

Helsinki



Who is Helsinki?



CONTENT

- 01 **Challenge**
- 02 What is DNA?
- 03 Research
- 04 DNA
- 05 Perception
- 06 Projection
- 07 Conclusion
- 08 Recommendation
- 09 Next Steps

CITIES IN MOTION (2024)



RANKING

26

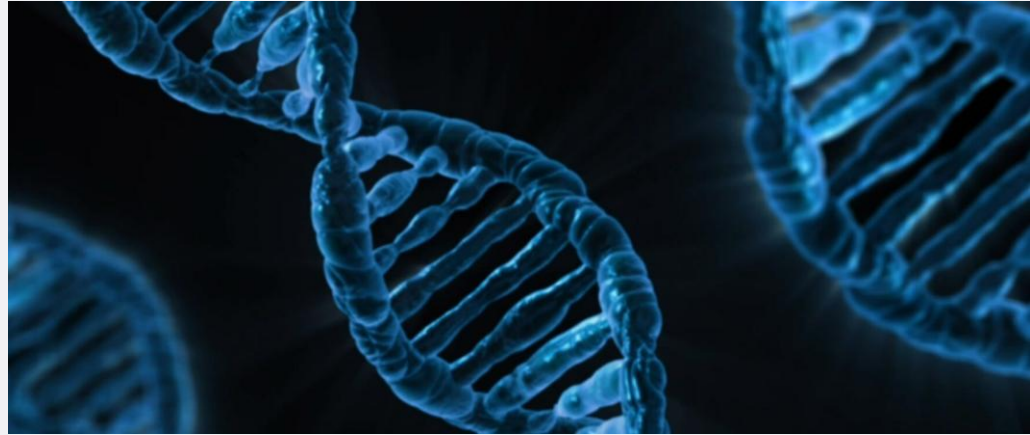
● Helsinki (Finland)

Performance coverage area: 37,2%

Category	Ranking
Governance	22
Urban planning	16
Technology	61
Environment	9
International profile	54

Look at this cobweb!

YOUR CHALLENGE

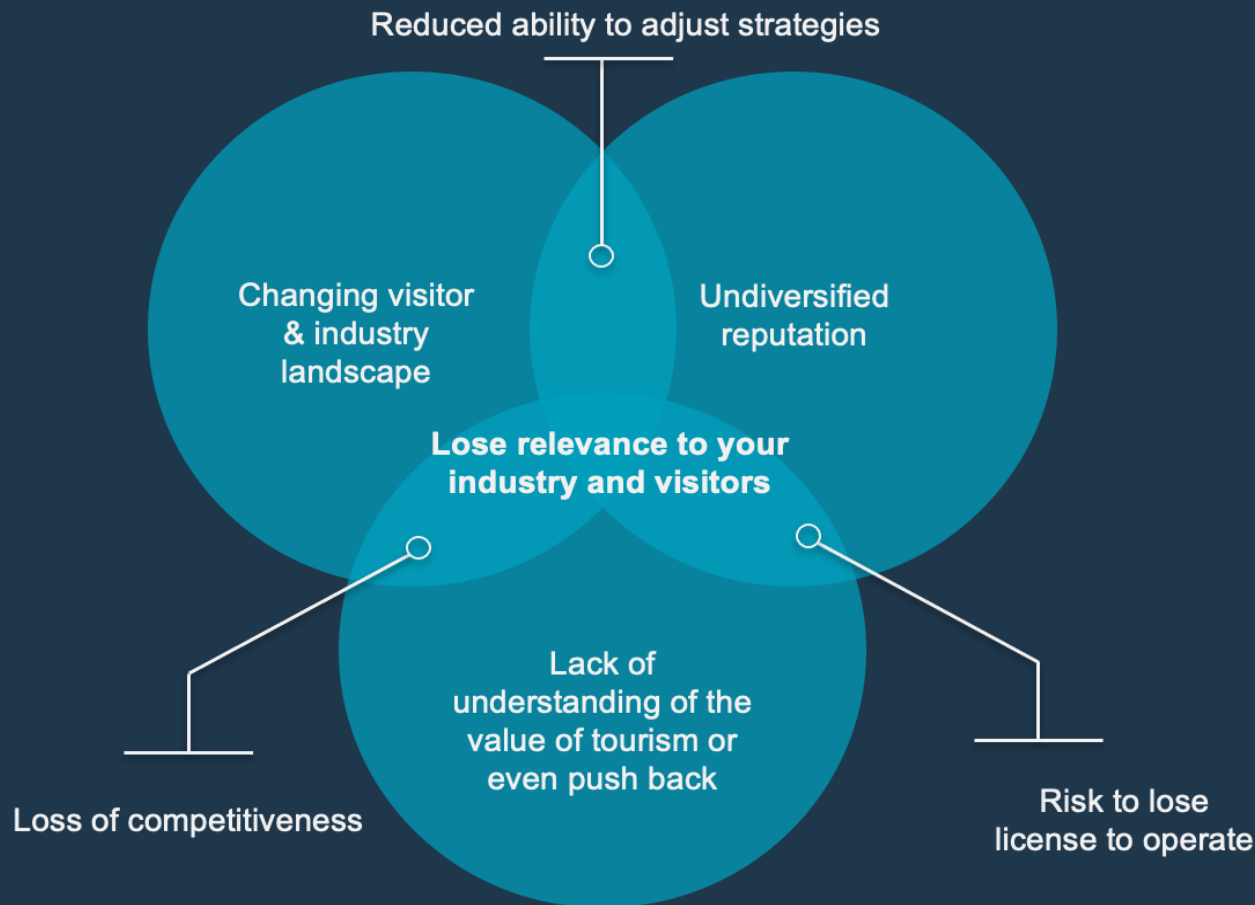


D
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T
Y

What is Helsinki? Is it sauna? Is it midnight sun or endless dark? Is it father-figures pushing baby strollers on the streets? Is it design or pure nature (lots of it)? Is it the Nordic oddity or the roughness that the city has?

Business Impact



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IDENTITY INTRODUCTION

WHAT IS DNA?

1 The core identity
of your place

2 The sense
of place

3 The epicentre of all
experiences and stories
that your place generates

DNA PROCESS

1

IDENTITY

2

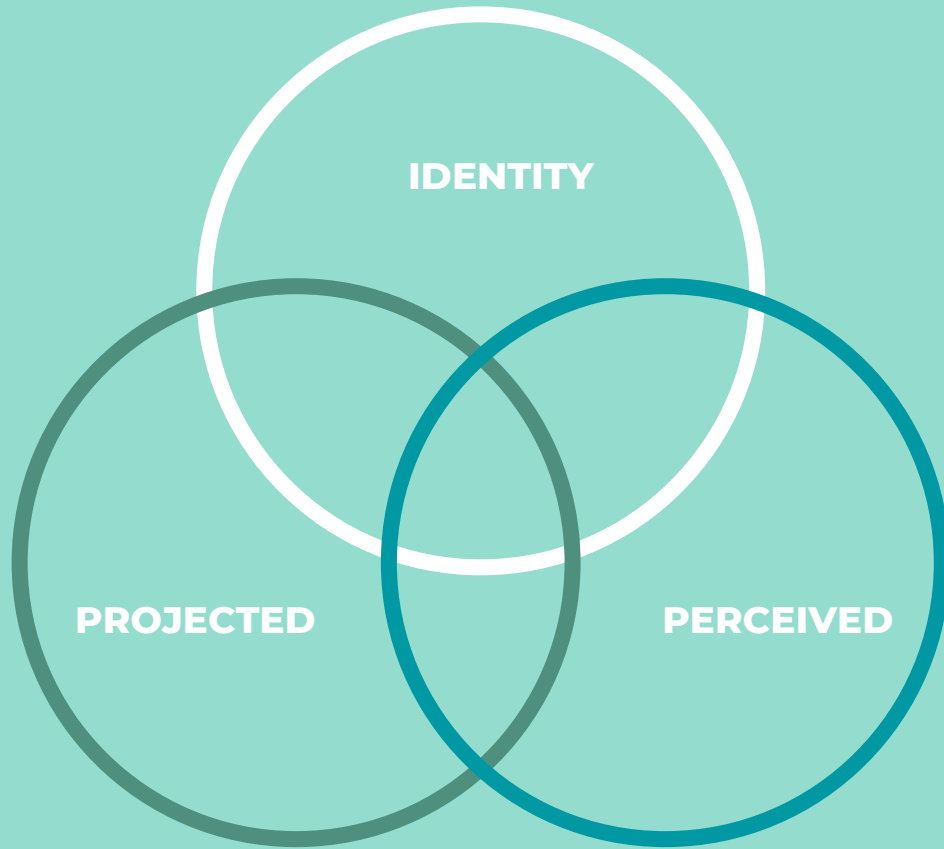
PROJECTION

3

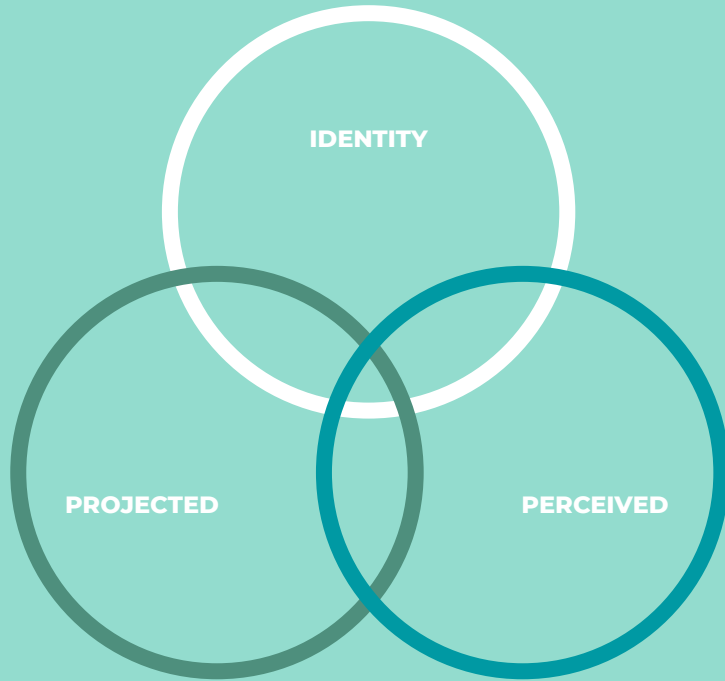
PERCEPTION

4

GAP ANALYSIS



THE MORE ALIGNMENT,
THE STRONGER THE REPUTATION



WHY IDENTITY?

What kind of experiences will be projected towards potential visitors?

THE PERILS OF IGNORING YOUR IDENTITY1:

Non-validation of your work (loss of authenticity)

THE PERILS OF IGNORING YOUR IDENTITY 2:

The truth of your marketing (loss of credibility)

IDENTITY IMPACTS **DEVELOPMENT**

Optimizing the customer journey

Developing remarkable experiences

Filling gaps in your product offerings

Investment & Animation

IDENTITY IMPACTS **COMMUNICATION**

Improving your positioning

Audience segmentation

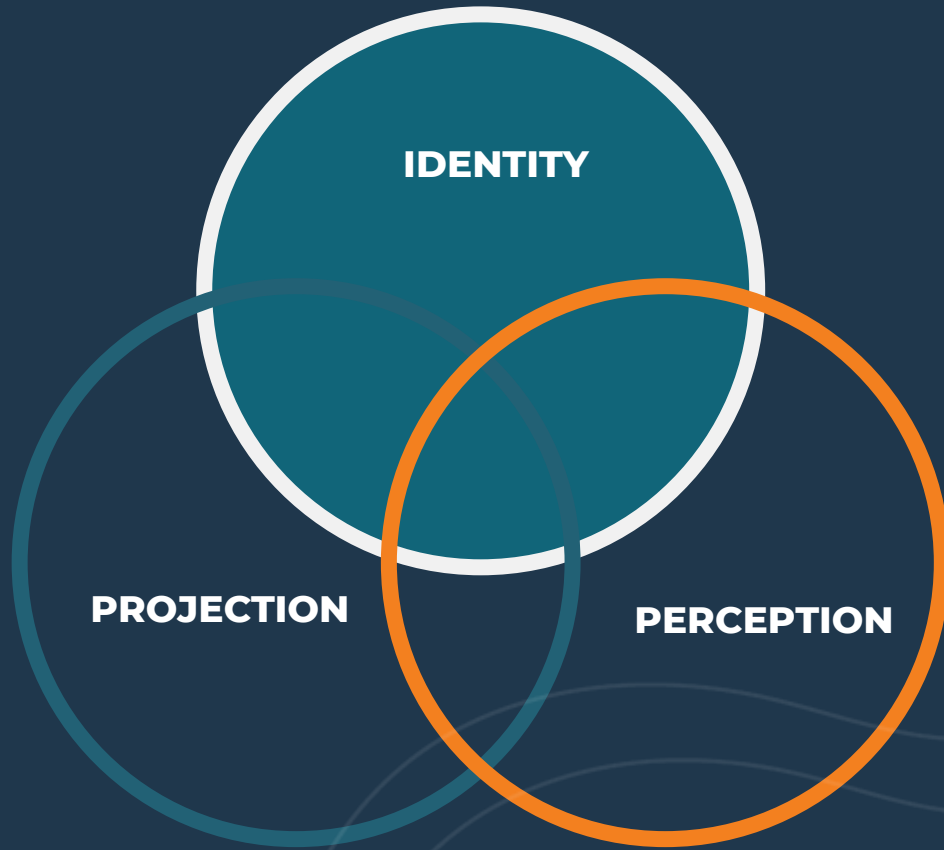
Setting up storytelling

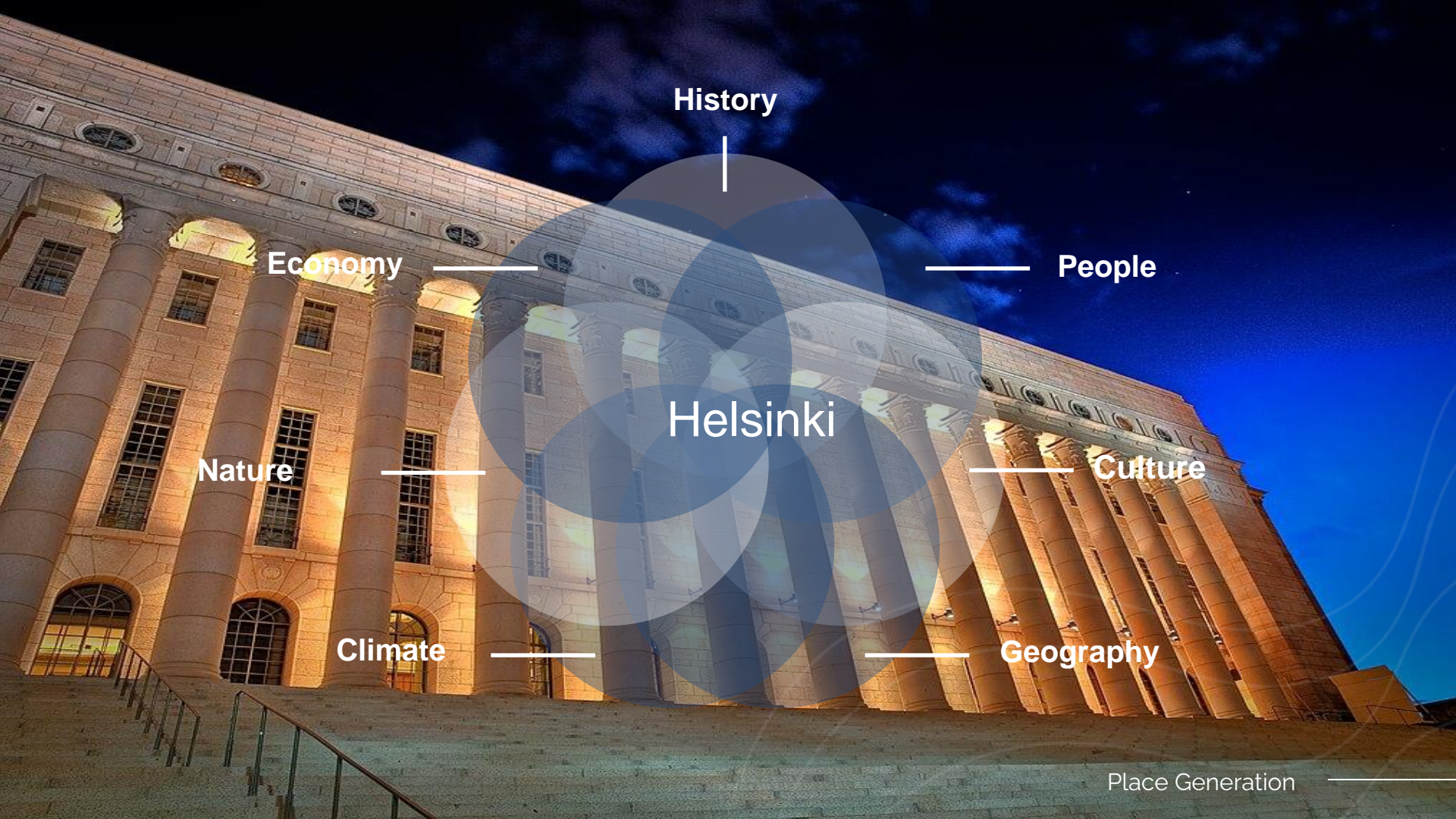
Tailor-made promotion



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History

Economy

People

Helsinki

Nature

Culture

Climate

Geography

Place Generation

PLACE IDENTITY SURVEY: *ASSETS*

What is Helsinki for its residents?

What to see

1. SUOMENLINNA



2. ESPLANADE PARK



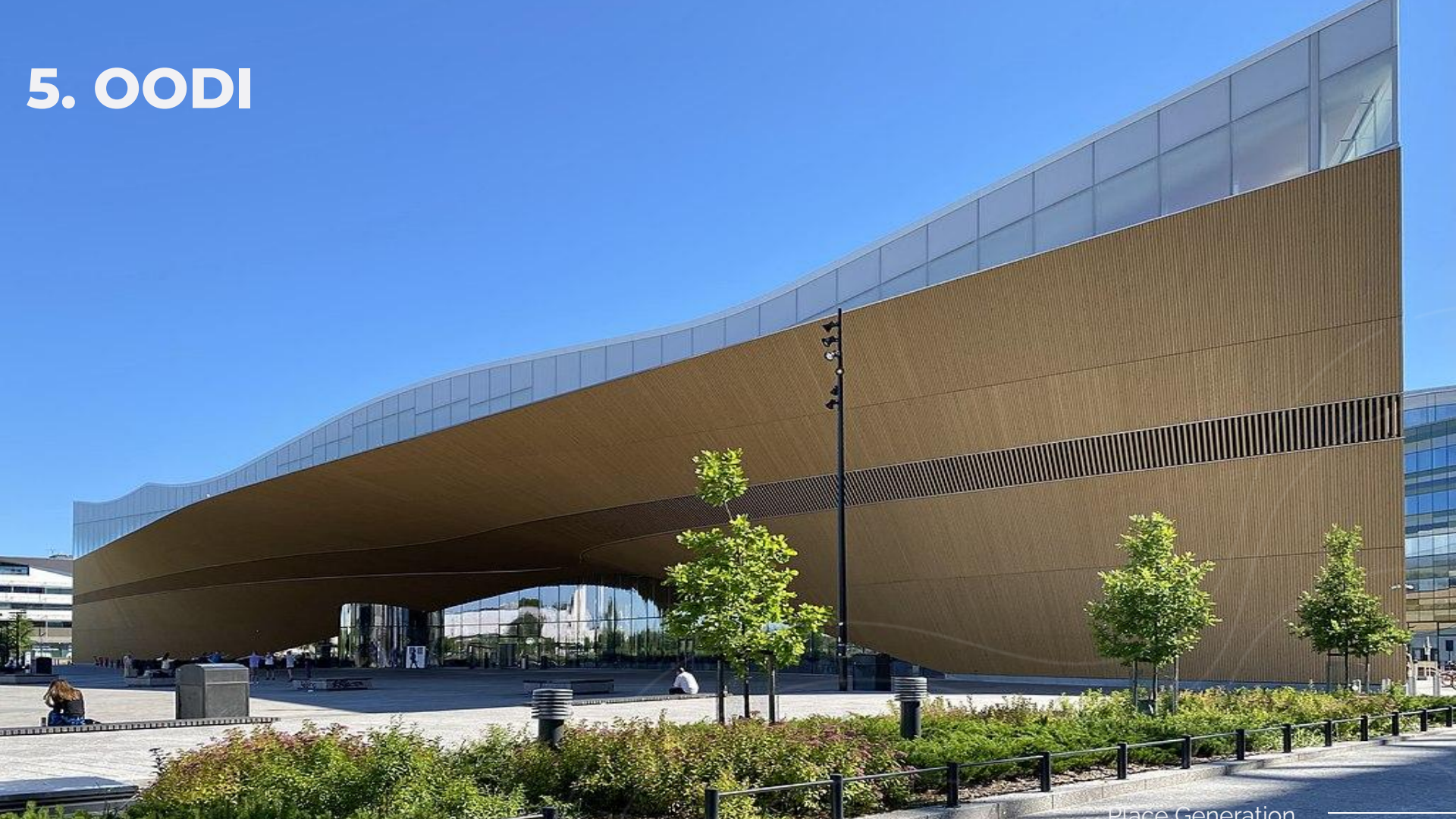
3. ARCHIPELAGO



4. ARTS MUSEUMS AND GALLERIES



5. OODI



6. CHURCHES



7. HELSINKI MARKET SQUARE



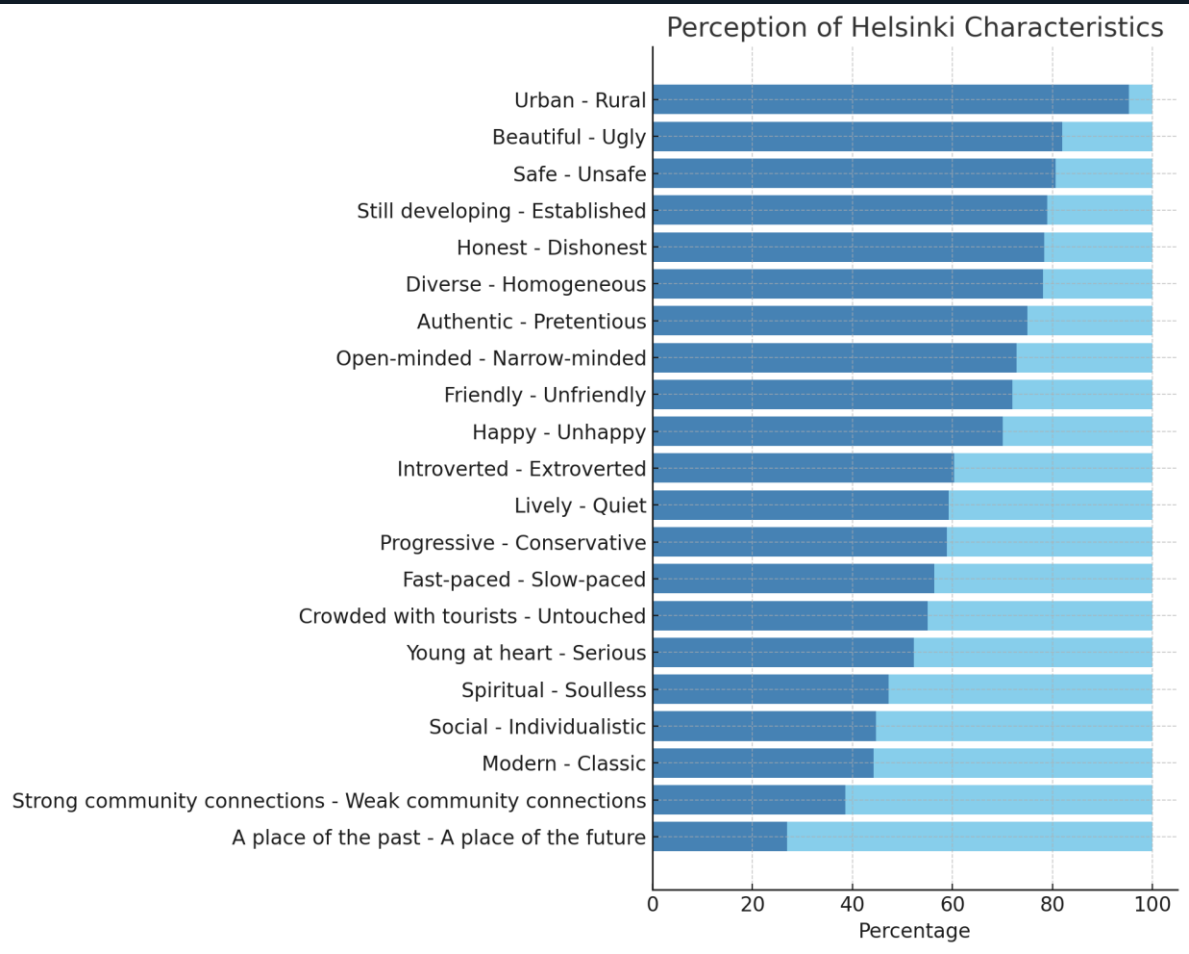
8. CENTRAL PARK



PLACE IDENTITY SURVEY: *ATTRIBUTES*

How is Helsinki for its residents?

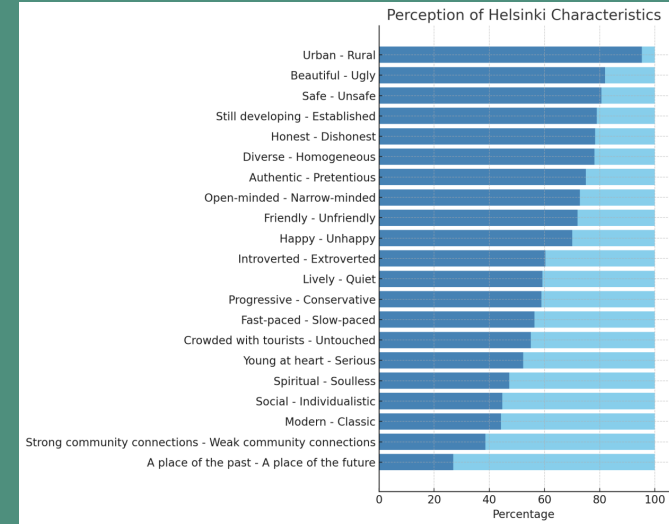
ATTRIBUTES



REMARKABLE

COMMUNITY MARKERS

- Strong community connections: 38.61%
- Weak community connections: 61.39%
- Social: 44.72%
- Individualistic: 55.28%



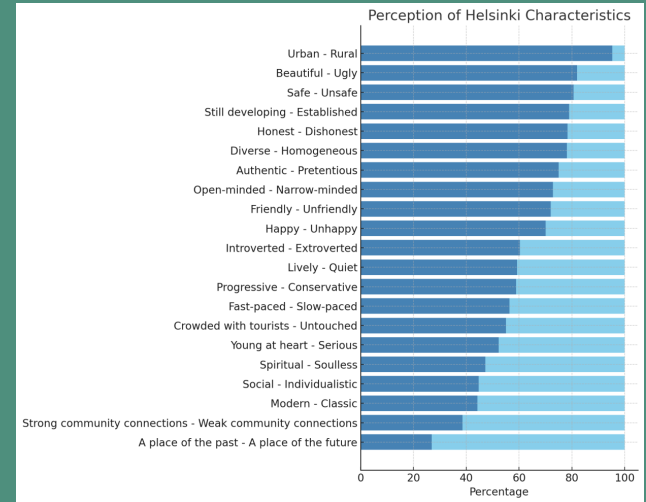
REMARKABLE

THE MOST URBAN PLACE EVER

- Urban: 95.28%
- Rural: 4.72%

BUT

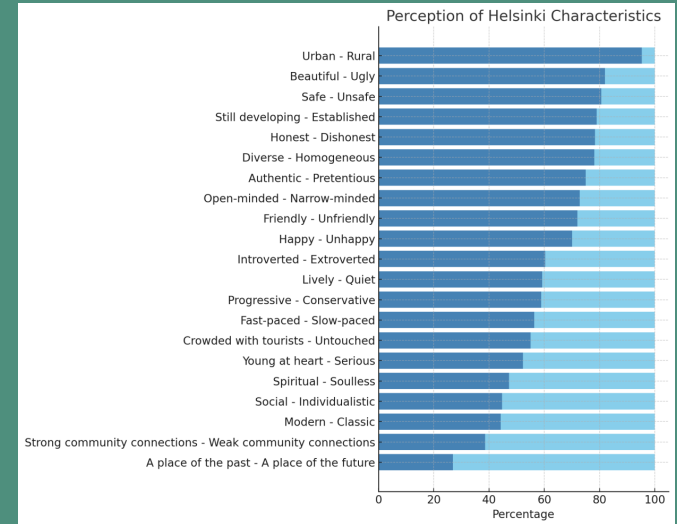
- Lively: 59.17%
- Quiet: 40.83%



REMARKABLE

A PLACE IN TRANSITION

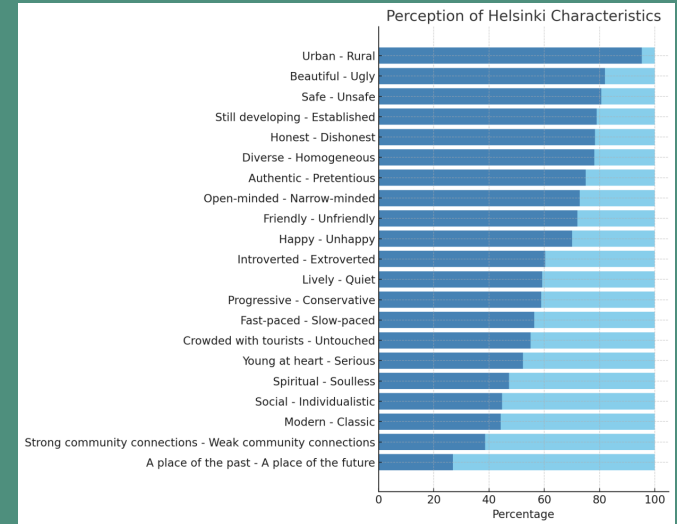
- Still developing: 78.89%
- Established: 21.11%
- Fast-paced: 56.39%
- Slow-paced: 43.61%



ONE TO WATCH

TOURISM SENSITIVITY

- Crowded with tourists: 55.93%
- Untouched: 45.07%



PLACE IDENTITY SURVEY: *PERSONALITY*

What is Helsinki for its residents?

FIVE TYPES OF PLACE PERSONALITY



AGREEABLE
(DUBLIN)



NEUROTIC
(HONG KONG)



EXTRAVERT
(AMSTERDAM)



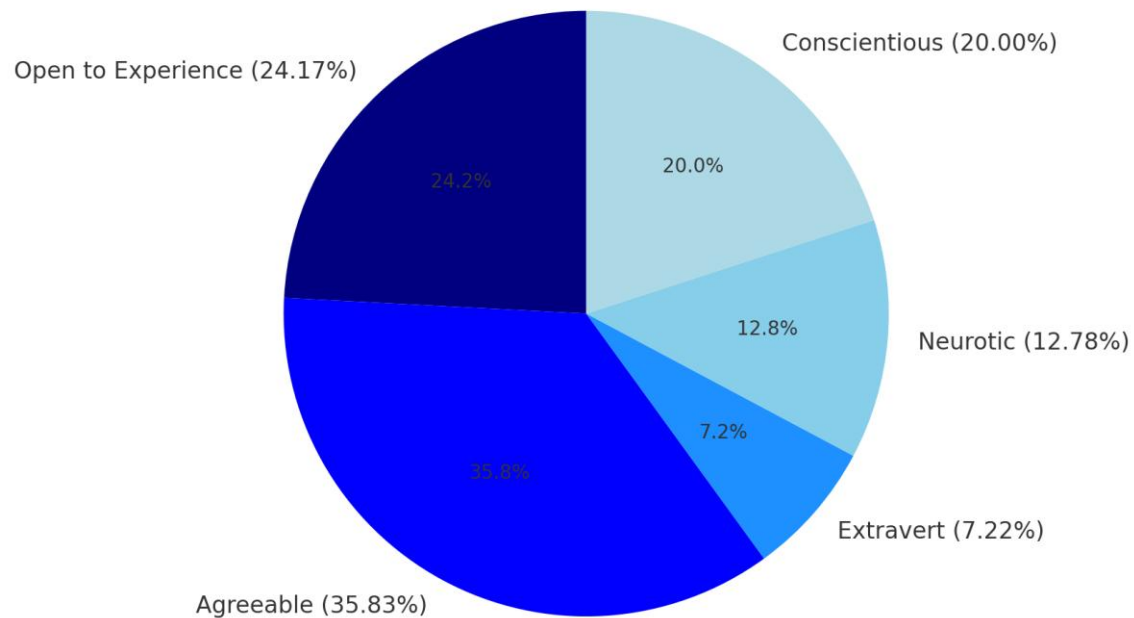
OPEN TO EXPERIENCE
(MONTREAL)



CONSCIENTIOUS
(VANCOUVER)

PERSONALITY HELSINKI

Place Personality



DOMINANT PERSONALITY TYPE: HELSINKI

Agreeable

- Considerate
- Kind
- Trustworthy
- Helpful
- Willing to compromise
- **Weak** transformational skills
- **Strong** transactional skills

PERSONALITY HELSINKI

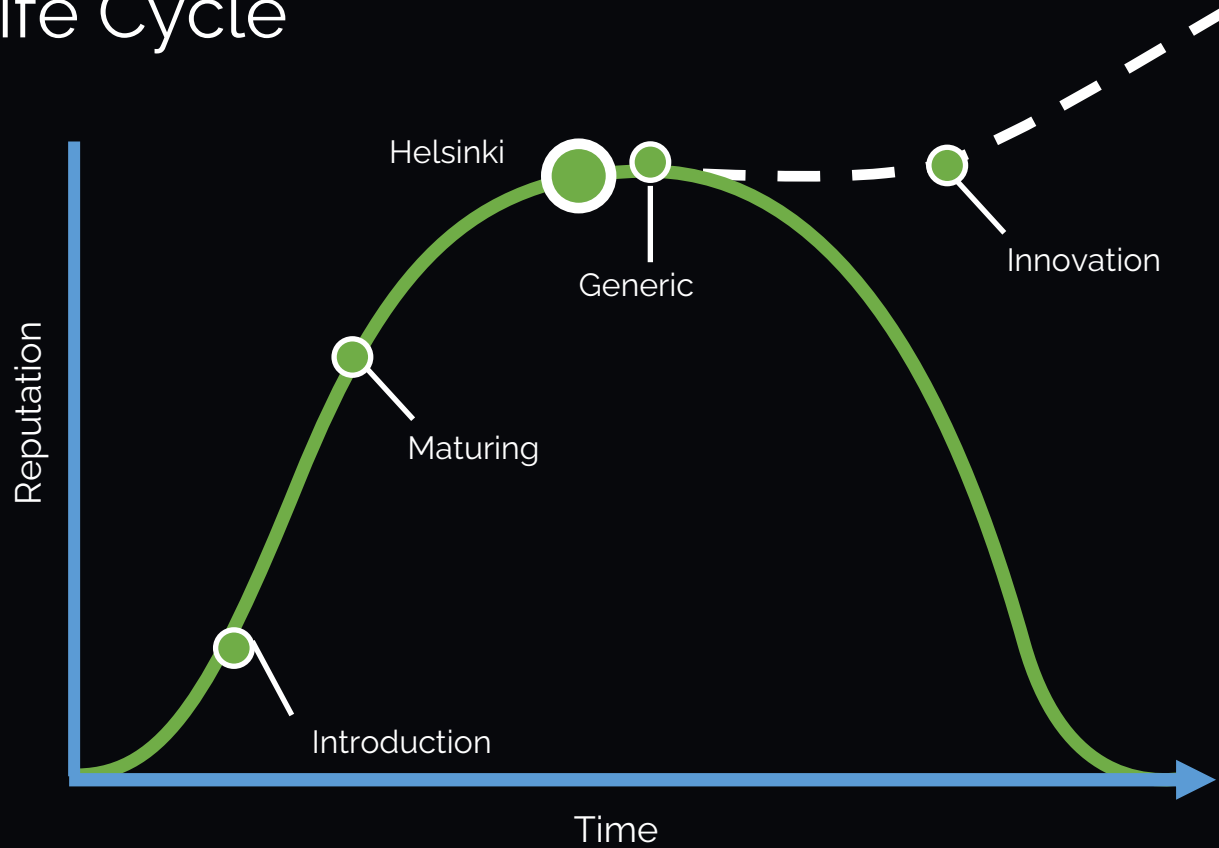
- Helsinki has an *agreeable* personality
- Helsinki has a high score in a trait that is atypical for European cities: *neurotic*
- It's the most *introvert* city we've worked (94,78%)
- Helsinki has a relatively high *openness to innovation* and experience (24,7%) but perhaps not as high as you might expect for a city with 84.000 jobs in the creative sector (% is way behind Copenhagen or Vancouver)

PLACE IDENTITY PLC:

Place Life Cycle

Where is Helsinki's reputation in life cycle?

Place Life Cycle



PLACE IDENTITY WORKSHOPS

What is Helsinki for its residents?

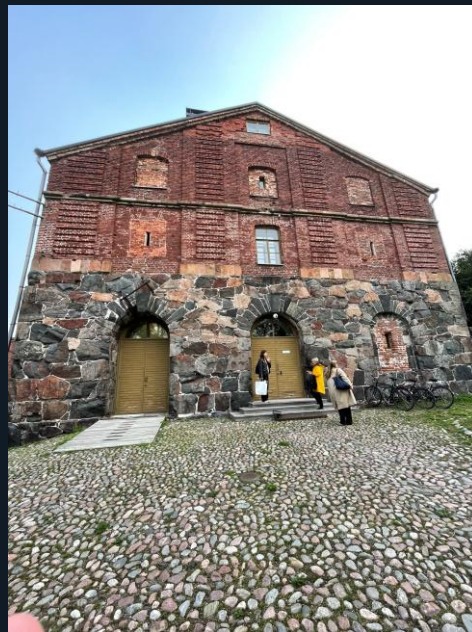
WHEN AND WHERE?

During four workshops in the week of September 9th 2024 more than 70 people participated for sessions of three hours. A fifth workshop was done with the team of Helsinki Business / Tourism.

DIFFERENT KINDS OF VENUES



LIBRARY



ARSENAL

DIFFERENT PARTS OF THE CITY



BOCK HOUSE



SUOMENLINNA

DIFFERENT KINDS OF PEOPLE



TONE

Participants were talkative (differently than expected):

- Generic vs specific
- Finland vs Helsinki
- Local vs Helsinki
- Nature vs Culture
- Sensitivity for impact
- Pride and prejudice



PLACE IDENTITY WORKSHOPS: *Specification*

What is Helsinki for its residents?



What would the
world miss if
Helsinki did not
exist.

PLACE IDENTITY WORKSHOPS: *Identification*

What is Helsinki for its residents?



If Helsinki
would be x, it
would be....

Who are you ?

CLOTHING: Jacket which you are able to use 9 months, **practical** and dark in color winter hut, warm and cozy,

CAR No car! We prefer a **streetcar or a bus**. If a car a practical one, taking you and your friends to the right place. Transportation we can use in every season and weather, some Marimekko inside

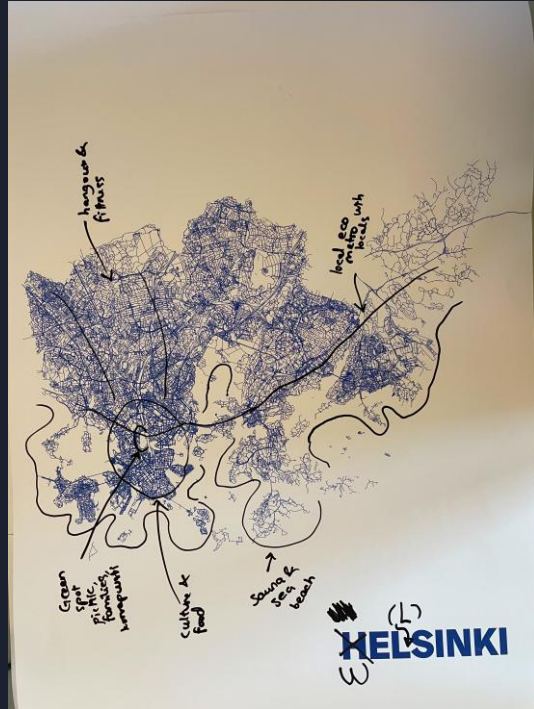
ANIMAL: City rabbit, with a warm relationship with nature but it has used to live in city. Squirrel, soft and sweet. No lions and tigers in Helsinki. People chose very **common** animals.

MOVIE CHARACTER: Matt Damon or Meryl Streep: calm, worthy, honest. Morgan Freeman, he speaks slow, smart, **thrustworthy**.

PLACE IDENTITY WORKSHOPS: *Experiences*

What is Helsinki for its residents?

THEMA – ESCAPISM – AN URBAN RESORT (WHICH IS VERY UNUSUAL FOR A CAPITAL)

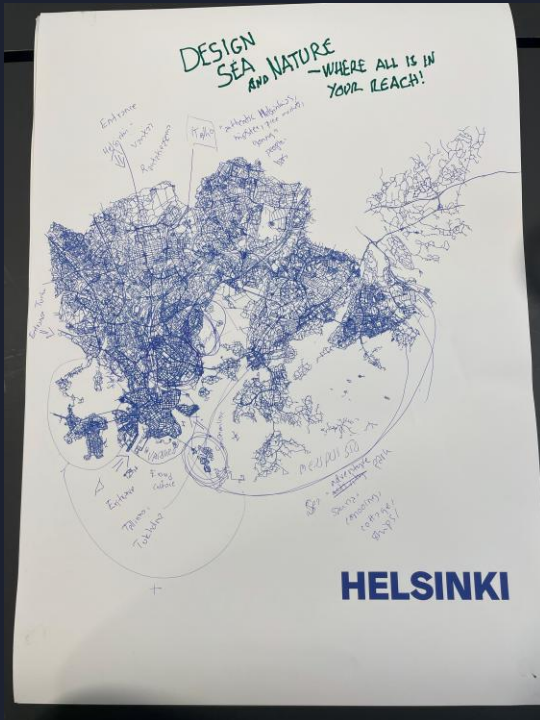


'WELLSINK'



'NATURAL TRANQUILIZERS'
'THE GREEN ARCHIPELAGO'

THEMA – CULTURE: DESIGN (FORM FOLLOWS FUNCTION)



‘DESIGN & NATURE’
‘NATURE & DESIGN’



'HELLUVA CULTURE'
'URBAN CULTURE AND
FORREST BATHING'

THEMA – OUR ATTITUDE (FREEDOM AND RESILIENCE)



'SAANSOTO'

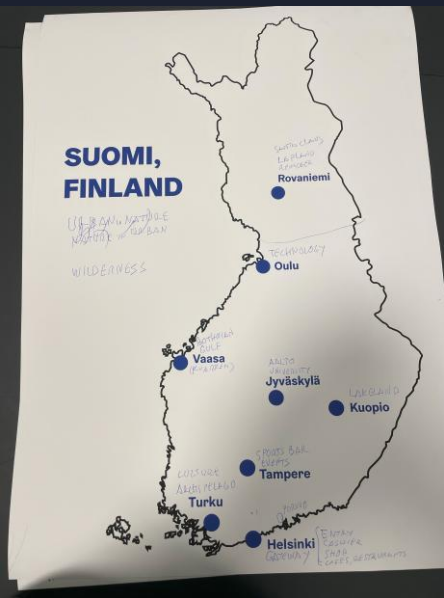


'SISU'

PLACE IDENTITY WORKSHOPS: *Positioning*

What is Helsinki for its residents?

HELSINKY AS SERVING FINLAND (NO IDENTITY WHEN YOU ZOOM OUT)



'ENTRY'

'MAIN STREET'



'ENTRANCE'

'LIGHTHOUSE'



'ENTRANCE'

'SHOWROOM'



‘ENTRY’
‘GATEWAY’

'GATEWAY'

PLACE IDENTITY WORKSHOPS: *Dreams*

What is Helsinki for its residents?

WHAT IS YOUR DREAM FOR HELSINKI? MORE PRIDE !

For Helsinki to **lose its “underdog”** and “hidden gem” status

To spread the city around further (have shops, food, etc. on the edges of the city as well) and to make the edges of Helsinki **more accessible**

For the locals to be honestly proud of Helsinki

For Helsinki **to embrace** their human nature – incorporate it into the language they speak – focusing on wording and remembering history – learning from experience

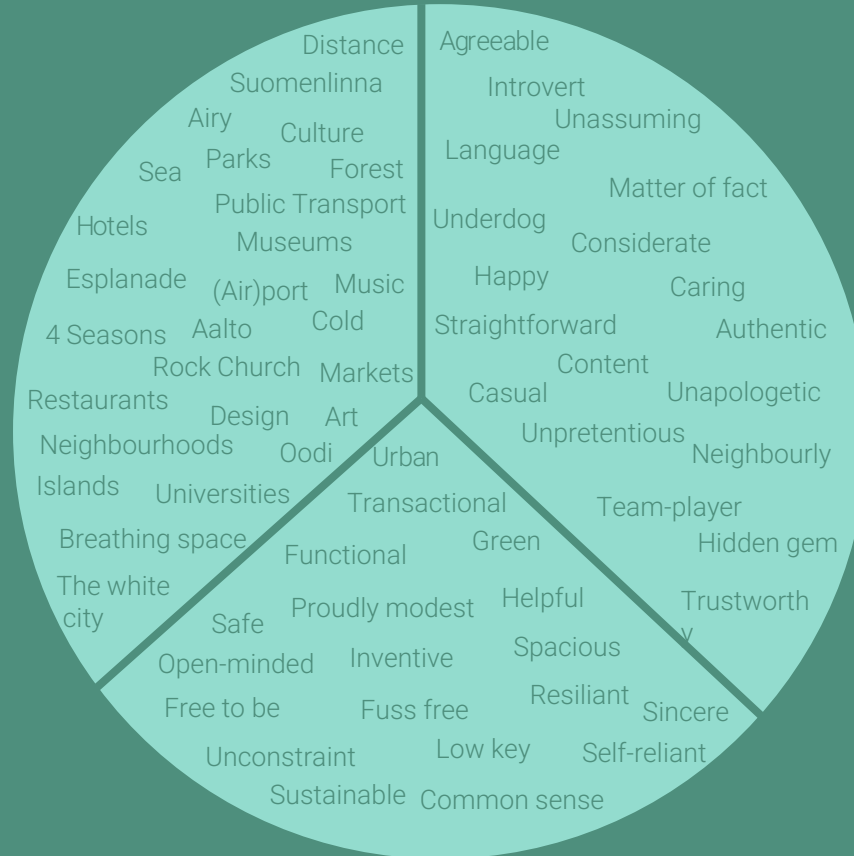
To share **more positive stories** (whether its history or about the future) – Helsinki sometimes forgets to celebrate what it has done and achieved

For residents to be more **proud**

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DNA ELEMENTS



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PERCEPTION

What is Helsinki for people who do not live there

DATA ANALYZED

1 30,677 total conversations analyzed

Generated by **32,197** Unique Users

Representing **106** Nations

Across **835** Cities

Who is driving brand perceptions of Helsinki and where do they live?

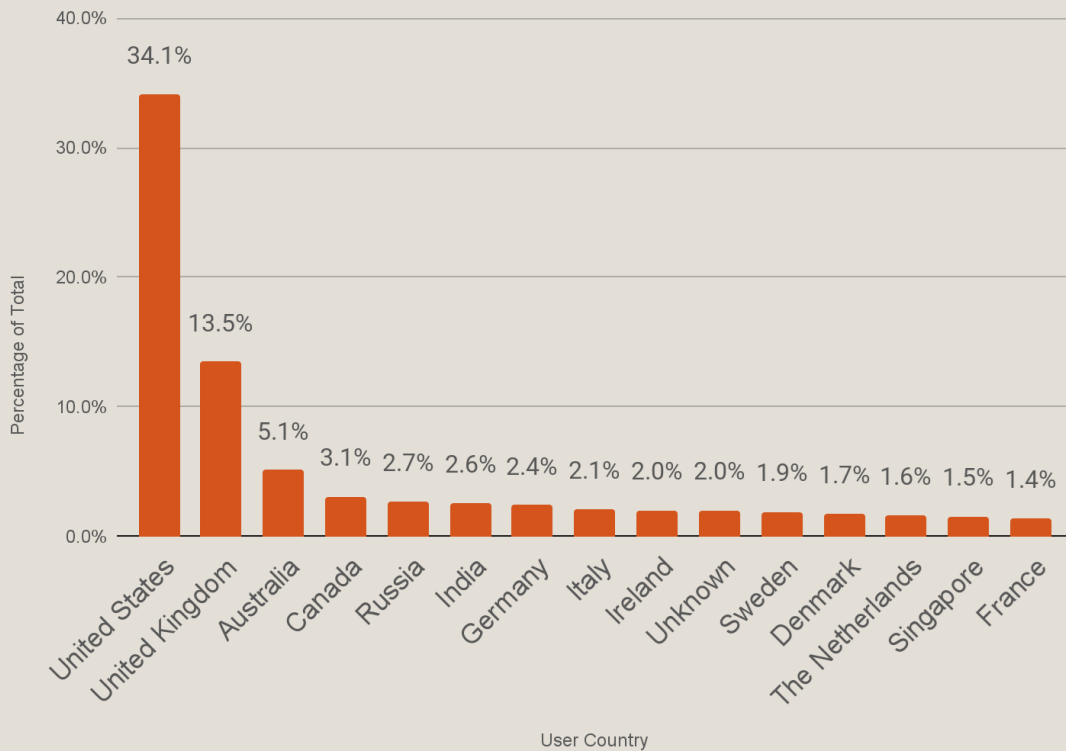


*The data sample for this
study encompasses
traveller conversations
from over **835 cities**
globally.*

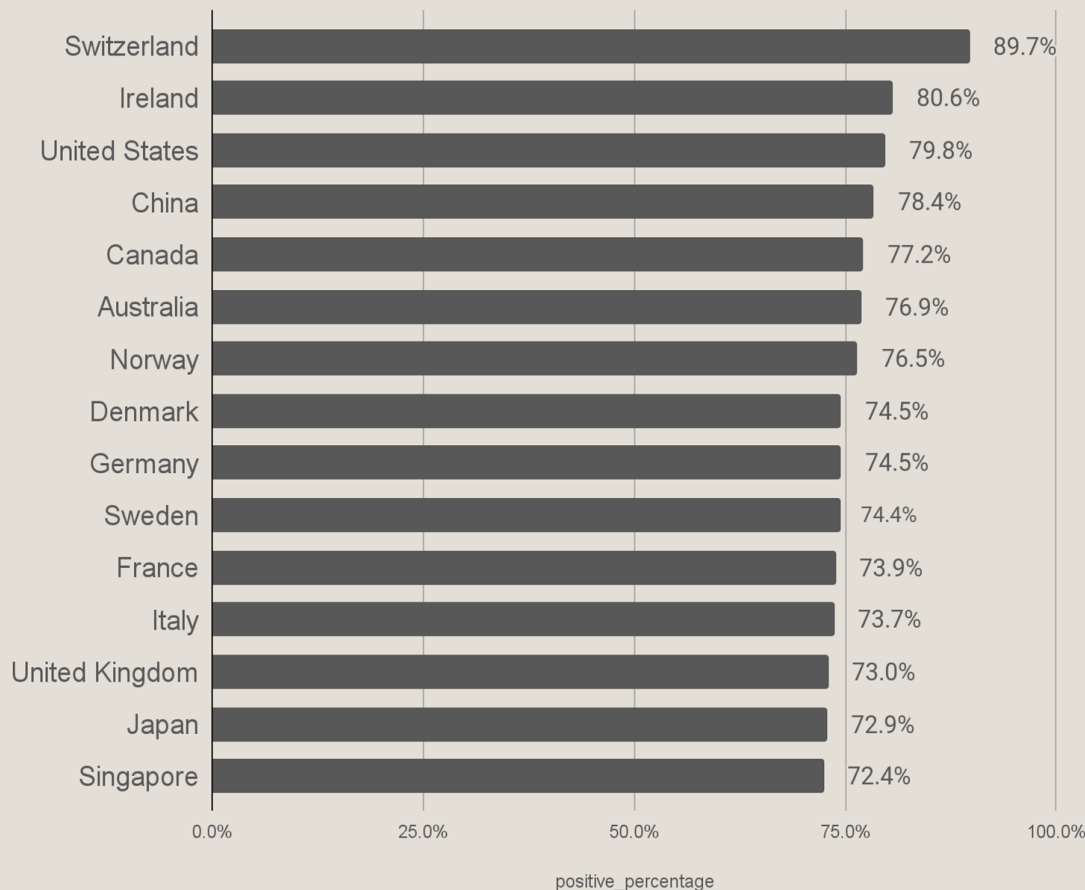
Who is driving conversation about Helsinki?

*Combined the **US** and the **UK** make up nearly **half of all conversations** captured about Helsinki.*

Percentage of Total Helsinki Conversation



Positive Sentiment Ratio by Country



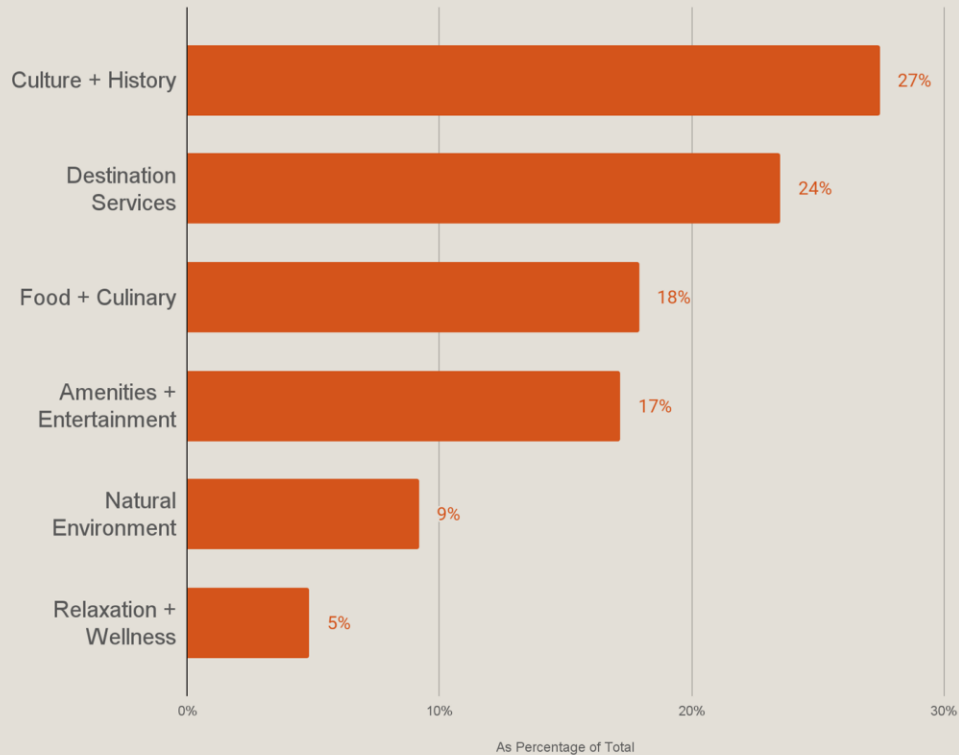
Who has the most **positive** perception of Helsinki?

The United States are not only the largest contributor to conversation about Helsinki, they are also in the top 3 for positive perceptions.

A good Indication they are an important market for Helsinki.

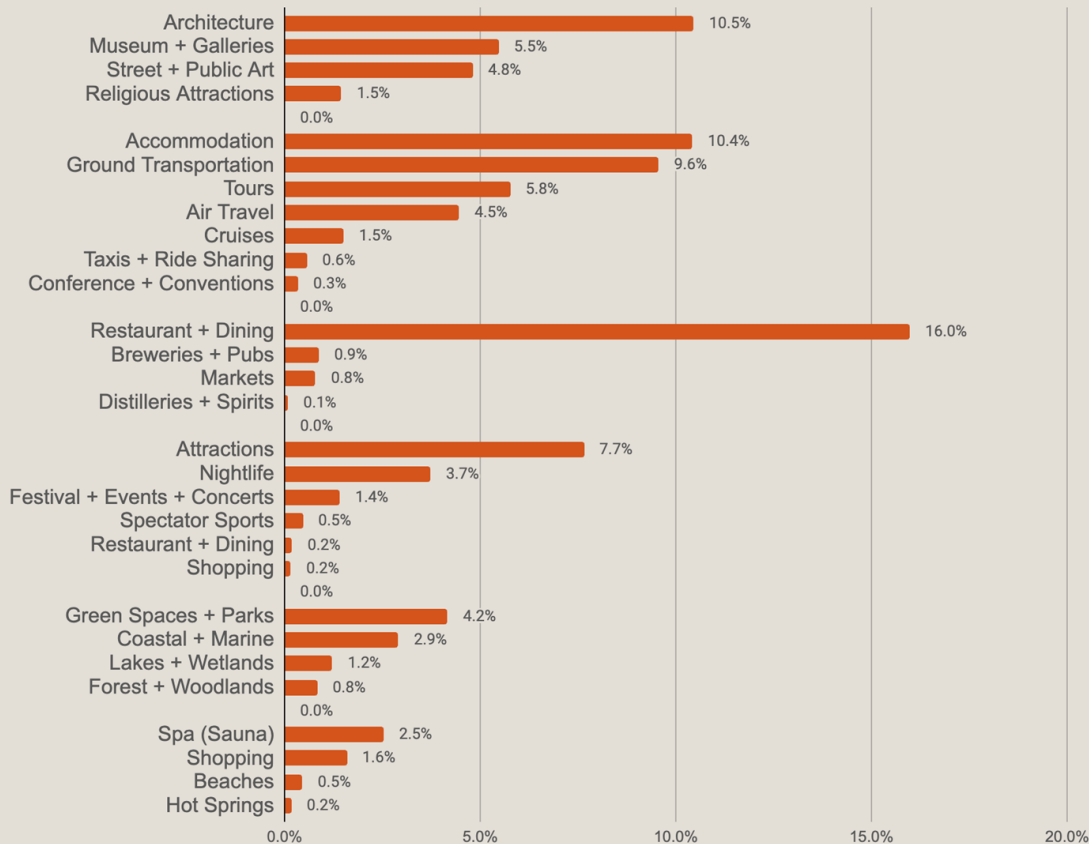
What are the core drivers of Helsinki's perceived image?

As Percentage of Total Conversation

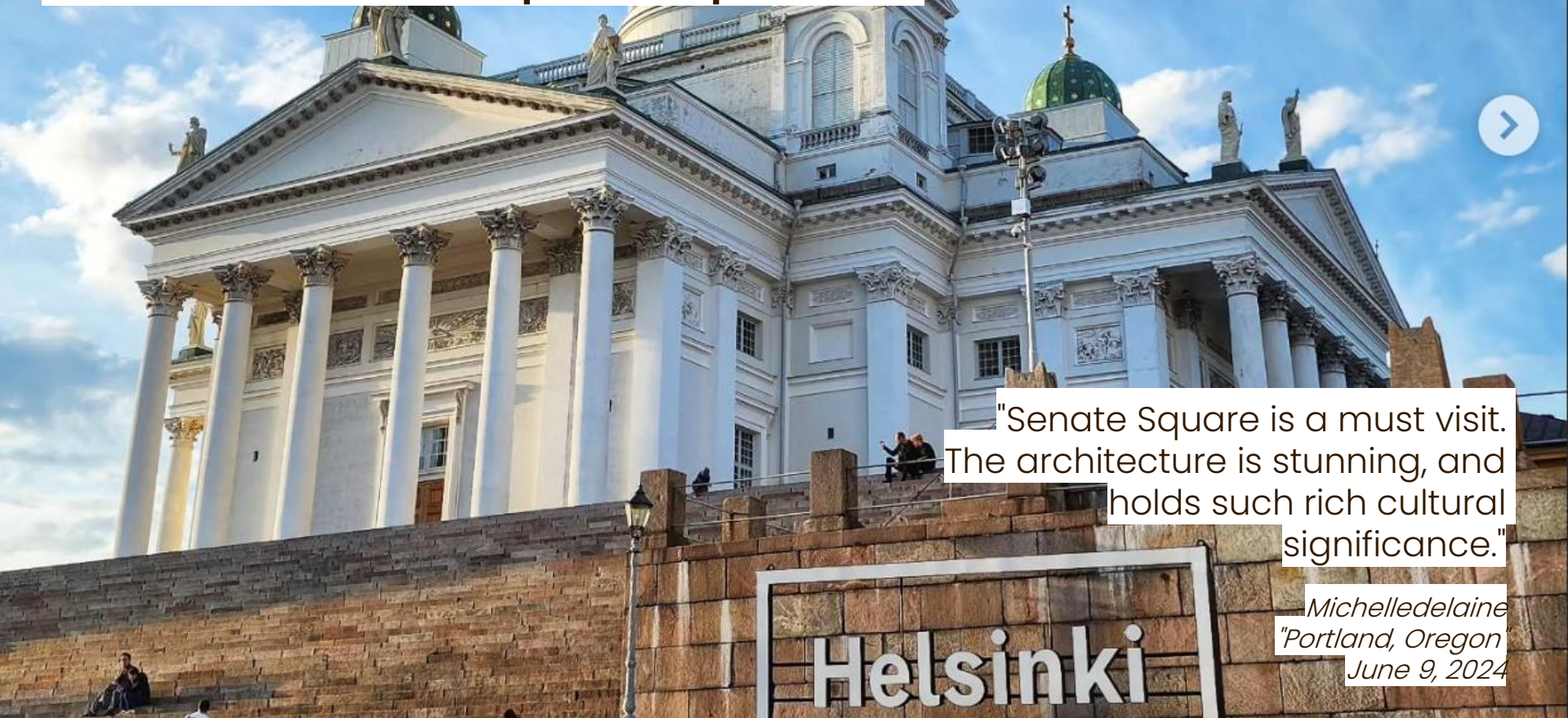


What are the core drivers of Helsinki's perceived image?

Percentage of Category vs. Sub-Category



Culture and History is the #1 contributor to Helsinki brand perceptions.



"Senate Square is a must visit.
The architecture is stunning, and
holds such rich cultural
significance."

Michelledelaine
"Portland, Oregon"
June 9, 2024

Helsinki

Helsinki Architecture

Helsinki Architecture continues to captivate travelers, with 80.4% of conversations highlighting **brehtaking designs**, **rich history**, and **cultural significance**. Landmarks like Suomenlinna, Senate Square, and Helsinki Cathedral are celebrated as must-visit icons, often described as **stunning**, **timeless**, and **awe-inspiring**.

However, there has been dips in satisfaction due to **accessibility issues** and **over-tourism** complaints.

A photograph of the Hotel St. George in Helsinki, a grand yellow building with arched windows and a classic facade. The hotel name is visible on a sign above the entrance. People are walking on the sidewalk in front of the hotel.

Destination Services is #2 contributor to Helsinki brand perceptions.

"what made the stay excellent was the friendliness and helpfulness of the staff. Everyone from the front office to the bar to the staff in the breakfast buffet seemed to truly care about my comfort and happiness."

*caliangel4
Modesto, California
September 17, 2024*

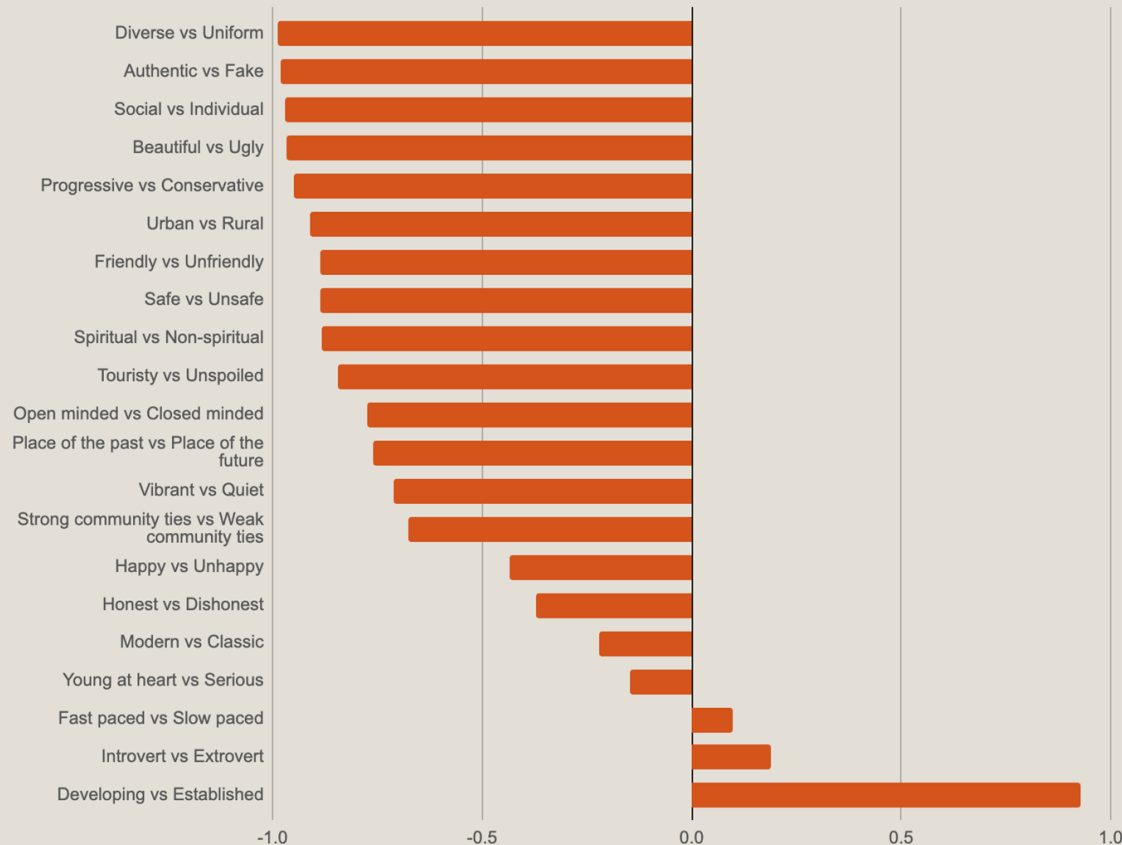
Helsinki Restaurant + Dining

Restaurant and dining experiences are among the most celebrated travel highlights in Helsinki, with 82.7% positive conversations. Visitors rave about **standout venues**, praising their **exceptional cuisine**, **inviting atmosphere**, and **memorable service**. Many describe dining out as a core part of their cultural exploration and a defining moment of their trip.

However, there are a notable portion of negative reviews (7.2%) cite **inconsistent service** and **pricing concerns**.

How do people describe Helsinki?

Attribute Pairing Results



04

The Summary

Reinforce the success from cultural experiences

Culture + History conversations are among the most positively perceived (with over 80% positive sentiment), where travelers consistently commend the city for its blend of historical architecture, local traditions, and vibrant cultural scenes.

Helsinki is often described as a place ***where the past seamlessly intersects with the present***, offering visitors a deep dive into Finland's heritage while showcasing modern cultural expressions.

Continuing to leverage and reinforce the success in this sector will be a great launch pad for future growth in positive brand perceptions globally.

Elevating Helsinki's Excellence in Design

Design is a prominent theme in discussions about Helsinki accounting for **17%** of conversations captured for this study ranging from it's stunning architecture to it's well planned public transportation.

Helsinki is lauded for its **functional and aesthetically pleasing urban environment, where design is seen as an integral part of daily life**. This positive perception is reflected in the high levels of positive sentiment (85%) associated with design-related conversations.

Promoting design as a core element of the city's identity, Helsinki can further solidify its reputation as a global design capital.

Embrace Helsinki's Sustainable Spirit

Sustainability has broken through as a key factor in Helsinki's brand perception, with 7% of online conversations highlighting the city's commitment to environmentally responsible practices.

Travelers frequently commend Helsinki's efficient and **sustainable public transportation system, its dedication to preserving green spaces and even the sustainable practices in restaurants.**

By continuing to invest in sustainable practices and actively communicating these efforts, Helsinki can strengthen its position as a responsible and eco-conscious destination.

Accessibility
across
categories is
a top driver of
negative
sentiment:

Take it from
negative to
positive.

Access and Terrain:

"Suomenlinna island fortress is not the easiest for visitors with mobility concerns, Rock Church is another spot that many find inconvenient to reach by walking, especially with the challenging terrain around the area"

Distrust in Taxis:

"We were charged 55 euros for a 5-minute taxi ride from the airport to Scandic Avia Congress. Did the driver take advantage of a family with tired children?"

Accessibility
across
categories is
a top driver of
negative
sentiment:

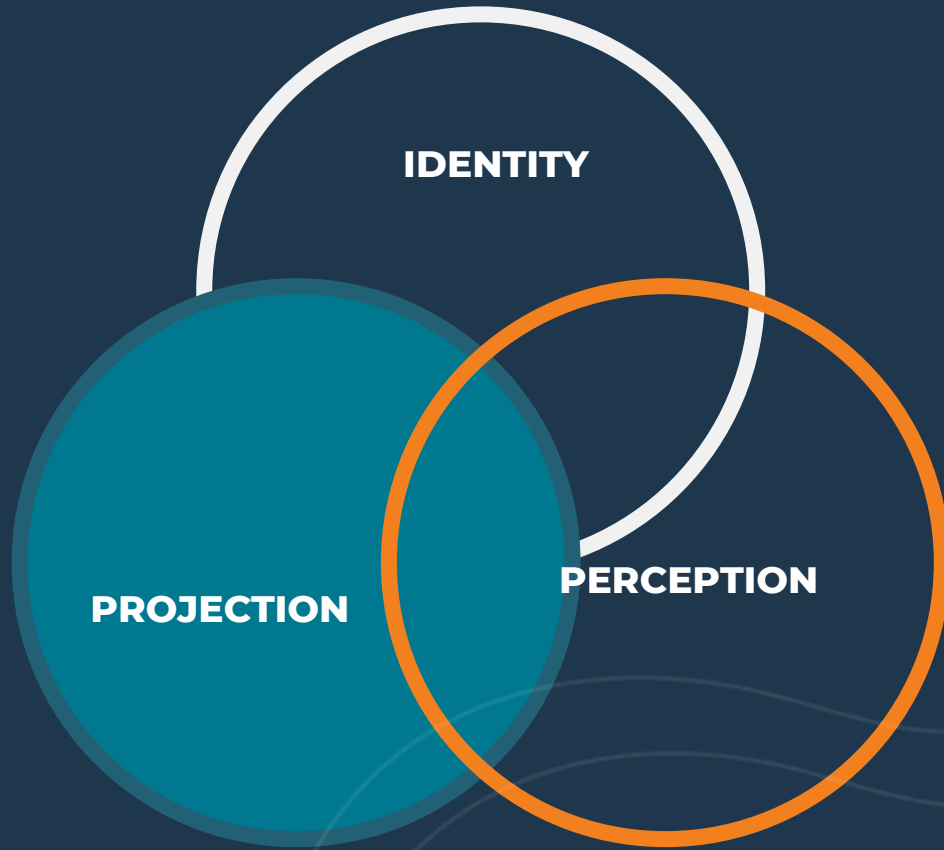
Take it from
negative to
positive.

Access to information:

"The information is available in English on Posti's website: It tells you also how the item should be addressed. Unfortunately the links to the HSL website aren't really helpful at the moment, as the site is still blocked from access outside of Finland."

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PROJECTION

How does Helsinki project itself to
the outside world?

Attribute word pairs

Temppeliaukion Kirkko						
	5	4	3	2	1	
Modern						Classic
Urban						Rural
Touristy						Unspoiled
Authentic						Fake
Beautiful						Ugly
Progressive						Conservative
Happy						Unhappy
Friendly						Unfriendly
Safe						Unsafe
Spiritual						Non-spiritual
Social						Individual
Young at heart						Serious
Fast paced						Slow paced
Honest						Dishonest
Introvert						Extrovert
Open minded						Closed minded
Diverse						Uniform
Strong community ties						Weak community ties
Place of the past						Place of the future
Developing						Established
Vibrant						Quiet

Summary

Attributes & Assets

Food City,
nature,
accessibility,
explains assets,
open minded,
involves locals,
creative

Value

Practicality,
different
perspectives
(diverse)/insight

Story being told

Story is told by
locals (and
social media),
happy and
idyllic place,
accessible
(inclusive?),
practical,
historic,
freedom

Essence

Mostly accessible,
diverse, innovative
and a practical food
city, where residents
suggest ideas on
what to do and what
to see, where there
is **freedom** to be
whatever you want
and where you can
detox in **nature**.

Summary

Private partners

There is a very fragmented image of the city. Hardly any cross-selling or references to other stories about Helsinki take place—everyone seems to focus solely on their own business. Of course, there are some happy exceptions. The question of ‘content gaps’ is particularly difficult to answer when everyone is only telling their own story and assuming that storytelling about Helsinki should be left to others. Some channels are simply lacking, which partly explains the mild frustration among visitors who struggle to find information, ultimately contributing to unmet expectations and disappointment.

Public partners

Public partners do offer a wide variety of stories about Helsinki, but they do so in such a thorough manner that it lacks distinction. Sometimes, users need to click through three layers just to reach the design page—an area of storytelling that should truly stand out for Helsinki. Striving for completeness is important, but it does not necessarily create a clear picture of what Helsinki represents. There is plenty of information available, but that is not the same as effective marketing.

Inconsistent branding

A brand is simply the sum of all stories told. When placing the different mood boards with word pairs side by side, it becomes evident how inconsistent the projected image of Helsinki is to the outside world.

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CONCLUSIONS

DNA ELEMENTS



An iceberg floating in the ocean, with a small tip above the water and a much larger, more complex mass submerged below. The background is a blue sky with clouds above the water and a deep blue ocean below. The iceberg's surface is textured with various shades of blue and white, suggesting ice and snow. The water is a deep, clear blue.

SUOMENLINNA

HUMOUR

WHITE CITY

GREEN SPACES

SAFETY

HERITAGE & CULTURE

ARCHIPELAGO

SOCIAL CARE

DESIGN

NEIGHBOURHOODS

ARCHITECTURE

PARKS

MARKETS

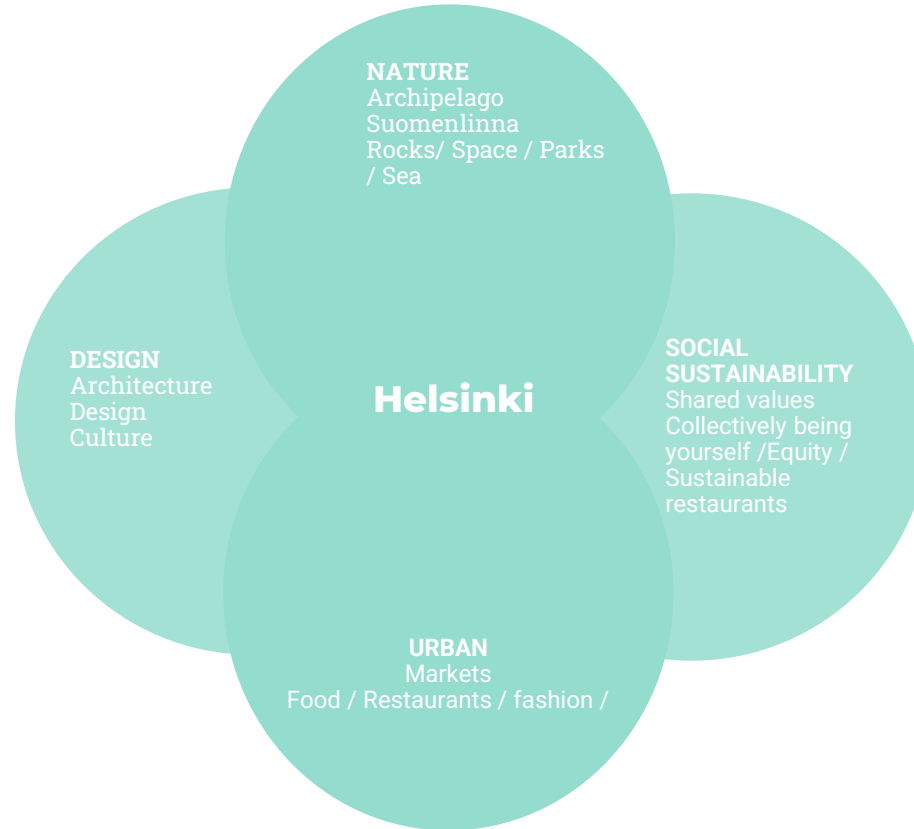
LOCAL TRANSPORT

ROCK CHURCH

RESTAURANTS

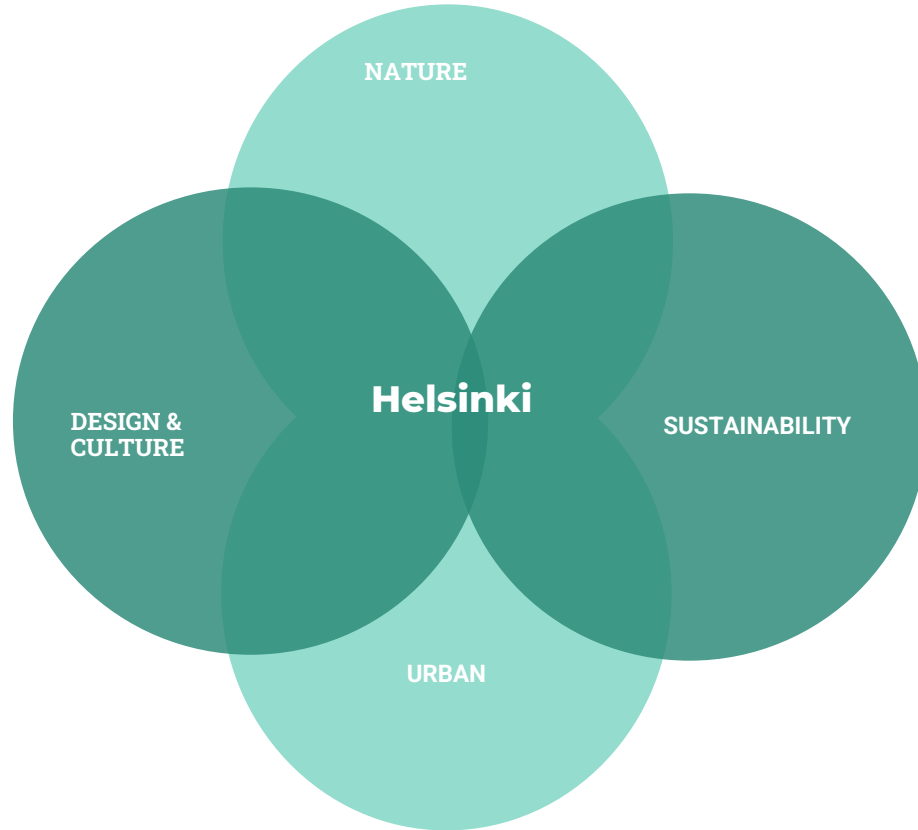
FOOD CULTURE

WHAT MAKES HELSINKI, HELSINKI?

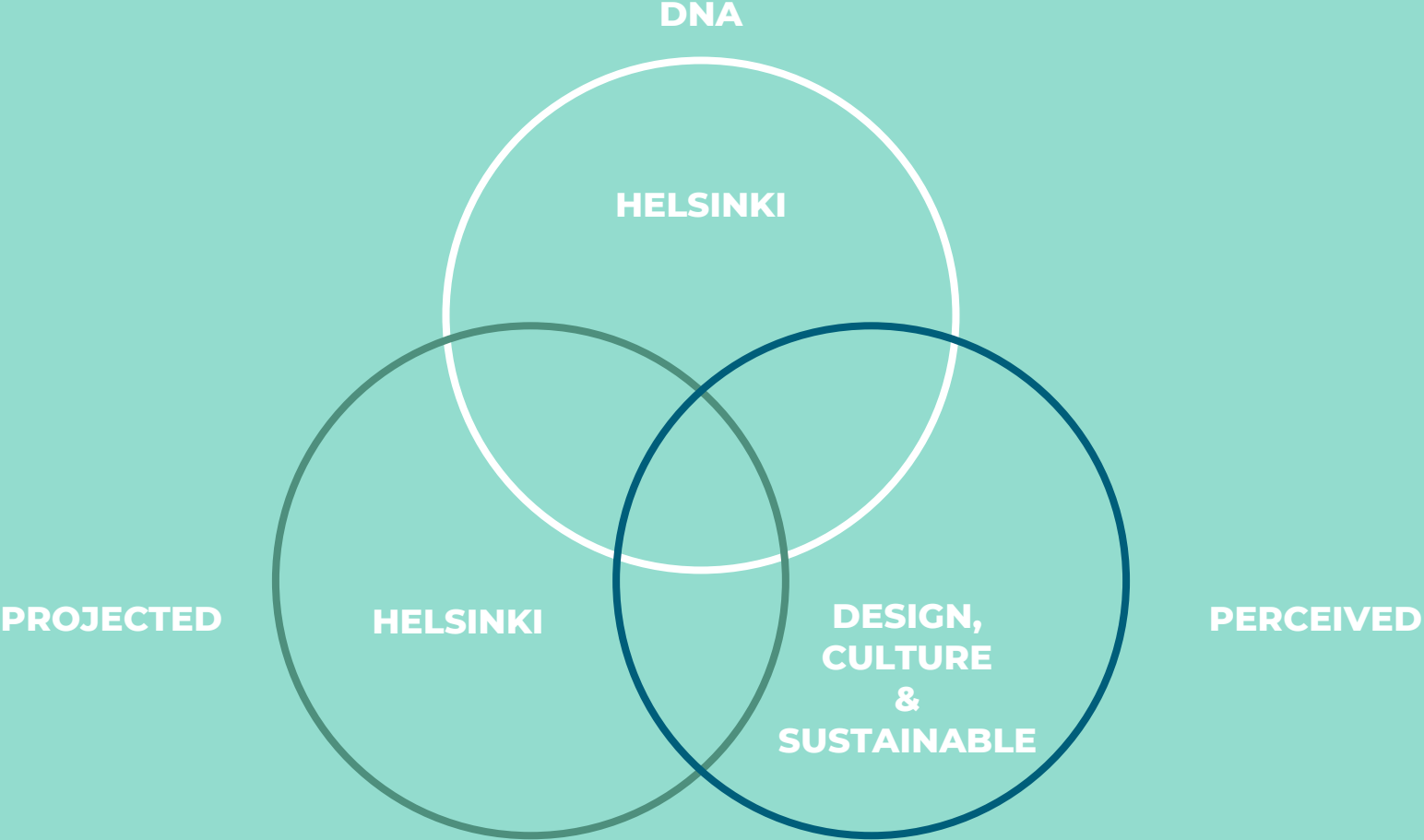




GAP BETWEEN DNA / PROJECTION / PRECEPTION



OBSERVATIONS



MOVE YOUR REPUTATION FORWARD

WHAT

Helsinki is working on its brand, but the focus of its identity is not yet entirely made clear to visitors

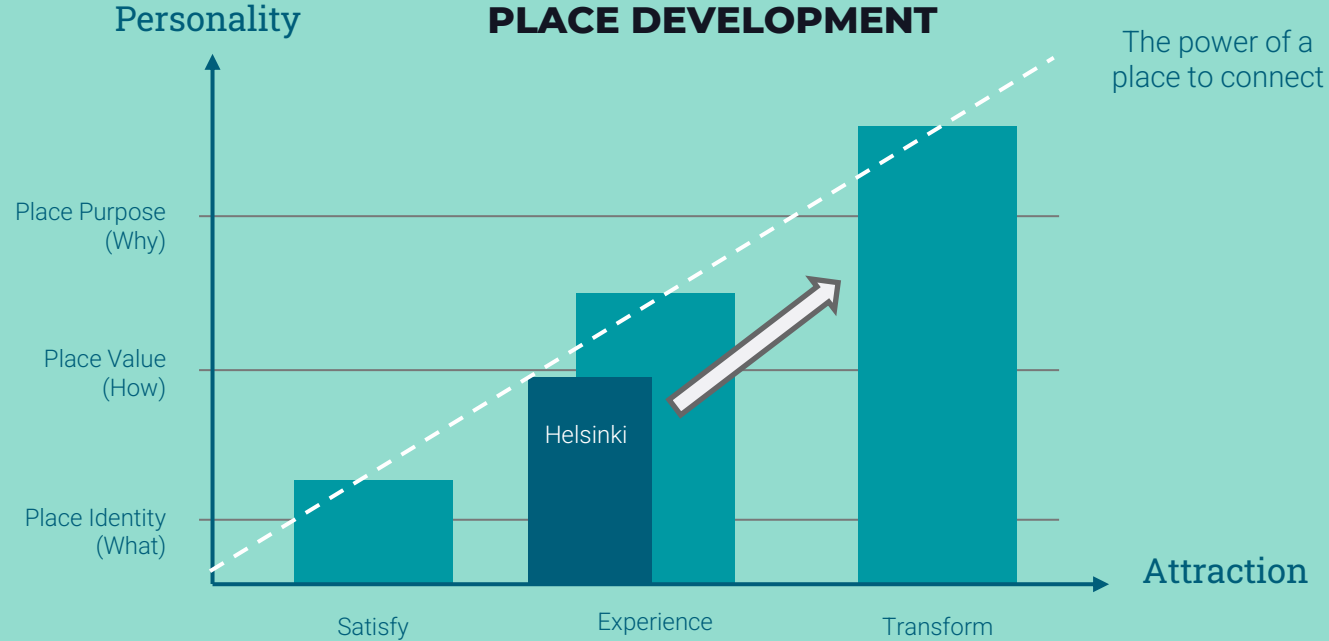
HOW

Helsinki as a whole is communicating experiences that create value to attract new visitors, but this approach clashes with your segmentation

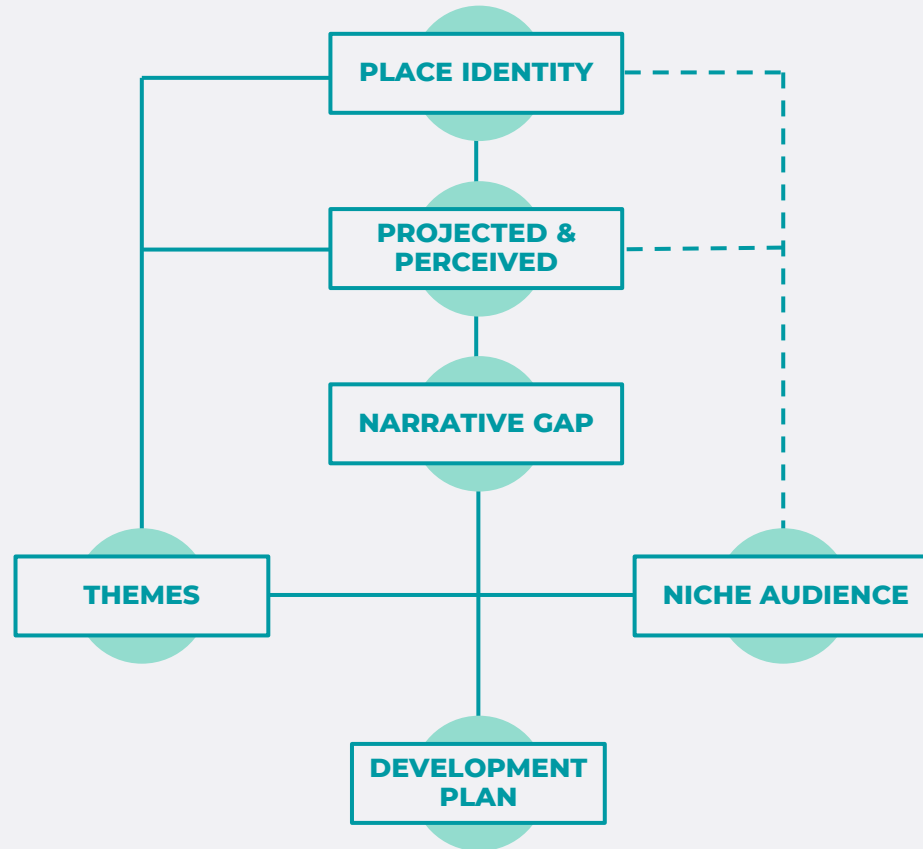
WHY

Helsinki does not communicate a brand purpose yet. People are looking for meaningful changes in their lives. The question “How it can impact my life?” is not currently being answered by Helsinki, although it has more assets to do so than most other cities we have worked with.

EVOLUTION OF PLACE REPUTATION



PLACE IDENTITY AS DEVELOPMENT FOUNDATION



RECOMMENDATIONS

1 ENHANCE THE IMPACT OF CULTURAL OFFERINGS

Discussions around **heritage and culture** are among the most positively received, with over 80% of travelers expressing favorable sentiments. Visitors frequently praise the city for its harmonious blend of historical landmarks, cherished traditions, and dynamic cultural experiences.

However, we observe that cultural activities are often promoted as part of an extensive and equal-weighted list rather than positioned as a compelling emotional asset for those eager to immerse themselves in the cultural heartbeat of a metropolis. As a result, **culture does not appear to be a primary focal point in the projected image of the city.**

Helsinki is often depicted as a destination where **history** effortlessly blends with contemporary life, allowing travelers to explore Finland's rich past while engaging with its modern artistic and cultural landscape.

By continuing to build upon and **amplify the achievements** in this sector, there is significant potential **to strengthen global brand** perception and drive future growth.

CULTURE: JEAN SIBELIUS WAS NOT METIONED ONCE IN ALL WORKSHOPS AND INTERVIEWS BY HELSINKIANS, JUST MENTIONING.....



2

UNLEASH HELSINKI'S DESIGN POTENTIAL

Design is Helsinki's strongest asset. This is recognized by outsiders, yet it is not actively leveraged as the ultimate defining strength. While design features in promotional materials from official organizations, it often remains buried—sometimes requiring multiple clicks before reaching the relevant content. A lack of clear positioning results in Helsinki's unique design narrative, enriched by global icons like Alvar Aalto, being overshadowed. Unlike Stockholm or Oslo, Helsinki has a design story that not only stands out but also comes from the local DNA. Unfortunately its impact is diluted due to the absence of sharp choices.

Design plays a key role in conversations about Helsinki, making up 17% of the discussions analyzed in the sentiment study. That's huge. These conversations highlight the city's striking architecture and well-thought-out urban infrastructure, including an efficient public transport system. They also refer to famous designers and the fact that every public place and every household in Helsinki seems to possess or show at least one piece of design. It's as **natural** for Helsinkians as breathing. It was Aalto himself who coined the idea of **cultural sustainability**.

Helsinki is widely appreciated for its harmonious and visually appealing cityscape, where design seamlessly integrates into everyday life. This **strong perception** is evident in the overwhelmingly positive sentiment (85%) associated with design-related topics.

By **projecting** strongly **design as a defining aspect** of its identity, Helsinki has the opportunity to further strengthen its status as a leading hub for global design.

DESIGN : IT WAS AALTO WHO COINED THE EXPRESSION 'CULTURAL SUSTAINABILITY'



3 POSITION HELSINKI AS LEADER IN SUSTAINABILITY

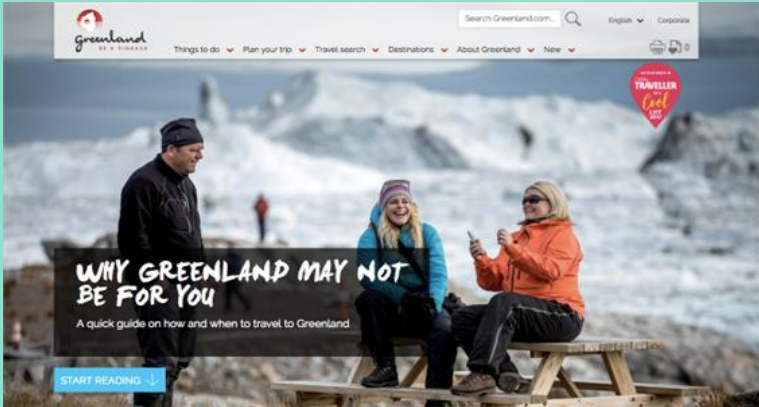
Helsinki's commitment to sustainability is becoming an increasingly **prominent aspect of its brand identity**, with 7% of online discussions recognizing the city's dedication to eco-friendly initiatives.

Visitors often praise Helsinki for its efficient and environmentally conscious public transport network, its proactive approach to protecting green spaces, and even its focus on sustainable dining practices.

However, while many local businesses and partners obtain sustainability certifications or meet technical criteria, these efforts are rarely communicated in a compelling way. **This is not just an opportunity but a necessity**—if Helsinki aims to attract the right kind of visitor, one who respects both the city and its values. A crucial aspect of Finnish sustainability is **social sustainability**, yet it remains underrepresented in marketing. Other Scandinavian countries, with Iceland leading the way, have long invested in campaigns that educate and inspire potential visitors about the societal values they hold dear. If Helsinki does not integrate this approach into its communication strategy, a gap may emerge between the type of tourists the city attracts and the level of local support for tourism.

By continuously investing in sustainability and ensuring these efforts are clearly communicated, Helsinki has the opportunity **to reinforce** its reputation as a forward-thinking, social responsible, and green urban destination.

SUSTAINABILITY : EXAMPLES OF SUCCESSFUL VALUE BASED CAMPAIGNS WHITHOUT EVEN MENTIONING THE WORD SUSTAINABILITY



4 DON'T TURN THE UNDERDOG IN A MAINSTREAM MUTT

Finland thrives in its **underdog role**—it's a comfort zone. Bone-dry humor and self-deprecation have practically become export products, shaping global perceptions of Finnish identity. People expect Finns to behave this way. What about a capital?

Yet, sentiment analysis shows that this leaves little lasting impact. Tourists aren't actively seeking this narrative. In fact, too much of it can create hesitation when choosing a travel destination. If Helsinki wants to position itself differently from the rest of Finland, this is a golden opportunity. As long as it continues to market itself as Finland's **entry point, hub, or gateway**, it will remain tethered to the national brand. But if Helsinki wants to compete with other major Scandinavian cities like Gothenburg, Stockholm, or Oslo, it must highlight distinctly urban qualities—**self-confidence, ambition, and presence**.

The emotional connection residents have with their city is strong, yet it remains absent from Helsinki's projected image. And that's a missed opportunity. For decades, the most powerful city marketing has been about **expressing the bond between residents and their city**—from I ❤️ NY to **I amsterdam**. Visitors are drawn to places where locals are proud of their city and eager to share that feeling.

The beste city marketing is the one that expresses the strong bond between people that live there and the place. Helsinkians are proud on Helsinki but don't show it. Confidence and pride are urban drivers. They're just underutilized. Helsinki **needs more emotion in its branding** — without immediately undercutting it with self-deprecation.



5 ADJUST COMMUNICATION

Everything from the identity research—including the perception study, the place life cycle analysis, and the gap analysis—clearly points in one direction. A destination whose reputation underperforms relative to the quality has to offer every reason to **sharpen its profile**.

We observe that Helsinki's brand is positioned in the market in a relatively **generic way**—"we have everything" or "we are the happiest"—which causes it to lack appeal in those niches that Helsinki could uniquely claim. Instead, competitors, often direct ones, are taking the credit (e.g., design and sustainability). That's probably true in a broader sense for Finland and explains why people abroad think Oslo is 'the capital of sauna' and speak about Danish design.

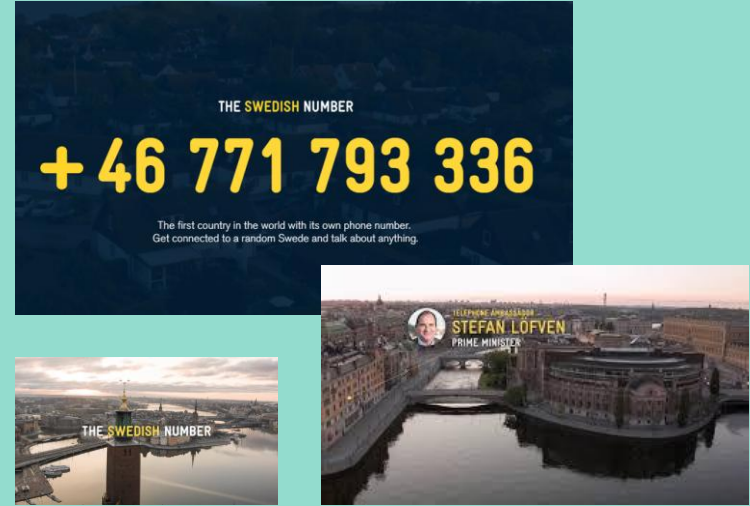
Moreover, we see **little distinction** between Helsinki as a "cool capital" and the broader **Finnish brand**. Finally, much of the communication we analyzed in the projected identity study is characterized either by an inclination towards completeness (public organizations) or a lack of storytelling (some private organizations). In the global benchmark of Helsinki & Partners (April 2023) it is recommended to keep communicating Helsinki's magic but also rightly so that the national brand should keep communicating the urban platform Helsinki. Sometimes it feels more that Helsinki is communicating the national platform Finland.

Overall, the projection of what Helsinki can truly mean to a visitor lacks engagement. A great way to do this, is value-based marketing in 'symbolic actions'. A **symbolic action** is a campaign that expresses the DNA of a place and that often requires an effort of residents or visitors.

SYMBOLIC ACTION: EXAMPLES



Palau is the first nation on earth to change its immigration laws for the cause of environmental protection. Upon entry, visitors need to sign a passport pledge to act in an ecologically responsible way on the island, for the sake of Palau's children and future generations of Palauans.



250 years ago, in 1766, **Sweden** became the first country in the world to introduce a constitutional law to abolish censorship. To honour this anniversary, Sweden was now the first country in the world to introduce its own phone number. When it was live, you could call and get connected to a random Swede, anywhere in Sweden and talk about anything you want.

6

RETHINK SEGMENTATION

If you want to communicate more effectively and attract the right visitors—the ones who are truly passionate about what you have to offer, who stay longer, spend more, and often become your ambassadors—you need the courage to rethink your segmentation. In the Anglo-Saxon world, we talk much more about **passionate communities rather** than niches. This reflects the idea that people are not primarily searching for a specific destination, but for a very particular experience. They know exactly what they want, and where they go is simply a result of that desire.

As long as we continue to target based on **geography** or demographics, we treat large groups of people as if they all behave the same way and share the same interests. This **is not a sustainable approach** to marketing.

Moreover, in a world of geopolitical uncertainty, these **traditional ways** of thinking are becoming increasingly **obsolete**. Borders are constantly shifting due to conflicts, war threats, and climate change. Clinging to geographic markets is unwise. What truly matters is people's interests and motivations—where they come from is merely a consequence of that.

Focusing on niches is a long-term, sustainable strategy. It requires thorough research, investment, coordination, product development and promotion. But it also demands a broader definition of tourism. It takes courage to assess whether **the right governance** is in place to engage and inspire these high-value audiences through an integrated approach—one that positions Helsinki as a destination that speaks directly to their passions.





Fly Fishing



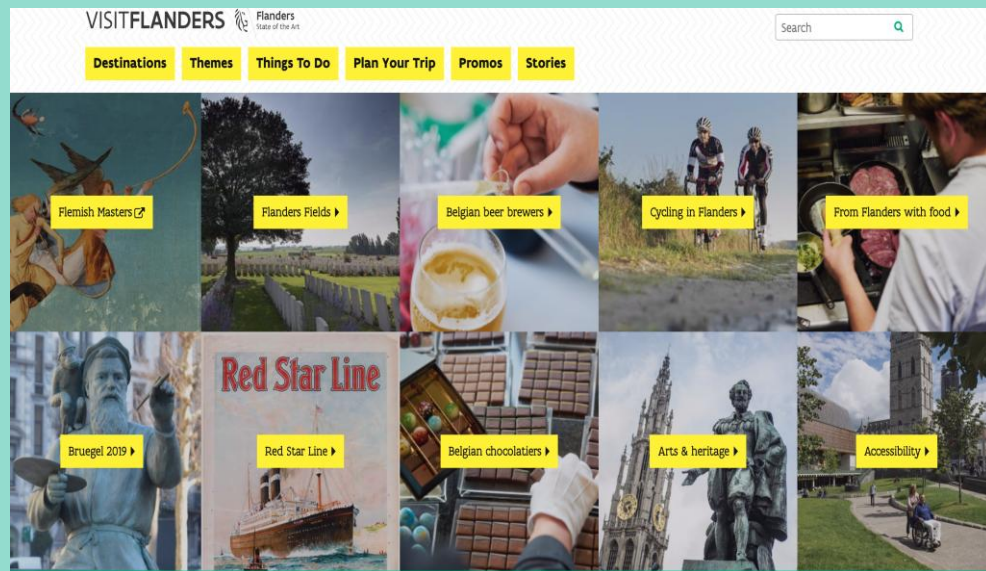
Photography



Dinosaur Enthusiasts



RETHINK SEGMENTATION : TWO SPECTACULAR EXAMPLES OF RESEGMENTATION



7 TOWARDS REGENERATIVE

Marketing (the entirety of destination development and promotion) is essentially expectation management. If we notice that some negativity is creeping into the perceived image due to disappointment, this is partly due to an inconsistent way of presenting the city by various partners. Additionally, portraying the city as **the happiest place**—while this may be factually true—also raises expectations to an almost unattainable level.

Helsinki, with its emphasis on sustainability, its natural connection to the sea and green surroundings, and its cultural sustainability, inherently possesses significant **transformational power**. If the goal is to truly move towards regenerative tourism, this will need to be communicated much more clearly.

However, it is important to recognize that a **regenerative approach** can only succeed if a very broad definition is used of all the areas tourism impacts. Moreover, promotion, branding, and development must be finely tuned to one another.





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