups and a total of about 600 people. The platform facilitates the work carried out on behalf of Sweden's country brand and assists in focusing communication on Sweden in areas of strength. The publication emphasises the fact that the image is based on – and must continue to be based on – honest and sincere judgments, which all Swedes and foreigners who know Sweden can accept. Otherwise, valuable credibility can easily be lost. At the same time, the aim has been to find those factors that help the country stand out and develop a profile as a tempting place and society. Geography and cultural products alone are not sufficient. Values, lifestyles and mindsets also need to be highlighted.

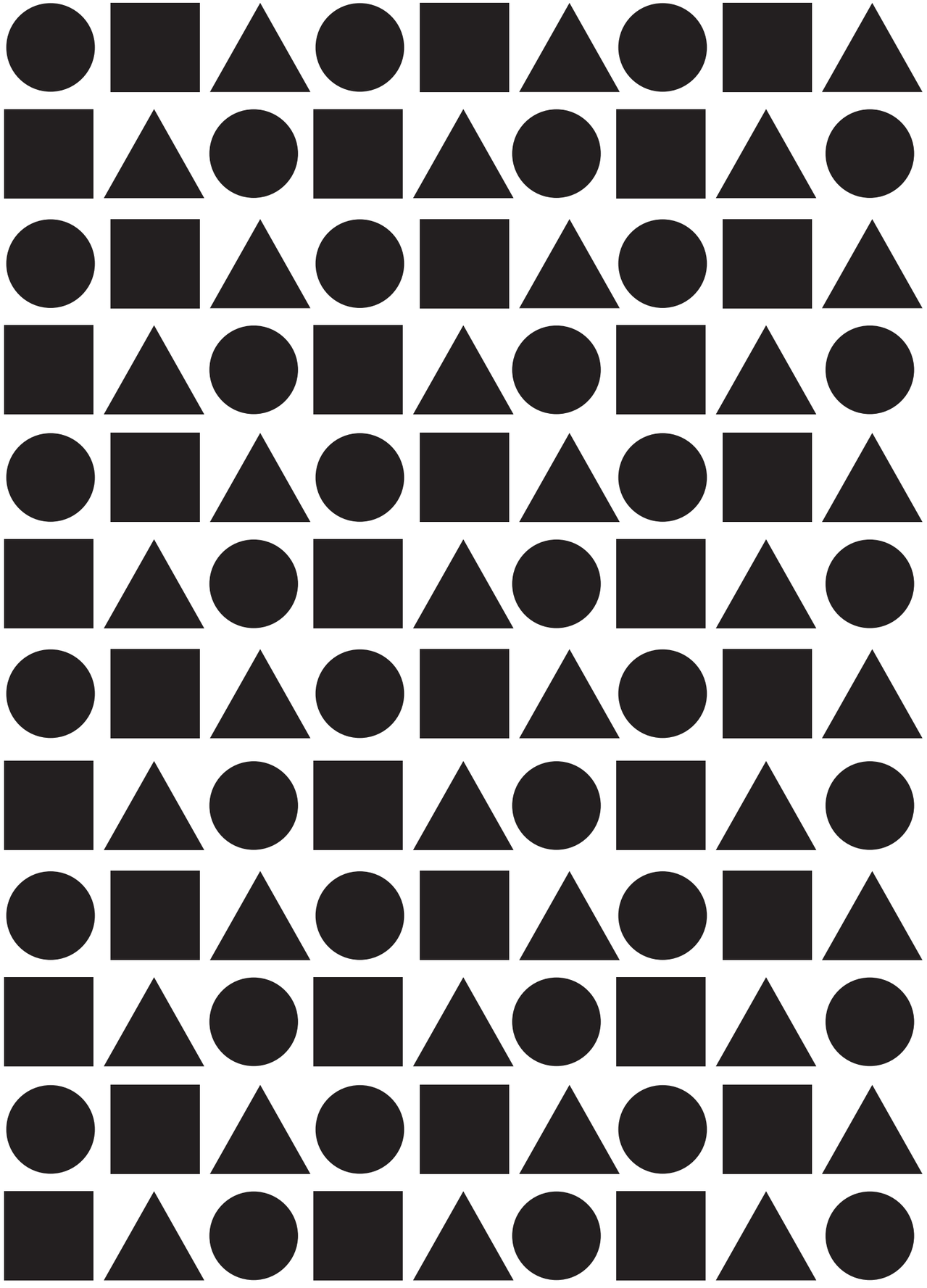
The platform and its appendices are meant as a practical tool, offering handbooks for designing long- and short-term objectives. It has been designed for all kinds of work to promote Sweden, from student exchanges and tourism to export promotion work undertaken in the business world.

So what are the values through which Sweden stands out? The Brand Sweden project is summarised as follows: 'a gradual change in our country that is defined by openness to new ways of thinking, ethical values and a drive for balance, and which can be summarised by saying that Sweden is a country focused on development based on people's needs the conditions of the environment. This in turn can be summarised by the term progressivity' (p. 6).

In the diagram of Sweden's brand (p. 7), the progressive centre is surrounded by four core values: open, authentic, caring and innovative.

Progressive means belief in the future and the desire to gradually make the world a slightly better place. The degree of progressiveness in Sweden is seen as being the key factor that distinguishes the country from others and thus creates interest. It is also a 'summary of what we as a group strongly believe in and what we have to offer the world. It forms the basis of our work to create a new and modern image for Sweden' (p. 7).

People or societies that think in a new way look for new perspectives and readily perceive opportunities and solutions in issues and no longer allow themselves to be limited to rigid models and traditions. Swedish examples include the information society, paternity leave, design and pop culture.



Openness is linked to tolerance towards differences. Curiosity, consideration and freedom are also seen as key dimensions of openness. Tolerant citizens who travel, adult education, activities by associations, the publicity of documents and everyman's rights are Swedish examples.

Everyone is looked after in a caring society. In addition to safety, this also refers to empathy, and a culture of sharing and reciprocal assistance. The following are mentioned as Swedish examples: women's equality, the ombudsman system, a commitment to environmental issues, lifelong learning and peacekeeping.

Authenticity means on the one hand naturalness, integrity and knowing one's roots, and, on the other, reliability, honesty, unpretentiousness and an informal, easy manner. Traditions of quality, a lively cultural tradition, a way of life in harmony with nature and high ethical standards in food production can be included in the Swedish examples.

The examples are also highlighted by an illustrated supplement, with the English-language version being preceded by a list of aphorisms in the form of slogans:

- Made in Sweden – high-tech international trade and industry
- Equality – modern non-hierarchical relations
- The open society – the principle of public access to official records, freedom of speech and the right of public access to the countryside
- Share the future – openness and involvement in the global village
- Freedom without fear – advanced welfare and security for everyone
- With the future in mind – and sustainability as the goal (p. 15)

BACKGROUND TO THE COUNTRY BRAND SURVEY

HOW HAS FINLAND'S IMAGE AND COUNTRY BRAND BEEN STUDIED IN FINLAND? Work similar to country branding has been undertaken for almost as long as states have been in existence in their current form. In Finland, building the national image started long before independence. National stories were created, the country's own national epic was compiled and corresponding visual arts were produced. Even though the State of Finland did not yet exist, the country was presented like an independent state, for example, at the Paris World Exhibition in 1900.

Brand concepts have, however, been introduced with the general development of marketing and brand theory at the end of the 20th century and especially during the last decade. The image of Finland has been studied since the 1980s. The closer we get to today, the greater the number of other reports supporting the work of the Country Brand Delegation that can also be found.

In 1990, the Advisory Board on International Communications (KANTINE, 1988–90) characterised the history of research on Finland's image as follows:

'Measures focusing on Finland's external image and improving it have been considered in committees appointed by the government since the beginning of the 1960s. At that time, bodies such as the communications committee (1961) and Finland's advisory board on foreign communications (1963) were involved in the matter. With the establishment of the Ministry of Education's department for international affairs (1966), the activities of the latter were abolished.

'In 1972, the foreign communications coordination working group was set up by the Ministry for Foreign Affairs, the Finnish Tourist Board, the Foreign Trade Association and Finnfacts Institute. The aim of the working group was to coordinate communication on Finland directed abroad. Finnair also joined later on.

'At the start of the 1980s, the internationalisation of the Finnish business world, and more widely the trend in European integration, acted as a spur to the debate on Finland's image. In Britain and France, not to mention more southern countries, suspicion and ignorance had been expressed in some instances towards Finnish industry, which was endeavouring to expand.

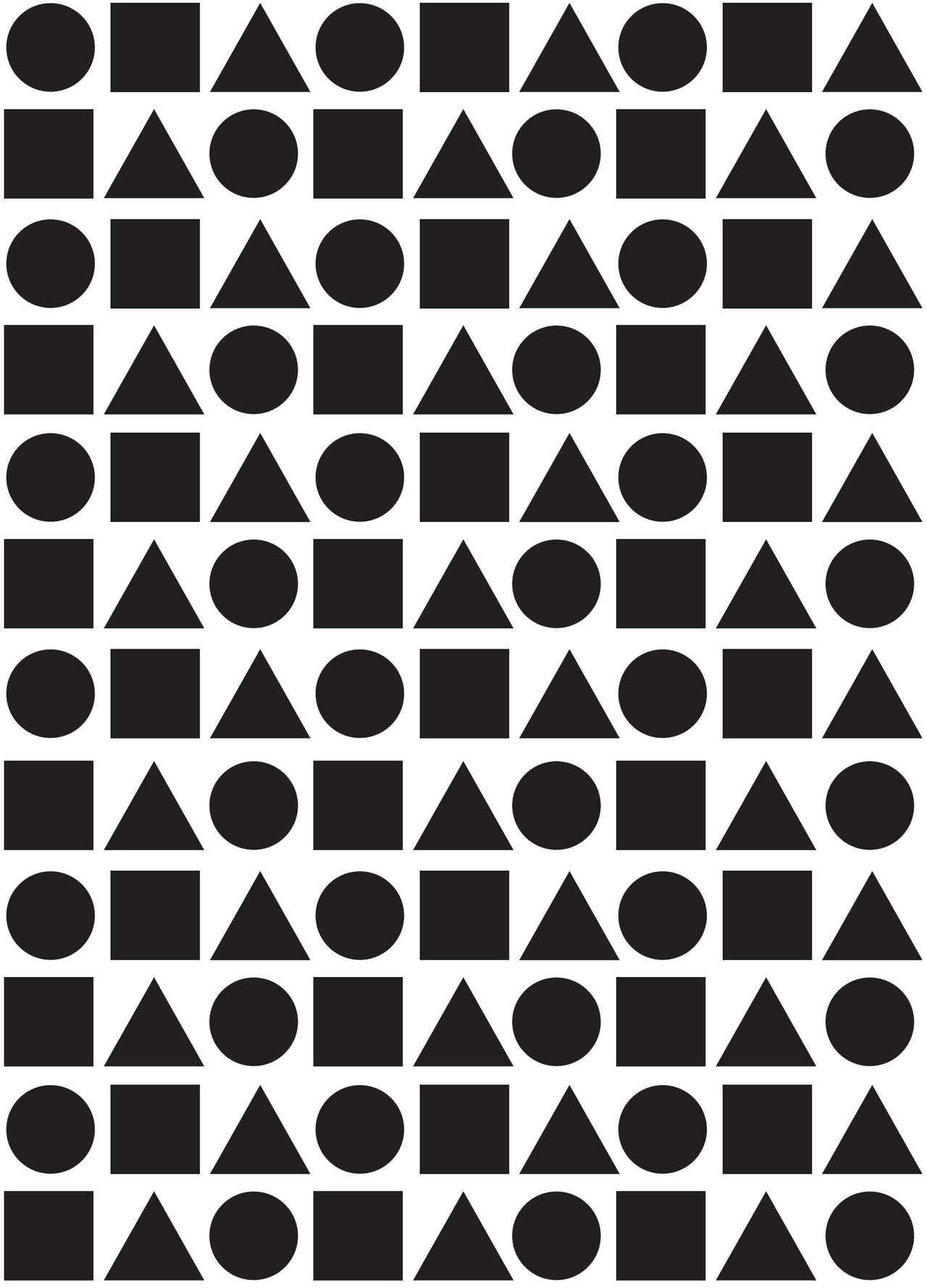
According to the global situation at the time, Finland was often seen mainly as a function of its relationship with the Soviet Union. In this black and white reasoning, Finland's own operational significance was secondary.

'One consequence of this observation was the working group on Finland's image, which was established on an initiative of Pertti Salolainen, Minister for Foreign Trade, in July 1987' (pp. 7–8).

WORKING GROUP ON FINLAND'S IMAGE OF THE MINISTRY OF TRADE AND INDUSTRY (1987) The aim of the working group appointed by the Ministry of Trade and Industry was to investigate Finland's image in market economy countries and to analyse information activities supporting exports and tourism. In addition, a number of recommendations and proposals for action were put forward, the aim of which was to increase knowledge on Finland in key export areas and improve Finland's reputation through communication.

The working group's ideal country image of Finland was 'a Nordic democracy following a successful policy of neutrality', which was 'economically advanced, and modern welfare state based on high technology and know-how.' Other beneficial aspects that were available to Finland included 'a creative and original culture and an unspoiled nature' (p. 4).

However, Finland's relative obscurity in the world, linguistic isolation and misjudgements made on Finland's geopolitical position encumbered the ideal image. Although stereotyped qualities were often associated with Finland, the assessments were seldom negative. The lack of Finnish multinational companies and the nature and behaviour of the Finns were also seen as challenges: the working group found that Finns were introverted, were not good with languages and had difficulties in making contacts. In order to meet these challenges, the desire was for an all-round education and international outlook, which would improve the Finns' self-esteem and help in succeeding in competition.



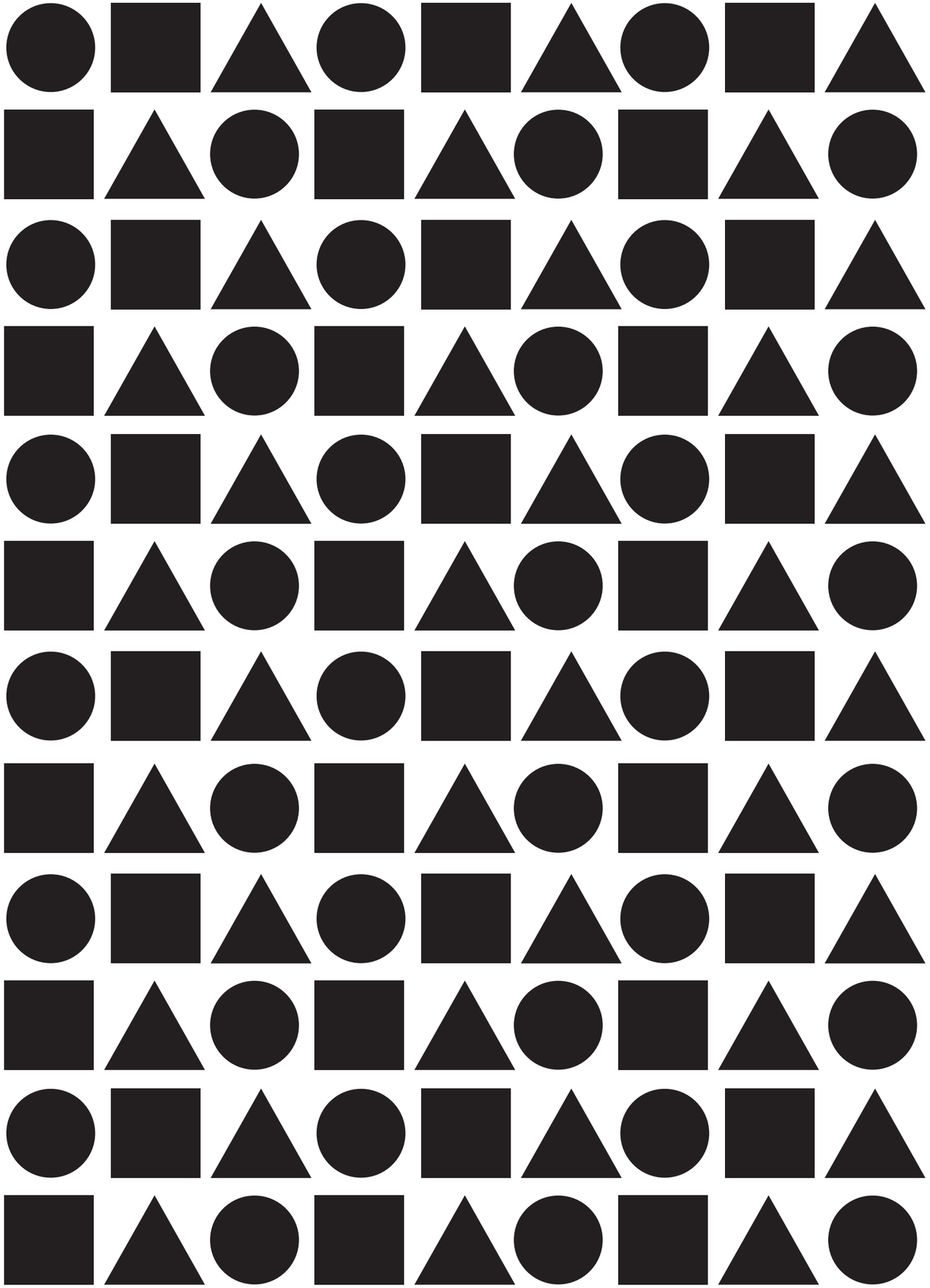
In creating the country image, the role of education and information was seen as key. The working group put forward the following concrete proposals as its conclusions:

- The establishment of a working group for the coordination of foreign communications
- Increasing knowledge about Finland in key influential groups abroad
- Arranging additional visits to Finland for influential foreigners
- Establishing a major international prize
- Strengthening the network of diplomatic missions
- Exploiting the opportunities of culture and education
- Increasing knowledge about Finland among export professionals and tourists

The first and most important proposal for action was, however, the appointment of an *'especially high-level advisory board'*. The advisory board would convene *'under the direction of members of the Government to discuss wide-ranging questions concerning the promotion of exports and tourism and developing cultural relations'* (p. 23). The proposal was implemented the following year when the advisory board on international communications started its two-year term.

ADVISORY BOARD ON INTERNATIONAL COMMUNICATIONS (KANTINE, 1988–90) The advisory board was the most wide-ranging project relating to Finland's image that had been implemented thus far. According to the report, the image of Finland of external observers 'was often based on the understanding of Finland as a separate, distant, northern country in the neighbourhood of the Soviet Union' (p. 4). The distance was considered to be a major factor that either increased or reduced knowledge about Finland. 'Although Finland's neighbours naturally know more about Finland than distant lands, even in Sweden one comes across a lot of incorrect and negative impressions about their eastern neighbour' (p. 4).

The key starting point for the advisory board was that 'attention must primarily be focused on correcting the factors giving rise to a negative image of Finland. The image of Finland cannot be better than the reality it reflects' (pp. 2–3). In other words, the prevailing image of Finland abroad was seen as a reflection of the conditions in Finland. If problems were observed in this image, they would have to be addressed through measures implemented in Finland. The advisory board even defined itself as 'a national facade committee that considers those factors that give rise to a negative image of Finland' (p. 10).



The advisory board's main proposals emphasised education, the environment and culture:

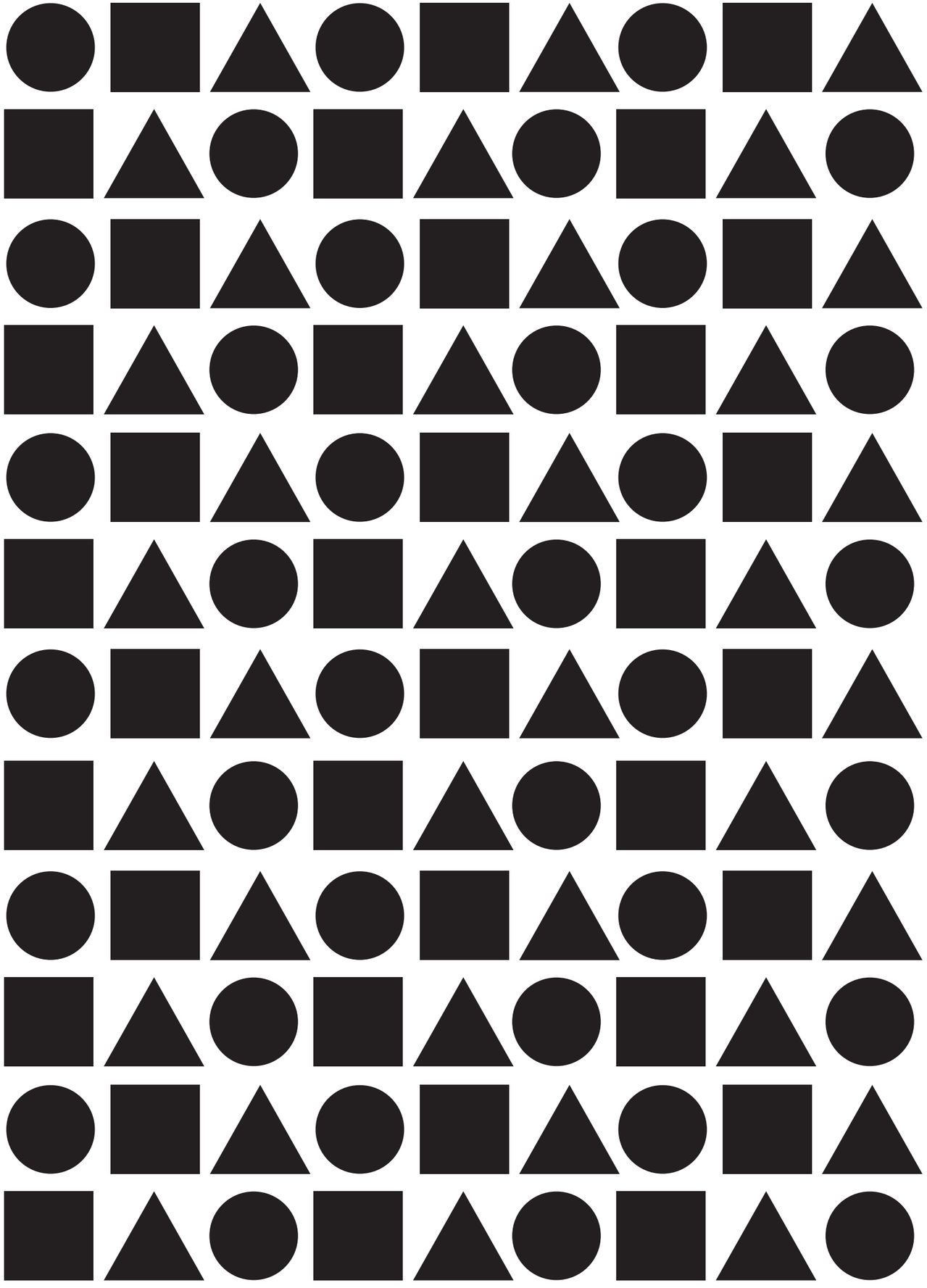
- The level of education in Finland must be significantly raised in all fields of education. The aim should be that Finns are the best educated Europeans by 2010. In addition, it is proposed that exchanges should be expanded and education on internationalisation developed. Support should also be given to future research centres and further education centres for design.

- Environmental questions must be made the focus of Finnish decision-making. Finland must aspire to become the model country for sustainable development in environmental issues. In order to achieve this objective, environmental issues must be integrated as part of foreign policy. The drawing up of action programmes to protect the environment in Finland's neighbouring areas and the Arctic area are also proposed.

- The position of culture must be enhanced. The objective should be an atmosphere that accepts bold and open-minded solutions essential for art policy, and which supports marginal cultures and aims to improve the pleasantness of people's everyday environment. The proposals for action include the teaching of Finnish language and culture, support for Finnish cultural societies and organisations, the setting up of a centre to promote cultural exports and developing the capital city region into an international important cultural centre (pp. 11–26).

The advisory board considered the common aim of the main objectives to be Finland's development as a country with a *'high-level industrial and commercial culture. Its fundamental factors are a strong and competitive economy, free trade and competition, high-tech in industry, original product development and nature'* (p. 12).

Most of the end of the report comprises a list of over a hundred concrete proposals for action. In addition to the three main themes, proposals were put forward on how the industrial and economic image of Finland could be improved, how Finland can be promoted as a tourist country and how foreigners living in Finland and international communications could be better used in the work to improve Finland's image.



These proposals were presented as the conclusions in the report by the advisory board. The second part was an independent parallel work discussing the same subject matters and which the advisory board had commissioned from two of its members: Jörn Donner and Martti Häikiö.

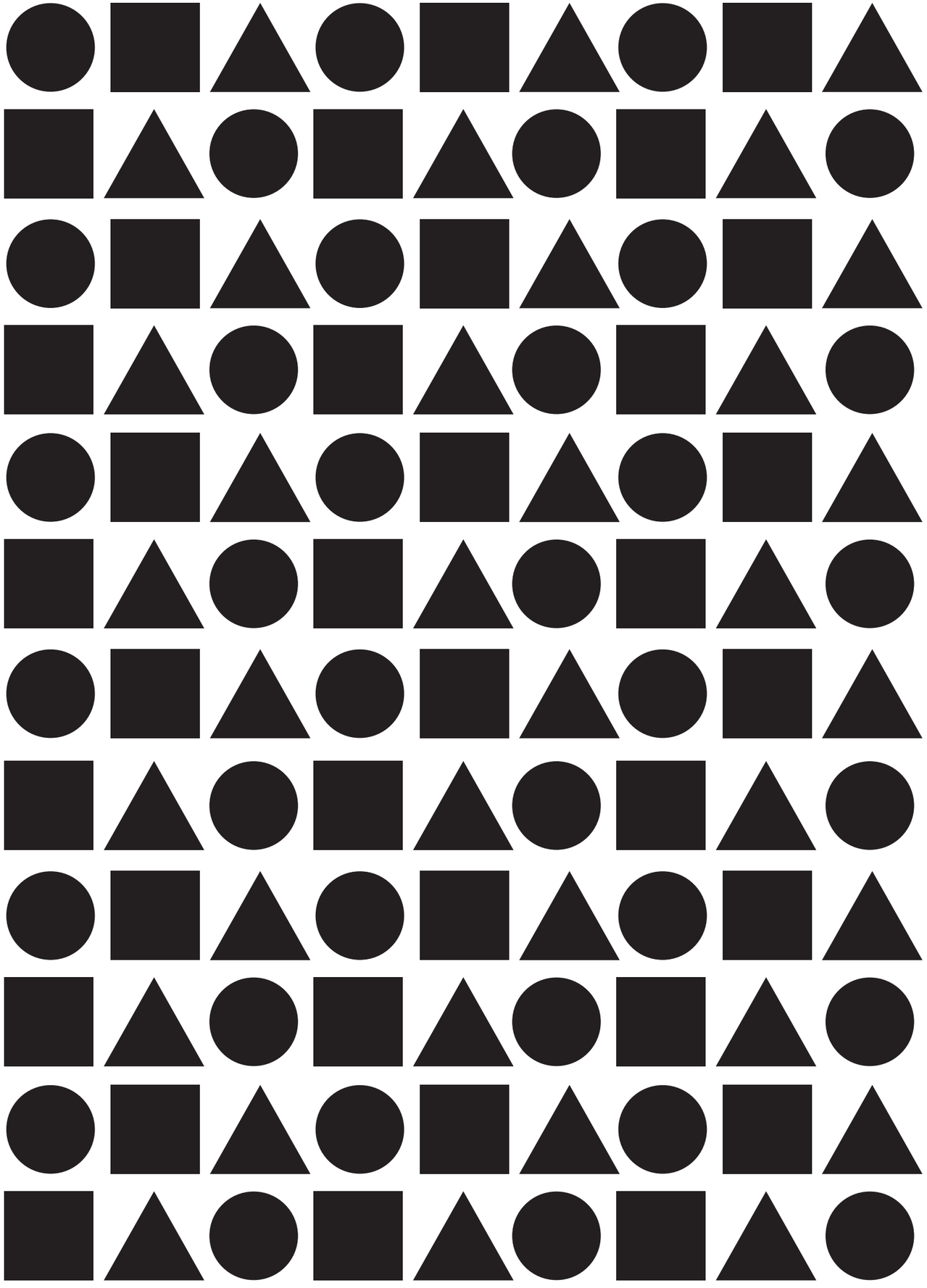
JÖRN DONNER AND MARTTI HÄIKIÖ: THE IMAGE OF FINLAND IN THE YEAR ZERO (1991) The writers clearly highlight the atmosphere of historic change that surrounded the publication of the book. The collapse of the Soviet Union and the Eastern Bloc opened up new opportunities for Finland and highlighted new challenges. The adherence to the policies of President Kekkonen came to an end in Finland and the country's economy, culture, politics and history were suddenly cast in a new light.

'Finland is not an East European country, is it now. The work undertaken during the Cold War to clarify Finland's image can be condensed into this basic objective. We wanted to demonstrate that Finland's path was not that of Czechoslovakia. And neither was it. [...] Building the image of Finland was part of the national survival strategy. Finland had to fight in the east to avoid becoming an Eastern European country, and in the west to assure its friends that we would remain a western democracy and an open society' (p. 9).

The reflection on the tumult at the end of the 1980s highlighted the book's key question: *'What will Finland's image be after these changes?'* (p. 9). What will Finland's image be in the year zero?

In the book, this question is answered through a series of short essays in which Donner and Häikiö take turns to discuss a theme of their choice, openly acknowledging their subjectivity. There are a total of 24 themes and they range from geography and expat Finns, to Urho Kekkonen and Hannes Kolehmainen and to reflections on European mores, the natural environment and bilingualism. Below are a few selected sections from the essays written by Martti Häikiö.

According to Häikiö, Finland's image abroad has been shaped most of all by the diplomat and writer Max Jakobson and the Organization for Security and Cooperation in Europe, OSCE. Within this context, the policy of neutrality and defining the relationship between Finland and the Soviet Union to elite audiences in the West was a key theme. However, Häikiö states that 'Jakobson's



works, like the policy of neutrality, belong to the past and no longer the current world political situation' (p. 23). Although the positive publicity brought by OSCE should be exploited 100 percent, the new situation demands new and effective communication on the basic facts of Finland's history and culture.

After all, foreigners' knowledge of Finland is not especially good. There is significant room for improvement in knowledge about Finland, especially in the region of the former Soviet Union. Even though Finland does not do as well as Sweden in image surveys, according to Häikiö it seems that people abroad value the Finns' work ethic, economic miracle and creativity. On the other hand, the reputation of having a quiet and authoritarian nature also recurs in the impressions: management by perkele.

While Häikiö believes the natural environment, which is highly rated by foreigners, can be used an asset for tourism, a radical environmental policy should be avoided. Planned forestry has in fact improved the condition of Finland's forests after hundreds of years of slashing and burning. Finland in the 1990s is still living off its forest industry, which is our country's only asset in 'the European division of labour. [...] A successful environmental policy – without a successful forest industry – will become a vanishing footnote in the history of the world' (p. 123).For this reason, the competitiveness of the forest industry must be taken into consideration when planning a sustainable environmental policy.

'As far as education is concerned, we in Finland are too confident in the high level of our education. International comparisons do not support this supposition,' Häikiö states. Everyone is unanimous about the importance of education, but you have to cut your coat according to your cloth. The sector will require billions in investment every year so that Finland can do well in the Europe of the 1990s. 'Most crucially, Finland's level of education will, however, depend on whether we get fully involved in increasing the level of dynamic technology and education that has got underway in Europe,' Häikiö states (p. 64).

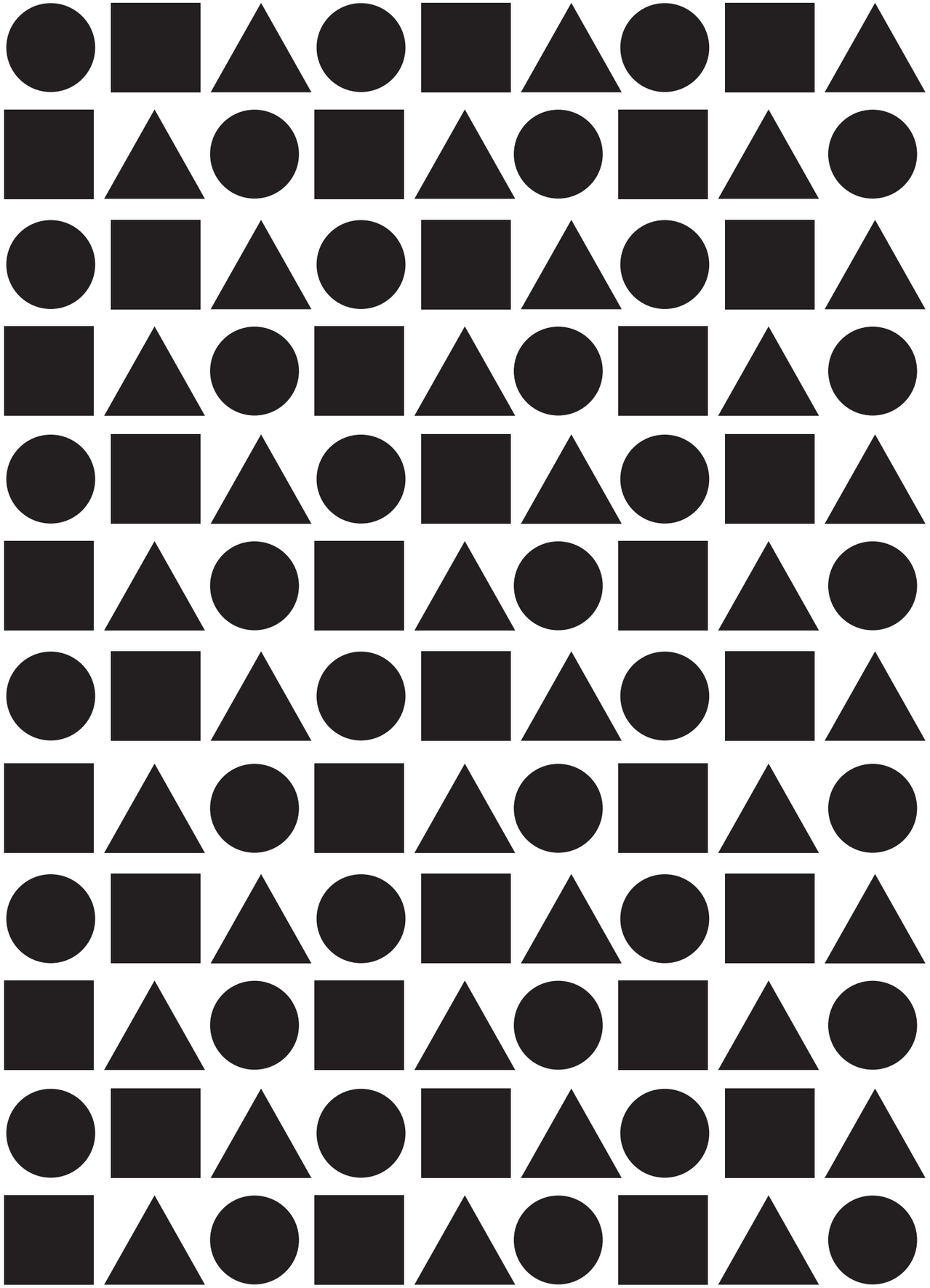
OTHER STUDIES ON THE IMAGE OF FINLAND Smaller scale and more thematically focused studies and follow-up series were carried out and maintained in the 1990s and at the start of the 21st century. Moilanen and Rainisto (2008) list the following reports:

Finland in the foreign media (2000–) The Ministry for Foreign Affairs has compiled reports on Finland in the foreign media since the year 2000. The reports describe Finland's visibility in the media of different countries. According to the reports, Finland is featured rarely, generally as a small, undramatic country, but mainly in a positive light and in the last few years even as a model country in many sectors. Since 2003, it has been possible to talk of a Finland 'boom', which has been supported by success in international comparisons and which can be seen as a continuation of the transformation that started in the 1990s. 'There is no longer any point in talking about a homogenous – and also mainly clichéd – image of a Finland of bygone days' (pp. 92–93).

Finpro's country of origin study (2001). The study investigated impressions of Finland, Sweden and Germany among influential Russian business figures. Knowledge of Finnish products and companies was surprisingly low. In the impressions of the respondents, Finland was a forest industry country that invested in environmental protection, a wood processor, and producer of paper and furniture (pp. 105–106).

Studies by CIMO, Centre for International Mobility: Garam: My Finland (2001), Hietaluoma: Why Finland (2001), Aalto et al: Try Finland (2002). The subjects of the studies were foreign exchange students and trainees who were asked about their opinion of Finland prior to arriving in the country and afterwards. Before arriving, Finland is seen as exotic, strange and challenging. The impressions are linked to nature, culture and the Finnish way of life. Afterwards, Finland is associated with impressions of a high standard of living, security and an easy place in which to be. Negative impressions include blandness, dead cities and a general slowness (p. 107).

Jyrki Ali-Yrkkö et al.: Finland's position in global competition – factors influencing location decisions by companies (ETLA, the Research Institute of the Finnish Economy, 2004) and the follow-up report on the same topic commissioned by Invest in Finland (2006). Finland's clearest strengths concern the honesty and reliability of the people, an efficient infrastructure and the technological expertise of companies. Major weaknesses focus on personal taxation and the level of corporate taxation as well as labour costs. Foreign-owned companies rate the level of education, people's initiative and the flexible, non-hierarchical practices even more than Finnish companies (pp. 102–103).



STUDIES ON TOURISM BRANDING Impressions of Finland gained through tourism constitute an important part of the Finland brand. Studying these impressions and influencing them are key elements in the work to develop the tourism and country brand.

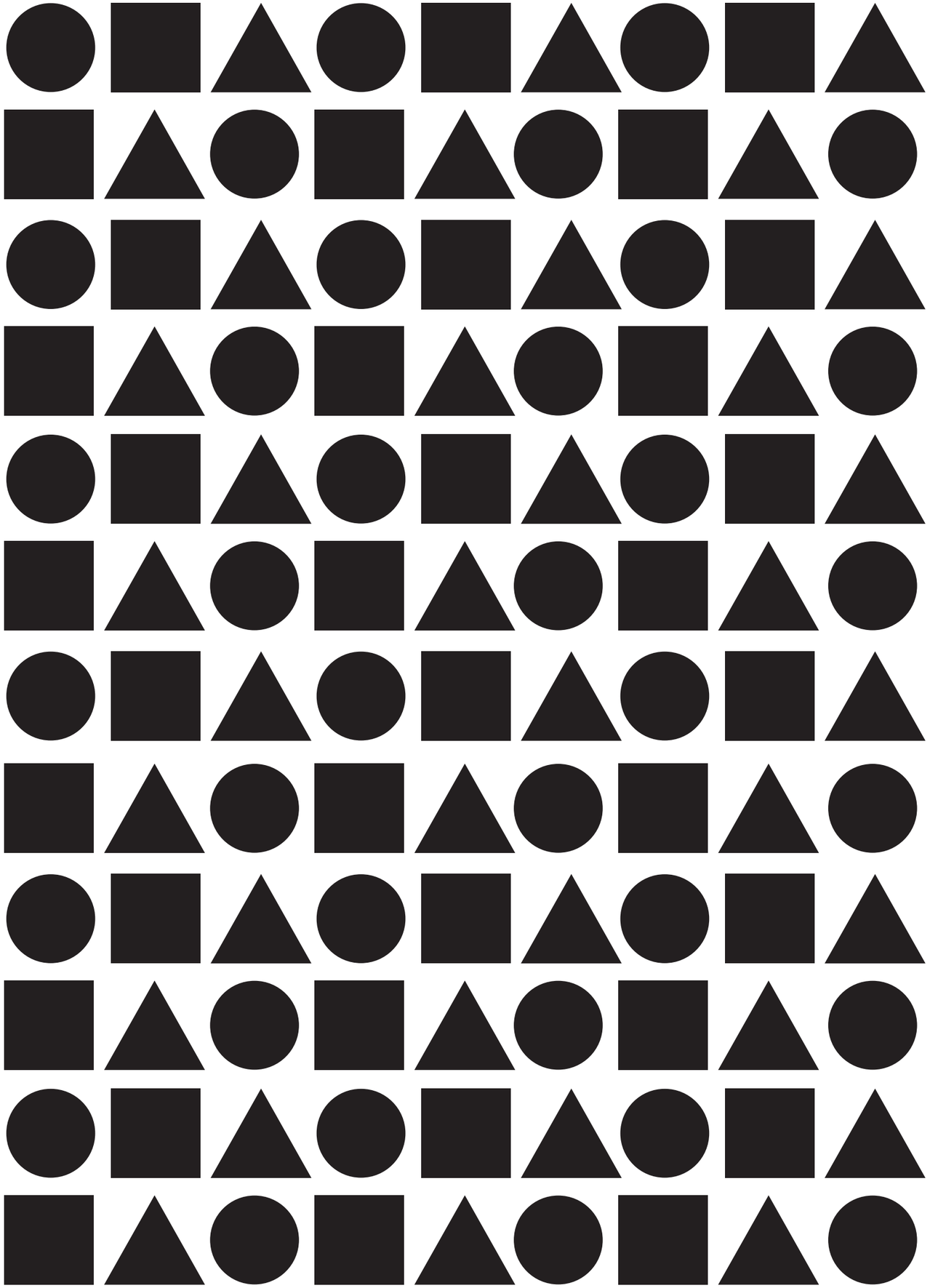
The Finnish Tourist Board has commissioned studies examining Finland's tourism brand, which Moilanen and Rainisto (2008) also discuss. In addition to the work on the 4Cs explained above, the following can be mentioned:

Saila Saraniemi and Raija Komppula: Spontaneous impressions of Finland in the seven key market areas in Europe (2003). The interview study commissioned by the Finnish Tourist Board examined Finland's tourism image. The study showed that Finland's general image is orientated towards nature and associated with winter conditions and a northern location. Other features mentioned include exoticness, hospitality and friendliness. However, it is difficult to describe Finland as a country.

Heli Ilola and Seppo Aho: What's Best in Finland – As Seen by Tourists from Seven European Countries (2003), and Anja Tuohino et al: Finland's image as a tourism country in key market countries (2004). The aim of the studies commissioned by the Finnish Tourist Board 'was to update the content of Finland's country image and tourism image of the time in the key European markets for Finnish tourism.' One of the key conclusions was the fact that Finland does not have a clear, individual profile as a country and that Finland is to a great extent unknown in many countries. Nature, the winter and coldness stand out as features characterising Finland, in other respects the impression of Finland as a tourism country is general and undeveloped (pp. 96–98).

WHAT OTHER REPORTS AND STUDIES SUPPORT COUNTRY BRANDING WORK?

Finland's future and its challenges have been considered in recent years by thinkers and by several eminent working groups. A few of the most important reports from Sitra, the Finnish Innovation Fund, and Pekka Himanen have been compiled below.



PEKKA HIMANEN: THE FINNISH DREAM: INNOVATION REPORT (2007) Everyone has heard of the 'American dream'. But what elements could make up the 'Finnish dream'? Creativity and the ethic of equal opportunities, replies the philosopher Pekka Himanen in his report that emphasises the importance of innovation and creativity not only to the economy but also for well-being. The report is based on an extensive research project that Himanen led at the Information Society Research Centre of the Helsinki University of Technology and the University of Helsinki. It should not be confused with Kukoistuksen käsikirjoitus [Handbook for Prosperity] (2010, see below) written on a commission by the Government.

According to Himanen, *'the success of an innovation-based economy enables the continued funding of equal opportunities, and through equal opportunities the potential of the entire nation to be more fully involved in our continued economic success. The issue is thus a response to globalisation based on a 'virtuous circle' (as a counterpoint to a negative vicious circle)'* (p. 7).

But how can Finland be elevated to the ranks of the innovation elite and the top of the global economy, which is characterised by stiff competition? Absolute leadership in certain selected areas within global competition will be crucial. As a consequence, Himanen believes that *'Small economies like Finland will have to find their own areas of specialisation in which their level of research and education could be highest worldwide when measured in absolute terms'* (p. 16).

The problem in Finland is a competitiveness paradox, the report states. Finland '*is invariably ranked as a world leader when measuring innovation potential, but only comes out average in indicators on economic results (e.g. GDP per capita, purchasing power). The problem area is converting creativity with ideas into business creativity'* (p. 34). What means could be employed to bring about a change in the situation?

The section of the report entitled "Practical Conclusions for Finland" sets out several answers to this question. Investment in innovation in relation to GDP should be increased from the current (2007) 3.5% to at least 4.0% by the year 2010.

The quality of education should be seen as a key part of the innovation system. Version 2.0 of the Finnish school should promote a general desire and ability to learn and support everyone in finding their own creative passion. In particular, the Finnish system of higher education, which has found itself in a crisis, should be thoroughly reformed. The resources of universities should be consolidated in a better way so that Finland's universities can become world leaders.

This would help create innovation clusters, which are important factors in enhancing growth and competitiveness. 'Countries need strong growth engines that benefit the entire country. In Finland, Oulu, Tampere and Turku have served as examples of good regional growth engines. If no high-level growth engines are created in a country, the well-being of everyone suffers as there is less wealth to distribute' (p. 133). Clusters should be seen as part of the general ambition in the direction of the ideal of absolute leadership, in other words, the undisputed position as global leader in selected fields.

Creativity does not come about in a vacuum. Therefore, a wide-ranging cultural life, internationalisation as well as immigration which support it should be promoted. In this way, it would be possible to improve Finland's international attractiveness. Himanen stresses the fact that these proposals should be implemented as comprehensively as possible, for example by a visionary minister for innovation.

Finally, Himanen creates a vision for Finland of 'a new Tuusulanjärvi community', that is, a new, creative elite and cultural renaissance: 'You ain't seen nothing yet!' (p. 152)

ANTTI HAUTAMÄKI (ED.): TRANSFORMING FINLAND: PEOPLE AS TRANSFORMATION FACTORS, INSTITUTIONS AS SUPPORTERS OF PEOPLE (SITRA, 2008) At the start of 2008, Sitra appointed the Transforming Finland working group, which was made up of Finland's foremost thinkers and researchers. The group's task was to address the state of the nation and assess Finland's preparedness for change in relation to the global challenges being faced.

According to the working group, there are six key challenges. These are:

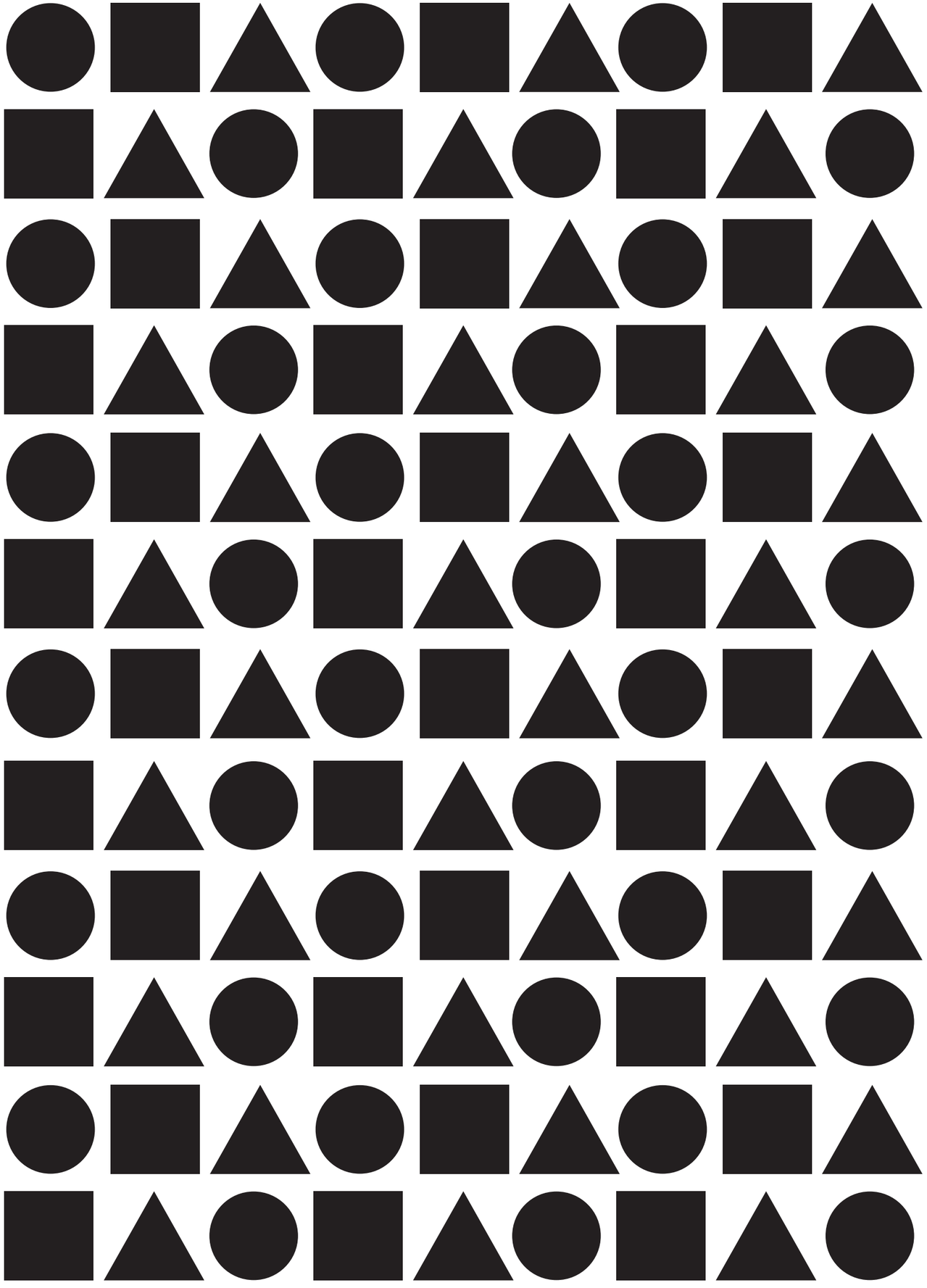
- Globalisation and its resulting mobility and increasing competition
- Technology, especially ICT technologies
- Climate change and its related emissions and cleantech opportunities
- The age structure: ageing in Finland, population growth in developing countries
- Migration: immigration, emigration and internal migration
- Business life: employment, services, raw materials

Each of these challenges should be examined from two key perspectives. Citizens, on the one hand, and institutions, on the other, encounter pressures for change in several areas of life. Both have to deal with threats but get to exploit opportunities – if they wish. Of special strengths, the high level of research-based expertise is mentioned, and opportunities are also seen in the fields of cultural exports, care services and the cleantech industry.

According to the working group, change analysis can be summarised by the following question: how can Finland maintain its competitiveness without losing its social equality? Over-emphasising the competitive model will result in core-periphery separation, where only the 'best' will qualify for the hard core and the other people, companies and regions are 'surplus' and are only perceived as items of expenditure.

Society's highest value must, however, be people's well-being. Well-being cannot be advanced through means that cause the opposite. By transforming institutions so they empower people, society will gain incredible resources that will also form the basis for building competitiveness. No other country has been able to reform its institutions from this starting point. It is a major opportunity for all of Finland.

AARNE NURMIO AND TEPPO TURKKI (EDS.): VIBRANT FINLAND (SITRA, 2010) How will the finance and economic crisis shaking the world, climate change, population ageing and the development of information and communications technology change Finland? How will the new geography of globalisation affect us? What about changes in value production and the division of labour? What kind of challenges will these massive change trends pose for Finland and Finns? What can Finland draw on for its vitality in the future?



These questions were considered by dozens of key decision-makers in Sitra's Wellsprings of Finnish Vitality Development Programme, which was launched in autumn 2009.

The aim of the development programme was to identify the most important factors that would allow Finland to strengthen and renew its vitality, competitiveness and well-being. The final report on the project, Vibrant Finland, was published on 29 April 2010.

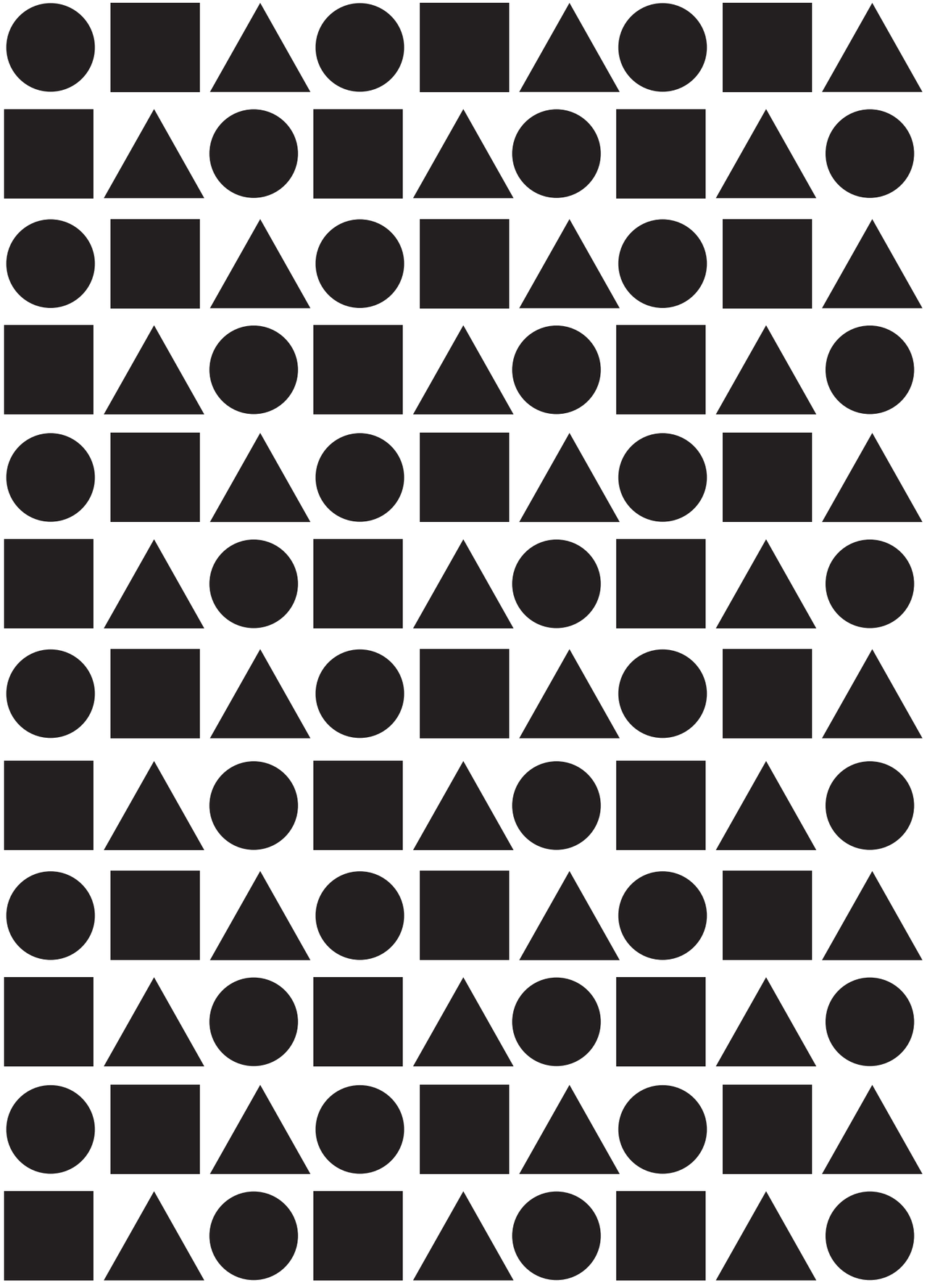
The foreword to the report states that it is clear that the well-being and competitiveness of Finns can no longer be built on old recipes for success. There is no longer any use for industrial-era structures in a world in which there is a need to focus on the people- and solution-centred service economy. On the other hand, in a changing and complicated world, no single, uniform vision of Finland directed from above will do.

On the other hand, a shared understanding is needed of 'the operating logic and ground rules of our new environment' (p. 3). Finland also desperately needs 'more vitality, energy stemming from people and the interaction between them, and a can-do spirit' (p. 3). There can no longer be room for staying in comfort areas.

The report outlines three key themes relating to social change: a new type of leadership, an entrepreneurial attitude in relation to all work and new ways of producing well-being.

The Nordic social and welfare model has endured storms before and will also withstand the current recession too. Nevertheless, it has to be reformed. People will have to be the starting point instead of resources. Organisations should be seen as existing to serve people, to help them participate in attaining common goals. A deep cultural transformation is needed to enable the country to break free from industrial-era practices and hierarchies towards a culture of service, openness and encounters that is not only vibrant and sustainable but also ecological and worthwhile.

This objective will not be achieved without shaking up leadership. The leadership demanded by the report is strong but founded in a new way on trust and a mutual service relationship. Managers must really be present and take their networks and organisations forward through their own examples. Customers and employees must be treated as equals.



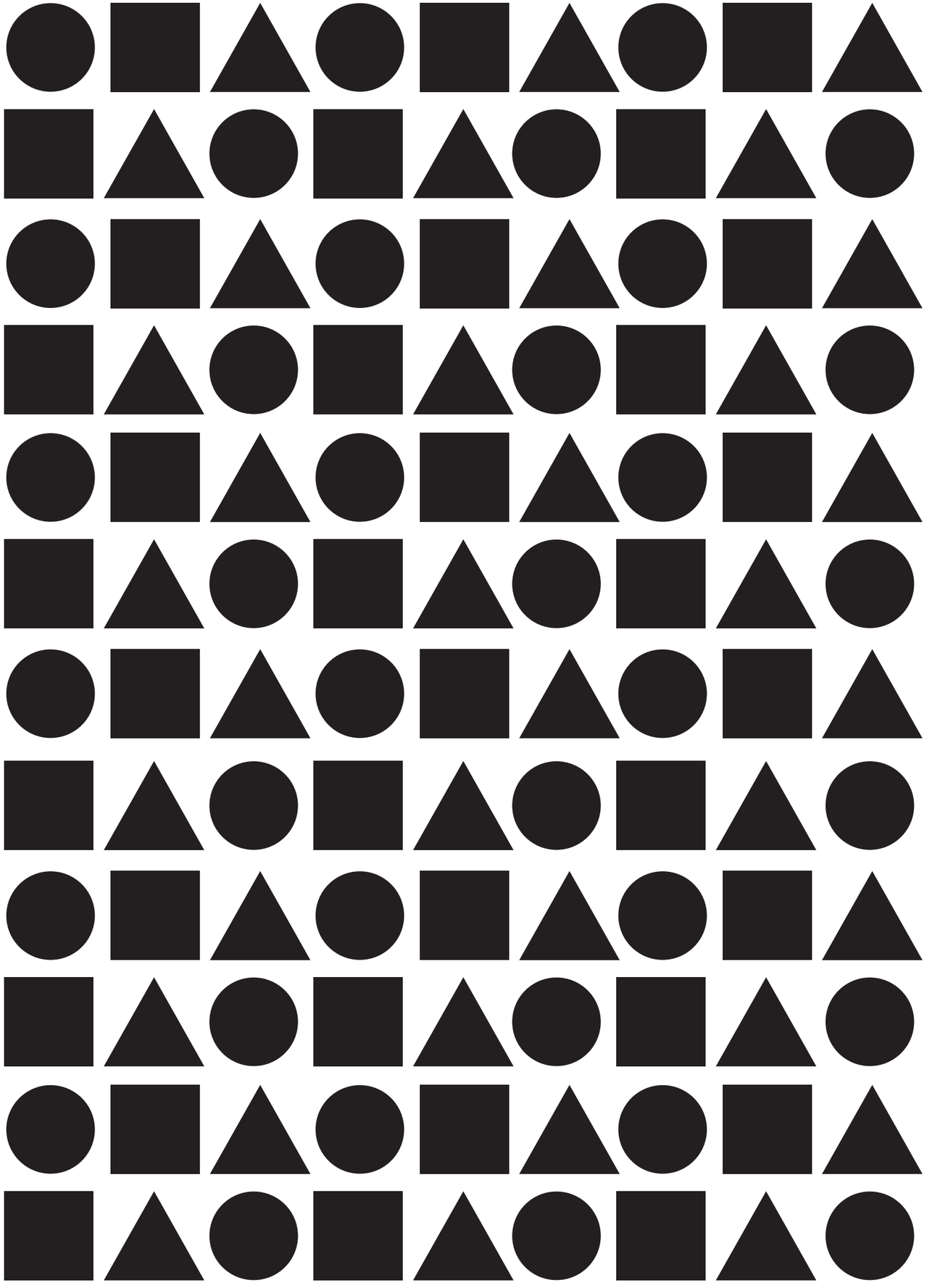
The nature of our work will also change, irrespective of whether or not we want it to. *'There is a trend from long-term employment to short-term jobs. The differences between wage earners and entrepreneurs are eroding and employees increasingly resemble entrepreneurs'* (p. 13). This kind of attitude, a more focused commitment to work, is increasingly needed at all levels from business networks and growth companies to freelancers and other individual employees. Furthermore, new forms of entrepreneurship are needed, such as social enterprises and a professional third sector evolving out of volunteer work by NGOs.

At the end of the report there is a list of the projects underway in which those who participated in the development programme saw the spirit and vitality that the Finland of the future needs and which support the priorities identified in the programme.

At the most general level, these include new methods for measuring social development that are more sensitive and complex. Findicator, research and innovation impact framework indicators as well as new indicators of well-being, such as GPI and ISEW, are being highlighted as instruments that could provide good support to decision-making in the future. Environmental issues, especially a low-carbon approach, were highlighted as key, concrete areas to be developed.

The well-being theme breaks down into several sub-themes. Competence and learning, preventive services, peer production, well-being at work and a Finland belongs to all approach were seen as the most important benchmarks in this field. Projects such as the telephone and online service for children and young people of the Mannerheim League for Child Welfare, the No Fixed Abode NGO for the homeless and the Home Market for the elderly stood out among the projects.

Inspiring, ongoing examples were also found in the field of entrepreneur-ship and transition in work, such as the Social Entrepreneurs' Association of Finland, the network of companies in the textile sector FIN, YES centres for entrepreneurship education, and Junior Achievement – Young Enterprise Fin-land. In addition, it was proposed that business education should be invested in and that greater tax incentives be created for business angels supporting growth enterprises.



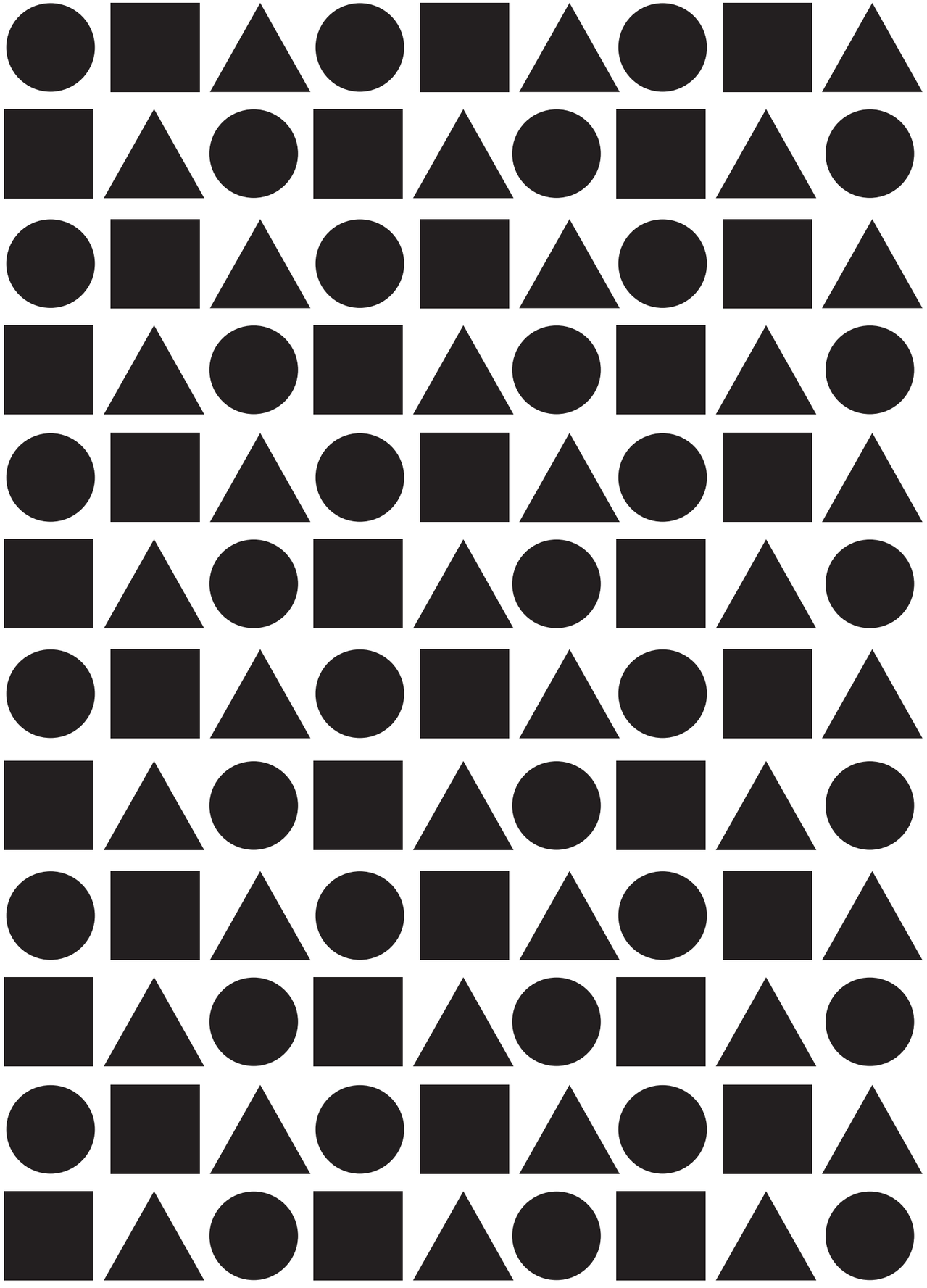
Four areas were highlighted in terms of leadership. According to the report, public-private-people-partnership, in other words, joint leadership, new kinds of leadership studies, enthusiasm at work and change management are the themes on which a lot of interesting and valuable work is already being carried out in Finland. The cooperation between Keminmaa local authority and Mediverkko in health care, the Leadership Lab for management skills and the Hoffmanco SIRIUS working capacity guidance system are examples of successful and promising solutions.

PEKKA HIMANEN: HANDBOOK FOR PROSPERITY (2010) Professor and philosopher Pekka Himanen stresses in his visionary work that Finland faces a critical moment at the threshold of the 2010s. The economic crisis, an ageing population, climate change and other major trends mean Finland finds itself having to make a choice. A new social path forward has to be created. Instead of easy pessimism and apathy, the opportunities of the situation should be identified and the aim should be to look at matters from new perspectives. What is most important is to ask the following question: what is the ultimate goal of development? According to the report, the opportunity for all to lead a dignified life should be set as the ultimate goal of development.

The aim of the report, which was commissioned by the Government, is to consider Finland's opportunities and challenges in the 2010s and how the country can meet them in a creative way. Himanen also stresses the importance of the spiritual culture and values 'as a resource for a holistically flourishing life.'

Each of the chapters of the essayistic and philosophising report covers a theme that Himanen considers to be key. He creates a foundation to his vision through the ethics of a dignified life, while practical economic and cultural models are sought from features and structures of historic centres of innovation. The key touchstones for education are also examined and an overview of the opportunities for new types of leadership models are presented.

According to Himanen, the Finnish debate on the future has been characterised by pessimism and the use of only negative alternatives, solutions and rhetoric. The future in Finland envisages longer careers, higher taxation and cuts to welfare services. Himanen, however, wants to highlight means through which careers can be improved, tax incentives can be offered and welfare services reformed.



In addition to the international debates and research work presented in the discussion chapters, Himanen outlines five spearhead projects in the report's practices appendix. These are the green information and interactive economy, version 2.0 of the welfare society, a rich and multicultural life, a new work culture and a new learning culture.

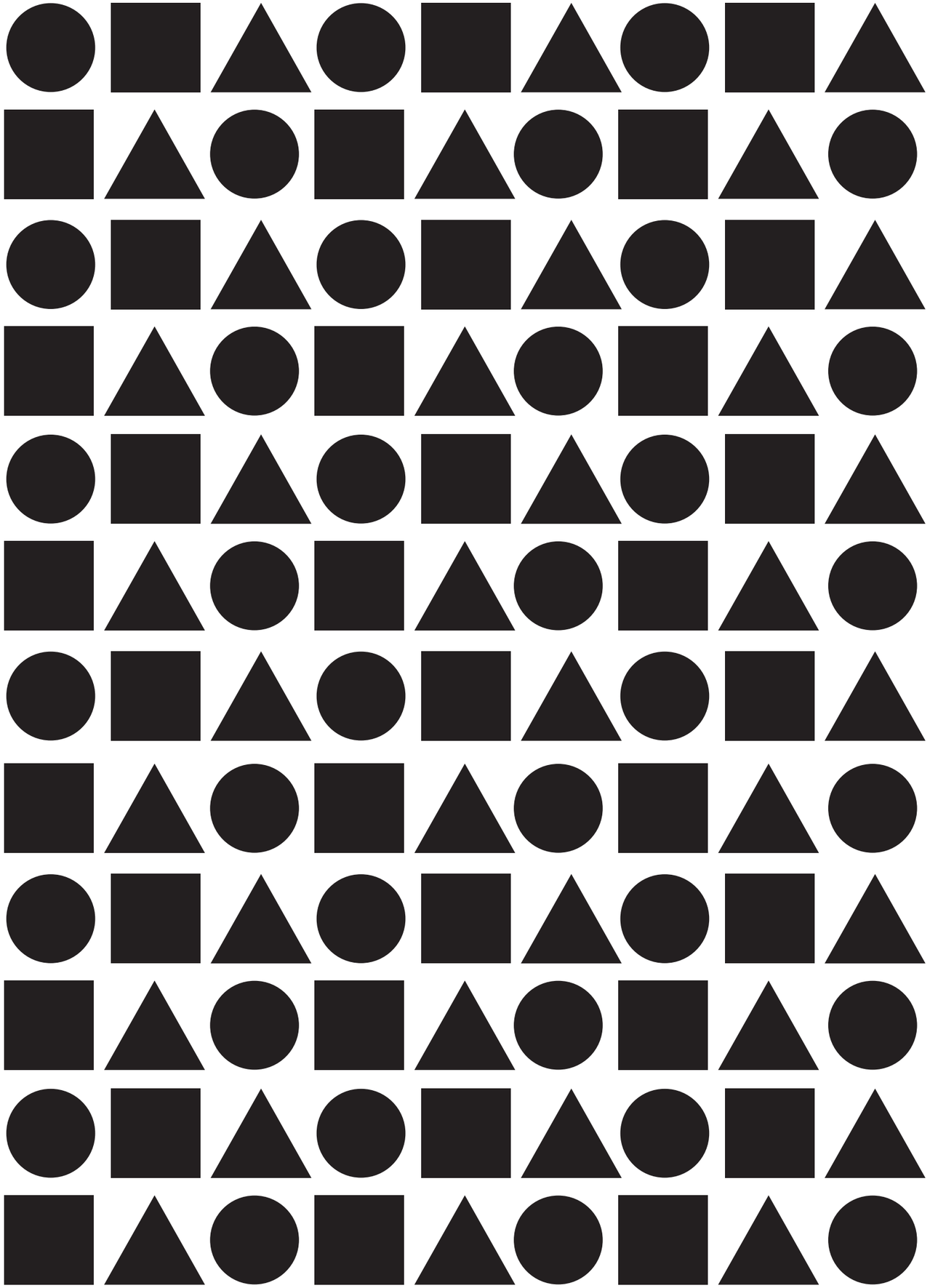
Finland should profile itself internationally as a pioneering nation in clean environmental and energy technology. If it is possible to succeed in this, the result will be sustainable growth and jobs. In order to encourage this, Himanen would, among other things, abolish taxes for innovations in the sector up to the year 2020 and increase taxation of emissions: 'We should tax what we burn, not what we earn' (p. 223). The Millennium prize could simply be made an environmental prize. Finland could be turned into the 'spiritual capital' of thinking for a green future (p. 223).

Version 2.0 of the welfare society means elevating Finland into the global vanguard as a welfare reformer. Investment in mobility and mental well-being at all levels of society are key areas of change. As incentives, Himanen lists exempting innovations in well-being at work from tax and higher tax on junk food. Finland should develop holistic solutions for treating depression by the year 2020.

The 2010s should be made the decade of humanism and art, which will help us towards a richer and more multicultural life. Besides an annual increase in funding of five percent compared with current levels, a revision of copyrights and their management is needed for the sector. Gifts given to the sector should be made tax exempt.

These three objectives will be supported through foundation pillars, the new work and learning cultures and which will be defined by well-being, interactivity and creativity.

FINLAND 2020 – FROM THOUGHT TO ACTION. FINAL REPORT OF THE GROWTH INITIATIVE WORKING GROUP (2010) Where should Finland look to find means of accelerating economic growth in the country? In its report, the Growth Initiative working group, which was led by Minister Antti Tanskanen and appointed by the Government in spring 2009, focused in particular on examining work productivity, because "in the long term, growth in productivity will be the primary, and perhaps the only, driver of the nation's income growth."



In its interim background report submitted in spring 2010, the working group considered *'the meaning of GDP and labour productivity, sources of their growth and the importance of such growth'* (p. 5).

According to the report, 'new product and process innovations are an essential prerequisite for growth. Higher productivity arises from either new ideas or new applications of old ones. Productivity can be raised through the improved organisation of tasks, the reduction or elimination of redundant or overlapping phases and the automation of routine tasks. Automating routine tasks can also render work more meaningful' (p. 9).

Higher productivity leads to economic growth, but 'GDP and the associated growth are no panacea for meeting all of humankind's needs and aspirations and other indicators should be considered besides GDP. GDP does not include leisure time or household and voluntary work. This does not mean that these bear no value, but that they have no market price' (p. 10).

Nevertheless growth enables social schemes that are difficult to measure in terms of money to be funded. 'Technological advancement creates new, more environmentally friendly production methods. This can also be promoted through policy. Society is expected to provide better and better welfare services, while supporting culture and public safety. The higher the GDP, the more effectively such expectations can be met' (p. 10).

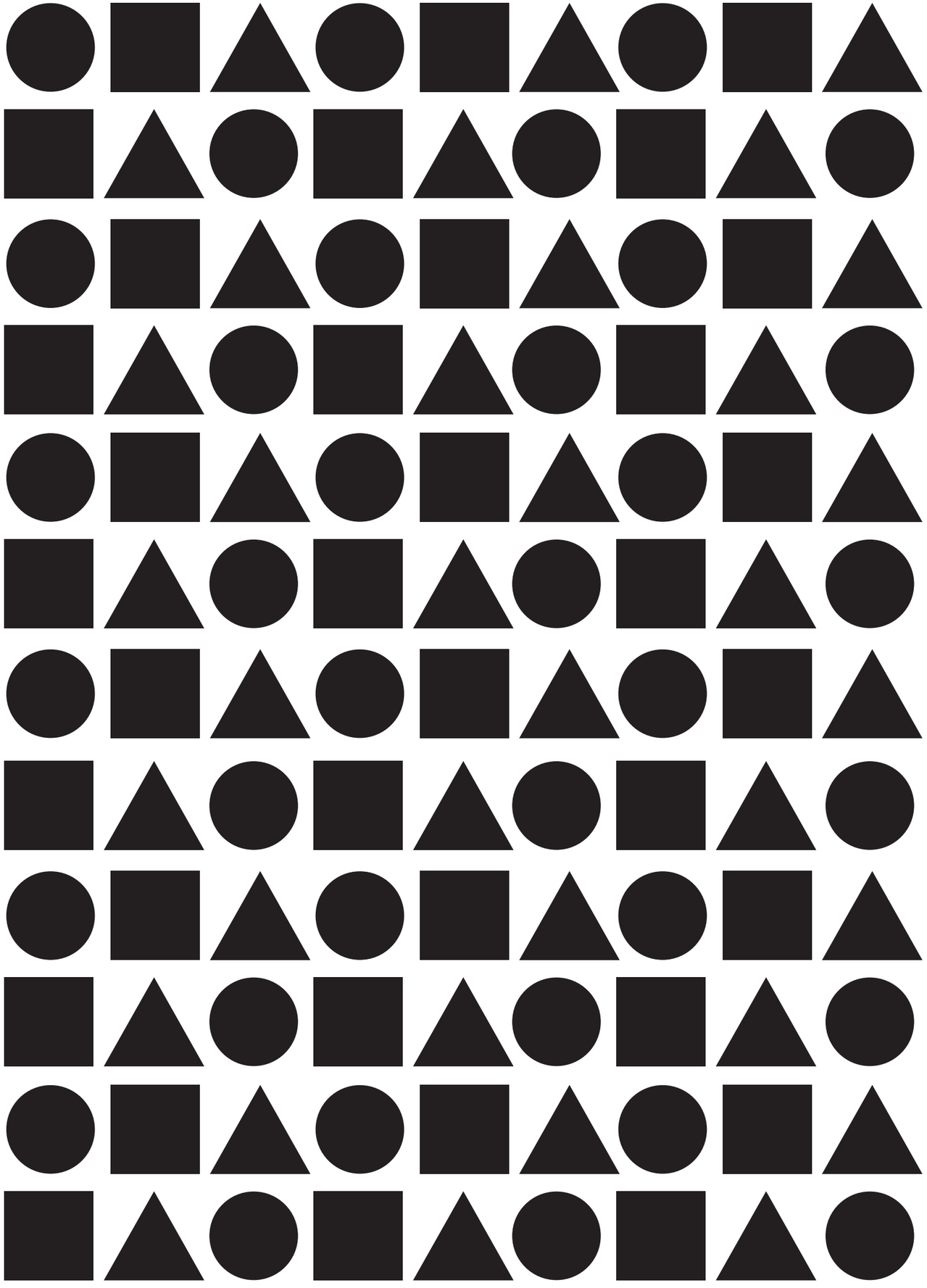
The working group divided the key action areas determined by them into six policy baskets. The baskets are a) efficient and well-functioning markets, b) the generation and utilisation of information, c) human and social capital and the labour market, d) productivity and efficiency in the public sector, e) business activity and private investments and f) public investments.

In each basket, the report presents numerous priorities, to which the policy effort should be directed. These include the following:

- Improving the operating conditions of the Finnish Competition Authority
- The operation of retail and housing markets should be improved
- Finland's research and innovation system should be connected more closely to European and global competence networks.
- The education system should be made more flexible and provide people with the capacities required in our globalising world
- The consolidation of social capital in schools, work and society should be promoted
- The efficiency of the public sector must be improved and this requires the creation of various new incentives
- Public sector procurement should be managed in a more professional manner
- Technology support should be further diversified from product development to more extensive business management skills
- Environmental policy and other means of influencing companies' operating environments should encompass the long term
- Modernisation of the broadband network
- Favouring intelligent transport systems, i.e. the exploitation of ICT in transport systems

The interim report aimed to put forward initiatives that were intended to arouse public debate. The working group's final report, which was published in August 2010, listed actual recommendations for measures that would further the attainment of the objectives described in the interim report, while similarly taking into consideration the framework conditions concerning the environment and social sustainability. There is a particular focus on the roles of the state and public sector in economic growth.

The final report also highlights various important factors in relation to economic growth. These include innovativeness, a healthy competitive environment, the functioning of the markets, well-being at work, a sustainable and long-term economic policy, a well-functioning and free civil society, and ecologically and socially sustainable economic activity.



Finland nevertheless faces considerable economic challenges. 'The deceleration of productivity growth combined with an ageing population constitutes a major problem from the viewpoint of financing the welfare society' (p. 13). On the one hand, human well-being plays a key role, and, on the other, sufficient financial and other incentives for work and risk taking should nevertheless be secured at the same time.

Climate change and other global challenges are necessitating more effective use of energy – which should also be seen as an innovation and growth opportunity. Likewise, a highly competent information society must be developed with a focused, society-wide effort.

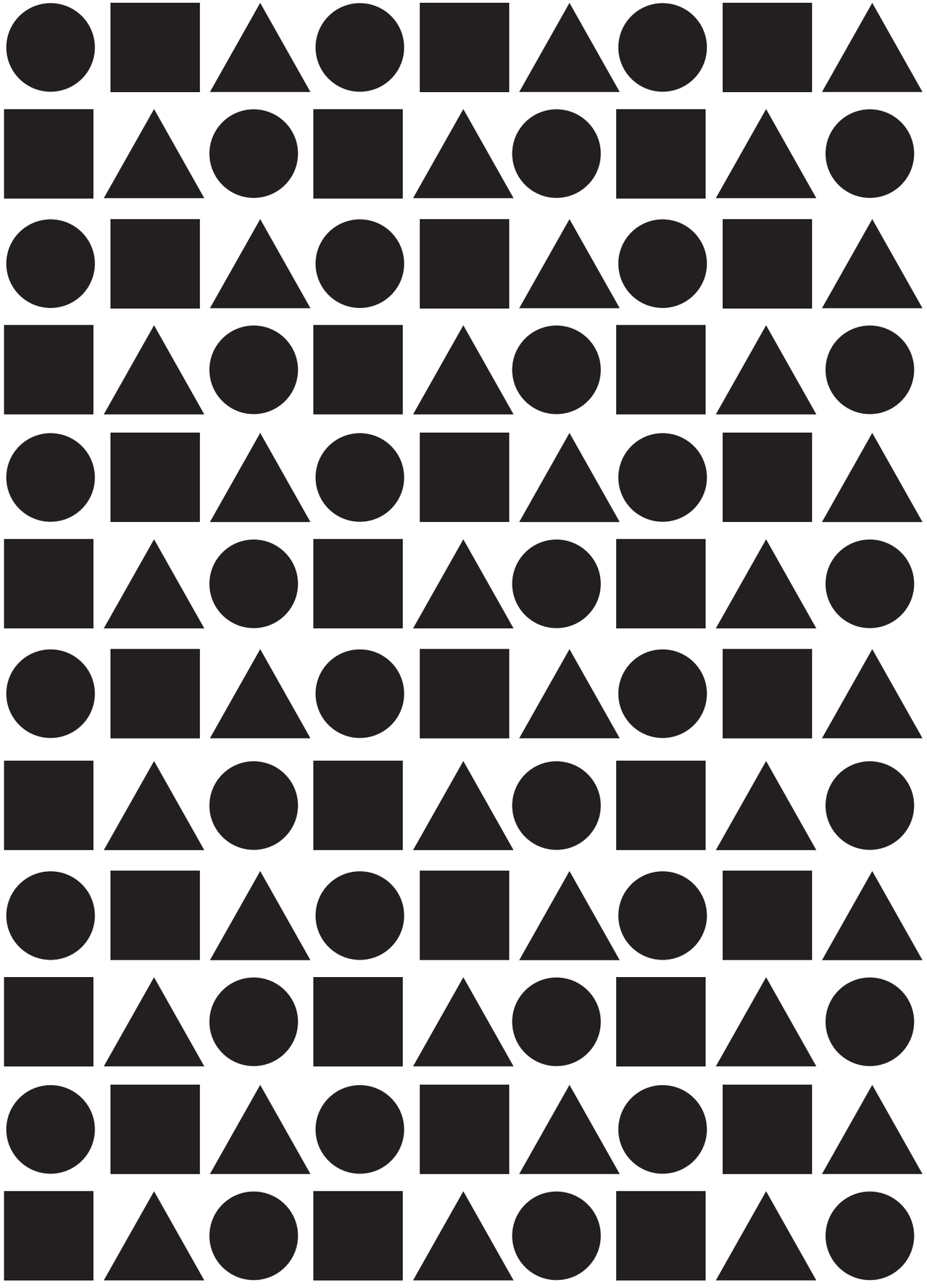
There are over sixty policy recommendations and they have been grouped under ten headings: science and innovation policy, education policy, life phase policy, competition policy, enterprise policy, public sector operating policy, public sector information system policy, public sector procurement policy, broadband network and intelligent transport policy, and transport infrastructure policy.

COUNTRY BRANDING WORK AND RESOURCES

Country branding work has no single, comprehensive or centralised organisation dedicated solely to this task. The responsibilities are split between several ministries, organisations reporting to them and various private sector actors. Many of these do not call their work branding or country brand management, although in terms of content they can be considered as being close to country branding and as having a close impact on its key components.

The Ministry for Foreign Affairs, the Finnish Tourist Board, the advertising agency SEK & Grey, and Finnfacts/TAT are the bodies with primary responsibility for the country branding work linked to this report, which the Country Brand Delegation is, for its part, a part of.

Work has also been carried out by the Country Brand Delegation and its sub-group, a separate national preparatory group that has representatives from the Ministry for Foreign Affairs, the Finnish Tourist Board, Nokia, Kone, Hartwall and Finnfacts/TAT. The Finland Promotion Board, which is chaired by the Ministry for Foreign Affairs, has acted as a forum for bringing these various actors together.



The following bodies are some of the most important actors (in alphabetical order):

FINNFACTS/TAT Finnfacts is an independent media service unit that promotes Finnish expertise around the world. Finnfacts promotes international awareness of industry and commerce and supports the international marketing of Finnish companies and organisations through communication. It plans and arranges tours for the international media, highlights new Finnish expertise that is in demand throughout the world and provides an opportunity to forge personal relationships with important foreign media.

Finnfacts operates under the Economic Information Office (TAT). TAT is the information office for Finnish business which monitors changes taking place in the operating environment of companies and in attitudes of the young. The Economic Information Office is responsible for communication that supports education and career choices in the business world and offers youth communication methods to companies and schools. The Economic Information Office is owned by the Confederation of Finnish Industries EK, and the Confederation of Finnish Industry and Employers (TT) Foundation. Finnfacts/TAT is a member of the Finland Promotion Board.

FINPRO Finpro acts as a global consultancy network in performing its national task. Its core expertise is experience in developing international operations, knowledge of global markets, and understanding of the businesses of customer companies. Finpro works together with Finnish growth enterprises by making its expertise available for their use. Customer work and cooperation with other innovation actors and actors promoting exports and internationalisation creates prosperity for Finnish business life.

Country branding work is also part of Finpro's activities. A list of Finpro's public services in host countries has been drawn up in cooperation with Finpro and the Ministry for Foreign Affairs. Within the framework of these public services Finpro participates in "Finland's international communication and its coordination in the host state and in implementing the country brand's objectives and content in Finpro's field of activities in cooperation with Promotion Board partners."

In addition, Finpro participates "where necessary in planning cultural events of diplomatic missions so that the events can also be used for networking by Finnish companies." Finpro is a member of the Finland Promotion Board.

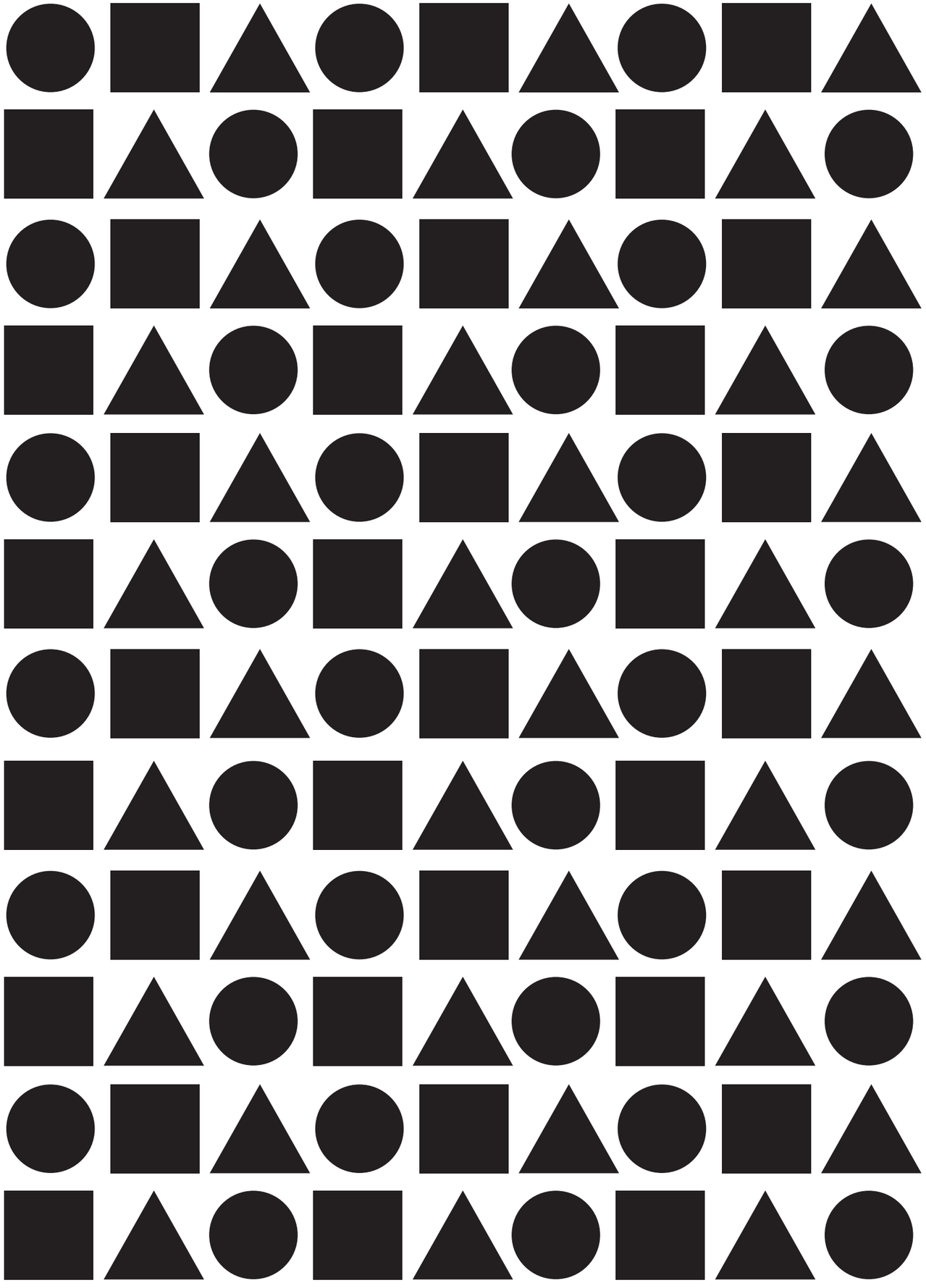
INVEST IN FINLAND Invest in Finland acquires foreign direct investment (FDI) for Finland and assists foreign companies find business opportunities in Finland. The organisation produces information on Finland as an investment country, as well as develops and coordinates the national procurement of foreign investment by networking with regional and international actors. In addition, Invest in Finland compiles and maintains information on foreign companies in Finland.

Invest in Finland operates actively in cooperation with organisations working in the fields of internationalisation and business development.
Its most important partners are Finpro and other international actors, regional business and development companies, technology centres and Centres for Economic Development, Transport and the Environment. Invest in Finland is a member of the Finland Promotion Board.

FINNISH TOURIST BOARD (MEK) The Finnish Tourist Board is an agency under the Ministry of Employment and the Economy that is responsible for the international promotion of Finland's tourism as the national expert and proactive actor in the tourism sector. The Finnish Tourist Board supports companies and groups in the sector in developing and marketing tourism services intended for the international markets.

One of the core tasks of the Finnish Tourist Board is marketing communication on Finland's tourism. It is responsible for creating the tourism image together with companies in the sector. Further cooperation is carried out with Finland's diplomatic missions abroad and with Finpro. There is currently a transition underway to image marketing through participating in developing the tourism brand and general country branding. The Finnish Tourist Board is a member of the Finland Promotion Board.

MINISTRY OF EDUCATION AND CULTURE Finnish culture in its complexity and diversity is one of the most important building materials of the country's image. In terms of the Ministry's concrete objectives and actions, cultural exports and international cultural cooperation come close to country branding.



In the Government's cultural export development programme (Ministry of Education and Culture, Ministry of Employment and the Economy, Ministry for Foreign Affairs, 2007–2011), the aim of the Ministry for Education and Culture is to focus actions on developing the preconditions for cultural exports, since the products, services and rights to be exported do not come about of themselves. The programme's approach contains similar thinking to the country brand group, which has considered Finland's weaknesses and strengths and how the weaknesses could be eliminated and the strengths further enhanced.

The Ministry of Education and Culture's most important measures (i.e. appropriations) coming under the heading of cultural exports include support for spearhead projects, support for preparing cultural export projects, support for productising cultural tourism and the operational grants awarded by the arts information centres and Finnish cultural institutes abroad.

In addition, the ESF Development Programme for Business Growth and Internationalisation in the Creative Industries administrated by the Ministry of Education and Culture and support for film production and distribution are actions that are mentioned in the cultural exports development programme.

The Centre for International Mobility, CIMO, also operates in the administrative sector of the Ministry of Education and Culture. It is an expert and service organisation in international affairs that coordinates and organises scholarship and exchange programmes and is responsible for the national implementation of nearly all the European Union's educational, cultural and youth programmes. Furthermore, CIMO promotes studies of Finnish language and culture in foreign universities and supports internationalisation through education, information and advice as well as markets Finnish education abroad in cooperation with Finnish higher education institutions.

According to its vision, CIMO actively works towards making Finland a broad-minded and multicultural civilized and information society by promoting balanced and high-quality international interaction. As a promoter of international relationships and networks, CIMO plays an important role in promoting Finland and supporting country branding work.

TEKES – the Finnish Funding Agency for Technology and Innovation
Tekes is a funder and catalyst for demanding research and development projects and innovation activity by companies, universities, higher education

institutions and research institutes. Tekes assists companies turn ideas worthy of development into a business by offering funding and expert services. Through its activities, Tekes promotes the international competitiveness of companies, helps them increase production and exports and creates the foundation for employment and the prosperity of society. Tekes is a member of the Finland Promotion Board.

MINISTRY OF EMPLOYMENT AND THE ECONOMY The Ministry of Employment and the Economy is responsible for the operating environment of Finland's entrepreneurial and innovation activity, the functioning of the labour market and employability of workers as well as regional development in the global economy. The Ministry comes closest to country branding work through its numerous departments and the agencies that come under it, which assist in supporting innovation activity and the internationalisation of companies as well as export promotion. The Ministry of Employment and the Economy is a member of the Finland Promotion Board.

MINISTRY FOR FOREIGN AFFAIRS Public diplomacy, which primarily includes the promotion of Finland, cultural exports, media and state visits, chairing the Finland Promotion Board and work to develop the country brand, comes under the tasks of the Ministry for Foreign Affairs that have the greatest impact on the country brand. The work to promote exports and internationalisation undertaken by the Ministry for Foreign Affairs also supports the construction of the country brand.

Public diplomacy is carried out by the entire Ministry and its network of embassies, i.e., through 97 diplomatic missions. The embassies have their own operating budget and in addition person-workyears make up a significant part of the total investment of resources.

The responsibility for coordinating Finland's image lies with the Finland Promotion Board, which is chaired by the Ministry for Foreign Affairs.

FOLLOW-UP TO COUNTRY BRANDING WORK

The follow-up work to the country brand report is progressing on two tracks:

1. Developing Finnish society in accordance with the tasks summarised in the report.
2. Enhancing Finland's international communications on the basis of the brand identity specified in this report. This chapter deals with the needs and opportunities to develop international communications.

Constructing the country brand through communication directed abroad will be based on the fact that it will be possible to present Finland's strengths with one voice by as many actors as possible. This will require coordination in Finland and strong collective support for all communicators, both professionals and citizens. Everyone needs tools, key messages and a range of information produced in advance, which can be used in the most varied contexts. Finland does not have a body that would produce a common 'templates' for strategic communication and which would act as the expert organisation available to all.

This work is currently being carried out by several organisations, but in part too incoherently and with too few resources. Strategic planning and a long-term perspective are what is needed.

It is typical that various important branding projects are continuously put together in Finland and every time starting almost from scratch. The Shanghai World Expo, Turku 2011 European Capital of Culture, World Design Capital Helsinki 2012, the Frankfurt Book Fair 2014 – these important projects do not have a centralised, permanent country branding expert organisation to support them because one does not exist in Finland.

Experiences from other countries show that constructing a country brand through international communication does not succeed unless the work is continued in a centralised way, through extensive national coordination after the creation of the brand strategy.

It has become evident in the work of the brand delegation that Finland already has a lot of vitally important strengths in terms of country branding which could be communicated more effectively throughout the world.

MISSION FOR THE MINISTRY FOR FOREIGN AFFAIRS, THE MINISTRY OF EMPLOYMENT AND THE ECONOMY AND THE MINISTRY OF EDUCATION AND CULTURE:

Enhancing country branding work by developing the House of Finland operating concept

Finland's problem is one of under communication. The issue partly concerns how Finland's international communications are organised. This can be improved very quickly through a joint effort between officials, companies and organisations. The mission of the Ministry for Foreign Affairs, the Ministry of Employment and the Economy, and the Ministry of Education and Culture is to contribute to ensuring that cooperation between Finnish actors in country branding is made more effective both in Finland and abroad.

This is part of a more wide-ranging process which should examine developing the foreign operations of these ministries into a House of Finland operating concept that supports the embassies more closely and coherently. The permanent secretaries of these ministries should take the matter forward.

The subject should be included as a high priority in the Government Programme in spring 2011. A final concrete solution will be discussed within the framework of the Finland Promotion Board, taking into consideration other key parties from the public and private sectors and emphasising the need for a closer partnership between the public and private sectors.

The problem is that Finland's strengths are not capitalised on: the country under communicates. The reasons for this stem from the Finnish lifestyle that emphasises modesty, and from a relatively short internationalisation history. On the other hand, the issue also concerns how Finland's international communication is organised. The latter can be improved very quickly through a joint effort between officials, companies and organisations.

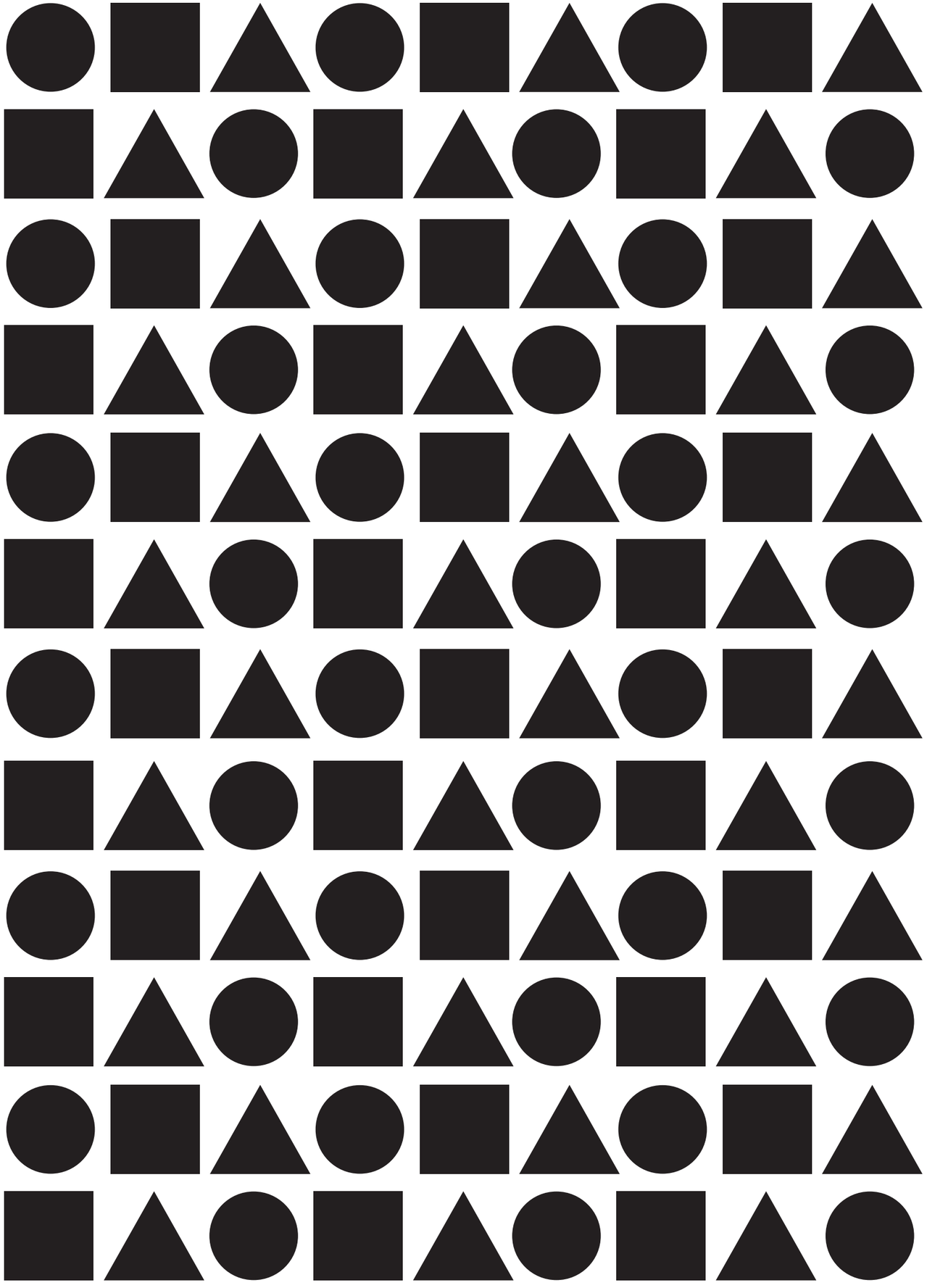
Finland, as an export country operating globally, cannot afford not to communicate about its strengths. Competition between countries for visibility and influence is tough and our competitors are continuously enhancing their international communication skills.

There are currently well over ten parties in Finland that operate professionally in international communications. Cooperation has been coordinated within the framework of the Finland Promotion Board under the direction of the Ministry for Foreign Affairs. The members of the Board are the Ministry of Employment and the Economy, the Finnish Tourist Board, Tekes – the Finnish Funding Agency for Innovation and Technology, Finpro, Invest in Finland, the Finnish Forest Foundation, Finnfacts/TAT, Sitra and Finnair.

The Finland Promotion Board has been the key body in developing country branding in this electoral period. It initiated the work of the Country Brand Delegation and has developed cooperation, activities and shared branding resources and tools.

The Finland Promotion Board has now reached the limits of its mandate and opportunities within its work. It would not be possible to cooperate more closely within the framework of the current structure without full-time staff and a pooling of resources. The danger is that the efforts of the actors will become differentiated even though exactly the opposite is needed, in other words, strong Finnish cooperation and coordination. This is a prerequisite in order that Finland itself can improve its international profile and sharpen its reputation.

Various models, including foreign ones, have been considered within the framework of the Finland Promotion Board. For example, Sweden has for a long time allocated major resources to its country branding expert body, the Swedish Institute. Finland lacks a corresponding body.



A strong joint actor is needed for managing international communication and for coordinating and building up the network of key organisations. The resources of all the Finnish organisations are inadequate for strengthening the country brand – if they are kept separate. There is a need for an organisation that would coordinate and direct influencing activities. This would make it possible to reflect a continuous, strong and multi-dimensional image and stream of communication on the Finnish brand identity internationally.

The new organisation could be called the House of Finland. It could be a permanent country branding expert with shared institutional competence available for all parties. It would produce and productise brand content for common and general use. Since it will not be possible to receive additional resources for developing the country brand, the existing resources must form the starting point and the aim should be to expand country branding work on a public-private-people basis. The involvement of business would be a major opportunity, which would differentiate us from corresponding organisations in competitor countries.

The core of the organisation could include all the members of the Finland Promotion Board so that they either transfer existing resources to the joint organisation or fund it. The organisation would have around 5–8 people to begin with and it could operate in the premises of the Finnish Tourist Board, Finnfacts/TAT or the Ministry for Foreign Affairs, for instance. New resources would not be needed.

During the initial stage, the organisation would undertake the following tasks:

1. Implementing and developing international communication on the brand strategy drawn up by the Country Brand Delegation.
2. Harmonising the key online services relating to Finland (general websites on Finland and the websites of the organisations).
3. Creation and maintenance of the technical brand platform (creating key messages, electronic promotional material, brochure templates, image banks, campaign material).
4. The coordination of visits by journalists and influential people.
5. Business cooperation, the creation of a partner network (main clusters: business, public sector, science, culture).

In the second stage, the organisation should be expanded and the business, scientific and cultural communities should be drawn into the activities. The organisation's field of operation would be expanded and it would become an expert organisation in international communication and branding opportunities. The key branding material produced by the organisation would be available for all interested citizens.

The need to develop the House of Finland operating concept should be included in the next Government Programme. Follow-up work will be undertaken within the framework of the Finland Promotion Board and in more extensive negotiations between the ministries and the business world.

ACTIVITY ABROAD The organisation's premises would be in Finland, but the activities naturally also encompass foreign countries. The activities of the House of Finland should be reflected abroad as broadly as possible through Finnish actors operating within the sphere.

Finland's international brand abroad is constructed above all by Finland's embassies (97), the actors that come under the Ministry of Employment and the Economy (Finpro, Tekes, the Finnish Tourist Board, a total of 56 offices), and the Finnish cultural and science institutes (16) supported by the Ministry of Education and Culture. These organisations, which mainly operate through public aid, are key public actors in international communication.

Their cooperation has been developed over recent years through various agreements between the parties and cooperation documents. Nevertheless, there is still a lot of room for improvement in the cooperation. In the future, country branding will require working together even closer.

Making the country branding work of these parties more effective is part of a broader aim in which the development of the foreign activities of the various ministries into a joint House of Finland operating concept should be examined. The subject should be included with a higher priority in the Government Programme in spring 2011.

The aim in developing country branding should in any case be that the key Finnish actors determine Finland's joint strategic communication and impact objectives suitable to the conditions in each country in a manner that would benefit all the parties. By jointly investing in these objectives, capitalising on

the strengths and roles of each organisation, it will be possible to significantly strengthen Finland's country brand.

In this work, the House of Finland offices abroad would be able to use the resources and branding tools of the House of Finland office in Finland. The domestic House of Finland could provide all kinds of support and prepared campaign material as required. These types of cooperation models in public diplomacy have been tested with good results in various foreign countries. Common objectives, key messages, content for communication and campaign material would clearly enable a stronger stream of communication in terms of quality and volume from Finland to foreign countries.

In addition to bodies operating through public aid, it is also vitally important that Finnish companies perceive this kind of cooperation as beneficial for themselves and get involved in the activities, which should be based on the public-private principle. The simultaneous promotion of country branding as well as exports and internationalisation is in many instances an effective way of operating that creates benefits in many directions.

WORK OF THE COUNTRY BRAND DELEGATION

WORK PROCESS Alexander Stubb, the Minister for Foreign Affairs, appointed a delegation to develop Finland's country brand in September 2008, and Jorma Ollila, Chairman of the Board of Directors of Nokia and Shell, was invited to be its Chairman. The other members of the delegation are Esko Aho, Executive Vice President; Paulina Ahokas, Director; Eija Ailasmaa, President & CEO; Jukka Hienonen, CEO; Jan Hultin, Director; Mika Ihamuotila, President and CEO; Professor Laura Kolbe; writer and MEP Lasse Lehtinen; Chancellor Ilkka Niiniluoto; René Nyberg, CEO; Helena Petäistö, correspondent; Kirsi Piha, communications consultant; Osmo Rauhala, artist; Aki Riihilahti, sportsman; Kai Seikku, President; Petri Tuomi-Nikula, Head of Department; Erkki Virtanen, Permanent Secretary; Batulo Essak, midwife, nurse; Kristiina Helenius, Managing Director; Helena Hyvönen, Executive Dean; and Maarit Toivanen-Koivisto.

The entire delegation has convened eight times during its work. Most of the delegation's work has been carried out in smaller working groups, at various meetings and by individual members.

In the first stage, the delegation was divided into cultural, communications and business working groups as well as a strategy working group, which also comprised the chairs of the other working groups. In addition to the working groups, the delegation organised seminars, expert and public meetings as well as undertook media work, the aim of which was to ensure the principle of transparency and to make the branding work accessible to all Finns. A total of around two hundred experts from various sectors participated in the expert meetings and over one thousand Finns took part in the public meetings. The delegation also held meetings with members of the Government and other social decision-makers.

The main priorities during the first stage of the work, which progressed during autumn 2009, were to collect data, data analysis and communication. The delegation aimed to identify the focus of the Finnish identity, its strengths and weaknesses. At the same time, it analysed opportunities for future Finnish success and compiled proposals and ideas on the ways in which that success could be promoted.

The focus in the second stage, which continued until spring 2010, was selecting and clarifying the most important themes for the Finnish identity and Finland's brand.

A separate management group was established once the working groups had concluded their work. In the third stage of the delegation's work, the management group examined the chosen themes in more detail and turned them into concrete proposals for action.

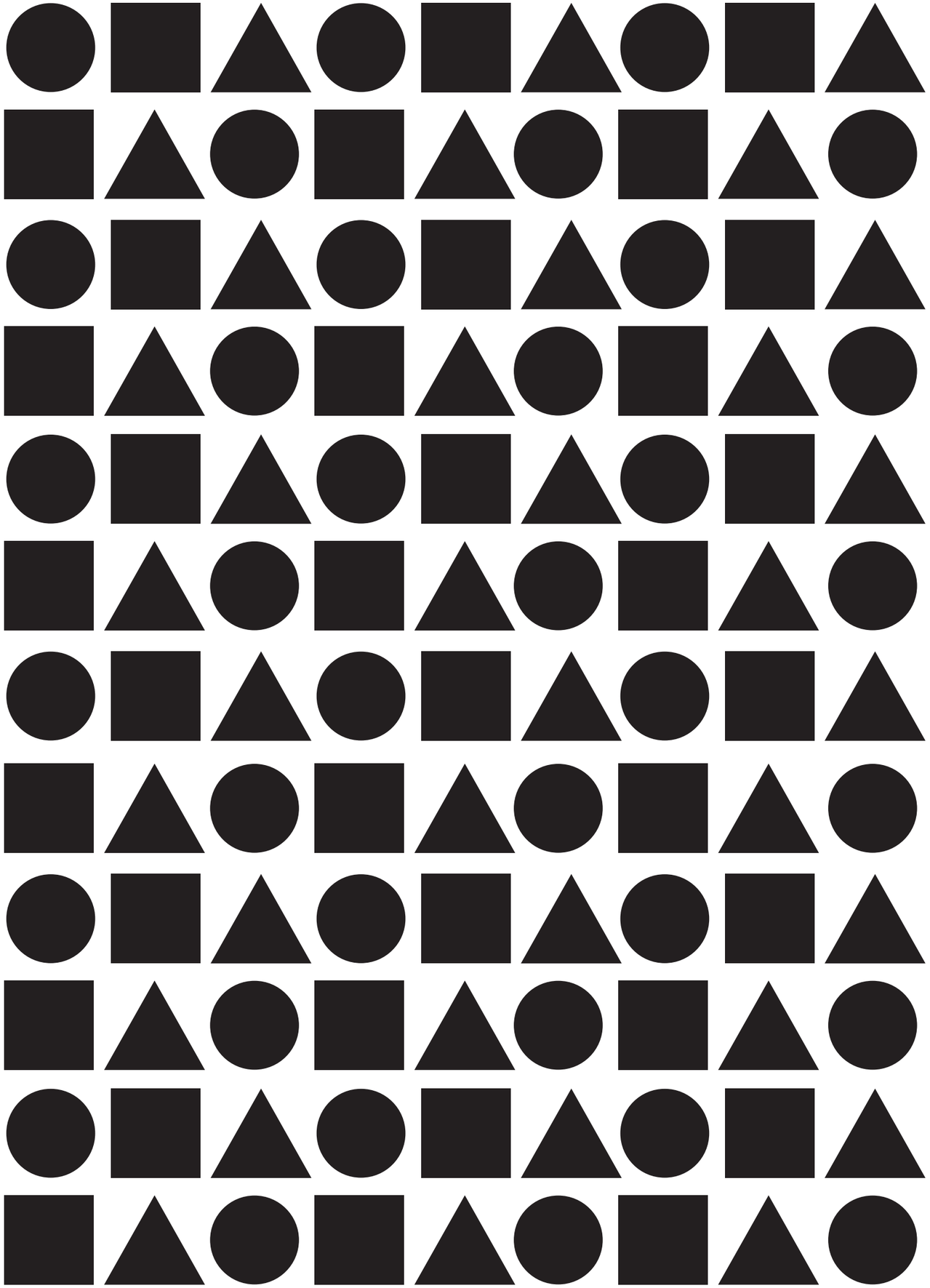
STRATEGY WORKING GROUP Cooperation with the British consultant Simon Anholt, who is a specialist in nation branding, played an important role in the activities of the strategy working group. Anholt organised five conversazione workshops for the working group, the aim of which was to choose Finland's competitive identity, in other words the country's key identity and differentiating factors.

Anholt defined the following key themes in Finland's identity on the basis of the conversations:

- Honour: Finns can be trusted
- Simplicity: An uncomplicated and problem-solving way of operating
- Madness: Persistence distinguishes the Finns from other Nordic countries

The following were defined as potential differentiating factors:

- Global Governance: Finland's potential to create a more effective way for solving problems in the world.
- Products: It would be natural for Finland to concentrate on developing truly efficient and sustainable products and services
- Society & security: The possibility to productise Finnish society and its sectors
- Education: Capitalising on the high-level basic education internationally
- Wired Society: Communication on Finnish technology and social development
- Nature: The Finns' unique relationship with nature enables not only high-level environmental work but also an interesting approach to global problems that is emotionally appealing.



CULTURE WORKING GROUP The task of the culture working group was to define the areas for improvement in the Finland product and brand identity from the perspective of culture, identify obstacles and problems, draw up proposals for action, as well as propose measures for removing the obstacles and enhancing strengths.

In its work, the working group actively consulted Finnish cultural life. The most concrete cooperation measure was the workshop held in May 2009 which attracted over 40 representatives from different cultural fields. The aim was to identify means through which culture can more effectively support the image of Finland abroad.

The culture working group specified two, partially conflicting, main factors in the Finnish identity:

- A fair society and reliability: equal opportunities and equality
- Depth and an edge: Substance expertise and "creative madness"

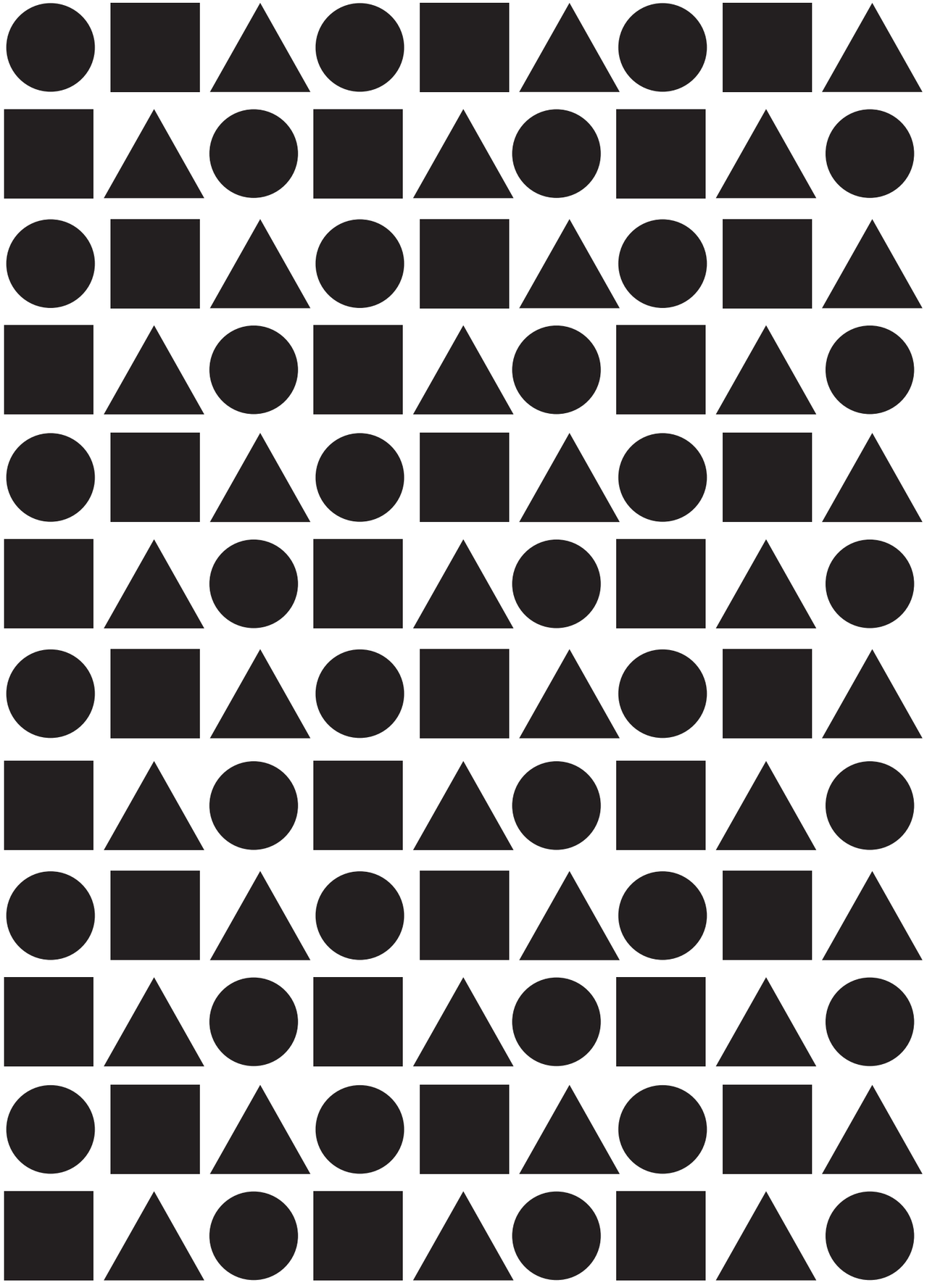
The working group also specified the main obstacles to Finnish success:

- Obstacles relating to self-esteem
- Obstacles relating to marketing and productisation competence
- Obstacles relating to prioritisation of investments and financing

The working group proposed the following as the main themes of the Finland brand:

- Nature and sustainable development
- Education and well-being
- Culture and the creative economy

COMMUNICATIONS WORKING GROUP The task of the communications working group was to develop the Finland brand from the perspective of communications. At the same time, it was also responsible for the delegation's external communication, which comprised organising seminars and workshops and media work.



Around 350 people participated in the four seminars and workshops that were held.

- Levi Summit, Kittilä, November 2009: a meeting for experts, the theme being Finland's brand from a business perspective
- In search of lost young people, Helsinki, December 2010: a public event on youth exclusion
- Environmental workshop, Helsinki, January 2010: meeting for experts, the theme being concrete proposals for new everyman's obligations
- Education seminar, Jyväskylä, March 2010: public event on Finnish teaching and learning

The aim of the media work was to get Finns to participate in the work of the brand delegation and to get them to think positively about its work.

- Maintaining media relations, communication and organising interviews and trips for journalists. The delegation's work has been reported on in all of Finland's main media. At the start of its term, the delegation was met with harsh criticism and disparagement, but since 2009 the media's attitude has clearly become more positive.
- The www.mitasuomion.fi website, which has been maintained since February 2009, acts as a channel for public debate on Finland and Finnishness. Over 200 editorials have been written on the site and over 1,500 comments have been posted on them.
- The book What is Finland? put together from the editorials for the online service. -the book's 15,000 print run was given out free of charge to the public via the Ministry for Foreign Affairs, the Finnish Tourist Board and libraries.

Mission for Finland The Mission for Finland programme, which was shown on the MTV3 channel in April 2010 on an initiative of the delegation's communications working group, inspired viewers to submit more than 200 proposals on measures to promote Finland's reputation. The programme was watched by over 300,000 people. The expert jury led by Jorma Ollila chose three proposals from the public during the broadcast, the implementation of which the brand delegation will take forward by finding individuals and organisations to sponsor them.

- Productising Finnish expertise in the water sector. Winner of the audience vote.
- The founding of the Martti Ahtisaari Centre specialising in training for international peace negotiators.
- Finland as an organic country.

Sikala Summit The informal Sikala Summit event was held at the beginning of March 2010 in Helsinki, during which professionals in the marketing sector came up with ideas relating to Finland's brand on a voluntary basis. The event was attended by around one hundred marketing communication professionals. The partly intentionally humorous ideas inspired by the Sikala Summit could possibly be used in the content of the delegation's work and, in particular, in publicising its final results.

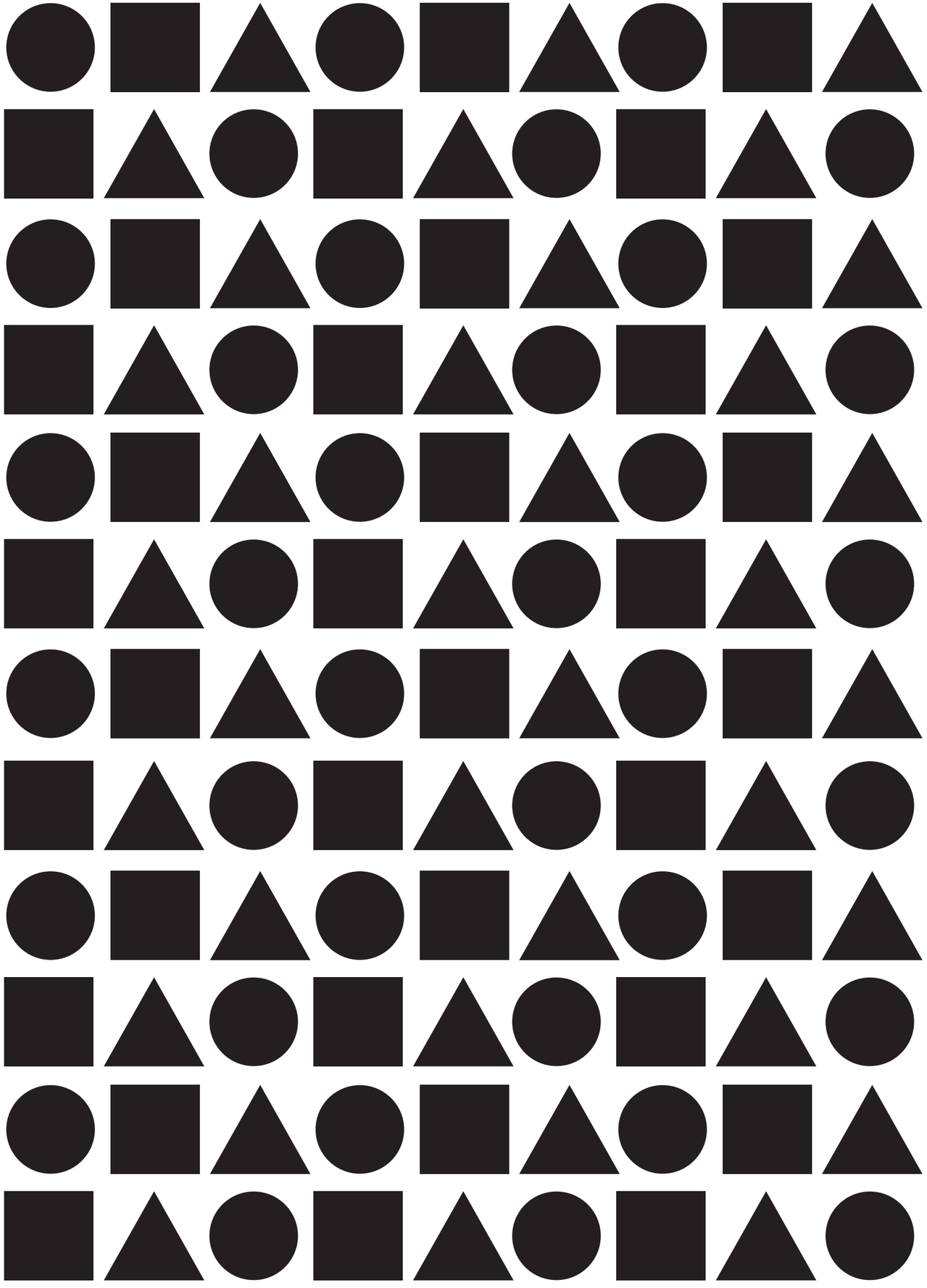
- Branding silence
- Emphasising Finnish honesty through physical nudity

In its work on identity, the communications working group examined Finnish identity from four perspectives that highlight various elements of Finnishness.

- Investor's perspective: focus on substance competence and social stability.
- Journalist's perspective: focus on society's and the nation's characteristics.
- French tourist's perspective: Finnish originality is interpreted negatively even though the society is found to be well-functioning and equal.
- Asian tourist's perspective: Finnish originality is interpreted positively, underpinning a society that is advanced and equal.

On the basis of the above the working group chose three priority areas for the identity:

- Nature, environmental issues
- Innovations, competence, creativity
- Reliability, honesty



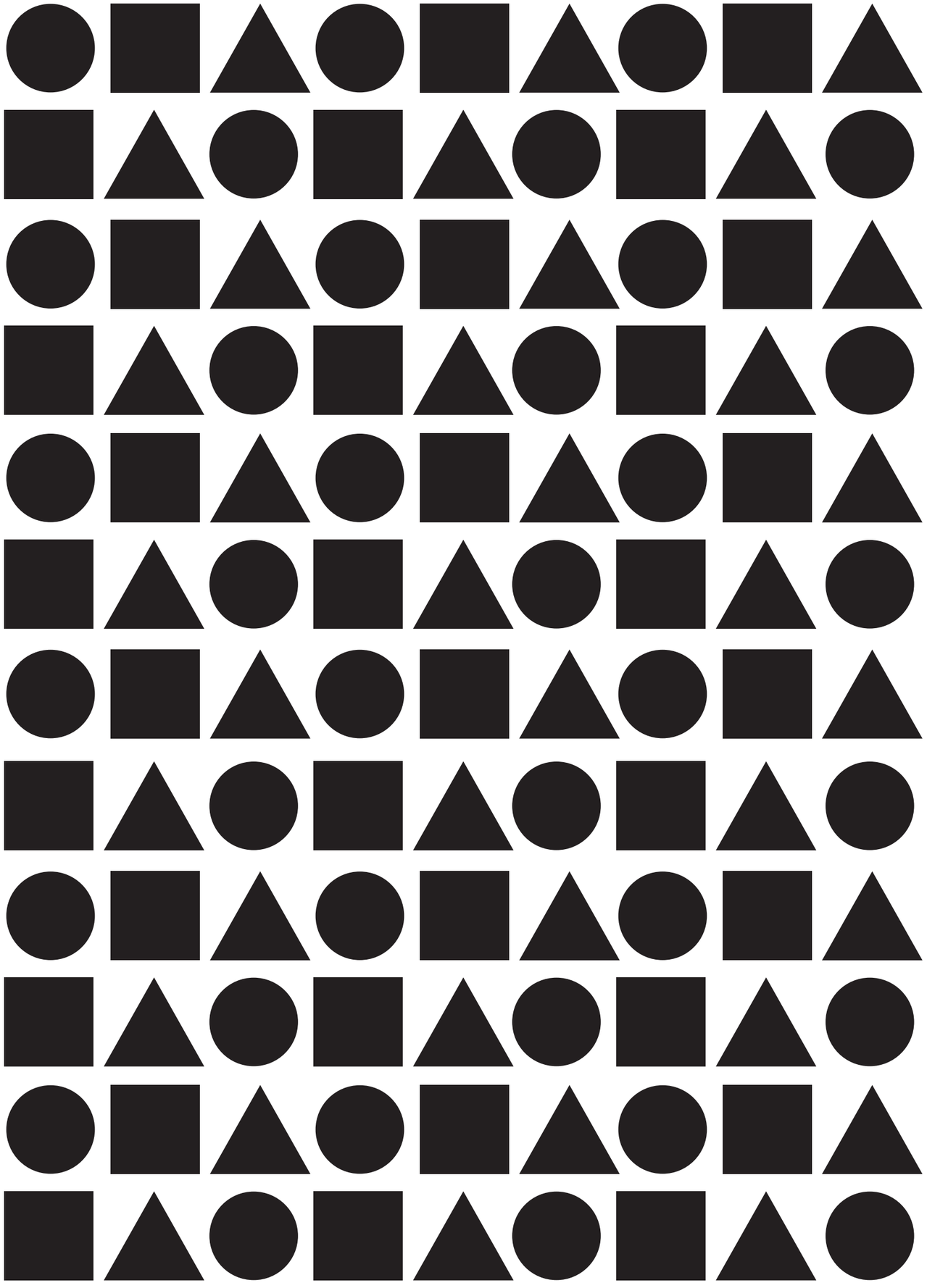
BUSINESS WORKING GROUP The fourth working group examined the Finnish identity from the perspective of Finnish business life. Two variables emerged as being key: the country's creativity and its "predictability", and the combination of technological skills and a culture that values stability and reliability.

In a comparison it conducted, the group identified two countries in which a high level of creativity is combined with a high level of predictability: Sweden and the US. The business working group believes Finland has the potential to be identified among this rare group of countries because in the Finnish identity, reliability and creativity are connected, especially through a problem-solving way of operating.

Until now, Finland has not been able to create a reputation on this foundation because of a low level of openness and the Finns' inadequate ability to communicate. By improving these, it would be possible to radically improve the image of Finland. The working group summarised the problem-solving identity in a slogan used previously by the business world: Consider It Solved.

THEMES: FUNCTIONALITY, NATURE AND EDUCATION Once the working groups completed their tasks, the focus of the delegation's work switched to devising the key themes and proposals for action derived from them. A management group to lead the practical work was set up, which in addition to the Jorma Ollila, who chaired the group, included Jan Hultin, Mika Ihamuotila, Ilkka Niiniluoto, Kirsi Piha and Kai Seikku.

The key challenge for the management group was crystallising the key ideas of the working groups into a coherent plan. What themes would help Finland stand out internationally? How can those themes be chosen so that they simultaneously reflect Finnish society and culture and promote Finnish business? How can overarching factors be identified in 'creative madness' and 'predictability' that would help promote the image of Finland as effectively as possible?



A problem-solving approach was chosen as the key factor in the Finnish identity. What is essential in the Finnish way of doing things is to focus on results – whether it is a question of the economy, politics, culture, environmental issues, or dealings between people. By stressing the problem-solving approach, it will also be possible to turn the features considered as weaknesses of the Finns into strengths. Maybe we are bad at making small talk and selling ourselves, but it stems from the fact that we focus on achieving results.

Right from the start of its work, the delegation was unanimous on the fact that the outcome of its work should be concrete, proposals for action concerning all of Finnish society and not short-term marketing measures. Therefore, the aim was to choose themes in which the Finnish problem-solving approach and strengths of Finnishness could be crystallised as effectively as possible into measures that relate to Finns and promote Finland's image.

The themes chosen were:

- Functionality. In the Finnish way of doing things, a practical approach is combined with creativity in a way that is distinctive to our culture. Examples of this include activities of societies and associations that exploit people's skills and the practicality of Finnish design.
- Nature. A strong relationship to nature is a key element of the Finnish identity and culture and especially the distinctive 'edge' of our culture. Our culture that is focused on nature sets Finland apart from other western welfare states.
- Education. Numerous international comparisons have found Finnish basic education to be among the best in the world. Our education system is also one of the fundamental factors of equality in Finnish society.

PROPOSALS FOR ACTION: FINLAND CAN SOLVE IT The delegation drew up concrete proposals for action on the themes in cooperation with the think tank Demos Helsinki. The starting point was the principle that Finland's brand should be built on concrete acts that are based on the three themes selected relating to solving national and global problems.

Carrying out the acts was formulated as tasks. For each of the three themes – functionality, nature, education – the delegation chose one task best suited to Finland and the Finns.

365

The tasks had three levels. The global level tasks are a way for us to bear our responsibility in solving global problems. The tasks in Finland are a way to develop Finland and the life of Finns. The tasks for Finns are a challenge for citizens, communities, companies and organisations to do their bit on behalf of Finland.

The tasks involve many parties and the time span is long. Some of the tasks are directed at political leaders or all Finns, some at specific sectors or social groups. Carrying out the major tasks will require the performance of several challenging sub-tasks.

Common to the tasks will be the fact that they aim to make Finland and the entire world a better place. The delegation believes that performing the tasks will be the best way to promote the image of Finland. This way we will demonstrate to the whole world that Finland is a country and a nation which solves problems.