Helsinki

Happiness, experiences and vitality all year round

Development Programme for Helsinki Tourism and Events 2026–2029



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Introduction

Tourism and events are a key component of Helsinki's vitality and international appeal. Tourism demand and appealing events generate significant business and tax revenue and export income, while also supporting employment and ensuring Helsinki's international accessibility for other sectors. Together, tourism and events create an attractive and diverse city, where residents and visitors are encouraged to get out and enjoy what Helsinki has to offer. They also reinforce Helsinki's positive image, boost the city's general quality of life and strengthen its ability to attract and retain talent. At the same time, they create opportunities for people to come together – opportunities that enrich the city's urban culture and enable a wide range of year-round services and experiences for visitors and locals. Yet, tourism and events are increasingly linked to broader shifts in our social and environmental realities that demand a more planned, sustainable and regenerative approach.

The Development Programme for Helsinki Tourism and Events contributes to the implementation of the Helsinki City Strategy and the city's objectives for increasing growth, competence and vitality in Finland's capital. The primary idea behind the objectives is to set in motion a cycle of growth in which companies' willingness to invest and expand will create more jobs in the capital's private sector and boost employment among the city's residents. The tourism and events sectors have clear growth potential, which stands to bring new jobs to Helsinki and boost both its appeal and its ability to retain talent. The overall aim of the development programme is to strengthen Helsinki's position as an internationally attractive, sustainable and vibrant city for tourism and events, where visitors and residents alike can thrive. The Development Programme for Helsinki Tourism and Events is closely linked to the city's Immigration and Integration Development Programme and the Maritime Helsinki Action Plan.

An operating environment in flux

Many of the current trends in the tourism and events sector indicate that things look favourable for Helsinki. (International trends identified in the tourism and events sector – Appendix 5). Growth scenarios predict that international tourism is on course to grow, both globally and in Helsinki, in the coming years. Although tourism has now exceeded pre-pandemic levels for two consecutive years, there is still room for improvement in the financial viability of Helsinki's hotels and other service providers. At the same time, the tourism and events sectors are operating in a permanently new landscape, in which global economic cycles, geopolitical tensions – particularly the impact of the closed Russian border and airspace – and the climate crisis are affecting demand and supply as well as travel and consumer behaviour. There is still much to be done to enhance Helsinki's international reputation and appeal. (A more detailed description of the operating environment – Appendix 1.)

Year-round operations and longer stays drive growth

The Development Programme for Helsinki Tourism and Events outlines a common direction, objectives and sets of measures for the development of tourism and events in Helsinki in 2026–2029, while also listing the stakeholders who are responsible for this work.

The development and promotion of tourism and events during the current strategy period aims to achieve profitability, growth and competitiveness by highlighting Helsinki's strengths and giving due consideration to issues of social acceptability and environmental sustainability. The promotion of year-round tourism and events is particularly important, as it enhances economic stability, supports sustainable development and reduces the pressure caused by seasonal peaks. In addition to strengthening year-round appeal, another key area for development is extending the length of visitor stays. A longer stay further increases the economic impact of tourism,



Photo: Svante Gullichsen

creates demand for a wide range of services and reduces the relative environmental load, as the largest emissions from tourism are generated by transport. Climate change and the loss of biodiversity partly define the future boundary conditions for tourism and events. At the same time, we are also actively seeking ways for tourism and events to bring new kinds of value to Helsinki, as part of our regenerative tourism measures.[1]

Working together with "sisu" (Finnish determination and grit), agile experimentation

Success in the year-round development of tourism and events and the achievement of longer visitor stays requires close, data-driven cooperation between Helsinki's businesses, residents, entities within the Helsinki City Group, metropolitan area municipalities and national and international partners. For this reason, this development programme has been drawn up through extensive collaboration with many internal and external stakeholders (Description of the process of drawing up the development programme – Appendix 2.).

It is clear that cities that will succeed in the tourism and events sectors in the coming years will be those capable of acting nimbly, experimentally and with perseverance in an ever-changing operating environment, making good choices when confronted with limited resources, and uniting various stakeholders behind a shared vision and clear sets of measures. Sustainability, data-driven leadership and the versatile use of digitalisation are integral to everything we do. Helsinki is well placed to respond to this change: it has already been recognised as one of the world's most sustainable destinations and well-functioning cities, it provides a high-quality range of events and services, the city's residents view tourism and events in a positive light, and the city possesses a capable and well-networked community of actors.

[1] Regenerative tourism is the next step in responsible tourism. Its goal is to actively revitalise, improve and enrich a destination, rather than merely minimising harm. It is based on the idea that travellers leave a destination in a better state than it was before the visit, thereby enhancing biodiversity and the wellbeing of local communities. Helsinki's Action Plan for Regenerative Tourism 2025–2027.pdf

Vision, mission, cross-cutting themes and objectives for tourism and events until 2029

The Development Programme for Helsinki Tourism and Events has set three strategic objectives until 2029, with year-round growth as the main focus. This growth will be supported by efforts to boost the city's international appeal and maintain a smoothly functioning operating environment and operating practices that foster growth.

Vision

Tourism and events bring happiness, experiences and vitality to Helsinki all year round.

Mission

By working together, we will ensure that the year-round growth in tourism and events makes Helsinki a better place by creating vitality and wellbeing for both businesses and residents.

Objectives:

Robust year-round growth and longer stays

Accelerate robust year-round growth in tourism and events and longer visitor stays.

Internationally attractive

Happy Helsinki

Boost our international appeal with "Happy Helsinki" themes.

A smoothly-functioning tourism and events city that supports growth

Ensure the city is an ideal growth partner and even more smoothly-functioning tourism and events destination.



Strategic choices of the development programme

The strategic choices set out in the development programme determine the direction of tourism and events development in Helsinki in the coming years. They are based on an analysis of the operating environment, identification of the city's strengths and principles of sustainable growth. These strategic choices guide the allocation of resources, cooperation building and the prioritisation of measures, so that tourism and events can develop in a way that is competitive, distinctive and renewing, while also strengthening the city's vitality. They also include active non-choices – in other words, things that will not be done. The strategic choices are set out in detail in the sets of measures.

GROWTH – Our development and promotion efforts focus even more clearly on enhancing year-round growth and extending the length of visitor stays. We invest in significant events that enliven Helsinki in every season. These efforts underpin sustainability while also enabling successful business activities, boosting employment and bringing wellbeing to the whole city.

THEMES – We make extensive, cross-cutting and consistent use of themes arising from Helsinki's strengths, around which we create an engaging range of services. These include architecture, design, art and culture, sauna, our food culture, and Helsinki's maritime identity.

TARGET GROUPS – We define target groups even more strongly on the basis of their motivations. We target visitors interested in Helsinki's strengths and themes through effective marketing communications in cooperation between the city and businesses.

OPERATING ENVIRONMENT – To boost growth, we are taking effective steps to ensure that we have arenas and outdoor venues for major events, as well as sufficient facilities for large conferences, congresses and corporate events. Regional event ecosystems also enhance Helsinki's attractiveness, retention and productivity. Priority will be given to developing the events scene in certain selected areas.

INTELLIGENCE – Our data-driven leadership focuses not only on platform development and data acquisition, but also on the effective utilisation of existing data and on using this data to drive change. We are investing more heavily in developing our digital discoverability and purchasability. We recognise artificial intelligence as a key driver of change, and we are building a competitive advantage based on AI expertise and the use of it.

SUSTAINABILITY – Having achieved a leading position as a sustainable travel destination and event city, as evidenced by various indices and certificates, we aim to continue our ambitious sustainability work. We invest in climate work and inclusivity, in particular. At the same time, we are taking steps towards regenerative tourism[2] and maximising the positive impacts of events.

HELSINKI RESIDENTS – We encourage city residents (businesses and inhabitants) to be more closely engaged in the development of tourism and events. This ensures that tourism and event development moves in a shared direction, that social acceptance remains high, and that the people of Helsinki act as proud ambassadors of their home city.

URBAN DEVELOPMENT INTEGRATION – We ensure that tourism and events play a central role in Helsinki's urban development and are taken into account in various development initiatives and projects.

ENABLING CONDITIONS – Through collaborative advocacy, we will reinforce the significance of tourism and events, creating better preconditions for the effective development of these sectors.

[2] Regenerative tourism is the next step in responsible tourism. Its goal is to actively revitalise, improve and enrich a destination, rather than merely minimising harm. It is based on the idea that travellers leave a destination in a better state than it was before the visit, thereby enhancing biodiversity and the wellbeing of local communities. Helsinki's Action Plan for Regenerative Tourism 2025–2027.pdf

Development programme indicators

Indicators that provide insight into the realisation of the three strategic objectives have been selected to monitor the programme's implementation. The implementation of these measures also reflects the success of the development programme's objectives. In addition, dozens of other indicators collected in the DataLokki platform are monitored to ensure the development and growth of tourism and events.

Indicator	Baseline 2025	Target for 2029
Total increase in registered overnight stays Growth in international registered overnight stays (Source: Statistics Finland, accommodation statistics)	4.9 million 2.6 million	6.5 million 4 million
Visitor spending (direct) (Source: Visitory)	EUR 1.5 billion	EUR 2.08 billion
Development of year-round tourism, Gini index (coefficient)* (Source: Statistics Finland, accommodation statistics) Development of year-round events, Gini index (coefficient)* (Source: DataLokki, Events)	0.12 0.14	0.11 or less 0.13 or less
Increase in the length of stay for international registered overnight stays, days (Source: Statistics Finland, accommodation statistics)	2	2.2 days
Growth in the number of events in Helsinki (events with over 2,000 participants) (Source: DataLokki, Events)	1,003	1,300
Number of attendants at international scientific congresses and conferences (Source: Helsinki Partners)	68,235	190,000 attendants in total in 2026–2029
Residents' positive attitude towards tourism Residents' positive attitude towards events (Source: Helsinki Tourism Foundation, resident survey)	69% 70%	69%+ 70%+
Visitor satisfaction with Helsinki (Source: City of Helsinki, Visitor Survey) Event participant satisfaction with Helsinki (Source: Sponsor Insight 2024–2025)	NPS 58.9 NPS 79	NPS 60+ NPS 80+

*The Gini index (coefficient) measures the year-round distribution and seasonal variation of overnight stays/events on a scale of 0–1. A value of 0 indicates a steady distribution throughout the year, while a value of 1 indicates that overnight stays are concentrated in just one month.

Sets of measures

To achieve the three strategic objectives, sets of measures have been defined to complement the strategic choices. The sets of measures have then been broken down into more concrete actions and assigned to designated lead entities. These sets of measures are advanced by various actors within the Helsinki City Group, as well as by businesses and other stakeholders.

HELSINKI TOURISM AND EVENTS

Happiness, experiences and vitality all year round

Robust year-round growth and longer stays

We seek to increase the number of overnight stays and extend the length of stay among international visitors. Domestic demand provides a strong foundation.

We work together with companies and partners to drive success by developing new attractive service offerings, increasing the number of events and boosting sales.

We involve residents in a more goal-oriented manner.

We ensure that travelling to and arriving in Helsinki is an even smoother and more sustainable experience than it was before.

We make Helsinki a better place to live and do business thanks to tourism and events.

The importance of the tourism and events sectors is reflected in investments, and growth is seen in jobs and revenue.

Internationally attractive Happy Helsinki

We lean in to the city's strengths: architecture, design, art and culture, our sauna culture, food culture and maritime identity.

We engage in interesting and authentic storytelling and multi-channel communications.

We succeed in bids to host major international events, conferences and congresses.

We ensure digital discoverability and purchasability.

A smoothly-functioning tourism and events city that supports growth

We enable investments and services that attract visitors and residents.

We promote the development of event venues and event areas.

We make sure that Helsinki is an easy city to explore and move around in.

We invest in business wellbeing and being a predictable and easy cooperation partner.

We act in a climate-smart manner.





Cross-cutting themes: Agile and determined collaboration, sustainability, data-driven leadership, digitalisation and artificial intelligence


Photo: Aleksi Poutanen

1. Accelerate robust year-round growth and longer visitor stays

Create a new attractive offering of services and events

A diverse range of services and events, developed on the basis of Helsinki's strengths, captures the interest and appeals to both visitors and residents throughout the year, inspiring visitors to stay longer. Public and professional events and scientific conferences and congresses that align with Helsinki's strategic objectives, identity and brand, act as drivers of year-round growth. The profitability and employment opportunities of local businesses in particular will improve. Agile and experimental collaboration has given rise to new commercial concepts that can help extend the length of visitor stays.

Key measures:

→ Jointly develop a new and attractive range of services available year-round, focusing in particular on themes that promote happiness:

- Design and architecture: Develop tourism product and service packages related to the upcoming Museum of Architecture and Design and the new UNESCO World Heritage Site Aalto Works and utilise this work as part of the 2030 Design Jubilee Year).
- Food culture: Highlight Helsinki's signature dishes, seasonal delicacies and the associated culinary tourism experiences and events into attractive packages that will draw visitors.
- Maritime identity: Introduce new, accessible sauna concepts, coastal route services, events).

→ Invest in year-round activity: Focus on the city's existing events, such as the Baltic Herring Market and the light art event Lux Helsinki, measures aimed at developing them, and newly emerging events.

→ Extend and enhance the Christmas season with key concepts (for example, Helsinki as a Christmas city, from Slush to Lux) and holiday lights.

Main responsibility: City Executive Office, Economic Development Department / Tourism and Destination Services and Business Environment; Communications Department / Brand and Events; Helsinki Partners; Helsinki Events Foundation; Helsinki City Premises Ltd.

Ensure smoother and more sustainable accessibility

Helsinki is easily and conveniently accessible to visitors, particularly via direct flights from Europe. Boat and ferry connections also play a huge role in making the seaside capital of Helsinki easy to reach. Our accessibility improvements also extend to people travelling overland.

Key measures:

- → Engage in systematic and goal-oriented cooperation with the Finavia airport company and airlines to secure new direct flights to Europe and maintain existing routes.
- → Develop sustainable maritime traffic in collaboration with the Port of Helsinki and cruise and ferry operators.
- → Proactively prepare for the completion of Rail Baltica and work to seamlessly integrate maritime traffic operating on the Baltic Sea into the European rail network and its ticketing (e.g., Interrail).

Main responsibility: City Executive Office, Economic Development Department / Tourism and Destination Services; Helsinki Partners; Port of Helsinki.

Involve residents in a more goal-oriented manner

Local businesses and residents participate more actively in the development of tourism and events and act as proud ambassadors of their home city. The level of social acceptance of tourism and events remains high.

Key measures:

- → Pilot new ways to make the opinions and ideas of Helsinki residents regarding tourism and events heard. For example, we plan to make greater use of the possibilities offered by the city's participatory budgeting initiative OmaStadi.
- → Find new ways to inspire Helsinki-based businesses and residents to have a sense of pride in their home city, and to encourage them to share stories about Helsinki on various channels and mediums.

Main responsibility: City Executive Office, Economic Development Department / Tourism and Destination Services; Communications Department / Brand and Events; Participation Unit and Content Production.

Develop Helsinki into a better place, where regeneration is part of our growth

Regenerative tourism[3] and the events sector bring a wide range of value to all of Helsinki. Helsinki's concept of regenerative tourism evolves, as does its profile and range of services. Broad collaboration gives rise to effective initiatives in terms of both environmental and socio-cultural regeneration. The legacy left by events will be more emphasized in future event planning. Visitors are given opportunities to leave Helsinki in a better state than it was before their visit.

Key measures:

- → Expand the range of sustainable tourism products by providing training and workshops for tourism operators and other stakeholders.
- → Explain the concept of regenerative tourism in a way that is easy to understand, tailoring direct communications towards visitors, while also getting the message across to stakeholders.
- → Raise awareness and discoverability of tools that strengthen the legacy of events among the Helsinki City Group and event organisers.

Main responsibility: kaupunginkanslian elinkeino-osasto/matkailu ja kohdepalvelut, Helsinki Partners, viestintäosasto/brändi ja tapahtumat ja osallisuus.

[3] Regenerative tourism is the next step in responsible tourism. Its goal is to actively revitalise, improve and enrich a destination, rather than merely minimising harm. It is based on the idea that travellers leave a destination in a better state than it was before the visit, thereby enhancing biodiversity and the wellbeing of local communities. Helsinki's Action Plan for Regenerative Tourism 2025–2027.pdf

Enhance our cooperation with employers and businesses through measures that support vitality

The appeal of the tourism and events sectors has improved, leading to increased year-round employment opportunities across all sectors.

Key measures:

→ Survey the skills and competence needs of employers and businesses, addressing these needs through targeted training programmes and various services.

Main responsibility: Helsinki Employment Services municipal enterprise.

Carry out effective advocacy on behalf of the tourism and events sectors

The significance of the tourism and events sectors is widely recognised, and this is reflected in dedicated investments made by the city and the state. At the same time, care is taken to remain competitive both nationally and internationally. Adequate resources are allocated for the management, development and promotion of tourism and events. Tourism and events are seen as integral components of the city's operations and are regarded as a natural part of the city's overall development.

Key measures:

→ Produce and share structured data and rationale highlighting the significance of tourism and events for employment, revenue and competitiveness in Helsinki and Finland, as well as for the city's and country's profile, accessibility, range of services and wellbeing. In this way, we support the advocacy work of key industry businesses as well as other stakeholders.

Main responsibility: City Executive Office, Economic Development Department / Tourism and Destination Services; Communications Department / Brand and Events, External Communications; Strategy Department.



Photo: Anders Husa & Kaitlin Orr Husa

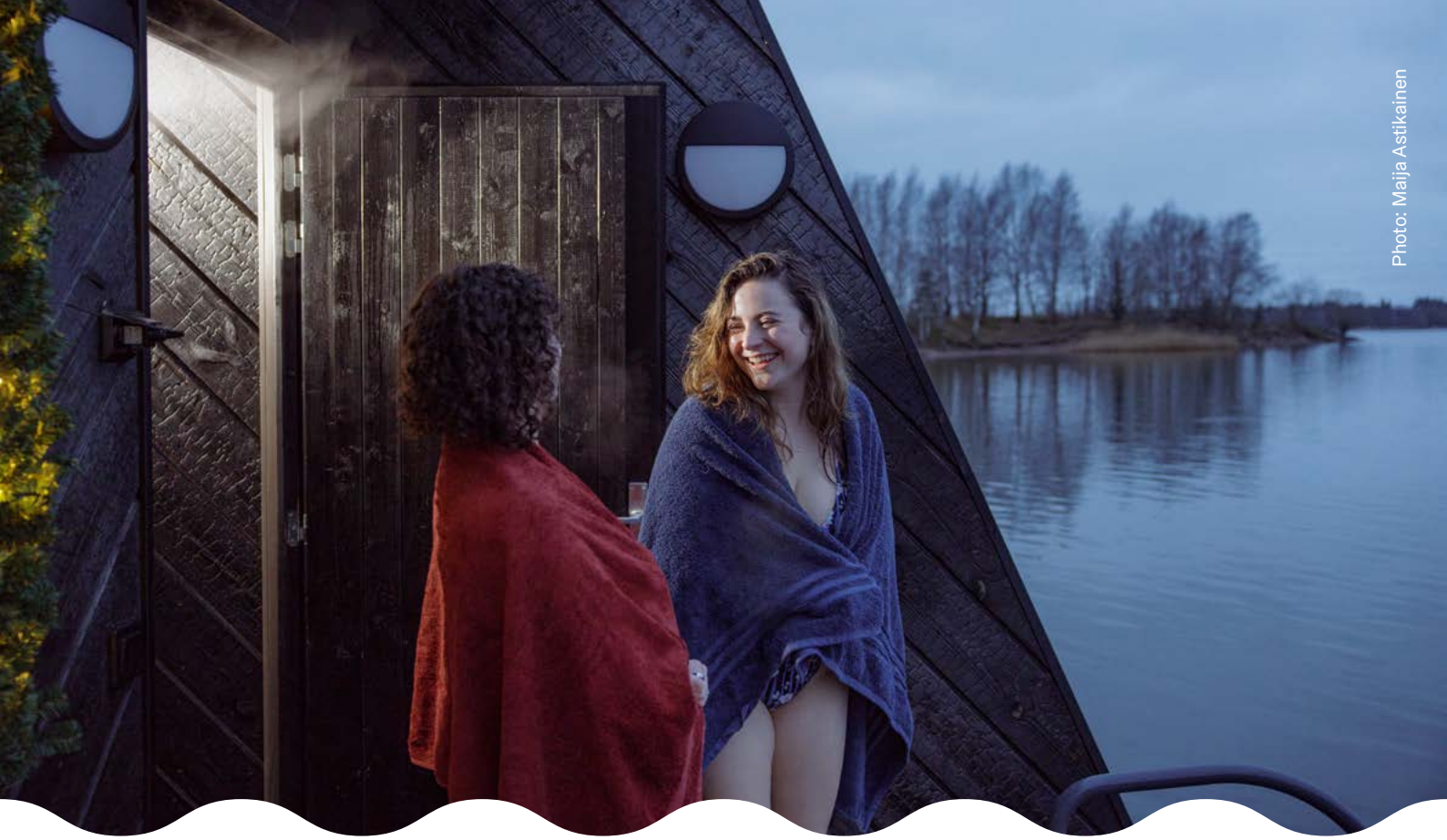


Photo: Maija Astikainen

2. Boost our international appeal with ‘Happy Helsinki’ themes

Strengthen our brand and image, raising awareness of the city with shared themes and target groups

The themes of happiness and a good life, which stem from Helsinki’s brand and identity, are at the heart of our attraction efforts. The themes that highlight Helsinki’s key strengths are architecture, design, art and culture, sauna, our food culture, and the city’s maritime identity. Working in collaboration with businesses, new year-round services and concepts designed to attract visitors to stay longer have been developed around these themes. Marketing efforts target audiences interested in these themes throughout the year, in an inclusive manner. Helsinki’s diverse cultural offerings, heritage and environment have been taken into account. Content relating to these themes should highlight the cornerstones of the Helsinki brand: free, extraordinary, original, wildly urban, functional and sustainable.

Key measures:

- → Broadly make the happiness-related themes –design, architecture, sauna, our food culture, and Helsinki’s maritime identity – the focal points of our marketing and communications.
- → Reach motivation-based target audiences with multichannel communications.
- → Carry out effective event marketing in cooperation with our partners.

Main responsibility: Helsinki Partners; City Executive Office, Communications Department / Brand and Events, External Communications, Content Production; Economic Development Department / Tourism and Destination Services; Culture and Leisure Division / Sport and Culture.

Extend the length of visitor stays through tactical measures and coordinated messaging

Helsinki's international reputation is robust and competitive. Helsinki's distinctive character, profile and appeal grow throughout the year through coordinated messaging, storytelling and joint marketing and sales initiatives between the city and businesses.

Key measures:

- → Implement tactical marketing initiatives aimed at achieving measurable results (increasing length of visitor stays) across digital channels, in collaboration with businesses.
- → Systematically promote Helsinki as a tourist destination where visitors can spend longer periods of time, using tools such as MyHelsinki's 72 hours campaigns.

Main responsibility: Helsinki Partners.

Succeed in bids for major international events, congresses and conferences

Helsinki proactively pursues growth by bidding for high-profile, internationally significant major events, congresses and conferences, as well as corporate events. These events take place throughout the year and support local businesses and Helsinki's development as a city of sport, culture and science. Strategic growth sectors are taken into account in this work.

Key measures:

- → Draw up a growth plan for attracting major events, congresses, conferences and corporate events and advance the development initiatives identified within the plan.
- → Strengthen national and international cooperation in attracting major events, congresses and conferences to Helsinki. Make use of the national strategy for major events and bidding to secure Helsinki's growth.

Main responsibility: City Executive Office, Communications Department / Brand and Events; Helsinki Partners.

Ensure digital discoverability and purchasability

The digital discoverability and purchasability of businesses, services, events and event venues are ensured through a systematic operating model linked to product development. Agile and targeted digital marketing delivers measurable results. Expertise in artificial intelligence and its versatile application has become a competitive advantage.

Key measures:

- → Develop the digital discoverability and purchasability of businesses, services, events and event venues through a systematic operating model linked to product development.
- → Compile a goal-oriented AI action plan that includes building AI competencies and integrating AI into product development and sales and marketing, while also taking into account the importance of AI discoverability in content production.

Main responsibility: Helsinki Partners; City Executive Office, Economic Development Department / Tourism and Destination Services.



Photo: Halla Tuotanto

3. Ensure that the city is an ideal growth partner and even more smoothly-functioning tourism and events destination

Attract and enable strategically important investments and services

Helsinki is a great partner. The city has facilitated investments and development projects related to tourism and events aimed at year-round activities, taking into account the potential of all of Helsinki and its maritime area.

Key measures:

- → Actively and systematically utilise the Land Use Master Plan for Tourism and Events 2035, as well as other separate studies, in land use planning and investment promotion.
- → Enable new initiatives related to the year-round growth of tourism and events through a versatile land use policy, efficient planning and an active supply of plots.

Main responsibility: Urban Environment Division / Land Use and City Structure, Services and Permits; City Executive Office, Finance and Planning Department / Regional Construction; Helsinki Partners.

Develop event venues and sites efficiently with a focus on growth

We develop Helsinki's event venues, outdoor event spaces and arenas holistically, efficiently and in a growth-oriented manner, so that the city can attract and host even more diverse events that have an impact. We ensure that Helsinki has modern and attractive venues for major events, a sufficient number of high-quality spaces for large congresses and conferences, and high-quality, easily accessible outdoor event locations. In doing so, we strengthen the city's vitality, international competitiveness and the growth of its events ecosystem.

Key measures:

- → Develop Helsinki's event venues and facilities to meet future needs. Actively and systematically use the Land Use Master Plan for Tourism and Events 2035, the master plan for mass and major event venues, and the studies on event venues for 500–3,000 people in land use, investment and urban planning.
- → Ensure the progress of the planning and implementation of the Käpylä Sports and Events Park, the development of strategically important event arena and venue projects, the temporary use of the Hanasaari area and the development of the central Suvilahti and Tukkutori areas as event venues.

Main responsibility: Urban Environment Division/ Land Use and City Structure, Resident and Business Services; City Executive Office, Communications Department / Branding and Events; Culture and Leisure Division, Sport and Culture.

Strengthen cooperation and develop partnerships

Diverse partnerships and collaboration have opened up new opportunities to engage target audiences, while also making more efficient use of resources. In particular, partnerships have developed around events and marketing collaboration. Strong partnerships support the objectives related to year-round appeal and extending visitor stays.

Key measures:

- → Pilot new partnership models for events and marketing initiatives. Aim to increase impact, resource efficiency, synergy benefits and year-round appeal (for example, the Helsinki Design City international PR campaign).

Main responsibility: City Executive Office, Communications Department / Brand and Events; Urban Environment Division / Services and Licences, Resident and Business Services; Helsinki Partners.

Invest in smooth interactions for business

Doing business with the City of Helsinki is easy and smooth for companies in the tourism and events sectors. The city's operating models, services and support for development and implementation are predictable and clear. Available services and support are communicated in a way that reaches stakeholders.

Key measures:

- → Enhance understanding of the various stages of the customer journey for businesses in the tourism and events sectors, and use this knowledge to promote smooth interactions, transparency and target processing times. Use multiple channels to communicate about the various permits issued by the city, renting premises, the use of public spaces for business activities and the business services offered by the city.

Main responsibility: Urban Environment Division, Services and Permits: Helsinki Employment Services; the City Executive Office, Economic Development Department / Business Services.

Ensure easy mobility and exploration of the city

Public transport (Helsinki Region Transport, HSL), taxi services and light traffic options run smoothly and efficiently, especially during events. Purchasing HSL public transport tickets is easy for visitors, including our international guests. Parking for coaches is provided in the urban environment. Tourism transport needs are considered in city traffic planning. Signage is available at key locations for tourists and event participants. Helsinki Tourist Information offers up-to-date and inspiring information, delivered professionally.

Key measures:

- → Implement the updated general plan for the 'Smart City Wayfinding' project concerning signage in the city centre and the signage system based on the signage register solution, ensuring that there are clear signs to at least the most important visitor attractions.
- → Smoothly guide visitor flows away from construction sites and congestion points with signage and a welcoming attitude.
- → Ensure that using Helsinki's public transport (HSL), taxis and light traffic options is easy and convenient for tourists and event participants by continually improving these services.

Main responsibility: Urban Environment Division, Land Use and City Structure / Traffic.

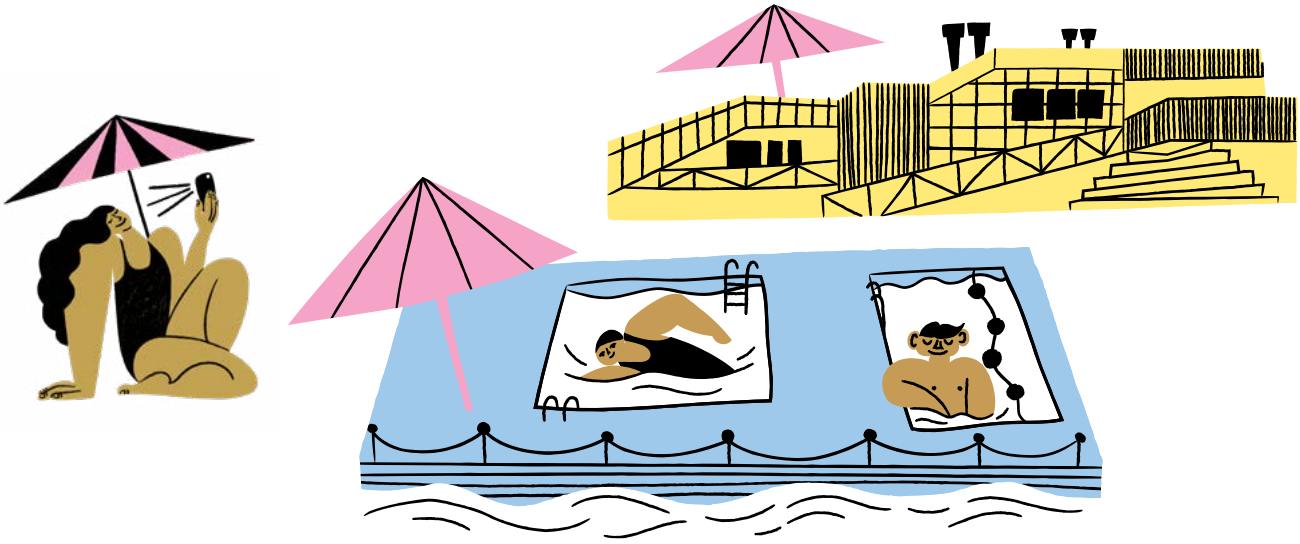
Act climate-smart

Active and effective work has been carried out in collaboration with businesses to reduce carbon dioxide emissions from tourism and events. Businesses have been supported in moving towards low-carbon operating models – including calculating carbon footprints, taking concrete steps to reduce emissions and permanently removing residual emissions from the atmosphere. In addition, readiness to adapt to climate change has been strengthened.

Key measures:

- → Support businesses moving towards low-carbon operating models by encouraging carbon footprint calculations and assisting with emission reduction measures.
- → Take active and effective steps to cut carbon dioxide emissions in Helsinki's tourism sector by extending visitor stays, carefully selecting target markets and encouraging overland travel.

Main responsibility: City Executive Office, Economic Development Department / Tourism and Destination Services, Urban Environment Division, Shared Services / Climate.



Cross-cutting themes

In line with the programme's cross-cutting themes, we work together determinedly in an agile, experimental and data-driven manner to operate sustainably and make versatile use of digitalisation and artificial intelligence. These themes are incorporated into all the measures of the development programme, both individually and collectively.

Agile and experimental collaboration

A functional ecosystem is a prerequisite for a city to gain success in the tourism and events sectors. The *Helsingin tekijät* or Makers of Helsinki network plays a key role in ongoing, close and proactive collaboration. We bring stakeholders together, enable and implement pilots and experiments, and support the emergence of new concepts and innovations. We ensure that the members of the Makers of Helsinki network develop their expertise in the themes of the development programme and share up-to-date information.

The Helsinki City Group's ever-evolving internal collaboration also opens up a wealth of possibilities. We are perpetually finding new and effective ways to promote the development of tourism and events.

Both domestic and international cooperation enable new opportunities for learning, the sharing of best practices and international partnerships. Cooperation in the Helsinki metropolitan area includes joint measuring of the impact of tourism and events, goal-oriented project collaboration and the development of accessibility.

The collaboration networks are extensive and include advisory working groups consisting of corporate members, educational institutions, Visit Finland, the Ministry of Economic Affairs and Employment, the Finnish Association of Tourism Organisations (Suoma), the Finnish Event Industry Association, Sport Event Management Finland (SEMF), the City Destinations Alliance, the Nordic Event Hosts network, the International Congress and Convention Association (ICCA) and Cruise Baltic. Together, we also ensure effective advocacy.

Sisu (Finnish determination and grit)

We act with a long-term, solution-oriented and determined approach, while maintaining the ability to adapt quickly to our rapidly-changing operating environment. We have the ability to adapt, learn and bounce back, as well as to change course when necessary and move forward together.

We will continue our systematic safety and security work. We ensure that, across all the city's administrative divisions, we are prepared and comprehensively take safety into account at every stage of a visit. We invest in cybersecurity expertise and assurance.

Good cooperation and team spirit are vital components of our ability to adapt. We are building an action-oriented culture and carrying out agile experiments in which trust, openness and mutual respect strengthen collaboration. We also learn from our mistakes. Acting with *sisu* (Finnish determination and grit) means having the courage to look ahead and jointly tackle challenges in a constructive way.



Sustainability

Sustainability work will continue in a systematic and goal-oriented manner through collaboration between the Helsinki City Group and operators in the tourism and events sectors. Sustainability is taken into account in everything we do, and we are constantly developing our expertise in this area. During the programme period, particular emphasis will be placed on extending the length of visitor stays, climate action, developing regenerative tourism and event management, promoting resident participation and inclusivity.

We are one of the world's leading destinations for sustainable tourism. In our sustainability work, we utilise and highlight tools that we have identified as relevant, such as indices, certifications, sustainability reports and national sustainable tourism programmes. Helsinki is already at the global forefront when measured by the number of corporate sustainability certifications, and support for companies' sustainability work will continue.

We systematically monitor developments in social tourism pressure. We take action if the indicators show signs of perceived negative impacts arising from tourism.

Leading with data

We systematically and effectively analyse and utilise existing tourism and event data sources in the management and development of tourism and events operations to drive change. The DataLokki Helsinki Destination Insights data platform is developed in a user- and needs-oriented manner, drawing on ongoing dialogue with the business community and other stakeholders.

We regularly evaluate our data sources and acquire new data as needed. We experiment with and develop ways to utilise information within the city's divisions, the Helsinki City Group and other stakeholders and share information effectively across these entities. Information shared by the business community also plays a significant role in creating a shared understanding and common direction. International marketing achieves the best possible results by utilising data through testing, analysis and optimisation.

Making versatile use of digitalisation and artificial intelligence

We embrace the rapidly changing opportunities offered by digitalisation in everything we do, whether it be destination development, product development, raising awareness or attracting visitors. The digital discoverability and purchasability of services aimed at visitors to Helsinki are prerequisites for success. Expectations with regard to digital channels, booking channels and AI-generated content are constantly changing. We advance our work flexibly and sustainably in accordance with ethical principles governing the use of data and artificial intelligence. We ensure that businesses benefit from the wide-ranging possibilities offered by artificial intelligence. We systematically build up our competencies and proactively update our measures. We develop companies' capabilities through coaching pathways, sparring and peer learning.





Photo: Jussi Hellsten

Implementation and resource allocation

The tourism and events development programme is implemented as a joint effort, as 'One Helsinki'. The City of Helsinki's central administration, divisions and municipal enterprises all participate. Subsidiaries participate in the implementation to the extent that the programme relates to their operations and ownership strategy. The work is carried out in close collaboration with key stakeholders.

The Development Programme for Helsinki Tourism and Events 2026–2029 will be implemented in stages, through annually defined measures. The development programme sets out the common direction, strategic choices, sets of measures, key priorities and responsible parties, while the measures' details, the persons responsible and the timetables are specified annually.

In accordance with the decision on the implementation of the Helsinki City Strategy, the implementation of the city's 'Objectives for Growth, Competencies and Vitality 2026–2029' programme and the Development Programme for Helsinki Tourism and Events as its sub-programme, is overseen by the City of Helsinki's executive team and top public officials.

The city's divisions are responsible for taking the tourism and events development programme into account in their annual operational and financial planning. Resource allocation is likewise specified in the annual operational and financial planning.

The programme objectives must be aligned with the other strategic objectives, and implementation should aim to be as cost-effective as possible, while recognising the economic constraints. A significant proportion of the objectives can be promoted by directing activities within the framework of existing resources, developing operating methods and the service culture and strengthening the city's internal cooperation. The implementation of the Development Programme for Helsinki Tourism and Events is supported by incorporating these priorities into the divisions' communications.

Implementation of the development programme utilises the following:

- The Helsinki City Group's tourism and events working group and other tourism and events coordination groups
- Advisory working groups on tourism and events
- The Makers of Helsinki network
- University collaboration
- Collaboration at the Helsinki metropolitan area, national and international level
- Other existing networks, cooperation forums and projects
- Up-to-date information, research and data to support decision-making



Photo: Svante Gullichsen

Monitoring and impact assessment

Progress on the Development Programme for Helsinki Tourism and Events is reported as part of the annual monitoring of the Helsinki City Strategy implementation, as well as in the strategy's mid-term and final evaluations.

Monitoring is based on a limited, appropriate set of indicators that supports the evaluation of the strategic objectives without creating an unnecessary reporting burden. Development of the indicators is tracked monthly and, more broadly, in connection with quarterly reports, when updated data is available. Reports are published and presented to the Makers of Helsinki network, among others.

The Helsinki City Group's Tourism and Events Collaboration Group and Helsinki's advisory working groups on tourism and events act as monitoring and steering groups. A separate major events coordination group acts as the top internal city-level steering group for events and event acquisition. Monitoring includes an annual situational overview and progress assessment, which is reported to the City Board's Economic Development Sub-committee and presented, for example, at annual seminars on tourism and events. Data on the indicators are also implemented on the KPI Dashboard DataLokki Helsinki Destination Insights platform.

The tourism and events development programme's impact has been evaluated from an economic, social and ecological perspective on a general level. The most significant impacts of the development programme (whether negative or positive, economic, social or ecological) are:

The programme strengthens the city's vitality and the tourism and events sectors, generating tourism and tax revenue while supporting employment and cooperation among operators. The programme increases year-round activity in the sectors and supports the development of infrastructure and services. The programme revitalises the city by expanding services and the range of events and cultural activities on offer and supports the social acceptability of tourism and events and residents' sense of inclusion. Excessive and uncontrolled growth can cause local nuisances and visitor pressure. Tourism and events involve negative climate impacts caused by air travel and the degradation of natural and cultural environments; however, the programme seeks to promotes practices that are more sustainable from an environmental and climate perspective as well as reduce negative environmental impacts.

Appendices

APPENDIX 1 Current state of the operating environment and future outlook

Current state of the operating environment

The operating environment for tourism and events has changed rapidly in recent years, on multiple levels. Helsinki has recovered from the pandemic, but at the same time, sectors are operating in a permanently new context in which global uncertainties, economic fluctuations, geopolitical tensions – particularly the situation in Russia – and the climate crisis affect demand, supply, travel and consumer behaviour. Increases in value-added tax (VAT) rates in 2025 have also had an impact on the competitiveness of tourism and events. Tourism and events are becoming increasingly intertwined with urban development, vitality, international competitiveness and residents' quality of life and everyday wellbeing.

As the capital, Helsinki is naturally Finland's largest tourist destination by many metrics. This also opens up opportunities for tourism across the rest of Finland. The Helsinki Airport is a leading hub for air travel between Europe and Asia. In 2025, the number of registered overnight stays by tourists in Helsinki rose by more than 8 per cent, while international overnight stays rose by more than 17 per cent. By 2024, record figures that had been set in 2019 had already been surpassed. Helsinki's status as a major tourist destination is confirmed by statistics indicating over 4.9 million overnight stays, EUR 1.5 billion in direct tourism revenue, a 36 per cent share of all international overnight stays in Finland and a third of Finland's international association congresses and conventions. In addition, Helsinki attracts a large number of day visitors – over 3 million – and tourists who stay with relatives and friends or in short-term rental accommodation. In total, there were approximately 13.5 million overnight stays across various accommodation options. Helsinki's primary assets as a tourist destination are its sustainability, vibrant cultural scene, unique events, diverse range of food and restaurant options, design and its proximity to nature and the sea.

Tourism in Helsinki has grown past pre-pandemic figures in recent years, and further growth is expected. At the same time, Helsinki's hotel capacity has increased significantly (an addition of approximately 3,000 rooms and 5,000 beds in 2019–2025). The hotels' investment plans were drawn up before the pandemic, when Russia was Helsinki's main market and the national carrier Finnair's Asia strategy brought large numbers of Asian tourists to the city. Although tourism in Helsinki has shown healthy post-pandemic growth, there is still room for improvement in the economic profitability of Helsinki's hotels and other service providers. Hotels are almost at full capacity during peak periods, but there are still too many periods of low occupancy. Similarly, hotel room rates, for example, lag behind in relation to their high quality when compared with other Nordic capitals. However, major events and congresses and conferences significantly boost occupancy rates and revenue per available room for Helsinki's accommodation establishments.

Research indicates that the event industry's turnover in Finland was approximately EUR 3 billion in 2024. Despite scattered statistics, consistent data based on standardised financial statements provides a coherent picture of the sector's growth (separate figures for Helsinki are not available). Although, on the whole, 2024 was a year of growth for the events sector, the sector's profitability remains very weak (under one per cent).

In 2025, Helsinki hosted roughly 26 major events (events attracting at least 10,000 participants) and 212 conferences and congresses that attracted a total of 68,235 participants. Surveys of event visitors indicate that Helsinki is perceived as a great event city. Surveys of events held in 2024–2025 (sample size: 78,000) awarded Helsinki with a Net Promoter Score (NPS) of 4.64 out of 5, with Finland's capital perceived as a smoothly functioning, vibrant, safe, urban and open city.

Although Helsinki's range of event venues has been strengthened, the city must continue active and productive development of its venue selection in both the long and short term. The 2025 re-openings of the Veikkaus Arena and Finlandia Hall will create better conditions for Helsinki in competitions to host major international sporting and cultural events, concerts, corporate events, conferences and congresses. However, there is still a need to develop and increase the number of multi-purpose event venues, arenas and event areas.

Recognition of both Finland and Helsinki has improved in recent years. By international standards, however, Helsinki's profile remains relatively weak. For example, Helsinki's international brand clearly lags behind Copenhagen, Stockholm and Oslo in international comparisons. This ranking is clearly proportional to the resources used on raising these capitals' international profile and appeal. At the same time, many tourism trends are pointing towards Finland and Helsinki. Helsinki's world-class achievements in sustainability (1st place in the Global Destination Sustainability Index in 2024 and 2025, as well as Green Destinations GSTC certification) and Finland being ranked the world's happiest country for the ninth year in a row, along with the resulting launch of the 'Happy Helsinki' umbrella theme for international marketing, have increased interest in Finland's capital. Successful marketing is reflected in increased visitor numbers. Helsinki has succeeded in creating an outstanding range of services, which is reflected in excellent visitor experiences (a visitor recommendation willingness Net Promoter Score (NPS) of 58.9).

Future outlooks

International tourism is estimated to grow at an annual rate of five per cent on the global level. *By 2035, tourism is estimated to account for 11.5 per cent of the world's gross domestic product and to outpace the growth rate of other industries.**. This growth is however distributed unevenly across markets, seasons and destinations. Travellers are looking for smooth, convenient and personalised solutions, but are also interested in authentic encounters, vibrant neighbourhoods and experiences connected to local culture, nature, wellbeing and events. There are a growing number of older and solo travellers among today's tourists, alongside an increase in large family and multi-generational trips. Interest in new destinations is on the rise, and an increasing number of people are planning longer trips rather than several short ones. The role of events as a driver of year-round tourism is strengthening. (See Appendix 5)

Helsinki has achieved a leading position as a sustainable travel destination. However, the effects of climate change on tourism are becoming increasingly apparent. Global warming is already influencing travellers' choices. Heatwaves in Southern Europe will inevitably affect traveller flows, and the Nordic countries will likely be at the centre of this change. More and more people are questioning the sensibility of air travel. Air travel plays a particularly significant role in terms of Helsinki's accessibility. Airfares are set to rise as EU regulations on flights become stricter. Climate targets, the protection of biodiversity and social sustainability set clear boundary conditions for tourism and events, but they also present many opportunities for renewal. Sustainability efforts require systematic impact monitoring, as well as the courage to experiment with and scale up new operating models, including low-carbon practices and regenerative tourism and event packages.

Ever-evolving technology and the utilisation of data are shaping the entire value chain. Artificial intelligence, data, digital platforms and social media influence the way in which tourist destinations, services and events are searched for, planned, booked and experienced. At the same time, they provide new tools for marketing, sales, the management of traveller flows and event attendees, decision-making support, and the improvement of impact evaluation and operational efficiency. The ability of the City of Helsinki and Helsinki's companies to utilise artificial intelligence, data and digital distribution channels are key competitive factors. The ability and determination required for active international B2B sales of tourism services also cannot be overlooked.

From the city's perspective, tourism and events are becoming increasingly closely linked to other strategic priorities: revitalising the city centre, developing the city's maritime identity, strengthening the capital's cultural and creative sectors, and building Helsinki's international appeal. At the same time, the participation of city residents, the benefits they derive, and the importance of the social acceptability of tourism and events are all on the rise. Issues relating to social sustainability, such as congestion, land use and the smooth running of everyday life, require a proactive approach, as well as concrete measures and cooperation.

For many international visitors, tourism is their first contact with Helsinki and, at its best, this can enhance the city's appeal as a place to work and live. We recognise the opportunities and interfaces between the growth of tourism and immigration. The city's multiculturalism, global networks and visits from relatives and friends raise Helsinki's profile and help to enrich its tourism offering.

In the coming years, the cities that will succeed in the tourism and events sectors are those that will be able to operate with agility in the changing operating environment, make wise choices while working with limited resources, and bring together various actors behind a common vision and clear development entireties. Helsinki is well placed to respond to this change: it has already been recognised as one of the world's most sustainable destinations and well-functioning cities, it provides a high-quality range of events and services, the city's residents view tourism and events in a positive light, and the city possesses a capable and well-networked community of actors.

Source: *UN Tourism 2025 World Tourism Barometer Volume 23, Issue 1, January 2025 Press release. **World Travel & Tourism Council 2025 Global Travel & Tourism is Strong Despite Economic Headwinds World Travel & Tourism Council Press release 9 April 2025.



Photo: Unto Rautio

APPENDIX 2 Drawing up the development programme

Drawing up the development programme

Data-driven leadership that benefits from participation and makes impact a top priority

The Development Programme for Helsinki Tourism and Events has been drawn up in broad collaboration with both internal and external stakeholders in late 2025–early 2026. Preparation of the objectives has been overseen by the city's executive team and top public officials. The preparation has sought to take into account previous work and interfaces with other programmes. A wider range of city experts and directors have participated in the preparation more broadly via feedback and workshops.

The development programme is the result of a broad-based, step-by-step and participatory process, the aim of which has been to establish a common and realistic direction for the development of tourism and events for the years 2026–2029. The work has been founded on an up-to-date and comprehensive base of knowledge, as well as the broad involvement of stakeholders. This has ensured that the development programme responds both to changes in the global operating environment and to Helsinki's own specific characteristics and needs.

Multi-source data collection and analysis

International and national reports on tourism and events sector trends, as well as forecasts and studies have been used extensively as the basis for the development work. This information has been used to identify the key drivers of change, megatrends and emerging phenomena that will affect demand, supply and operating models of tourism and events in the coming years. (See Appendix 5) In addition, consideration has been given to weak signs and new openings that may foreshadow longer-term disruptions and offer Helsinki opportunities to stand out or renew itself.

The knowledge base has been supplemented by analysing strategies and programmes linked to tourism and events, including the Helsinki City Strategy and national and international policies for the development of tourism and events. This ensures that the development programme is seamlessly linked to broader strategic objectives and supports the city's overall development. On the basis of the data collected, priorities have been set specifically from Helsinki's perspective: which themes are of the greatest strategic importance to the city, where Helsinki's greatest strengths lie, and which development measures can achieve the greatest impact relative to the available resources.

Broad multi-channel engagement

Companies and other key stakeholders in the tourism and events sector have been involved in the preparation of the development programme, both online and in person. Online polls and surveys have made it possible to gather the views of a wide range of people in a straightforward and accessible way, while workshops and networking events have provided opportunities for deeper interaction, joint brainstorming and prioritisation. International consultants from Place Generation and Simple View, who were involved through the VivaCITY challenge, have also been closely involved, bringing an international perspective to the development programme drafting process.

Within the city, a number of units and operators of the Helsinki City Group have been involved in the development work to ensure that the development of tourism and events is closely linked to broader economic policy, urban development, land use, transport, the natural and urban environment, sports and other key entities. Cross-administrative dialogue has been a core part of the process, and the various units are committed to the common objectives.

Incorporating the views of Helsinki residents and visitors

Resident surveys, workshops and a dedicated resident event have been arranged to gather the views of Helsinki's residents. This has provided valuable information on the perceived benefits and challenges of tourism and events, their social acceptability and development wishes. The views of city residents are a key part of any assessment of the social sustainability of tourism and events.

The experiences and expectations of tourists and event attendees, in turn, have been systematically mapped out through visitor surveys, event attendee surveys and surveys of participants at international conferences, congresses and corporate events. The survey responses have provided in-depth quantitative and qualitative insights into Helsinki's strengths, areas for improvement and the overall experience. In addition, the analysis has drawn on data from peer-review channels and digital platforms, which highlight the genuine, spontaneously shared experiences and impressions of visitors and attendees regarding Helsinki.

Shared vision and prioritised areas

On the basis of the compiled data, analysis and engagement, a shared vision of Helsinki's key tourism and event development needs and opportunities has been formed. The development programme does not record the continuous, baseline operations of tourism and events; instead, it prioritises those areas that have the greatest strategic impact and which will be the particular focus of investment over the coming years. More detailed measures will be defined as part of the annual planning process, in collaboration with key stakeholders.



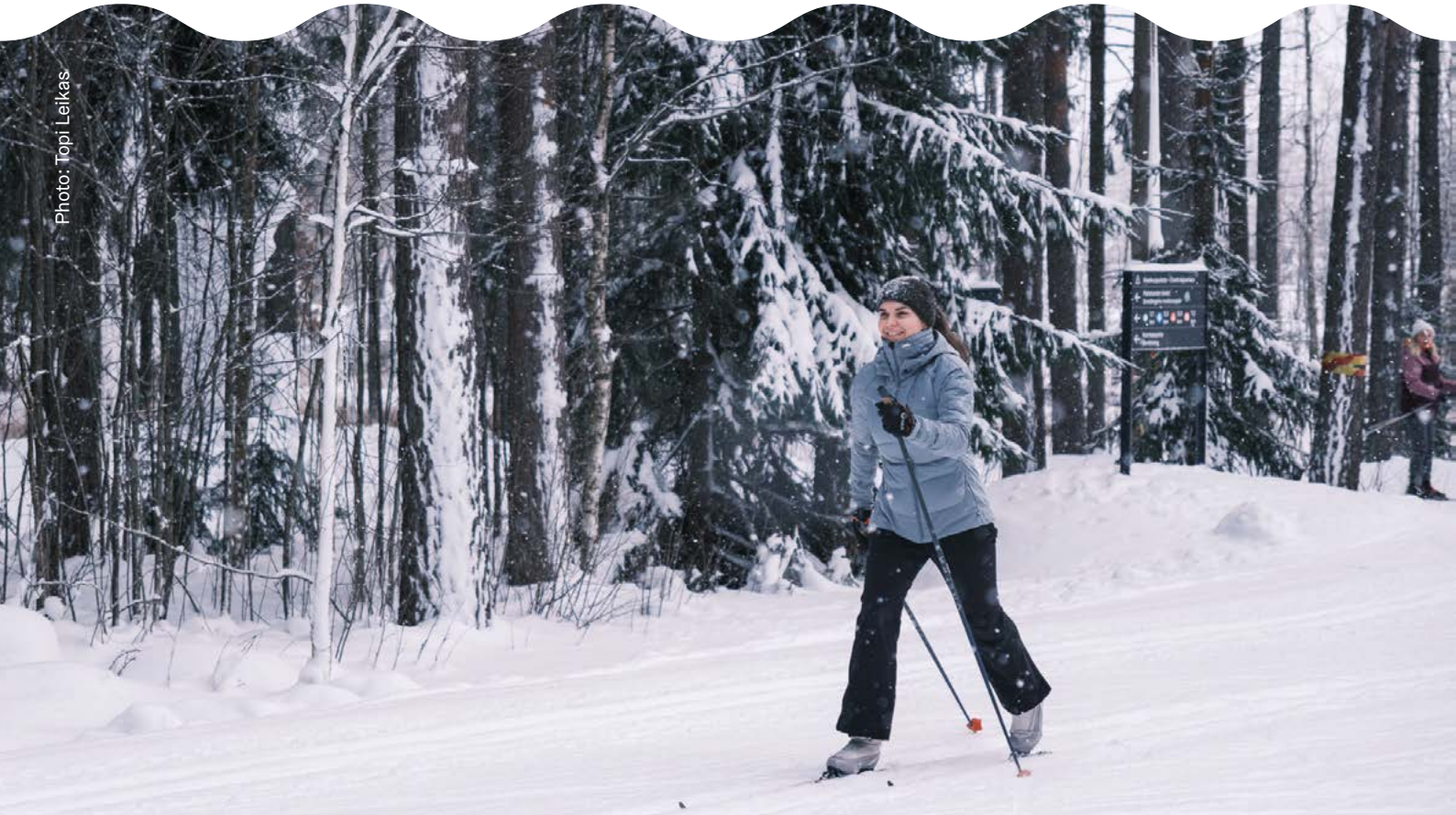


Photo: Topi Leikas

APPENDIX 3 Impact assessment of the development programme

Impact assessment

Scope 1–5: 1 = very local, 2 = local, 3 = limited city-wide impact, 4 = considerable city-wide impact, 5 = regional or broader.
Permanence 1–5: 1 = less than 6-month impact, 2 = 6 months–2 years, 3 = 2–5 years, 4 = 5–10 years, 5 = permanent.

Impact	Description of the impact	Scope 1–5	Permanence 1–5
Economic impact	• Strengthens Helsinki's vitality and the operating conditions for business in the tourism and events sector	5	3
	• Increases tourism revenue, tax revenue, employment and investment attractiveness	5	4
	• Supports year-round activity and reduces seasonal fluctuations in tourism and events	5	4
	• Improves the development and utilisation of the city's services and infrastructure	4	3
	• Contributes to international accessibility for other business as well	5	4
	• Reacts to geopolitical and global economic uncertainties	5	1
Social impact	• Increases the city's vitality and supports a diverse range of services, events and cultural activities for city residents as well	4	3
	• Supports improved employment, skills development and cooperation between operators	5	4
	• Takes into account the social acceptability of tourism and events and increases residents' sense of inclusion	4	3
	• Causes local disruptions due to excessive and uncontrolled growth	1	1
Ecological impact	• Promotes sustainable practices in tourism and events	5	5
	• Supports climate targets and the reduction of environmental impact	4	3
	• Mitigates regional overloads	4	3
	• Has a regenerative impact on, for example, the Baltic Sea	4	3
	• Increases the climate impact of air travel	5	4
	• Consumes the natural and cultural environment	1	3





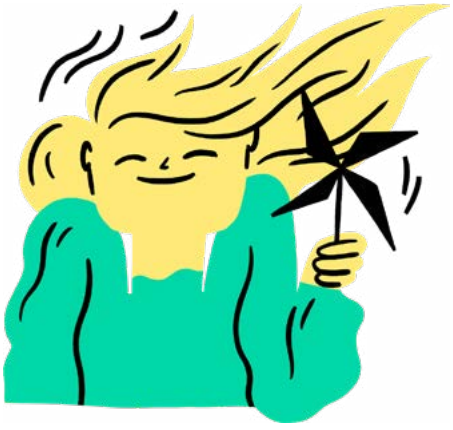


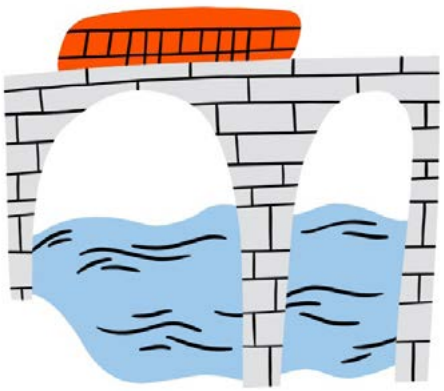
APPENDIX 4 Sustainable Development Goals (SDGs) in the Development Programme for Helsinki Tourism and Events

Helsinki is committed to the UN's 2030 Agenda for Sustainable Development. The development of tourism and events is linked, in one way or another, to almost all of the objectives.

Concrete priorities for the next programme period, in line with the SDGs:

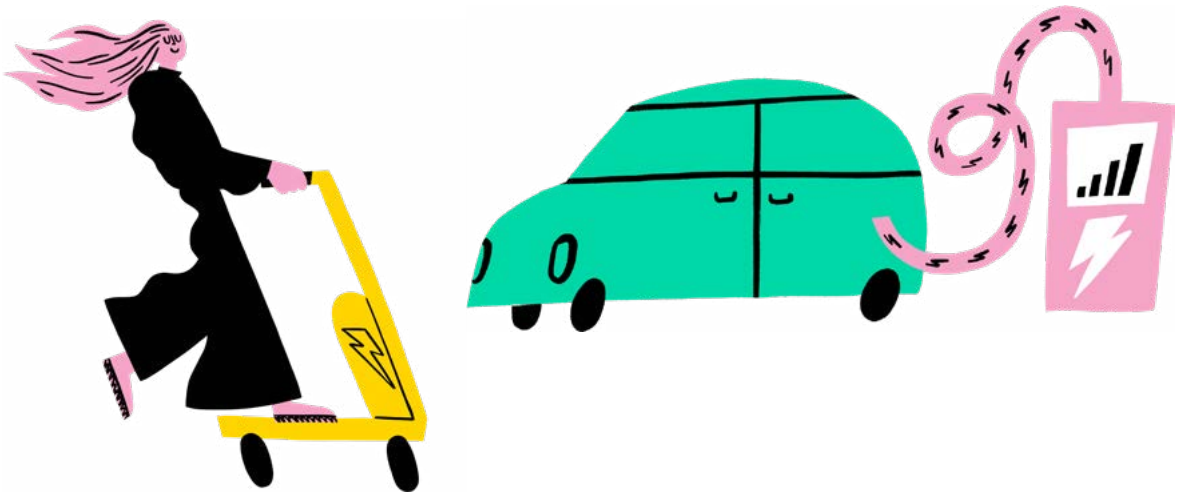
SDG goal	Measures
SDG 2 Zero Hunger	Develop sociological regenerative solutions for regenerative tourism.
SDG 8 Decent work and economic growth	Develop year-round employment in the tourism and events sectors, increase the attractiveness of these sectors, and promote responsible work-life practices.
SDG 9 Industry, innovation and infrastructure	• Conduct testbed experiments and agile piloting. • Develop accessibility and smoothly-functioning infrastructure.
SDG 10 Reduced inequalities	Provide inclusive and accessible tourism and event services.
SDG 11 Sustainable cities and communities	Promote sustainable and regenerative tourism initiatives as a whole, tourism and events as part of a city that is vibrant and smoothly functional all year round, and even greater participation and consideration of Helsinki residents in this development.
SDG 12 Responsible consumption and production	Develop sustainable tourism and sustainable events.
SDG 13 Climate Action	• Promote low-carbon solutions. • Promote overland travel and new climate solutions.
SDG 14 Life below water	Carry out regenerative tourism measures linked to environmental regeneration.
SDG 15 Life on land	Carry out regenerative tourism measures linked to environmental regeneration.
SDG 17 Partnerships for the goals	Ensure extensive collaboration between the city, businesses, networks and stake-holders, with the Makers of Helsinki network as a primary tool, and recognise that partnerships play a key role in the development, piloting and scaling up of solutions.





APPENDIX 5 Trends in tourism and events, weak signals, strategic highlights and sub-areas categorised on the basis of resident and visitor survey results

Category	Highlights
Tourist behaviour and market changes	• Less popular destinations, 'detour destinations', coolcation • Longer stays, slow travel, JOMO trends • Family and multi-generational trips, solo travel, travelling with pets • Bleisure, digi nomads, fan travel (concerts and sports events) • Authenticity, local flavour, food and drink as the motivation for a trip
Sustainability, responsibility and regenerative tourism	• Impact of climate change: travelling to cooler destinations, extreme weather • Flight-free travelling, night trains, overland alternatives • Regenerative travel • Tourist taxes, regulation (e.g., short-term rentals, tourist fees) • Accessibility and inclusivity (neurodivergence, barrier-free movement, older travellers)
Role of events and experiences	• Appeal of large events (concert + holiday packages) • Hybrid and virtual events, 5G, VR/AR experiences • Participation, gamification, storytelling • ROI and data-driven approach to events • E-sports and new cultural/spiritual festivals
Digitalisation and the technological transition	• Use of AI in trip planning, booking and event management • Chatbots, personalisation, data-driven decision-making • Blockchain ticketing and personal information • Effect of social media (TikTok, influencers) on destination choices • Fusing technology and nostalgia (print media + digital experiences)
Geopolitical, economic and structural factors	• Geopolitical uncertainty, effects of conflicts on travel • Concentration of capital, foreign ownership and influence on authenticity • Crises (pandemics, energy crisis) and resilience • Economic cycles and cost pressure (price of oil, inflation) • Vitality and identity of cities (dynamic city centres, diverse tourism)



Tourism and events trends, weak signals, strategic highlights and focal points categorised on the basis of resident and visitor survey results, prioritised according to participation.

Participation highlights

- Year-round tourism and events and longer visitor stays (also from a growth and sustainability perspective)
- Strengthening international competitiveness, brand and recognition (Happiness: design, architecture, sauna, maritime identity)
- Major events, meetings, conferences and congresses
- Digital purchasability and discoverability, data-driven leadership, AI
- Accessibility, local markets (Europe)

60+ respondents (26 September 2025, Howspace)
and a network event on 2 October with 150 participants engaging in group work.



Photo: Ninni West

Helsinki

City of Helsinki
Tourism and Destination Services
Business Helsinki
Brand and Events

hel.fi/matkailuelinkeino
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