



# STRATEGY

2011-2014

HANASAARI - THE SWEDISH-FINNISH CULTURAL CENTRE



ENGLISH

FUTURE ENCOUNTERS AND NEW PATHWAYS

[www.hanaholmen.fi](http://www.hanaholmen.fi)

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### THE MISSION OF HANASAARI

Hanasaari works to promote co-operation between Finland and Sweden in the fields of culture, society and business.

### VISION: HANASAARI 2014

Hanasaari will be the leading operator and forum of interest in Finnish-Swedish co-operation.

Hanasaari will have developed and reinforced its status as the principal vehicle of partnership in bilateral affairs.

#### IMAGE CREDITS

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Hanasaari works to promote co-operation between Finland and Sweden.

## Programme declaration of Hanasaari

Hanasaari seeks to foster and promote co-operation between Finland and Sweden in all fields of society. We serve as an encounter point assisting organisations, operating sectors and individuals in gaining knowledge and inspiration from one another and generating mutual added value.

To ensure effective operations, we continually analyse our environment with a view to prioritising a limited number of fields of work. Following the successful Landmark Year project, we are seeking to ensure greater dialogue between the younger generations and key individuals in important operating sectors.

Our priorities in future years will be:

- creating a sustainable network of new stakeholders in Finnish-Swedish co-operation
- promoting Finnish-Swedish information exchanges in the fields of education, research and teaching
- activating cultural sector contacts, dialogue and co-operation in Finland and Sweden
- raising future-focused issues in the spheres of welfare and social progress



In November 2010 Crown Princess Victoria and Prince Daniel of Sweden were welcomed to Hanasaari by Kimmo Sasi, Chairman of the Hanasaari board, and Gunvor Kronman, Director of Hanasaari.

One natural part of our work is to broaden awareness of our common cultural heritage, history and languages.

While the relationship between Finland and Sweden remains a prime concern for Hanasaari, we also comprehend these countries in their broader European and global context, and we are therefore also happy to consider bilateral issues from these perspectives.

Hanasaari is part of the Swedish-Finnish Cultural Foundation, which operates in both countries. Hanasaari

and the Foundation share the same mission, and they work together to optimise achievement of their aims in bilateral functions. Hanasaari can also serve as an operational arm of the Foundation.

Hanasaari has no party political affiliation, and it works with various partners to realise its goals through an open networked operating format.

# Our work at Hanasaari

## • WHAT DO WE DO?

Hanasaari is a Finnish-Swedish networking organisation that brings together various partners to achieve mutual objectives. The various projects and processes in which we are involved may include:

- in-house initiatives
- ideas conceived by other organisations, groups or individuals
- responses to the needs and aspirations of important stakeholders in the sector

## • HOW DO WE WORK?

Because many processes require patience and long-term application, sometimes preceded by studies and time-consuming preliminaries, we create opportunities for sustained co-operation, and we seek to incorporate individual events into overall processes with the potential to bring added Finnish-Swedish value and to result in other activities that further our mission. We always adjust, focus and proportion our work to assessments of current conditions. We are happy to engage in interdisciplinary activities that enable us to improve communications between sectors. We refer to ourselves as *Hanaholmen Sverige* when arranging activities in Sweden.

## • FINANCE

We take part in financially realistic projects and processes, and we can apply our expertise in locating basic funding of the right kind. For example, this contribution may take the form of assigning staff for management, planning or implementation, providing premises in our building, or (on a smaller scale) allocating funds from our programme budget.

## • PUBLIC RELATIONS

Our public relations work is characterised by openness and clarity of expression. We develop new conditions for Finnish-Swedish co-operation by applying new media and instruments. We add impact to our work through effective collaboration with the press and mass media. We actively support lobbying work that seeks to promote co-operation and good neighbourly relations.

## • LANGUAGES

The principal working languages of Hanasaari are Finnish and Swedish. This policy supports our objective of improving contacts between Finland and Sweden. Languages form a fundamental element of our work.

## • THE BUILDING

Our building is the heart of our operations, and we continually improve it as an encounter point. We seek to promote use of the Hanasaari building for conference, hotel and restaurant services, as these are among our principal instruments and serve to reinforce the financial basis of our work.

## • BILATERAL CULTURAL FOUNDATIONS

To reinforce our operations, we cooperate with the Swedish-Finnish Cultural Foundation and implement its assignments. We also administer three bilateral cultural organisations: the Icelandic-Finnish, Finnish-Norwegian and Finnish-Danish cultural foundations.

## • TANDEM

We co-ordinate our work through the Tandem project office of the cultural foundation in Stockholm in order to ensure effective and optimal use of our combined resources and maximise the synergy benefits of our efforts.



The artists Kaarina Kaikkonen and Elisabet Sagefors have created two art-pieces for Hanasaari, "Eteneminen" (Proceed) and "lågås" (Low Ridge), as symbols for the Finnish-Swedish co-operation.

Our building is the heart of our operations.





Completed in 1975, Hanasaari Cultural Centre was constructed from durable Finnish materials. The building was designed by architect Veikko Malmio.

# Hanasaari operations in 2011–2014: Programme priorities



## a) New stakeholders in Finnish-Swedish co-operation, cultural and language skills

Nordic co-operation and bilateral relations no longer come naturally to the younger generation, and neighbouring countries can even seem dull and too familiar in a globalising world where remote locations are now within reach. Appreciation of neighbouring countries and awareness of the cultural connections between them are already deteriorating in Sweden with growth in immigration from outside of the Nordic region. While co-operation between Finland and Sweden functions well in all sectors of society, there is a danger that this will recede unless active efforts are made with the younger generation and with skills in

Nordic languages. Renewed co-operation between Finland and Sweden will also bring entirely new opportunities through the involvement of active young people with a new perspective on the Nordic countries and the world. Hanasaari is in a position to share information between young people in neighbouring countries by highlighting contemporary Sweden as a modern, socially diversified and multicultural society and Finland as a dynamic, challenging and international partner. The work of the Svenska nu ("Swedish now") network has demonstrated the prospects for favourably influencing attitudes towards language learning and its outcomes. Involving the rising generation in bilateral activities lays the groundwork for future co-operation between Finland and Sweden, and for effectively updating the form and content of this co-operation.

### Objectives:

By 2014 we shall have modified our operations to incorporate sustained greater involvement of younger people in the Hanasaari programme and to stimulate interest in the language and culture of Sweden in new target groups.

### How will we work?

We shall work through networks enabling the unfettered establishment of new operating approaches and the consideration of novel subjects that optimally promote interest in the language and culture of Sweden and involve young people in bilateral co-operation. This work does not necessarily need to focus exclusively on young people, but can also be directed at people who work with and tackle the issues that concern young adults. Priority will be assigned to activities based on co-operation and synergy that may in turn lead to more permanent operations. Our most substantial project will be the Svenska nu network focusing on Finnish-speaking school students throughout Finland. Other important instruments will include the Globsol youth forum and collaboration with the Finska nu network in

Sweden. We shall also promote in-service training for teachers and increased knowledge of Sweden, and we shall strive for greater mobility of university students between Finland and Sweden. We shall systematically enhance our work with various media and remain open to applying new instruments in order to realise our aims.

### Indicators:

- turnout at events seeking to involve a new generation
- geographical and linguistic balance in participation figures
- feedback from participants



The Svenska nu network intermediates Swedish youth culture and meetings with the Swedish language. In the picture: the group Komodo with their energetic drum performance.

## **b) Information exchange in the fields of education, research and teaching**

A lively public debate has gone on in recent years concerning the future of the education system in both Sweden and Finland. These countries have been working hard to enhance the international competitiveness of higher education and to improve educational outcomes in schools. Increasing challenges for future funding and structural deficiencies in the higher education sector are also noticeable. Accordingly, there is a clear need for frank political dialogue between various stakeholders in both countries. Exchanges of knowledge and experience between public servants, politicians, school administrators, teachers and education sector officials will also bring considerable concrete benefits in primary, secondary and higher education. Despite the similarities between the education systems and information bases of Finland and Sweden, each country exhibits numerous unique factors and strengths. Establishing bilateral dialogue between stakeholders in these specialist areas may ideally promote progress in the sector.

### **Objectives:**

Hanasaari will maintain and continually improve new forms of bilateral co-operation that optimally encourage enhancement of educational quality in both countries and correspond to the needs that are highlighted by various parties. The key national agencies will be involved in our programme, and we shall successfully establish new and permanent ways of working in association with sectoral stakeholders. Hanasaari will foster dialogue between education sector policymakers and thereby promote improvements in national education systems.

### **How will we work?**

We shall foster ongoing dialogue between Hanasaari and stakeholders at various levels, thereby strengthening appreciation of the parties that have the most to gain from Finnish-Swedish contacts and of which sectors will gain the greatest benefit from our efforts. For the process to remain genuinely meaningful from their point of view, stakeholders must continue to determine their own ways of working, fields of interest and objectives. Participants must also be prepared to invest their own resources in co-operation. The conference, restaurant and hotel facilities of Hanasaari will be available for this development work, as the higher education sector is a target group for these functions. The principal forms of work will include joint in-service training for Finnish and Swedish school administrators, a series of debates on higher education policy, a researcher network, seminars on issues in language teaching, teacher training and in-service training co-operation for teachers.

### **Indicators:**

- turnout at higher education and research sector events
- turnout at school education events
- feedback from participants

### c) Activating cultural sector contacts, dialogue and co-operation

The political, social and economic importance of art and culture has increased considerably in both countries over the last decade. The goals of cultural policy are being redefined with the growing need to reform the structures of cultural life. There are also grounds for reviewing funding formats, as resources are not keeping pace with needs. Both countries are in similar situations with respect to the rapidly evolving future prospects and necessities of cultural life. Regional partnerships are increasingly important and new co-operation formats and regional cultural policy strategies are being developed in both countries. A study commissioned by the Swedish-Finnish Cultural Foundation in 2007 indicates that contacts between stakeholders in cultural life across the Gulf of Bothnia have diminished, creating a need for new encounter points. It is particularly important to establish contacts between the leaders of cultural institutions and regional stakeholders in cultural policy, who require support networks and instruments for assessing their circumstances in order to be capable of formulating alternative future scenarios and developing the social role of culture. There is a particularly pressing need for arenas that will broaden sectoral contacts from the most general perspectives in cultural policy and society and may assist operators in developing the structures of cultural life.

### Objectives:

The work of Hanasaari in the field of art and culture will be recognised and respected in the cultural life of both countries. Hanasaari will have established Finnish-Swedish networks that support organisations in the broad reprioritising and development work that is under way in the cultural sectors of both countries. The Finnish-Swedish dialogue will have promoted the development of new regional co-operation formats in the field of cultural policy.



The little bronze statue "Woman with luggage" by Åsa Wrangé became a permanent part of Hanasaari's art collection after the exhibition.

### How will we work?

By combining a series of seminars on cultural policy with a Finnish-Swedish mentoring programme aimed at the directors of cultural institutions, we shall be able to foster new contacts and reinforce appreciation of ongoing changes and of the attendant consequences for cultural life. The cultural policy seminars will also have a regional character, insofar as they seek to encourage the development of co-operation formats and strategies for local and regional cultural policy. At the same time we shall promote cultural exchanges between the countries and the formulation of new collaboration proposals. Other important forms of work will include a theatre co-operation project with *Riksteatern* and exhibitions at Hanasaari. We shall also investigate the prospects for arranging programmes for the Helsinki *World Design Capital* initiative in 2012 and the European Capital of Culture initiative in Turku in 2011.

### Indicators:

- turnout and enrolment for cultural policy seminars and leadership training
- feedback from participants



Karen Bit Vejle's travelling exhibition "Scissors for a brush" attracted a record crowd to Gallery Tove.

Restaurant Johannes serves locally produced foods and delicacies from the New Nordic kitchen.



#### d) Future issues in welfare, the economy and social progress

Innovative development work has been done both in Sweden and in Finland in response to the contemporary challenges of the Nordic welfare society. These challenges have included improving freedom of choice (while continuing public funding), tackling income disparities, addressing the psychological and physical health issues of children and young adults, and dealing with issues arising at work and in job satisfaction. The dialogue accompanying this reform work, coupled with enhanced exchanges of knowledge and experience in the financing sector, may make the Nordic countries a new international paradigm and give rise to new solutions to common challenges. The 2009–2010 Future Series, arranged as part of the 1809 – new Finland, new Sweden project, and the Future Forum 2010, in which leading figures of the business communities in Finland and Sweden discussed contemporary and future challenges and opportunities in an increasingly globalised world economy, were the beginning of increased bilateral collaboration to tackle these issues.

#### Objectives:

Hanasaari will promote ongoing social progress by fostering creative inter-sectoral encounters and comparisons from a Finnish-Swedish/Nordic perspective. This work will develop alternative future formats for the Nordic welfare state and reinforce appreciation of the success concepts of these neighbouring countries. The Finnish-Swedish dialogue will have promoted the emergence of new and more effective methods for improving the welfare of children and young adults in Finland and Sweden.

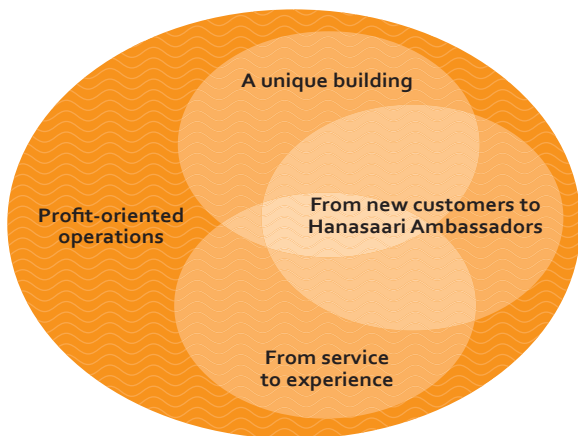
#### How will we work?

We shall focus on comparisons and exchanges of experience with a view to developing inter-sectoral co-operation, political processes and policymaking. We shall pay particular attention to the welfare of children and young adults, and accordingly to issues in education, multiculturalism and economics. Finnish speakers in Sweden and Swedish speakers in Finland form a unique bilateral co-operation resource that can provide important partners in our work. Hanasaari will also collaborate with individuals and stakeholders in the fields of business life and economic research with a view to supporting common Finnish-Swedish interests and increasing exchanges of knowledge and experience in the field of economics. The principal forms of operation will be Hanaforum, a continued Future Series, conferences and processes focusing on contemporary future-oriented themes, and a follow-up to the Future Forum of the Finnish-Swedish business community.

#### Indicators:

- turnout at events arranged in this sector of our work
- feedback from participants

# Hanasaari operations in 2011–2014: Priorities for hotel, conference and restaurant operations



Hanasaari has a unique and vital conference facility with an agreeable ambience.

## e) A unique building

Our operations centre on a unique and agreeable building. Completed in 1975, Hanasaari Cultural Centre was constructed from durable Finnish materials at a scenic location near the centre of the expanding Helsinki Metropolitan Area. The seaside location and peaceful surroundings foster a special ambience that is conducive to creative thinking. This is a venue where bird-song displaces the din of crosstown traffic. Visitors to Hanasaari are immediately welcomed with fine works of art, and the building itself forms part of an overall visual experience. The unique interiors exceed anything achieved at other cultural centres and conference hotels, and the scenic site and surrounding waters leave an indelible impression on the entire facility.

The surroundings of Hanasaari are changing all the time, and it is vital for us to collaborate with policymakers in Espoo and Helsinki and with Senate Properties.

## Objectives:

In 2014 we shall be a unique and vital conference facility with an agreeable and cultured ambience that appeals to even the most fastidious customers.

### How will we work?

The special characteristics of Hanasaari that make the building unique for all visitors must be preserved and developed. Through annual repairs and refurbishment work, we shall ensure that the current facilities remain in good condition and that they meet the evolving needs of customers. We shall train our staff in the common best interests of our visitors and of the building, and to strengthen our unique ambience.

#### Indicators:

- the number of visitors coming to Hanasaari
- customer feedback on operations and facilities
- growth in volume



The seaside location and peaceful surroundings foster a special ambience that is conducive to creative thinking.

### f) From new customers to Hanasaari Ambassadors

Hanasaari has always enjoyed the support of a large number of regular customers, who serve as our ambassadors in spreading a favourable message of fine services at Hanasaari. This is the foundation of our good reputation, particularly as an excellent venue for meetings and conferences. However, the needs of the market and of customers are constantly changing. New winds are blowing, and some of them are quite powerful. We are now in need of new target groups and customer segments in order to ensure an adequate clientele.

#### Objectives:

Balancing out seasonal fluctuations. An increase in the number of ambassadors who recommend Hanasaari to others. Efforts to increase the number of repeat visits by customers and visits by new customers.

#### How we shall act:

We shall develop weekend operations and seek out new customers through the work of our Programme Department. We shall focus our marketing and sales work on new customer segments.

Concern for environmental aspects will become an increasingly prominent element in the Hanasaari brand.

#### Indicators:

- the number of visitors coming to Hanasaari
- growth in turnover
- the verified number of ambassadors and regular customers



Restaurant Johannes was named after previous Prime Minister of Finland, Johannes Virolainen.



The visual impression is a major part of Hanasaari, both in terms of the interiors and exteriors of the building.

### g) From product to experience → stewardship

Although stewardship (*vårdskap*) is a key idea for many businesses, practical illustrations of this concept in Finland are rare. Efforts tend to focus on enhancing the process of service provision, as opposed to reflecting the real needs of the customer. We can make the entire Hanasaari package (hotel-restaurant-meetings-programme) a fascinating and rewarding experience. The visual impression is a major part of Hanasaari, both in terms of the interiors and exteriors of the building. Fascinating architecture and interior design combined in an effective and personal service concept will help Hanasaari to succeed in an increasingly competitive market.

#### Objectives:

Customers will experience an increase in the added value of our services. By 2014 Hanasaari will be renowned for its positive experiences, and not merely for good conference facilities or affordable prices. Genuine stewardship – a prime value of Hanasaari – will be evident in our services. Feedback will be even

more favourable, and will cast light on new aspects. Local dishes will be a natural element of our daily menu.

#### How we shall act:

We shall create experiences and services in which customers are interested and that they are willing to purchase again. We shall train all of our staff to appreciate the importance of genuine stewardship as a success factor.

#### Indicators:

- comments on quality
- average price
- price bargaining margin
- RevPAR



Current topics are discussed at courses, seminars and international conferences.



Media representatives often cover events and happenings at Hana-saari. Here Magnus Hall, Chairman of Skogsindustrierna, the Swedish Forest Industries Federation, is giving an interview to SVT Uutiset.

## h) Profit-oriented operations

The hotel, restaurant and conference services of Hana-saari are both an instrument and a means of generating revenue to support programme activities. Serious economic instability can influence fundraising and the financial basis for other in-house operations. Excessive financial risks must be avoided.

Financial returns and quality standards are directly related to staffing levels and staff skills, and good management is a decisive factor in achieving a favourable result. Successfully discharging the mission of Hana-saari will call for close collaboration between programme and business operations.

### Objectives:

The business operations will generate revenues for programme activities. All areas of business will be profitable. The entire staff will appreciate the importance of the outcome in both financial and quality terms and will act accordingly. Profitability consciousness will be one of our shared values. Resources will be proportioned to our objectives.

### How we shall act:

We shall stress the importance of teamwork from the point of view of the overall result. We shall rectify any problems promptly to avoid poor outcomes. We shall train our staff to appreciate the financial importance of high standards. We shall make our staff more aware of how revenues are generated, and we shall make further improvements in resource planning and budgeting.

### Indicators:

- business turnover and earnings
- quality-related comments from customers
- staff job satisfaction





## Our values at Hanasaari

The staff at Hanasaari stress the following values in their work:

- **Responsibility and quality**

We recognise our liability for our agreements, our services and our efforts. We appreciate that quality is our primary characteristic. We listen to our partners.

- **Encounters**

We believe in the power and opportunity of creative encounter. All parties benefit from the added value that arises when people, organisations, skills or experience are combined. The notion of *Värdskap*, incorporating encounter, stewardship, consideration and high service standards, is a key characteristic of Hanasaari.

- **Hanasaari: a unique resource**

We possess one special feature that distinguishes us from others. Hanasaari is unique as a venue, experience and operator, and it benefits from this resource in attaining our common objectives.

- **Courage and innovation**

We are constantly seeking novel solutions, alternative approaches or new ways of applying increasingly effective methods. We remain receptive to new information and we appreciate that our operations must be adjusted to keep pace with changing conditions.

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