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Title	Business Creation for Active Lifestyles in the Finnish Sport-Based Companies: Enabling a Sustainability Transformation Through Ecosystem Thinking		
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<b>Abstract</b> <p>Sedentary behaviours and inactive lifestyles are global issues. Physical inactivity causes several illnesses and encourages environmentally damaging behaviour via excessive car usage. Therefore, physical inactivity could threaten social, environmental, and economic sustainability globally and in Finland. Historically, physical activity promotion has been in the hands of municipalities and sports clubs, and the potential of the private companies operating in the Finnish sports business ecosystem has received less attention.</p> <p>This thesis concentrates on sport-based companies and their potential in promoting physical activity. It explores business opportunities for physical activity promotion, systemic barriers to business creation, and sustainability perceptions of the sport-based companies. The methodology takes inspiration from design science and builds on 25 semi-structured interviews thematised with qualitative content analysis.</p> <p>The results of this thesis reveal four possible business opportunities for physical activity promotion: tailored wellness packages, programme and adventure services, urban design, and gamification. Moreover, the results uncover the organisational, institutional, and cultural barriers to physical activity promotion. Finally, the results section unveils the current attitudes of the sport-based companies towards corporate sustainability.</p> <p>The discussion reviews the thesis results through corporate sustainability, sustainable business model innovation, and entrepreneurial ecosystem literature. Based on the theoretical implications, the thesis suggests that creating a physical activity ecosystem could address the need for physical activity promotion, create opportunities for trans-sectoral collaboration and new physical activity business, and help the sport-based companies transition towards corporate sustainability.</p>			
Keywords	physical activity, active lifestyles, business opportunities, corporate sustainability, business ecosystems		





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<b>Tiivistelmä</b> <p>Liikkumattomuus on globaali ongelma. Arkiliikunnan vähäisyys aiheuttaa useita sairauksia ja kannustaa ihmisiä ympäristölle haitalliseen käyttäytymiseen, kuten autoiluun. Siksi liikkumattomuuden voikin ajatella olevan sosiaalinen, taloudellinen ja ympäristöllinen uhka kestäväälle kehitykselle niin globaalisti kuin Suomessa. Aiemmin arkiliikuntaa on edistetty Suomessa kuntien sekä urheiluseurojen toimesta eikä liikuntaliiketoiminnasta kumpuavaa potentiaalia ole juuri huomioitu.</p> <p>Tämä pro gradu -tutkielma keskittyy suomalaisiin liikunta-alan yrityksiin ja niiden mahdollisuuksiin edistää arkiliikuntaa. Tutkielmassa paneudutaan arkiliikunnan liiketoimintamahdollisuuksiin, liiketoiminnan esteisiin sekä liikunta-alan yritysten näkemyksiin vastuullisesta liiketoiminnasta. Tutkielma inspiroituu tulevaisuusorientoituneesta suunnittelutieteestä ja rakentuu kahdellekymmenelle viidelle (25) puolistrukturoidulle haastattelulle, jotka tematisoidaan sisällönanalyysin keinoin.</p> <p>Tämän tutkielman tulokset paljastavat neljä arkiliikunnan liiketoimintamahdollisuutta: räätälöidyt hyvinvointipaketit, seikkailu- ja elämispalvelut, kaupunkisuunnittelun ja pelillistämisen. Lisäksi tulokset tuovat esiin yritysten sisäisiä, institutionaalisia ja kulttuurisia esteitä arkiliikuntaliiketoiminnalle. Lopuksi tulososio esittelee liikunta-alan yritysten tämänhetkisiä asenteita vastuullista liiketoimintaa kohtaan.</p> <p>Tutkielman pohdinta tarkastelee tuloksia vastuullisen liiketoiminnan, vastuullisten liiketoimintamallien ja yrittäjyysekosysteemikirjallisuuden näkökulmista. Päätelmien perusteella tutkielma ehdottaa arkiliikuntaekosysteemin luomista. Tutkielman perusteella liiketoimintaekosysteemi loisi lisäkeinoja arkiliikunnan edistämiseksi, monialaiselle yhteistyölle sekä arkiliikuntaliiketoiminnalle. Ekosysteemyhteistyö voisi myös siivittää suomalaisia liikunta-alan yrittäjiä kohti vastuullisen liiketoiminnan murrosta.</p>			
Avainsanat	liikkuminen, arkiliikunta, aktiivinen elämäntapa, liiketoimintamahdollisuudet, vastuullinen liiketoiminta, liiketoimintaekosysteemit		





**UNIVERSITY  
OF TURKU**

Turku School of  
Economics

**BUSINESS CREATION FOR ACTIVE LIFESTYLES  
IN THE FINNISH SPORT-BASED COMPANIES**

**Enabling a Sustainability Transformation Through Ecosystem Thinking**

Master's Thesis  
in Futures Studies

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# 1 INTRODUCTION

This section formulates the broader context of the thesis. Section 1.1 discusses the state of the art of physical activity promotion. Then, Section 1.2 reviews the literature on sport entrepreneurship and its contributions to physical activity. Section 1.3 observes the challenge of sedentary behaviours from the sustainability perspective, and Section 1.4 positions the thesis in the futures studies' context. Finally, Section 1.5 presents the research objectives and research questions.

## 1.1 The Current Physical Activity Discourse Needs New Perspectives

There is a global concern about the decrease in physical activity. Especially in the Western world, people spend most of the waking time sitting at work, at school, in front of the TV, smartphone screens, or cars. Physical activity can be defined as any movement produced by the muscles (WHO 2020). For example, Kemp et al. (2019) have divided physical activity into four domains: organised physical activity, non-organised physical activity, active transportation, and active chores.

According to Lee et al. (2012), even a quarter-hour walk at a sufficient intensity is beneficial to one's health. Today, physical inactivity causes six to ten per cent of non-communicable diseases such as diabetes, coronary heart disease, and breast and colon cancer (Lee et al. 2012; WHO 2018). Furthermore, it increases the risk of premature death, obesity, and mental disorders (Lee et al. 2012; WHO 2018). Finally, WHO (2018) estimates that the global cost of physical inactivity is \$54 billion per year only in health care services. In Finland, the estimated costs in the public sector related to physical inactivity are between €3.2 and €7.2 billion (Vasankari et al. 2018).

The UKK Institute (2020a; 2020b) in Finland recommends a minimum of 90 minutes of daily physical activity for adolescents and either 170 minutes of moderate or 75 minutes of vigorous activity per week for adults. However, 21 per cent of Finnish adults are not engaging in free-time physical activity, and 62 per cent of adolescents fail to meet the national recommendations (Kokko & Martin 2019; Parikka et al. 2019). What is more, according to the Ministry of Social Affairs and Health of Finland (STM 2013), Finnish children and adolescents spend 60 per cent of their waking time sitting, while the share increases to 80 per cent with adults. Therefore, to overcome the challenge of inactive lifestyles, it is crucial to find new solutions to promoting physical activity in Finland.

So far, global and national institutions have led the promotion of physical activity. For example, WHO (2018) has provided the Global Action Plan on Physical Activity 2018-2030, consisting of strategic objectives and policy actions. In Finland, the Ministries of Social Affairs and Health (STM) and Education and Culture (OKM) are responsible for promoting physical activity. In 2013, STM published a strategy and guidelines to increase physical activity in Finland, which later developed into an educative website in collaboration with OKM (STM 2013; Muutosta liikkeellä 2020). However, on the practical level, the main actors in providing and funding localised solutions to promote physical activity are the municipalities, along with sports clubs and other sports organisations (TEM 2014; OKM 2020).

Eliminating physical inactivity and engaging societies in active lifestyles requires a significant systemic change in behaviours and attitudes (WHO 2020). So far, different global, national, and regional actors have called for new solutions for physical activity promotion in society (Karjalainen et al. 2016; WHO 2018). However, the private sector and the potential of business in promoting physical activity have received less attention. Therefore, this thesis aims at offering a new perspective on physical activity promotion by focusing on the opportunities in the Finnish private sector. In the next section, the thesis presents the concept of sport entrepreneurship and how the literature on sport entrepreneurship has discussed physical activity promotion in the past.

## **1.2 Sport Entrepreneurship and Physical Activity Promotion**

This section reviews the current academic sport entrepreneurship literature, the Finnish sport entrepreneurship discourse, and the current contributions of the sport entrepreneurship literature on physical activity promotion. First, the concept of sport-based entrepreneurship is introduced in Section 1.2.1, followed by a discussion of sport innovation and physical activity promotion in Section 1.2.2.

### **1.2.1 Defining the Concept of Sport-Based Entrepreneurship**

Sport has become an impactful industry in the global economy, with continuous growth and over a million employees in the EU alone (Pellegrini 2020). The growing economic value of the industry has increased the academic and practical interest in the intersection of sport and entrepreneurship over the last decade (Ratten 2010a; Huertas González-Serrano 2020a; Pellegrini 2020; Ratten & Jones 2020).

Sport-based entrepreneurship is an emerging concept that combines the existing academic schools of sport management, innovation research, and entrepreneurship (Ratten 2010a; 2011; Huertas González-Serrano et al. 2020a). Although earlier literature on sport and entrepreneurship exists (see Huertas González-Serrano et al. 2020a), Ratten (2010a, 559) has later conceptualised sport-based entrepreneurs as “a sports-related organisation[s] acting innovatively in a business context”.

Sport-based entrepreneurship is essentially about sport-related innovation and entrepreneurial activities within organisations (Ratten 2010a). Sport-based entrepreneurship requires an entrepreneurial spirit, which means discovering and fulfilling customers’ needs, taking reputational, emotional, and financial risks in an uncertain environment, and creating change-making networks (Ratten 2011). Therefore, according to Ratten (2010a; 2020), sport-based entrepreneurship can be an excellent tool for business venturing in sport-based organisations, as it can help them gain long-term success and competitive advantage.

A sport-based organisation can be any organisation operating in the sports industry (Ratten 2010a; 2011). The wide variety of entrepreneurial sport-based organisations has resulted in the emergence of several different subfields of sport-based entrepreneurship, such as corporate sport entrepreneurship, community sport entrepreneurship, and social sport entrepreneurship (Ratten 2010a; 2011; Hayduk 2020). The several subfields highlight the unique characteristic of hybridisation of sport-based entrepreneurship, as sport-based organisations may operate as a not-for-profit organisation, for-profit organisation, or hybrid (Ratten 2010; 2011; Hayduk 2020; Pellegrini 2020; Ratten 2020).

So far in the sport-based entrepreneurship literature, research has concentrated mostly on professional sport, traditional sports organisations, and sports administrators, leaving out self-employed entrepreneurs and other sport-based businesses (Hemme et al. 2017). However, from the early 2020s, fitness entrepreneurship and lifestyle entrepreneurship have emerged to the discussion (Huertas González-Serrano et al. 2020b). With an intent of bridging the gap between the concepts, Hemme et al. (2017) and Huertas González-Serrano et al. (2020b) have identified fitness entrepreneurship and lifestyle entrepreneurship as new subfields of sport-based entrepreneurship. Moreover, Ratten and Jones (2020, 962) have more recently characterised sport-based entrepreneurship as “a set of connections and interactions regarding fitness and health interests with the goal of developing a business idea”, thus opening the concept of sport-based entrepreneurship for a broader interpretation of sport, health and wellness, and fitness businesses.

Huertas González-Serrano et al. (2020b) argue that there is a lack of research about the broader definition of entrepreneurship in the field of sport. The conceptualisation of sport-based entrepreneurship is still evolving, and definitions remain vague (Jones et al. 2020). This thesis complements the evolving field of sport-based entrepreneurship by focusing on the Finnish, for-profit sport-based organisations and physical activity promotion through entrepreneurial activities. The thesis supports the more recent understanding of sport-based entrepreneurship that comprises the many subfields, including the lifestyle and fitness industries (Ratten & Jones 2020). As the thesis aims at finding new potential for physical activity promotion through business in Finland, it focuses only on for-profit organisations. Therefore, for clarity, this thesis refers to for-profit sport-based organisations as sport-based companies (SBCs) from now on.

In Finland, sport-based entrepreneurship has thus far received little attention. The Ministry of Economic Affairs and Employment (TEM 2014) has published a rare comprehensive report on sport entrepreneurship. It maps the sport business ecosystem in Finland, combining all sport-based business organisations, including fitness and lifestyle entrepreneurs (TEM 2014). The TEM report (2014) emphasises the unique nature of the sport business ecosystem, as it cuts through the interests and operations of three different sectors. First, there are private sport-based businesses, which adults primarily utilise. Secondly, the public sector is a significant producer and funder of sports facilities and sport-related activities, as mentioned in Chapter 1. Finally, sports clubs and sports organisations are central players in producing activities, especially for the youth and the elderly (TEM 2014).

Figure 1 depicts the structure of the sport business ecosystem in Finland. It consists of nine main sectors: health and wellness, economy and marketing, education and research, art, entertainment and recreation, tourism and events, information and communications, construction, trade, and production and technology. According to the TEM report (2014), there is great business potential in the Finnish SBCs. In 2014, the field's annual revenue was approximately €5.5 billion, and it had more start-ups than any other industry in Finland, indicating that opportunities for further growth still exist (TEM 2014). The report observed the most considerable growth potential in health and wellness (light grey oval), travel and events (dark grey), and communications, entertainment, and lifestyle (grey) (Figure 1; TEM 2014).

The TEM report (2014) gives a comprehensive look at the potential of sport entrepreneurship in Finland. However, the report risks being outdated as it was published seven



organisations have developed social innovations and philanthropic activities in collaboration with professional athletes (Ratten 2011; Bjärsholm 2017). However, there is an increasing demand for research about the innovation and entrepreneurship potential in the broader sport-based entrepreneurship framework, including lifestyle, wellness, fitness, and physical activity promotion (Henderson 2009; Hayduk & Walker 2018; Jones et al. 2020).

Although some papers on physical activity promotion in sport-based organisations exist, the research remains scarce. Most studies regarding physical activity innovation have focused on evaluating different physical activity interventions (e.g. Zuckerman & Gal-Oz 2014; Fukuoka et al. 2010; Peng et al. 2012; Vandelanotte et al. 2015; Lewis et al. 2017; Mora-Gonzalez et al. 2020), incentives and sponsorship (e.g. Hunter et al. 2016; Bjerke & Elvekrok 2021), and governance (e.g. Berg et al. 2015; Jeanes et al. 2019), with less focus on the business opportunities. However, King and Church (2017) have suggested that sport-based entrepreneurship, and especially lifestyle entrepreneurship, has opportunities to increase consumers' participation in physical activity in society. Henderson (2009, 64) has also argued that “a logical next step in developing and implementing physical activity interventions should include recreational sports activities”. Finally, Jones et al. (2019) have discussed the need for informal sports promotion within the Sport for Development and Peace organisations to increase physical activity in society.

Finally, Staley et al. (2019) provide one example of physical activity innovation through product development. They have investigated the challenges and solutions of sport-based organisations in offering “non-traditional social sport products” for the inactive population in Australia. In their paper, the challenges for physical activity promotion form nine clusters, that are “deliverers; capacity to drive the product; facilities and partnerships; product development; sustainable business model; marketing to insufficiently active; attracting the insufficiently active; clubs and volunteers; and shifting traditional sport culture” (Staley et al. 2019, 375). This thesis focuses on the Finnish SBCs and their challenges and opportunities in physical activity promotion in Finland to contribute to the scarce literature on sport-based organisations and physical activity promotion through business creation.

### **1.3 Sedentary Behaviour is a Sustainability Issue**

Physical inactivity generates an entire set of sustainability issues in societies. As mentioned in Section 1.1, physical inactivity creates high costs on the global and national

levels, which may weaken economic stability and sustainability in the long term. Moreover, physical inactivity is a threat to the social sustainability of societies, as it is a significant cause of several illnesses (see Section 1.1) and decreases the overall well-being of people and communities (Bácsné-Bába et al. 2021). Finally, sedentary lifestyles tend to go together with driving (Ding et al. 2014). As has been acknowledged, car driving is a severe pollutant in the transportation and mobility sector and a substantial threat to environmental sustainability and people's health (Sallis et al. 2004; Chapman 2007). Therefore, a transition towards active lifestyles and active transportation could positively impact societies' environmental, social and economic sustainability.

As mentioned in Section 1.1, there is a lack of discussion about the private sector's potential to promote physically active lifestyles in Finland. Additionally, there is a lack of discussion about the interconnections of physical inactivity, sport entrepreneurship, and sustainability thinking, except for a recent literature review by Bácsné-Bába et al. (2021). Bácsné-Bába et al. (2021) argue that there is a need for sustainable infrastructure and services that support physical activity in today's urban environment, such as easily accessible and stimulating sports facilities, better bicycle paths to public services, and green spaces (Bácsné-Bába et al. 2021). According to the review, the natural and the built environment may impact the motivation and access to communities' physical activity. Moreover, Bácsné-Bába et al. (2021) suggest that, as people would spend more time outdoors, the increase in physical activity could also increase people's environmental awareness and sustainability thinking.

Bácsné-Bába et al. (2021) take a consumer perspective to sustainability thinking. In contrast, this thesis is interested in knowing whether sustainability thinking among the service providers affects physical activity promotion through entrepreneurial ventures. Based on the discussion above, this thesis argues that physical inactivity is a holistic sustainability issue that SBCs could address through promoting physical activity. Through physical activity promotion, SBCs can increase their sustainability performance. First, by focusing on society's welfare and offering possibilities for increased physical activity, SBCs would address the social dimension of sustainability. Second, by encouraging consumers towards active transportation (public transport, walking and cycling), SBCs would contribute to environmental sustainability. Finally, SBCs could contribute to long-term economic sustainability on a national scale by promoting health and welfare while creating new opportunities for sustainable growth in the company itself. Section 2.2 will hold

a more detailed discussion on corporate sustainability concerning sport-based entrepreneurship.

#### **1.4 The Futures Studies Context of the Research**

From the futures studies perspective, this thesis holds a normative characteristic: it aims to create a sustainable lifestyle transformation in Finnish society. However, the practical implementations of the study can be perceived as explorative, as the thesis strives to uncover new business opportunities and barriers for physical activity promotion (Coates & Glenn 2009). This thesis provides alternative future business opportunities for physical activity promotion (Sections 4.1; 5.2) and analyses the conditions for sustainability transformations in society and the SBCs through ecosystems thinking (Sections 2.3; 5.1; 5.3). Thus, the core of this thesis bases on the futures studies' concepts of images of the future and transition research.

Images of the future appear on all levels of society, from individuals to institutions (Rubin 2013). They can be private or shared by a group or a community, conscious or unconscious, or concern the immediate future or a far-future (Bell & Mau 1971; Rubin 2013). According to Bell and Mau (1971), all images of the future are true; they can be possible, probable, plausible, preferable or undesirable (Bell & Mau 1971; Stevenson 2006). The business opportunities of this thesis may be perceived as possible, desirable futures because of their transformative nature.

Different people and different groups hold different images of the future that can be opposing and contradictory (Bell & Mau 1971; Rubin 2013). The conflicting images create pressure in society that may cause conflicts and crises or, contrastingly, create possibilities for development (Rubin 2013). In this thesis, the contradictory images appear between the conventional economic paradigm and sustainability on multiple levels (organisational, institutional and cultural). Moreover, the alternative images of the future of the sport-based companies could be compared with images of other stakeholders in further research.

In futures studies, images of the future are considered an essential part of change and development (Rubin & Linturi 2001; Stevenson 2006). In fact, Polak (1973), Ziegler (1991) and Slaughter (1991) have argued that the future should be used for action rather than prediction. Whether individual or shared, images of the future affect people's behaviours, thoughts, and actions, which, in turn, influence society (Bell & Mau 1971; Rubin 2013). Transformation may be encouraged by creating powerful images; visions that steer

towards a desirable future or avoid an undesirable one (Slaughter 1991; Ziegler 1991; Stevenson 2006; Rubin 2013).

Fundamental to all societal transformations, transitions, is the co-evolution perspective: transitions happen in the interplay between different societal levels (Loorbach 2007). Solving complex issues requires changes in various dimensions of society, such as economy, culture, ecology, and technology (Loorbach et al. 2010; Loorbach & Wijsman 2013). The transition framework allows the systematic development of strategies towards innovation, new business opportunities, and sustainable growth. Furthermore, it permits exploring and creating societal transformations and ways to influence it by forming new networks and collaborations (Loorbach et al. 2010; Loorbach & Wijsman 2013). The aspects of collaboration and innovation are strongly present in this thesis, as it explores possibilities for new physical activity business creation in sport-based companies in Finland. Indeed, Loorbach and Wijsman (2013, 20) argue that businesses have great chances in facilitating transformations in society: “in actively pursuing a transformative role, businesses can simultaneously help shift the market they operate in as well as transform their own business. In doing so they can contribute to actively shape transitions towards sustainability”. Thus, the transformation in the network of sport-based companies could eventually spark a sustainability transformation in the whole society.

In sum, the context of this thesis applies the foundations of transition research as it seeks to identify potential changes for sustainability transformation through the SBCs. It explores future business opportunities for physical activity promotion, acknowledging the change-making capacity of images of the future. Finally, the thesis aims to understand the systemic barriers of business creation and sheds light on the current dynamics of physical activity promotion in Finland, unveiling possibilities for a more significant sustainability transition.

## **1.5 Research Objectives and Research Questions**

Though different global and local actors have promoted physical activity, there is a lack of understanding of how the private sector could increase active lifestyles in society. What is more, there is a need for holistic sustainability discussion within the sport entrepreneurship literature, which physical activity promotion could allow. This thesis addresses these gaps by bringing together the Finnish SBCs, sustainability thinking, and physical activity promotion. It explores how the Finnish SBCs could contribute to sustainable growth and

societal welfare by creating new business through a physical activity ecosystem. The research questions for this thesis are the following:

- What kind of future business opportunities does physical activity promotion enable in sport-based companies?
- What are the barriers hindering new business creation for physical activity?
- How is sustainability perceived in sport-based companies?

The thesis proceeds with the following structure: Chapter 2 moves on to the conceptual framework, introducing the concepts of corporate sustainability (2.1), sustainable business model innovation (2.2), and entrepreneurial ecosystems (2.3). Chapter 3 describes the study's origins (3.1) and the research design (3.2). The empirical data of the thesis bases on 25 semi-structured expert interviews with sport industry professionals. The data collection and analysis methods will be explained more in detail in Sections 3.3 and 3.4. The final section of Chapter 3 will discuss the ethical aspects of the study (3.5).

Chapter 4 introduces the results of the thesis. It will begin by presenting four business opportunities for physical activity promotion (4.1). Then, it will proceed to the barriers of physical activity promotion (4.2) and the current sustainability perceptions in SBCs (4.3). Chapter 5 will discuss the results in light of the conceptual framework. It will first analyse the barriers of physical activity promotion through the corporate sustainability framework (5.1), then observe how the business ideas could transform into sustainable business models (5.2), and move on to the conditions for a successful physical activity ecosystem (5.3). Finally, Section 5.4 will summarise the thesis, consider the contributions and limitations of the study, and offer recommendations and suggestions for further research.

## 2 THE CONCEPTUAL FRAMEWORK

This section presents the theoretical context for the thesis. It begins with the concepts of corporate sustainability and sustainable business model innovation in Sections 2.1 and 2.2. Finally, Section 2.2 reviews the entrepreneurial ecosystem framework.

### 2.1 Corporate Sustainability

Today, there is a common understanding that companies should act responsibly and make suitable changes to contribute to sustainable development (e.g. Porter & Kramer 2006; Carroll & Shabana 2010; Dyllick & Muff 2016; McWilliams et al. 2016; Silvestre et al. 2018; Nave & Ferreira 2019). The public pressure for responsible business begun in the late 20<sup>th</sup> century and has continued to grow in the last decades (Porter & Kramer 2006; Carroll & Shabana 2010). Companies impact their natural and social environment through their operations, be it products or services, supply chain, stakeholders, or other activities (Silvestre et al. 2018).

The growing interest in corporate responsibility has caused many different definitions, terms, and concepts to arise, such as corporate (social) responsibility, corporate sustainability, sustainable development, sustainability, business sustainability, business ethics, or corporate social performance (Stubbs & Cocklin 2008; Carroll & Shabana 2010; Dyllick & Muff 2016; Silvestre et al. 2018; Nave & Ferreira 2019), of which corporate social responsibility (CSR) may be the most frequently used (Carroll & Shabana 2010). However, in this thesis, the term corporate sustainability (CS) is applied, with an intent to emphasise the broader definition of corporate responsibility and sustainable development. The definition by the Brundtland Commission (WCED 1987) may be the best-known description about sustainability, which can be applied both to the global and the organisational level: “meet[ing] the needs of the present without compromising the ability of future generations to meet their own needs”. Indeed, for a systemic transformation towards sustainability, businesses must review both the global sustainability issues and the responsibilities on the operational and strategic levels (Dyllick & Muff 2016).

Although definitions of CS may vary, the core idea has remained similar through the decades. Common to most definitions of CS are the notions of responsibility for the society and the ecological environment, the long-term economic profitability of the business, and the overall ethical conduct and use of power (Porter & Kramer 2006; Carroll & Shabana 2010; Dyllick & Muff 2016; Silvestre et al. 2018; Nave & Ferreira 2019).

However, the abundance of CS terminology has not historically encouraged companies to incorporate CS practices into their strategies. On the contrary, the ambiguity of terminology has encouraged companies to participate in generic CS activities, such as PR, marketing, and philanthropy (Porter & Kramer 2006). Porter and Kramer (2006) refer to this type of conduct as “responsive CSR”, where companies aim to address every sustainability issue in a checklist manner instead of integrating practices into their strategy and addressing the industry-relevant CS issues. The responsive actions tend to be insufficient, as neither their societal nor environmental impact can be measured or tracked (Porter & Kramer 2006).

Another problem deriving from the ambiguity of the CS terminology is the lack of established measuring tools (Bocken et al. 2013; Silvestre et al. 2018). According to Bocken et al. (2013), the current tools fail to focus on all sustainability dimensions holistically. When actions and impacts between companies or industries cannot be compared (Porter & Kramer 2006; Silvestre et al. 2018), it does not only jeopardise the credibility of CS activities, but it may even discourage companies from engaging in certain CS practices, as the common principle in companies tends to be “what gets measured, gets managed” (Silvestre et al. 2018, 514). However, Stubbs and Cocklin (2008) suggest that CS measuring and reporting are not the only success factors in CS. Though they may be suitable for influencing stakeholders, they are not necessarily drivers of CS, and companies should also find other ways in addressing sustainability issues in their business.

Dyllick and Muff (2016) have addressed the challenges mentioned above by linking them to a more significant issue of “the big disconnect” between CS and the global sustainability discourse (Dyllick & Muff 2016, 157-159). In their paper, Dyllick and Muff (2016) highlight three challenges that maintain this disconnection: the topical challenges, the lack of integration between society and corporations, and the dominance of monetary profit as the only measure of business performance. As far as the topical issues are concerned, Dyllick and Muff (2016) have first observed that the current discourse around corporate responsibility revolves around social concerns or environmental concerns. According to their paper (Dyllick & Muff, 2016 158), the concept of “business sustainability” (BST)<sup>1</sup>, where economic, environmental, and social aspects are equally integrated, is

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<sup>1</sup> The concept of business sustainability is identical to the better-known framework of the Triple Bottom Line (TBL), which was first introduced by Elkington in 1994. In short, is used to describe the holistic consideration of the three sustainability aspects (environmental, economic, social) in business (Elkington 2004).

still lacking interest. Secondly, Dyllick and Muff (2016) identify the challenge of numerous definitions of CS in academic discourse. Interestingly, Dyllick and Muff (2016, 158) also assert that most discussions around BST have been held in practitioner management journals rather than academic publications.

The second challenge in the sustainability discourse is the lack of linkage between the system-level societal discussion about SD and the firm-level organisational understanding about CS (Dyllick and Muff 2016). Dyllick and Muff (2016) assert that the two levels discuss the same issue by different names (SD, BST, CSR, CS) and focus on different performance measures. For example, global goals for sustainability exist, such as the United Nations Sustainable Development Goals (United Nations 2021), but organisations tend to focus on other measurements of business value creation (Dyllick & Muff 2016).

The focus on the “win-win strategies” marks the final challenge of the big disconnect by Dyllick and Muff (2016, 159). Several other authors have also identified the current paradigm of economic value creation in corporations as a barrier to CS (e.g. Porter & Kramer 2006; Stubbs & Cocklin 2008; McWilliams et al. 2016; Silvestre et al. 2018). From the CS perspective, keeping the focus only on economic performance and maximised shareholder value may result in seeing CS activities as trade-offs, which companies will only address if it benefits the organisation or if legislation requires it; in preserving organisational legitimacy and reputation; or as a result of stakeholders pressure (Porter & Kramer 2006; Stubbs & Cocklin 2008; McWilliams et al. 2016; Silvestre et al. 2018).

Despite the conceptual and practical challenges to CS, the *business case* for CS exists (Porter & Kramer 2006; Carroll & Shabana 2010; Dyllick & Muff 2016; Nave & Ferreira 2019). Firstly, CS is recognised as a competitive advantage (Porter & Kramer 2006; Carroll & Shabana 2010; Dyllick & Muff 2016; Silvestre et al. 2018; Nave & Ferreira 2019). Not only does it make a company more attractive to new employees, but it may also make the company more appealing to investors (Dyllick & Muff 2016; Silvestre et al. 2018). Secondly, CS enhances the company performance by reducing costs and risks of business by taking a long-term view (Silvestre et al. 2018; Carroll & Shabana 2010; Dyllick & Muff 2016; Nave & Ferreira 2019). Thirdly, CS practices increase the company reputation and legitimacy (Porter & Kramer 2006; Carroll & Shabana 2010; Dyllick & Muff 2016; Silvestre et al. 2018; Nave & Ferreira 2019). Finally, CS benefits both the companies and the society and creates new opportunities for innovation (Porter & Kramer 2006; Carroll & Shabana 2010; Silvestre et al. 2018). In sum, a holistic understanding of CS

allows companies to review the sustainability of their business from several different perspectives, allowing them to find their proper intersection of sustainability and business and integrating CS into the company strategy (Porter & Kramer 2006; Silvestre et al. 2018).

Dyllick and Muff (2016) analyse that today's global sustainability crisis can only be managed by connecting the sustainability discourse's corporate and global levels. Together with Porter and Kramer (2006), Dyllick and Muff (2016) suggest that, instead of merely focusing on the economic objectives, shifting the attention towards creating shared value to business and society, companies could find new ways to merge CS into their business. Alternatively, Hope (2018) suggests that, for true CS, companies need to shift innovation from the product and service level to the organisational activities. One way of doing that is sustainable business model innovation (Boons et al. 2013; Bocken et al. 2014; Dyllick & Muff 2016; Hope 2018), discussed in Section 2.2.

There has been an increasing discussion around the intersection of CS and sport in the academic literature (Ratten 2010a; Huertas González-Serrano et al. 2020c). Smith and Westerbeek (2007) emphasise that today, sport-based organisations have equal responsibility for CS as any other organisation. Like CS literature in general, the sports sector also perceives CS as a strategic tool (Babiak 2010; Ratten 2010a; Miragaia et al. 2015). However, Ratten (2010) and Smith and Westerbeek (2007) assert that the sports industry is a significant influencer and potential leader for sustainability, as most societies and communities are touched by sport one way or another. In their paper, Smith and Westerbeek (2007) suggest that the sports industry holds an inherent quality of social responsibility. They list the distinctive characteristics of sport and responsibility: "mass media distributions and communication power", "youth appeal", "positive health impacts", "social interaction", "sustainability awareness", "cultural understanding and integration", and "immediate gratification benefits" (Smith & Westerbeek 2007, 50-51).

The research on CS and sport has taken two alternative perspectives (Breitbarth et al. 2015). The first perspective has investigated companies outside the sports industry that use sport in their CS initiatives (Smith & Westerbeek 2007; Bason & Anagnostopoulos 2015; Miragaia et al. 2015). Alternatively, the second perspective has focused on sports organisations and their CS strategies (Smith & Westerbeek 2007; Bradish & Cronin 2009; Ratten 2010b; Huertas González-Serrano et al. 2020c). However, the link between CS and sport entrepreneurship has received less attention.

Value creation is one of the central CS-related topics in the sport entrepreneurship literature (Ratten & Babiak 2010; Pellegrini 2020; Ratten 2020). However, the literature has mainly focused on the social and economic value creation (Ratten 2010a; Breitbarth et al. 2015; Bjärsholm 2017; Hayduk 2020; Jones et al. 2020), and on the concept of social sport entrepreneurship (Miragaia et al. 2015; Bjärsholm 2017; Hayduk 2020; Huertas González-Serrano et al. 2020b; Ratten & Jones 2020), while the environmental value creation is only minimally addressed (Ratten 2010b; 2011; Miragaia et al. 2015; Huertas González-Serrano et al. 2020b). Furthermore, the existing sustainable entrepreneurship literature, which discusses CS from the entrepreneurial perspective, has been ignored (Schaltegger et al. 2016; Neumeier & Santos 2018; DiVito & Ingen-Housz 2019; Huertas González-Serrano et al. 2020c).

Besides the recent paper by Huertas González-Serrano et al. (2020c) that discusses the interrelations of sustainable sport entrepreneurship and innovation, it is arguable that the holistic understanding of CS lacks from the sport entrepreneurship literature. Sallis et al. (2004) have already noticed this disengagement of perspectives on a broader level. They argue that health professionals have historically focused on the social value of active lifestyles, while the transportation and mobility literature has primarily addressed the environmental perspective (Sallis et al. 2004). This thesis aims to provide an example of how SBCs can engage in holistic CS by creating business opportunities for physical activity; thus, addressing the decoupling in the sport entrepreneurship research. Participating in physical activity promotion, SBCs may indeed enhance their CS performance as physical activity promotion could address all dimensions of CS (see Section 1.3).

## **2.2 Sustainable Business Model Innovation**

Boons et al. (2013) assert that without innovation, there is no sustainability. Historically, the academic discourse has focused on sustainable product and service innovations or systemic sustainability transitions (Boons et al. 2013). As mentioned in the section above, several authors have proposed that sustainable business model innovation could bridge the gap between the system- and the firm-levels (Boons et al. 2013; Bocken et al. 2014; Dyllick & Muff 2016; Hope 2018).

Sustainable business model innovation has emerged over the last decade as a tool to address sustainability issues more efficiently and to create a competitive advantage in companies (Evans et al. 2017; Geissdoerfer et al. 2018). Geissdoerfer et al. (2018) argue that in today's environment where sustainability has become an obligation for businesses,

sustainable business models may replace the traditional concept of business models. Before describing sustainable business model innovation further, the thesis explains the underlying concepts of business models, sustainable business models, and conventional business model innovation.

The concept of business models first emerged when web-based services began to grow in the 1990s. The new way of doing business required new business logic, and business models were created (Boons et al. 2013; Geissdoerfer et al. 2018). First, business models functioned as a communication tool to describe the new business, but later the tool gained a place in the analysis, planning, and strategy of companies and is today understood as a framework of how corporations organise the business (Schaltegger et al. 2016; Geissdoerfer et al. 2018). The best-known definition for business models may be categorising value: what value the company proposes for the stakeholders (value proposition)? How is the business organised to create the proposed value (value creation and delivery)? How is it converted to profit (value capture) (Teece 2010; Schaltegger et al. 2016; Geissdoerfer et al. 2018)? The traditional business models focus strongly on maximising economic value to shareholders and customers. Thus, the traditional business models complement the economic value creation paradigm discussed in Section 2.1, and vice versa (Stubbs & Cocklin 2008).

Stubbs and Cocklin (2008) suggest that if companies desire to be truly sustainable, the economic profit-driven paradigm should be transformed. To develop the traditional business model framework towards sustainability, sustainable business models (SBMs) have surfaced as a new solution (Geissdoerfer et al. 2018). Contrastingly to traditional business models, SBMs focus on multi-stakeholder management. For example, SBMs treat future generations and the natural environment as stakeholders and focus on creating shared value (Stubbs & Cocklin 2008; Evans et al. 2017; Geissdoerfer et al. 2018; Hope 2018; Ritala et al. 2018).

In SBMs, sustainability can merge into existing business models through new sustainability goals or concepts, or business models can integrate sustainability into the value proposition, value creation and delivery, or value capture mechanisms (Geissdoerfer et al. 2018). However, Stubbs and Cocklin (2008) argue that integrating sustainability concepts to conventional business models or value considerations is inadequate because companies do not integrate CS into their long-term operations. Therefore, to be genuinely successful in CS, the holistic perspective must be integrated into the company mission and vision (Stubbs & Cocklin 2008).

**Table 1. The sustainable business model archetypes (adapted from Bocken et al. 2014; Ritala et al. 2018)**

INNOVATION TYPE	ARCHETYPES	EXAMPLES		
Technological/ Environmental	Maximise material and energy efficiency	Low carbon manufacturing/solutions	De-materialisation	Increased functionality
	Create value from waste	Circular economy, closed-loop	Reuse, recycle, re-manufacture	Sharing asset
	Substitute with renewables and natural processes	From non-renewable to renewable	Solar and wind power-based energy innovations	Zero emissions initiative
Social	Deliver functionality rather than ownership	Product-oriented PSS	Use oriented PSS	Result-oriented PSS
	Adopt a stewardship role	Biodiversity protection	Promote consumer health and well-being	Radical transparency about environmental/societal impacts
	Encourage sufficiency	Consumer education	Product longevity	Responsible product distribution/promotion
Organisational/ Economic	Repurpose for society/environment	Changing corporate structure for sustainability	Localisation	Home-based, flexible working
	Inclusive value creation	Peer-to-peer	Sharing	Bottom of the Pyramid
	Develop scale-up solutions	Collaborative approaches	Incubators and entrepreneur support models	Open innovation

Stubbs and Cocklin (2008), Boons and Lüdeke-Freund (2013), as well as Evans et al. (2017), suggest that in SBMs, the sustainable value proposition should provide value in all dimensions of sustainability, the sustainable value creation and delivery must consider sustainable supply chain management and multi-stakeholder management, and the sustainable value capture needs to provide benefits to all stakeholders equally. Thus, comparably to traditional BMs, economic profit in SBMs is the “means” for sustainability, but it is not the primary motivation for doing business (Stubbs & Cocklin 2008, 121).

The SBM archetypes give concrete examples of SBMs (Bocken et al. 2014; Ritala et al. 2018). Bocken et al. (2014) divide eight different archetypes under technological, social, and organisational business model innovations in their paper. Alternatively, Ritala et al. (2018) divide the archetypes into nine groups according to product or service innovation: environmental, social, or economic. Therefore, there are two ways to establish SBMs in corporations: product or service innovation or business model innovation (Hope 2018; Evans et al. 2017). Despite the differences in titles, the content in the archetypes by Bocken et al. (2014) and Ritala et al. (2018) is the same, and the archetypes include some well-discussed SBM strategies, such as circular business models, product-service-systems, and bottom-of-the-pyramid businesses (Bocken et al. 2014; Geissdoerfer et al. 2018; Ritala et al. 2018). Table 1 portrays an adaptation of the archetypes.

Sustainable business model innovation (SBMI), also called “BMI for sustainability” (e.g. Evans et al. 2017; Hope 2018), is a sustainable alternative to business model innovation (Geissdoerfer et al. 2018). Historically, conventional business model innovation appeared as a strategic instrument for transforming parts of, or entire, business models for innovation, diversification, or reacting to internal or external opportunities and challenges. Alternatively, SBMI helps companies transition towards the SBM archetypes (see Table 1; Bocken et al. 2014; Evans et al. 2017; Geissdoerfer et al. 2018; Hope 2018; Ritala et al. 2018). Geissdoerfer et al. (2018, 406) describe SBMI as “a process of business model exploration, adjustment, improvement, redesign, revision, creation, development, adoption, and transformation”. Thus, business model innovation becomes sustainable when it aims at sustainability, reducing negative societal and environmental impacts, and long-term prosperity of the business and its stakeholders (Geissdoerfer et al. 2018).

Geissdoerfer et al. (2018, 405) divide SBMI into four categories: sustainable start-ups, SBM transformation, SBM diversification, and SBM acquisitions. Firstly, sustainable start-ups are new businesses that exist on an SBM. Secondly, SBM transformation means replacing the conventional business model with an SBM. Thirdly, SBM diversification is a process where the conventional business model remains unaltered, and an additional SBM created next to the old one. Finally, SBM acquisition may happen when an SBM is identified outside the company, acquired, and integrated into the company (Geissdoerfer et al. 2018).

Though many authors have argued for the importance of SBMI in the long-term prosperity and sustainable development of companies (e.g. Stubbs & Cocklin 2008; Roome & Louche 2016; Schaltegger et al. 2016; Evans et al. 2017; Hope 2018), Ritala et al. (2018) observe that most companies still tend to emphasise the economic value creation and reputation over CS and radical SBMI. In their paper, Ritala et al. (2018) argue that big companies tend to lean on the technological/environmental SBM strategies rather than on the social or the organisational/economic (see Table 1), thus leaving the radical innovation and holistic CS for start-ups and small entrepreneurs (Ritala et al. 2018). As big companies hold the influencing power and responsibility in both local and global markets, this may be problematic.

Like with the CS terminology, one reason for the lack of SBMI in companies may be the novelty of the concepts of the business model (innovation), SBM, and SBMI, as well as the ambiguity of classifications and categorisations (Evans et al. 2017). However, some tools for SBMI or SBM design have appeared over the recent years, with an aim at

enabling the integration of CS and SBMs into the company strategies and core operations (Geissdoerfer et al. 2018; Hope 2018), such as the Value Mapping Tool (Bocken et al. 2013; 2015), the Triple Layered Business Model Canvas (Joyce & Paquin, 2016), and the Sustainable Value Analysis Tool (Yang et al. 2017). On top of practical tools, Rauter et al. (2017) identify some drivers for SBMI in their study. Like many other authors, firstly, Rauter et al. (2017) emphasise the importance of a strategic approach to CS to transform the company towards sustainability. They also observe differences in how companies perceive the significance and implementation of CS, which may impact the choice to innovate or not to innovate SBMs. Furthermore, Rauter et al. (2017) identify the tangible drivers in their paper related to leadership, organisational culture, and legal considerations. Rauter et al. (2017) suggest that the company leaders and decision-makers must consider sustainability an inherent value integrated into the company strategy, company culture, and the business model. Moreover, Rauter et al. (2017) emphasise the importance of legal pressure that pushes companies towards sustainability.

To conclude, SBMI is essential for companies to reach CS. In turn, companies may reach long-term stability and competitive advantage (Evans et al. 2017; Rauter et al. 2017; Geissdoerfer et al. 2018). However, SBMI requires persistence and engagement from companies to experiment with different SBMs to find the most suitable one for the company's context (Chesbrough 2010; Evans et al. 2017). To succeed, companies need to look at the more extensive "socio-economic-technical-ecological systems" they operate in, instead of only focusing on their role as product or service providers (Stubbs & Cocklin 2008; Roome & Louche 2016, 13). Stubbs and Cocklin (2008) argue that if companies ignore the structural and cultural changes in the socio-economic system, they can reach neither the firm-level nor the system-level sustainability.

Stubbs and Cocklin (2008) suggest a "systems-based SBM" which could "facilitate the development and implementation of a system-wide vision, mission, strategy, plans, and tactics for achieving systems sustainability" (Stubbs & Cocklin 2008, 123). The proposition of Stubbs and Cocklin (2008) has many similarities to entrepreneurship ecosystems, discussed in the next section. However, Neumeyer and Santos (2018) argue that there remains a lack of research combining the systems-level to SBMI. Alternatively, Rauter et al. (2017, 151) suggest that as long as companies perceive sustainability as an "add-on" within the existing economic paradigm, they will regard CS and SBMI as too risky. Therefore, it may require a more significant systemic sustainability transition, or

sufficient external pressure, before companies are ready to engage in SBMI in larger masses.

Different (sustainable) business models and business model innovations related to active lifestyles have been discussed before, for instance, in health and wellness, sport, tourism, and transportation and mobility literature. One of the most popular subjects over the last decade has been mobile health, also known as eHealth, services (e.g. Spil & Kijl 2009; van Limburg et al. 2011; Stroetmann 2013; Nikou & Bouwman 2017). However, Nikou and Bouwman (2017) argue that the current business models for intelligent health applications tend to focus on economic profit or the technical elements, such as service platforms, therefore overlooking the social value of the services and the overall sustainability of the business model. Furthermore, Stroetmann (2013) states that SBMs are challenging to design in the health sector because of the vast stakeholder network and the variety of expectations. However, Stroetmann (2013) suggests that the smart health industry should offer integrated services among other health and welfare providers, thus focusing on different cooperative platform services. Cooperation and partnerships have also been widespread in the literature on amateur and professional sports clubs and their business models. In professional sport, business model literature has focused on different ownership models, such as public-private partnership (PPP) or maximised value partnership (Pittz et al., 2020). Alternatively, the business model designs for amateur sports clubs were built either on cooptation (Wemmer et al. 2016) or mergers and alliances with fellow sports clubs (Bradbury et al. 2021).

Perić has dominantly explored business models in the sport tourism sector in the last few years (e.g. Perić & Wise 2015; Perić et al. 2016; Perić et al. 2017; Perić et al. 2018; Perić & Slavić 2019; Perić et al. 2019). For example, Perić et al. (2016; 2019) have created conceptual business models for the sport tourism industry. The most critical factors in the sport tourism business models are security and safety (e.g. Perić et al. 2016; 2018; 2019; Perić & Slavić 2019), stakeholder communication (Perić et al., 2019), providing destination-focused experiences (Perić et al. 2017; 2018; 2019), and environmental and social sustainability factors, such as scenic, ecologically preserved locations, and community involvement (Perić et al. 2016; 2019). Moreover, similarly to the industries above, Perić and Slavić (2019) and Perić et al. (2019) emphasise the importance of partnerships and cooperation with other actors, such as local organisations and sponsors (Perić & Slavić 2019; Perić et al. 2019). However, Perić et al. (2019) highlight that business model

innovation needs to consider the distinct consumer groups, as different consumers may look for different experiences.

As the biggest sustainability concerns in the transportation and mobility industry focus on carbon dioxide emissions and pollution, the SBMs have primarily focused on the environmental perspectives through service and sharing economy (e.g. Shaheen et al. 2010; Parkes et al. 2013; Cohen & Kietzmann 2014; Jittrapirom et al. 2017; Nosratabadi et al. 2019; de Souza et al. 2019). However, promoting active modes of transportation through business models also enhances people's health, thus also addressing the social sustainability perspective (Shaheen et al. 2010). Ma et al. (2018) suggest that SBMs for transportation and mobility could even co-develop the overall urban sustainability of cities. However, Cohen and Kietzmann (2014) argue that the SBMs for transportation and mobility require efficient PPP to scale up and survive in the competitive environment.

As was explained above, SBMI has already gained interest in sport, health and wellness, tourism, and active transportation literature. Therefore, this thesis argues that some general examples of business models for physical activity promotion exist, but business model literature addressing physical activity, in particular, remains scarce. However, Hunter et al. (2016) have discussed the potential of an incentive-based loyalty platform for increasing physical activity. Like the eHealth business models, the loyalty program operates on a platform where the user gains points and earns rewards from partner companies in the form of retail vouchers. This business model, along with some others discussed before, would function through PPP as a part of public health interventions.

This thesis focuses on the sport-based companies and their potentials for SBMI for physical activity promotion through the physical activity ecosystem. As will be analysed in Chapter 5, the business models described above could fit the physical activity business opportunities. Especially cooperative business models and digitisation were highlighted in the results, as discussed in Section 5.3. In the next section, the thesis proceeds to discuss the entrepreneurial ecosystems literature and the systemic characteristics of the possible physical activity ecosystem in Finland.

### **2.3 Entrepreneurial Ecosystems**

Leonard and Beer (2009) describe systems as entities of different actors interacting within an environment. Systems can be smaller or larger, and smaller systems can be “nested within” larger systems. However, to become a system, one must identify and define its boundaries and identify the relationships (Leonard & Beer 2009, 4). The concept of

entrepreneurial ecosystems has gained interest within the academic community and global institutions over the last decade (Spigel 2017; Autio et al. 2018; Volkmann et al. 2021). Though it is still in its development phase, some theoretical explanations for entrepreneurial ecosystems exist. Autio et al. (2018) and Spigel (2017) suggest that entrepreneurial ecosystems share similar characteristics to clusters and innovation systems. According to Spigel (2017, 51), common to the three fields are “shared cultural understandings and institutional environments that ease interfirm cooperation”; “social networks within regions [that] create pathways for knowledge spillovers”; and government policies and universities that help maintaining the culture and networks “by removing institutional barriers”. The distinguishing characteristics of entrepreneurial ecosystems are business model innovation, horizontal knowledge spillovers (among ecosystem stakeholders), broad boundaries not limited to specific industry sectors, and discovering and pursuing new entrepreneurial opportunities (Spigel & Harrison 2017; Autio et al. 2018).

Spigel (2017, 52-56) divides the characteristics of thriving entrepreneurial ecosystems into three: cultural, social, and material. The cultural characteristics refer to the regional attitudes and beliefs towards entrepreneurship and divide into “supportive culture” and “histories of entrepreneurship”. Supportive culture refers to the attitudes towards entrepreneurial activities such as risk-taking and innovation. Spigel (2017, 52) argues that a culture that normalises entrepreneurship as a career choice will support the creation of even riskier entrepreneurial ventures. Alternatively, histories of entrepreneurship refer to the local success stories about entrepreneurial ventures, which may encourage younger entrepreneurs to start a business. Spigel (2017, 52) suggests that, for example, policymakers could mobilise these stories in society.

The social attributes refer to the resources that can exist in the local social networks and divide into four: “worker talent”, “investment capital”, “networks”, and “mentors and role models”. Spigel (2017, 53) emphasises the importance of these attributes because they offer knowledge, access to financing, and support entrepreneurial capabilities. First, worker talent refers to the human capital in the venture. According to Spigel (2017, 54), entrepreneurial ventures demand a workforce that can tolerate the risks and the chaotic environment and the entrepreneurs themselves. Secondly, investment capital is the entrepreneur’s financial backbone and can consist of institutional or angel investors and the entrepreneur’s financial contributions. Networks are the third crucial social attribute. The entrepreneur must maintain a solid local network and a broader network outside the region to gain all the necessary knowledge about the market, investments, or customers

(Spigel 2017, 53). The final social attribute is mentors and role models. They help entrepreneurs develop their business and networking skills and adopt a stewardship role in forming the entrepreneurial ecosystems through their social capital.

The material characteristics of thriving entrepreneurial ecosystems divide into five. First, “policy and governance” refer to governmental programs and regulations that support entrepreneurial endeavours, such as tax benefits, public investments, or reduced bureaucracy. Second, “universities” grow the new workforce and potential new entrepreneurs, therefore developing the human capital of the ecosystem. Moreover, they develop new technologies that may create new opportunities for entrepreneurship. “Support services” are organisations that provide advisory services for the ecosystem, especially for the new-coming entrepreneurs. The services may include, for example, accounting and legal advice.

Moreover, Spigel (2017, 54) suggests that the advisory services may also help create the “physical infrastructure”, which refers to the concrete environment for growth, like office space. The final material attribute is “open markets”, which are essential for realising ecosystem opportunities. In short, open markets refer to customer presence and the local opportunities for new ventures (Spigel 2017, 55). Spigel (2017) argues that the research on entrepreneurial ecosystems should focus on these cultural, social, and material attributes described above, as together, they support entrepreneurial success in the ecosystem. Spigel (2017) highlights that realisation of all attributes is unnecessary for the ecosystem; they will nevertheless increase opportunities for success.

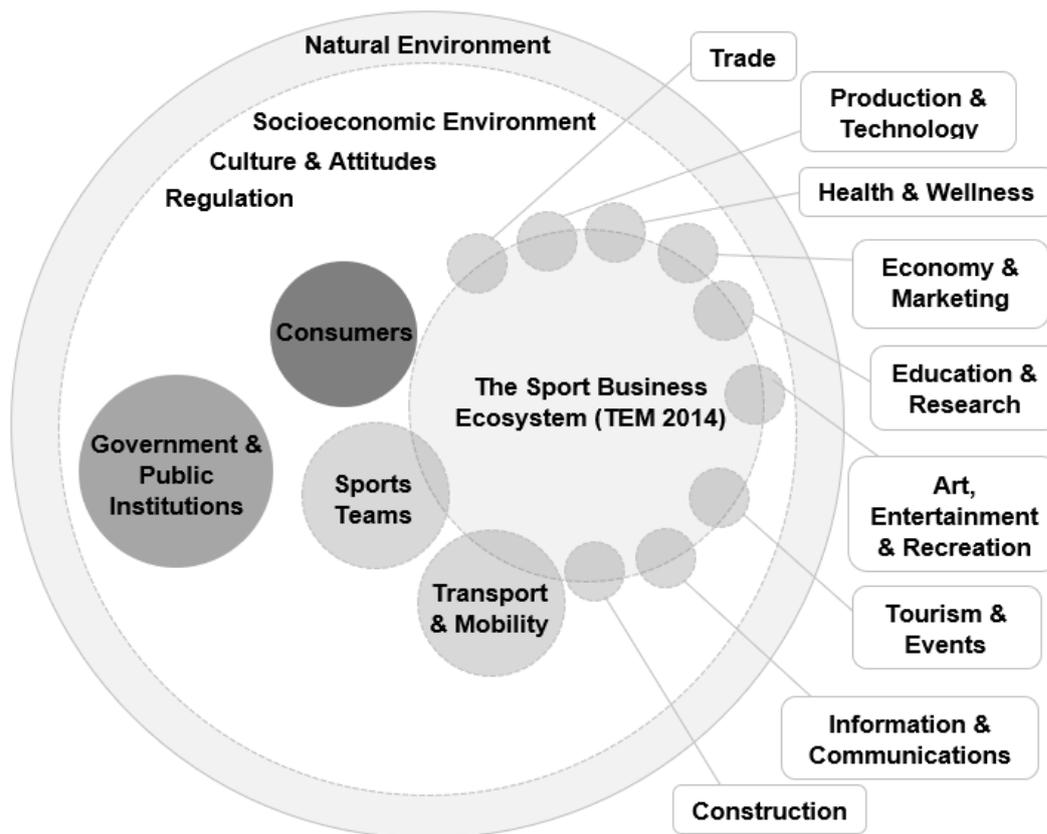
Volkman et al. (2021) state that, at best, entrepreneurial ecosystems can influence the foundations and growth of organisations, regional development, and sustainable urban development. Similarly, Neumeier and Santos (2018) observe that entrepreneurial ecosystems foster entrepreneurial opportunities for economic, social, and environmental value creation. In fact, in recent years, the potential of entrepreneurial ecosystems for sustainability has been increasingly studied (e.g. Neumeier & Santos 2018; DiVito & Ingen-Housz 2019; Volkman et al. 2021). Cohen (2006, 3) has defined sustainable entrepreneurial ecosystems as an “interconnected group of actors committed to sustainable development through the support and facilitation of new sustainable ventures”. Furthermore, contributing to Spigel’s (2017) attributes, DiVito and Ingen-Housz (2019, 1065-1068) have identified the conditions of thriving, sustainable entrepreneurial ecosystems. Firstly, they argue that the sustainable entrepreneurial ecosystem requires actors that have a sustainability orientation. These actors could be governments that create legislation for

sustainable development or individual entrepreneurs building their business on SBMs. Secondly, DiVito and Ingen-Housz (2019) emphasise the importance of recognising sustainability opportunities in the ecosystem. Only through recognition can the actors in the ecosystem move to the third condition, collaborative innovation, where sustainability experiments, collaboration, and research for business opportunities happen. Finally, similarly to Spigel (2017), DiVito and Ingen-Housz (2019) emphasise that the markets need to be open for sustainable ventures, and the ecosystem actor must identify the desires of consumers.

Sustainable entrepreneurial ecosystems and SBMI share many similar characteristics. As discussed in Section 2.2, SBMI pushes organisations to consider the larger systems they are part of (Stubbs & Cocklin 2008; Roome & Louche 2016). Roome and Louche (2016, 13) argue that it “requires new arrangements between companies and other social actors to identify the ecosystem limits for a chosen socio-economic-technical system and to support the changes that are required when environmental and social problems arise”. Thus, successful implementation of SBMs in companies requires cooperation and knowledge sharing within the ecosystem (Stubbs & Cocklin 2008; Roome & Louche 2016), as discussed in the entrepreneurial ecosystem literature (Cohen 2006; Spigel 2017; DiVito et al. 2019). Neumeier and Santos (2018) argue that the overall success of SBMI depends on the entrepreneurial ecosystem’s support and functioning.

As shown in the TEM report (2014) and in Figure 1, SBCs in Finland have formed a particular sport business ecosystem. However, as far as opportunities for physical activity promotion and sustainable lifestyles are concerned, it is arguable that the system boundaries leave out some actors. Therefore, this thesis suggests a larger physical activity ecosystem, into which the sport business ecosystem by TEM (2014; Figure 1) is embedded. Figure 2 presents the physical activity ecosystem.

First, the ecosystem boundaries span towards the transportation and mobility sector, which has not previously been a part of the sport business ecosystem by TEM (2014). From the physical activity perspective, the transportation and mobility sector is vital because it includes, for example, active transportation services and infrastructures, such as bicycle lanes and public transport stops. Indeed, as Sallis et al. (2004) have argued, bringing together health and mobility professionals is crucial to create more fruitful cooperation and development towards physically active lifestyles. Moreover, in the case of this thesis, it may open up new possibilities for business ventures.



**Figure 2. Elements of the physical activity ecosystem**

Second, the government, public institutions, and sports teams are part of the ecosystem. Following Spigel's (2017) ecosystem attributes, the governmental actors and public institutions have a central role in enabling the favourable conditions for entrepreneurial success, be it funding, regulation, or promoting entrepreneurship in society. The public actors also provide their sport-based services, which may impact the introduction of new entrepreneurial ventures. Third, sports teams cannot be overlooked in the physical activity ecosystem as they are a significant player in physical activity promotion for Finnish children, adolescents, and the elderly (TEM 2014). As sports clubs fit the not-for-profit and the hybrid categories of sport-based organisations (see Section 1.2; Pellegrini 2020; Ratten 2020), they may also influence the commercial opportunities of the for-profit actors. Finally, the natural environment added to the ecosystem with its role as a central stakeholder in transforming sustainable lifestyles.

The previous chapters have introduced the conceptual framework and the overall context of this thesis. In the next chapter, the thesis proceeds to describe the study's methodology, beginning with the overall context and design (Sections 3.1 and 3.2) and then moving on to data collection and analysis (Sections 3.3 and 3.4). Finally, the thesis discusses the ethical considerations (3.5).

### 3 METHODOLOGY

This chapter presents the structure and justifications for the research methodology. The first section explains the context of the study (3.1). Then, the research design is further justified (3.2). Finally, before going through the ethical considerations (3.5), data collection and analysis methods are presented in Sections 3.3 and 3.4, respectively.

#### 3.1 Context of the Study

This thesis is a commission to the STYLE project. STYLE is a research consortium focusing on sustainable growth and active lifestyle promotion in Finland (STYLE, 2021a), consisting of Finland Futures Research Centre, UKK Institute, Research Centre for Health Promotion at University of Jyväskylä, the Finnish Environment Institute, VTT Technical Research Centre of Finland, and the Department of Marketing and International Business at the Turku School of Economics (STYLE 2021b). The STYLE project receives its funding from the Strategic Research Council at the Academy of Finland. It divides into six themes: trends in active transportation, physical activity and health promotion, business opportunities, urban interventions, lifestyle changes, and infrastructure changes enabling physical activity (STYLE 2021c).

The purpose of this study is to map out how sport-based companies in Finland understand physical activity, its business potentials, and the barriers affecting new business creation. In addition, the thesis sheds light on the potential of a physical activity ecosystem, thus complementing the TEM (2014) report of the Finnish sport business ecosystem.

#### 3.2 Research Design

One of the classical perspectives to futures studies is that it should devote to enhancing societal transformation and development by planning and creating alternative futures (Niiniluoto 2009). Therefore, Niiniluoto (2009) suggests that futures research should take a design science perspective. The STYLE project applies a design science perspective through its participatory workshops for sustainability transformations in society (STYLE 2021a). As one of the objectives of this thesis is to find new business opportunities for physical activity promotion that could, in turn, contribute to the overall sustainability and societal welfare in Finland, based on the ideas of Niiniluoto (2009), this thesis inspires by the elements of design science research methodology. The semi-structured expert interviews apply a future-oriented perspective, which provides knowledge to this thesis and

may also provide knowledge and inspiration to the interview participants. Moreover, this thesis addresses the more significant problem of increased sedentary behaviours in Finland by creating new knowledge about future business opportunities for physical activity promotion. Finally, this thesis provides insight on how companies could overcome the current barriers hampering physical activity promotion. Consequently, the thesis results may be applicable for enhancing the overall physical activity promotion in Finland in the future.

### **3.3 Methods of Data Collection**

This research applied a qualitative approach to data gathering and conducted 25 semi-structured expert interviews to identify the possible business opportunities and the barriers affecting new business creation in the Finnish sport-based companies. The experts covered the sectors of the sport business ecosystem widely (see Figure 1 in Chapter 1): six experts from the health and wellness sector, one from the marketing and economy sector, three from research and education, two from arts, entertainment and recreation, two from travel and events, one from information and communications, three from construction, three from trade, and four from production and technology participated in the interviews. Moreover, at the beginning of the interviews, experts identified their position and expertise in the sport business ecosystem. Table 2 depicts the expertise matrix. As can be interpreted in the matrix, some experts also identified their expertise outside the TEM (2014) sport business ecosystem. Thus, expertise in transportation and mobility and sports teams complement the table, marked with an asterisk.

Semi-structured interviews are usually constructed based on the conceptual themes of the research. Questions and the answers should be open-ended to get a deeper understanding of the topic (Tan 2017, 84-85). The initial interview structure of this thesis contained the themes of physical activity and its business potential and corporate sustainability. Finally, the interview structure divides into 16 questions. Additional questions and probes clarified and expanded themes that came up during the conversations. Table 3 shows the interview structure. Moreover, Appendix 1 provides the original questions in Finnish.

**Table 2. Expertise matrix**

		EXPERT SAMPLING (NUMBER OF EXPERTS)								
		Health & Wellness (6)	Marketing & Economy (1)	Research & Education (3)	Arts, Entertainment & Recreation (2)	Tourism & Events (2)	Information & Communications (1)	Construction (3)	Trade (3)	Production & Technology (4)
SELF-EVALUATED EXPERTISE	Health & Wellness	x		x		x		x	x	x
	Marketing & Economy	x	x	x						x
	Research & Education	x		x		x		x	x	x
	Arts, Entertainment & Recreation	x			x	x		x		
	Tourism & Events	x		x	x	x		x	x	x
	Information & Communications	x		x	x		x	x		x
	Construction			x				x	x	x
	Trade								x	x
	Production & Technology	x		x	x					x
	Sports Teams*	x								
	Mobility & Transportation*								x	x

Interviewing *elites* (Kvale 2007, 69-70), such as experts, may require a particular approach by the researcher (Trinczek 2009). According to Trinczek (2009), company representatives are used to a different kind of communication at the workplace, and therefore narrative answers to the interview questions can be rare. Trinczek (2009) divides the interview behaviour of company representatives, especially managers, into two: some may be very reflective and committed to weighing several perspectives that may appear, and others will be more persistent about their position as the only possible view on the issue. Nevertheless, in contrast to conventional interviews that restrain interventions and aim at a “neutral and supportive stance in interviewing”, expert interviews with company representatives should be designed in a discursive manner (Trinczek 2009, 210). At the same time, the interviewer must remain neutral and sensitive and be confident in challenging the interviewee with differing views (Trinczek 2009; Kvale 2007, 70).

As this thesis process went on during the global COVID-19 pandemic, the interviews were conducted through video conference platforms Zoom and Microsoft Teams, depending on the interviewee’s preference. Video cameras were kept on during most interviews to imitate a face-to-face interview situation. However, in one case, the internet connection did not allow keeping the video open. Moreover, in two other cases, the interviewees preferred to keep the camera off.

**Table 3. The interview structure**

<b>STARTER QUESTIONS</b>	<ol style="list-style-type: none"> <li>1. Could you first tell me about your work/company?</li> <li>2. What is meaningful to you in your work or your industry?</li> <li>3. What is your company's role in the Finnish sport business ecosystem? What is your company's role in making people move?</li> <li>4. What is your company's/industry's role in society?</li> </ol>
<b>THEME 1: PHYSICAL ACTIVITY PROMOTION</b>	<ol style="list-style-type: none"> <li>5. How is physical activity visible in your work/your company's operations? What does physical activity mean to you?</li> <li>6. What kind of similarities could sport and physical activity share? Could the two be combined? How?</li> <li>7. What is the role of the public and the third sector in physical activity promotion?</li> <li>8. What is the role of companies in the sport business ecosystem to promote physical activity? Who has the primary responsibility? Why?</li> <li>9. What kind of innovation/business opportunities could physical activity create for your company/industry? How could physical activity be commercialised?</li> <li>10. What kind of opportunities for cooperation could physical activity promotion create for your company?</li> <li>11. What could your company offer to the market that other companies in the sports business entrepreneurship cannot? What is your company asset in physical activity promotion compared to other companies in the ecosystem?</li> <li>12. How do you perceive physical activity promotion in 10 years? What is hindering the business creation? What is missing? What kind of support/actions are needed to make physical activity promotion profitable?</li> </ol>
<b>THEME 2: CORPORATE SUSTAINABILITY</b>	<ol style="list-style-type: none"> <li>13. How is corporate sustainability visible in your company operations? In the company goals?</li> <li>14. What kind of role does your company have in sustainable development now/in 10 years?</li> <li>15. How could sustainability thinking support physical activity innovation/business opportunities?</li> <li>16. How should corporate sustainability be developed in your company/industry?</li> <li>17. How do you perceive your company's role in society in 10 years? Has it changed compared to the current situation?</li> </ol>

### 3.4 Method of Data Analysis

The method for data analysis in this thesis is qualitative content analysis. Gillham (2000) describes that the essence of content analysis is identifying the most meaningful statements from the interviews and coding them by different categories. This thesis used the NVivo software for the content analysis.

Hsieh and Shannon (2005) divide content analysis into three different approaches: conventional, directed, and summative, of which conventional content analysis fits the purposes of this thesis. Hsieh and Shannon (2005) argue that conventional content analysis suits well for studies that aim to describe a phenomenon or have limited research literature or theory availability. The point of conventional content analysis is to let different categories emerge from the data inductively (Hsieh & Shannon 2005) instead of categorising the data through a theoretical framework. First, the researcher must read the data several times to get a complete picture of the phenomenon. After, the reader starts highlighting recurring themes and key ideas from the text. During the reading process, the researcher makes notes and begins the initial analysis. New insights start to emerge,

which are then labelled, categorised, and grouped into different clusters (Hsieh & Shannon 2005).

The steps of conventional content analysis described by Hsieh and Shannon (2005) were followed in this thesis. The emerged themes from the interviews were divided into groups that shifted and evolved through the analysis process; some groups were further broken down into sub-groups, and some were merged into other clusters. Finally, three main clusters of themes were formed, containing several sub-groups. Overall, the conventional content analysis allowed to form a broad image of the participants' understandings, ideas, and attitudes towards physical activity promotion, its business potential, and the role of corporate sustainability. Appendix 2 includes the codebook of the content analysis. The content analysis results will be introduced in Chapter 4 and discussed through the conceptual framework in Chapter 5.

### **3.5 Ethical Considerations**

For the integrity of this thesis, some ethical considerations require attention. The Finnish National Board on Research Integrity (TENK 2012, 30) states that “[i]n order for research to be ethically acceptable and reliable and for its results to be credible, the research must be conducted according to the responsible conduct of research”. TENK (2012) proposes ethical considerations for researchers that help guarantee the ethical research process. One of the ethical premises by TENK (2012) is that the researcher should follow the ethical guidelines of its research community. University of Turku (2021) promotes the “dignity, privacy, self-determination, and other rights of the research subjects”, which have also been the ethical standards of this thesis.

One of the central principles of research including human participants, is the Informed Consent to Participate (TENK 2019). In this thesis, the potential participants received an email invitation that explained the motivations for the research (available in Appendices 3 & 4). All interviewees participated voluntarily, and the interview times were scheduled based on the participants' preferences. Before the interviews, the participating experts received a Data Protection Statement by email, which disclosed their rights as data subjects, the type of data collected (digital recordings), the purposes of collecting data, and the details about data protection. The Data Protection Statement is available in Appendix 5. Moreover, the STYLE project has a Data Management Plan, which assures that the research data is password protected and only available for a limited researcher

group within the consortium. Furthermore, all research data will be destroyed ten years after the research has finished.

Before every interview, participants received information about the aims and objectives of the thesis and the research consortium (TENK 2019). Although the interviews applied a discursive design, the experts were listened to respectfully during the conversations. The interviewer deleted the video recordings after the interviews and kept only the audio files. Any quotes that were used in the thesis were sent to the participants before the thesis was published.

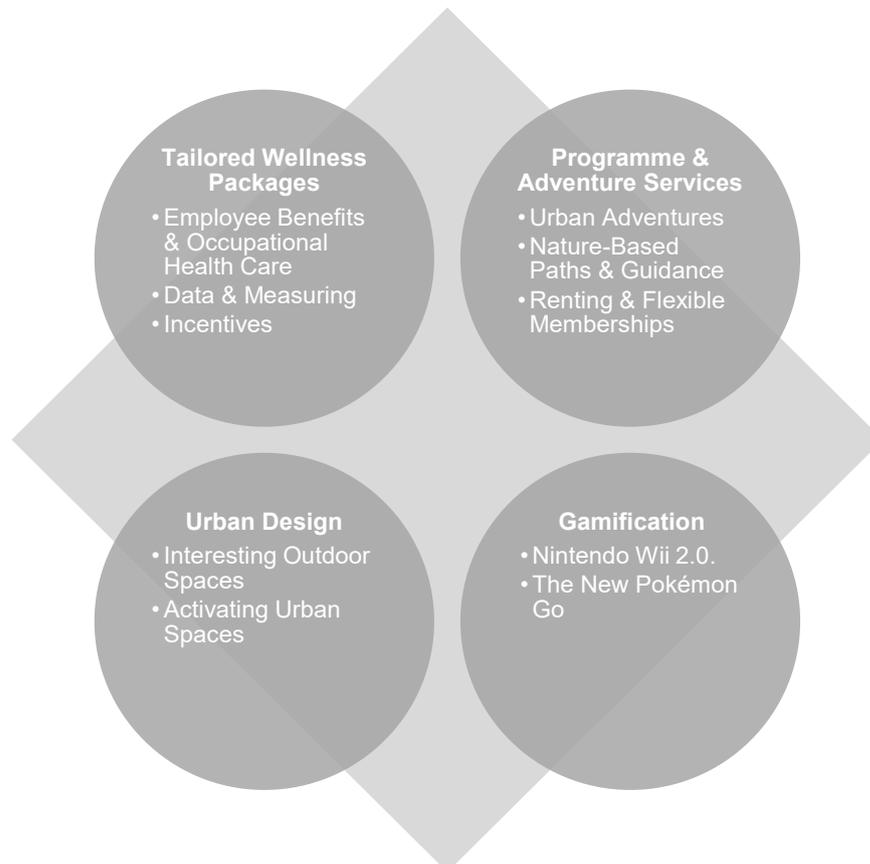
Moreover, the participants were guaranteed anonymity. Therefore, any quotes that appear in the results are marked by interviewee codes from H1 to H25. The quotes were anonymised so that the ability to recognise the company, or the interviewee, would be minimized. However, the sport business networks are dense in Finland, and therefore complete anonymity cannot be guaranteed. As stated by TENK (2019, 15): “providing anonymity for the participants [...] does not necessarily prevent their identification by those who are familiar with the activities of the community or organisation that has been the subject of the research”.

## 4 RESULTS

This chapter presents the results of the semi-structured expert interviews and content analysis. The results respond to the research questions introduced in Section 1.4. As the interviews were in Finnish, the quotes presented in this thesis are the author's translations. The original transcriptions in Finnish are available in Appendix 6. First, Section 4.1 explores the future business opportunities for physical activity. Section 4.2 will examine the barriers to business creation, and Section 4.3 discusses the current perceptions on corporate sustainability (CS) in sport-based companies (SBCs).

### 4.1 Business Opportunities for Physical Activity Promotion

This section introduces the four business opportunities for physical activity promotion that emerged from the interviews: tailored wellness packages, programme and adventure services, urban design, and gamification. Figure 3 lists the characteristics of the business opportunities. In the following subsections, the business ideas are presented more in detail.



**Figure 3. Business opportunities for physical activity promotion**

#### 4.1.1 Tailored Wellness Packages

Tailored wellness packages is the first business area that emerged from the expert interviews. Personalised wellness services and products could be offered directly to the customer (B2C) or sold to companies as employee wellness packages (B2B). Experts emphasised that, through the wellness service, the customer should gain extra benefits on top of regular lifestyle coaching, such as additional data and measuring. Many experts suggested that the wellness packages should exist on digital platforms, which is why user-friendliness should be a primary concern in the design of the application:

“It should be a lifestyle intervention. Something that integrates measuring of daily activity; some methods allow measuring quite well. Coaching packages that bring profit to the company and encourage people towards daily physical activity. [...] and then, adding monitoring and nice data curves would make it more interesting for the customer.” (H3)

“The right kind of easy technology with an approachable application. Applications are of crucial importance for the user experience. On top, you would have an expert to help at some parts of the way.” (H14)

Some experts argued that regular nudging is insufficient for physical activity promotion. Therefore, the packages should include different kinds of financial incentives and rewards for increasing physical activity. Different partners, such as medical centres, insurance and energy companies, or consumer brands, would provide the incentives:

“Maybe today, the only suitable incentive is the financial benefit. The amount of physical activity and its benefits need to be somehow validated. Could energy companies give a discount on electricity bills to the apartment building residents that are more active than others?” (H17)

“It requires a rewarding system for motivation. Perhaps an application where different things related to physical activity are marked up, and the user gains points. The points could influence insurance prices or give rewards. There could be partnering companies in the app that reward the physically active users with products or discounts.” (H24)

As far as the B2B wellness packages are concerned, the experts thought that, on the one hand, employees should focus on targeting the groups at the risk of decreased working ability in collaboration with occupational health care providers. On the other hand, external providers could offer different solutions for physical activity promotion at the workplace:

“When the effectiveness of employee welfare programs can be proven, and the programs can target the employees at risk of premature work exit, the pension insurance companies could support the programs. There must be ways to discover the risk factors, and occupational health services are crucial in that. They must be able to provide such data for the employer so that the right services reach the right employees at the right time.” (H14)

“What if there was an inertia crushing company that would come say, ‘this is how you do it’, exposing people to physical activity and making them move? It would push physical activity into the company by being a changemaker, rather than offering concrete physical activity services.”(H10)

In sum, similar kinds of wellness platforms could be used both in B2C and B2B markets. Occupational health care providers could partner with different sport-based companies and use the application with their customers. Alternatively, the application could be available in B2C markets, where the customer would buy the health and wellness services directly through the application without the additional link to occupational health care and the workplace. The business model potential of tailored wellness packages will be discussed later in Section 5.2.1.

#### 4.1.2 Programme and Adventure Services

Based on the interviews, the programme and adventure services for physical activity divide into three subsections: urban adventures, nature-based experiences, and pay-as-you-go services. The three subcategories share a similar characteristic that bases on the development of domestic tourism and gamification:

“Gamification would be good. Even the elderly have smartphones that they can use. I bet there is much potential in combining new knowledge with a certain location. For example, one could download something on the phone when visiting national parks, and municipalities could create games related to tourism, sights, and all that.” (H18)

*The urban adventures* focus on cultural offerings in the town areas. The services do not highlight physical activity promotion to the consumer; the emphasis is on the cultural experience that requires active transportation. The experts suggested that the urban experiences could utilise smartphone applications and game-like environments like the wellness packages. Furthermore, experts emphasised localisation and saw potential in the increase of domestic tourism:

“Different adventures could be played in different places [...] I am sure that every town has their own stories that we could hear and play through. Thus, bringing a top layer to game events, where different games would occur in different physical locations.” (H12)

“When you move to a new place, you must rethink how you get around. What if an introductory game to the municipality encouraged people to see different sights [without using the car]? One would go around the area and end up realising that it was quite convenient to move around and start doing it daily.” (H18)

Alternatively, in *nature-based experiences*, the focus is on making outdoor activities accessible to everybody through new information platforms or adventure services. Experts thought that currently, Finnish consumers must see too much effort in finding different outdoor activities and locations, which may decrease their motivation to go in the first place. Some experts argued that the current nature-based services in Finland are for foreign tourists, though there is a demand for outdoor activity services for Finnish customers. Moreover, one expert argued that the Finns are automatically assumed to be able to move in the forests, though in reality, many people require guiding and assistance:

“It is difficult for a domestic tourist to find all available spots and services for outdoor activities. For example, there should be a source where all outdoor spots in Finland would be visible, or similarly to *retkipaikka.fi*, it would show good camping sites, national parks, guidance, hiking paths, kayaking spots, rental services, stand up paddle boarding [...] like *Wolt* for outdoor activities, similarly to the old Yellow Pages.” (H15)

“For example, good guided paths and good routes are important. People [...] need guidance, safe paths, and so forth. We tend to think that every Finn knows their way in the forest because there is so much of it, but I think that we have many people that do not have the nature knowledge, and we should bring that forward.” (H25)

Finally, the *pay-as-you-go services* focus on renting and flexible memberships for customers. The experts emphasised accessibility and approachability in outdoor activities. Many experts agreed that prices for activities should be moderate, and memberships should not be binding. Experts highlighted that different pay-per-use services would allow consumers to try different sports and activities, so the consumer would have a chance to find their preferred activity without the financial pressure:

“Companies could have a big role in renting sports equipment, thus offering a chance for people to try new things [...] Companies renting electric bikes are an excellent example: one gets to try, see whether they like it or not, and perhaps later become an active user in their own daily life.” (H13)

“What is the easily accessible way of starting a new sport? I have tried recreational sport such as kayaking, and I have noticed an obstacle to joining because one must start paying a membership fee and doing volunteer work right away. Thus, it requires a lot of commitment [...] There should be an option that does not require committing ten hours a week. Maybe offering days when people could come and try by the hour. Some gyms have already tried this.” (H21)

In summary, the programme and adventure services would not be one particular service offering but would need different operators in the urban and natural areas. However, the experts saw potential in gamified experiences both in the urban and natural environments. Moreover, digital platforms that could combine guidebooks, maps, and different service providers, such as renting services, were mentioned in the answers several times. Therefore, by creating a platform, the urban and nature-based activities could be brought together, and customers could easily find the exciting activities in one place.

#### 4.1.3 Urban Design

The urban design business opportunities refer to the development of urban areas. Many experts pondered how the living environments could support physical activity, and urban design emerged as a solution. The business opportunities for urban design divide into two subsections: parks and other urban spaces. The main focus of the urban design is to create spaces that motivate people to spontaneous physical activity.

First, *park design* for physical activity would focus on more visually appealing and playful outdoor areas. Some experts thought that parks today tend to be dull and generic, which does not encourage people to go there:

“When we build parks and common spaces, they could be easily constructed more visually appealing and stimulating with a different style of landscaping. Then, they would become more than flat cycling paths. Small elements, different from playgrounds and outdoor gyms, would inspire people to spontaneously hop on blocks from one place to another, for instance. It would not be exercising, but it would develop one’s motoric skills.” (H16)

“Parks are designed in a very generic manner [...] they all look similar and fail to bring anything new to the urban space.” (H17)

Alternatively, *locations outside parks* could offer opportunities for spontaneous physical activity. One expert even suggested constructing lifestyle centres that are designed based on physical activity. Some experts suggested that places such as pedestrian streets or shopping malls could be made more activating:

“[Sports facility construction] does not need to limit to playgrounds or parks. Why do we not build a balancing thing on a pedestrian street, or to a shopping mall, where a child, a teenager, or an adult could goof around spontaneously [...] to a location where it does not require wearing sports clothes, where one could engage to the activity for a minute or so and then move on.” (H16)

Finally, the urban design would also touch suburban areas. Many experts agreed that living areas today lack physical activity promotion. Therefore, future apartment and office building construction should take active lifestyles as part of the construction processes:

“To me, the business of everyday physical activity means that you go into people’s 24/7 lives. Thus, it would mean that, for example, house construction or suburban design supports an active lifestyle.” (H25)

“Which one is first in the building lobby, the elevator, or the stairs? Which one is easier to reach? The little things have a big impact. Fifty extra steps per day is a lot in everyday life that otherwise does not encourage an active lifestyle.” (H18)

While the two previous business ideas focused on offering products and services directly to consumers, the urban design business opportunities operate on a city level. The urban design services would therefore be offered to cities and municipalities and would require active public-private partnerships.

#### 4.1.4 Gamification in Physical Activity Promotion

As can be observed from the sections above, the gamification perspective is present in all business opportunities. First, in tailored wellness packages, gamification appears in game-like applications where customers can monitor data, gather points, and earn rewards. Secondly, programme and adventure services, especially urban adventures, focus on game-like adventures and applications. Thirdly, in urban design, gamification is

present in the playful and stimulating solutions for spontaneous physical activity in the urban environment.

In general, experts perceived gamification as an excellent way to promote physical activity. They listed some existing games and technologies as good benchmarks for physical activity promotion, such as Nintendo Wii and Pokémon Go. Moreover, experts saw potential in developing sports and activities, such as orienteering, geocaching, into games. However, at the moment, they lack an approachable platform:

“At the moment, I am playing two different GPS games where I cycle to different locations [...] but getting those games in the form of an application and making them more approachable to a larger audience requires further development.” (H9)

“Bringing exciting and interesting content to the screen that motivates the user to move around with the device. Pokémon Go was an excellent example. It created a big fuss; the youth rushed to the parks and out of their rooms.”(H12)

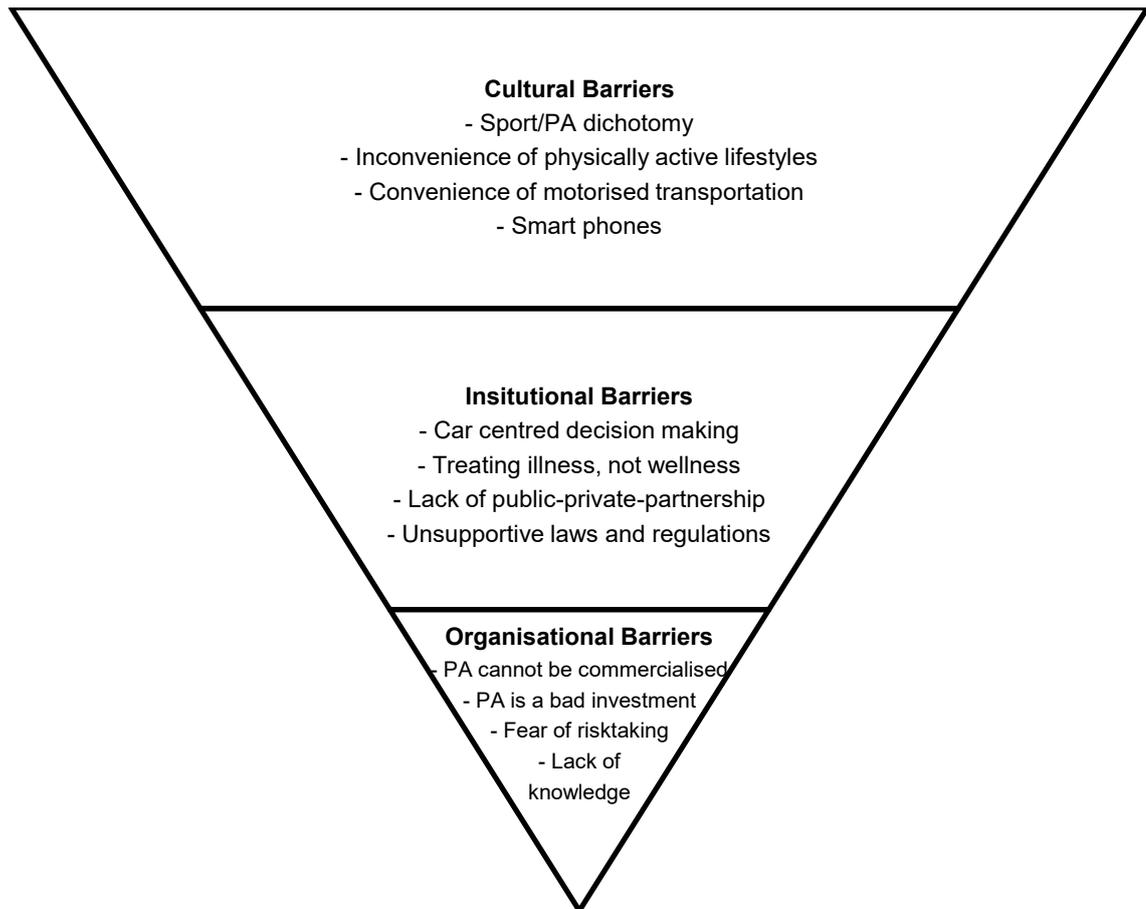
Gamification has a double potential in physical activity promotion. On the one hand, entering the physical activity ecosystem, game companies could develop new games that promote physical activity. On the other hand, as many of the business ideas described above benefit from gamification, companies could integrate gamification, and technology in their business, as one expert mentioned:

“There must be millions of concepts. It could be the culture walks, or coaching for physical activity [...] In practice, it would only require a good platform, and those already exist [...] The wonder of technology in general, and VR in particular, is that it does not need to remain static: it can change, develop, and live, and thus become even more interesting.” (H17)

Indeed, as technology becomes to penetrate all areas of life (Sitra 2020), its potentials should be acknowledged in the physical activity business creation. As seen in the results, the experts saw the potential of digitised solutions in most physical activity business opportunities. On a more general level, the expert interviews proved that there is business potential in physical activity promotion. However, as came up in the interviews, specific barriers prohibit the business development towards physical activity promotion in companies, discussed in the next section.

## 4.2 Barriers for Business Creation

This section presents the emerged barriers to commercialised physical activity promotion. The barriers categorise on three different societal levels: organisational, institutional, and cultural. Firstly, the organisational level concentrates on the internal barriers that companies face regarding new business creation for physical activity. Secondly, the institutional level refers to the governmental, institutional, and legal barriers influencing new business ventures. Thirdly, the cultural level consists of the barriers of worldviews and attitudes



**Figure 4. Barriers to physical activity business creation**

that affect physical activity promotion in society in general. Figure 4 depicts the societal barriers. In the figure, PA marks for physical activity.

#### 4.2.1 Organisational Barriers

Four organisational barriers to physical activity promotion emerged in the discussions: physical activity is not commercial, physical activity is a bad investment, fear of risk-taking, and lack of knowledge. According to the experts, the *difficulty of commercialising physical activity* either derives from the inability to see the business potential of physical activity promotion or from the lack of interest and appeal towards physical activity in general:

“Solutions that people get like ‘hey, I want that because it helps me to do something’. The barrier is in abilities; capacity for innovation; and getting the idea through in sales and marketing.” (H25)

“Everyone does physical activity, but people rarely discuss it. It is like eating or sleeping [...] everyone does it, but it is not very interesting.” (H21)

Deriving from the doubts about the commercialisation of physical activity, some experts thought that investing in *physical activity promotion through new business ventures*

*is not profitable*. According to some experts, new investments in physical activity are a financial risk. Thus, instead, companies focus on areas where the financial gain is steady, as explained by one expert:

“I think it is the investment – probably this could be developed quite easily just through collaboration – but if it requires investing or renewing business models, the financial risk is perceived to be too grand.” (H7)

“What is the business perspective in it? We have thought of it many times through [collaboration]. However, it has stuck on ‘who pays?’ and ‘what are the benefits?’ The problem with physical activity promotion right now is that [...] anyone can code a thing, and it is completely free. How to integrate the money business in it when there are free offerings available?” (H18)

“Maybe the business opportunities are not there. In the sportswear industry, the most appealing sports are those in which people are ready to invest a lot of money [...] it is more appealing to make products for those sports. In the sportswear industry, physical activity equals walking the dog in one’s mother-in-law’s 20-year-old windbreaker; thus, it has not been an area where the industry should focus on especially.” (H21)

The third organisational barrier is *the fear of taking risks*. Many experts saw that broadening the business towards physical activity would risk losing the current customers:

“If we discuss the more traditional sports businesses, such as sports centres, it might be scary and challenging to take the leap. It requires bravery and a lot of work to do things differently and to get the customers to believe that the new way of doing things is somehow better.” (H11)

“The broader the customer base gets, the harder it may be for the individual customer to identify to the company [...] If the target group is not clear, the business could fall apart. Framing the target group enables taking over the market and the customer base.” (H24)

The final organisational barrier that emerged from the interviews was the *lack of knowledge*. According to the experts, some companies are not thinking about physical activity as a business opportunity because their current knowledge and path dependency hamper identifying the underlying business opportunities:

“People do not realise that [physical activity] can be turned into a business. I think that professionals in the sports industry take it for granted because they are positive towards sport. [...] I can personally say that when I started working in sport, I had no clue about the scale of sedentary behaviour in Finland. I thought that everyone loved sport as I do. I did not realise that there are people that cannot stand physical activity, getting sweaty, or having sore muscles.” (H2)

As can be attained from the answers, the organisational barriers crystallise under one theme of path dependency. It seems that the companies have identified their market and customer base; therefore, business venturing for physical activity displays as uninteresting, irrelevant, and as an unnecessary risk for current business. In the next section, the thesis proceeds to the institutional barriers of business creation.

#### 4.2.2 Institutional Barriers

The institutional barriers for physical activity business creation focus on four different sub-areas: car centred decision making, treating illness rather than wellness, lack of public-private partnerships, and unsupportive laws and regulations. *Car-centred decision making* evoked many thoughts among experts. The experts thought that cars are dominating the current traffic regulation and planning in Finland. In general, the perception was that discussion about cars creates friction, to begin with, because people tend to have strong personal opinions about them:

“Mobility evokes feelings in people, especially among public servants and politicians. No matter what you say, people climb to the barricades, and the tabloids write about it. We are all experts by experience in traffic. Though it may not concern everyone, there is always a fuss that ‘car users’ rights are suppressed’. In reality, for example, in Helsinki, we have an immense amount of space reserved just for cars and parking.” (H23)

“The barrier is in politics and politicians. I could label them the stubborn old men. Without knowing the average age of politicians in parliament and municipalities, if I may exaggerate, I believe that there are many middle-aged and older men who only drive their cars and cannot even think about using another mode of transport. What I want to say to them is that promoting walking and cycling does not mean that they are required to cycle everywhere, whatever the weather.” (H9)

The second institutional barrier that the experts expressed was that decision making today focuses on *treating illness rather than treating wellness*. In practice, it restricts creating incentives for supporting a healthy lifestyle as illness prevention as expressed by one expert:

“We do not support the physically active person who is trying to avoid the need for either SII-funded or taxpayer-funded medical treatment. Of course, we must help people, and I think that we have a great health care system, but the incentives for increased physical activity in the system are very modest compared to the solutions for the situation where illness has already happened. Moreover, our social and health expenditures are huge [...] people are often looking for solutions for illness rather than for illness prevention.” (H25)

*Lack of public-private partnership (PPP)* was the third barrier that emerged from the interviews. Experts thought that the impact of the private sector on the increase of active lifestyles is disregarded by the policymakers, resulting in unequal support for the private and the third sector. Moreover, one expert argued that, in the transportation and mobility sector, the current public actors hinder the emergence of new entrepreneurs:

“From the public health perspective, a bigger problem is how the Ministry of Social Affairs and Health, as well as the Ministry of Education and Culture, disregard gyms [...] the impacts of the fitness industry on public health, are not noticed like sports clubs and associations are. I argue that the fitness industry has a bigger impact on adults’ physical activity and health than clubs and associations [...]. While municipalities may lack resources to activate people [...], the private sector has empty gyms during the daytime with lots of space and professionals. However, the partnership does not exist.” (H1)

“[In mobility], the barrier is the public monopoly [...] meaning public transport operators or officials, not all, but most of them.” (H23)

The final category in institutional barriers is *unsupportive laws and regulations*. Some experts talked about difficulties in promoting physical activity through employee benefits, while others discussed the legal framework hindering insurance companies:

“The taxman has decided that city bikes cannot be paid with exercise benefits [...] In my opinion, it is stupid that the benefits can be used in conventional public transport but not for city bikes. There is no logic; it goes against what the society wants to achieve.” (H5)

“An insurance company is allowed to compensate and fund costs related to illness. Thus, it is not in itself health insurance; it is illness insurance. If there is no illness, insurance companies are restricted to do anything even though there is a strong scientific basis for the basic idea that by acting early and incentivising actions that prevent illness could have a much bigger impact.” (H7)

In sum, the expert interviews suggest that the current policymaking is a significant hindrance to physical activity promotion in many sport-based companies. However, more prominent cultural barriers may influence the overall attitudes towards physical activity, which will be discussed further in the next section.

#### 4.2.3 Cultural Barriers

The cultural barriers include different attitudes and cultural structures that hinder the transformation towards physically active lifestyles. It divides into the following subcategories: sport/physical activity dichotomy, inconvenience of physically active lifestyles, the convenience of motorised transportation, and smartphones. First, the experts suggested that the *current discourse separates sport and physical activity into two different areas*. On the one hand, the emphasis on sport and fitness does not encourage people towards daily physical activity. On the other hand, people attending formal sport may think that exercising once or twice per week is enough for daily activity:

“We should get rid of the guilt that we experience about physical activity and instead be proud of being active in everyday life. That is how we build motivation. Removing the idea of ‘I only did forestry work for an hour though I should have also gone to the gym or Body Pump because I have not exercised today’ is crucial [...] I feel like people think that the activities they do in their daily lives are not useful because ‘they are not a sport’”. (H22)

“People think that they are physically active when they go for an aerobics class twice a week, though, for the rest of the day, they stay put [...] I have noticed that even the physically active people do not understand how little we move in a day.” (H4)

“People do not understand what physical activity means or which activities increase our welfare. They think that if they are incapable of doing a long run or even a long walk, they will do nothing. They do not see the small steps in between [...] People perceive physical activity and exercising as some hardcore performance though there are so many options available for physical activity”. (H2)

The second cultural barrier to new business creation, identified by the experts, is the *inconvenience of physical activity*. According to one expert, if physical activity does not make life comfortable, fast, or easy, it is uninteresting for people. Alternatively, some

experts mentioned how new service innovations encourage us to choose a comfortable life over physical activity:

“There are three basic principles that fit almost anything: if a thing is easy, comfortable, and fast to do, people will do it. If we want people to do something, it needs to be made easy, comfortable, and fast.” (H9)

“Why did we end up in a situation where physical activity has decreased? Is it the lack of time? Does it feel quicker to order products on one’s doorstep than to go to the store? Is it faster to call an Uber, take an electric scooter, or go by car than to cycle or walk?” (H24)

“In the worst-case scenario, companies promote physical activity by offering a benefit that will be used [by employees] for the movies rather than for physical exercise.” (H4)

Contrastingly to the inconvenience of physical activity, the experts observed that *motorised modes of transport are enablers of an effortless, and therefore physically inactive, life*. Ignoring the possibilities for active transportation has been made easy, for example, through innovations such as the electric scooters and autonomous cars, rare traffic jams, and good public transport:

“I personally think that electric scooters are bad. People had just started using the city bikes actively. Even the people who took the tram, even for short distances, switched to city bikes. Now, even the walk distance trips are travelled on electric scooters.” (H4)

“I am also wondering whether [public transport] is a barrier. If you can easily get [...] wherever by public transport, will the option for walking or cycling be forgotten?” (H24)

“In [smaller towns], traffic jams are so rare that they do not push people to think about other options for commuting.” (H10)

“Think about functioning networks and autonomous traffic, and how easy it will be when the car checks your route and schedule from your calendar in advance [...] If the easiest thing will be to hop on a nice vehicle that picks you and the neighbour up, and where you can read and work while it drives, it will be an immense temptation to take it compared to the option where you put on your rain gear and walk or cycle for 20 minutes.” (H20)

Moreover, many experts thought that, in the Finnish society, cars are assets that people hesitate to give up, which is to decrease the interest towards physically active lifestyles even more:

“Car users live in an easy world. Or at least I think that the reason behind driving is getting from one place to another as smoothly and conveniently as possible, with the least amount of burden.” (H14)

“People are quite selfish in a way that they consider environmental concerns as important, but owning a car with a big diesel engine is an asset that is not to be given up or downgraded very quickly.” (H13)

Finally, some experts agreed that the modern cultural phenomena, such as *smartphones and social media*, are one reason for increased sedentary behaviour:

“My generation was the one that built new ideas, produced applications and games, and created social media solutions which glued people to their screens.” (H12)

To conclude, the significant cultural trends and phenomena have a vast impact on the attitudes and behaviours of Finnish society. As mentioned by some experts, if the customers are used to a convenient life, it is difficult for the sport-based companies to offer

them services for physical activity perceived as an antonym for convenience. Section 4.2 presented the barriers to physical activity promotion. The following section proceeds to observe the experts' attitudes and thoughts on corporate sustainability.

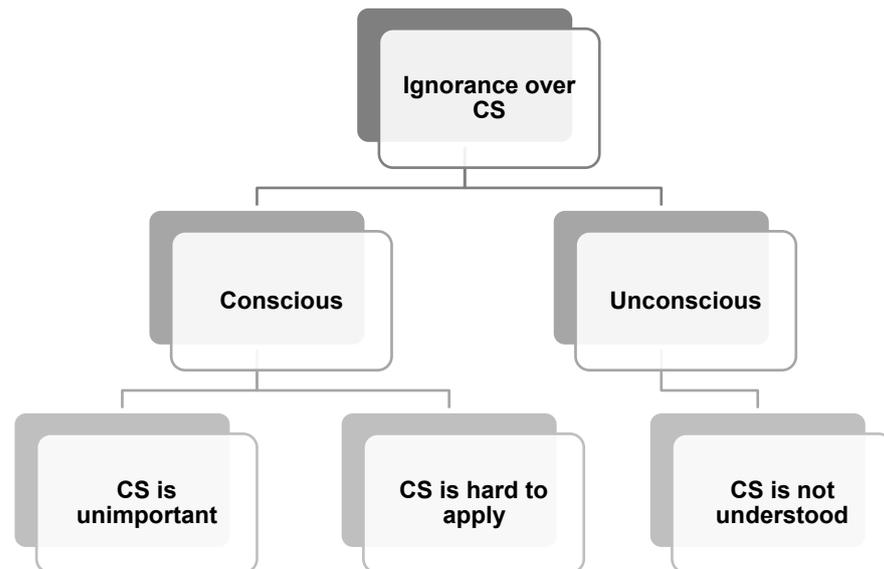
### **4.3 Corporate Sustainability in the Sport-Based Companies**

In the interviews, the experts talked about their engagement in corporate sustainability (CS). Moreover, they discussed their ideas on the future development of CS in their industry. However, during the discussion about CS development in sport-based companies (SBCs), several barriers hindering the development emerged. For example, the CS activities in SBCs most often appeared in brand building and communications. What is more, several different barriers to CS activities surfaced from the interview data. Based on the discussions with the experts, it became evident that differences between SBCs and their CS activities exist. While some companies have well-integrated CS strategies, the common perception among the participants was that the sports industry lacks a thorough understanding or interest in CS. Therefore, it is arguable whether CS is yet paving its way to the field.

While most CS activities in the participating SBCs focus on marketing, communications, and brand building rather than on strategic CS and sustainable business models, the experts also identified the lack of holistic CS thinking in the sports industry as a barrier for CS development. Thus, interestingly, the most common CS activity was also one of the barriers to CS development in the industry in general. Barriers to CS emerged in most of the interviews (15 out of 25). Therefore, this thesis explores them more in detail. After analysis, two significant barriers emerged from the interview data: ignorance over corporate sustainability and profit over sustainability. The following sections will explore the themes further.

#### **4.3.1 Ignorance over Corporate Sustainability**

Ignorance over CS divides into three sub-categories, which are either conscious or unconscious. The sub-categories are: CS is not understood, CS is hard to apply, and CS is considered unimportant. Figure 5 depicts the structure of the categories. The first sub-category *CS is not understood*, focuses on the ambiguity of sustainability. According to experts, the challenge is either defining CS in general or the vastness of possible CS



**Figure 5. Ignorance over corporate sustainability**

strategies. According to the experts, the lack of thorough CS understanding leads either to generic or superficial approaches:

“Only a few actors know how to take their spin to sustainable development. Many cannot do it in a credible and unique manner. Instead, sustainable development in companies tends to be very generic, like ‘the world gets better when we all work towards sustainable development’. It remains on a very abstract and fuzzy level.” (H17)

“Understanding the numerous opportunities for it: in the beginning, the actions could be very simple [...] it is still a [unclear] lump to many.” (H18)

The lack of CS understanding leads to the second barrier that emerged from the interviews: according to experts, *CS is hard to apply in business*. To succeed, companies should map their CS progress both in their business environment and globally. However, it would require reflection, transparency, motivation, and willingness to map out the areas where sustainability should be applied:

“[Organisations] need to understand what their position is in the transformation. Have they only begun to think about it? Where are they compared to their competitors and business environment? Today, companies also need to consider their global position. The pressure for transformation can, in some businesses, come from consumers; it can come from regulation, but it also comes through global competition.” (H8)

“Maybe companies do not know where to begin [...] it requires big investments if one starts from zero [...] Companies need encouragement to start from small actions; they need to think about what is meaningful in their business [...] The actions can begin from business operations, appliances, lighting, recycling, logistics, or packaging. Nevertheless, it needs to end up in the strategy.” (H19)

The final category in this section refers to the *lack of interest to address CS* in the first place. Like in Section 4.2.2, the experts found the older generations as a barrier to development. Furthermore, the ambiguity of sustainability discourse may result in situations described by one expert, where some people understand CS as charity and disregard it as a way of doing business:

“Perhaps not my generation, but the 50-year-olds and older. I do not believe that they think these things are important.” (H6)

“I have had conversations with investors, and I have heard them say [...] that ‘this is not business, this is charity’, though the truth is that circular economy, or circular business, is the only option we have for a liveable future on this planet. The barrier is that sustainability is neither understood nor defined nor discussed on a national level. That makes businesses that try to promote physical activity very small.” (H20)

As was portrayed in the expert answers, the ambiguity of CS does not encourage companies to engage in sustainability activities. As Figure 5 shows, the lack of understanding about CS may result in difficulties in applying CS practices or preventing companies from seeing the potential in sustainable business. The following section discusses the second barrier for CS: profit over sustainability.

#### 4.3.2 Profit Over Sustainability

Financial concerns regarding CS were a popular topic of discussion in the interviews. On the one hand, the experts thought that companies require assurance about the profitability of CS activities before they engage in any transformations. On the other hand, experts suggested that companies may ignore CS activities in the first place because the profit-driven managers hinder any development towards CS:

“The challenge is [...] that [...] if it creates more costs, it is easy to say no to it. However, if it creates financial benefit, it is easier to say yes.” (H10)

“I have heard companies telling their employees to ‘sell as many packages as possible’. Then, the same training programme is offered to an 80-year-old and a teenager [...] the focus is only on profit-making.” (H2)

However, according to experts, incentives and external pressure may increase the interest in CS activities. The outside support and pressure was the only driver mentioned for CS development in SBCs; through the pressure from consumers or regulators, companies must change their behaviours, as described by one expert:

“Regulators and consumers should create pressure on companies. Otherwise, the companies will only focus on profit. Furthermore, when focusing only on the financial gain, companies will end up emphasising some areas [of CS] more than others.” (H24)

Thus, CS transformation can happen if companies get assurance about the financial benefits. Moreover, company owners have an immense impact on whether or not the company engages in CS activities. Until then, external stakeholders should put pressure on the companies to act towards sustainable development. This chapter discussed different business opportunities for physical activity promotion, the barriers hindering business ventures, and the current views on CS in sport-based companies. In the next chapter, the thesis proceeds to analyse the results in light of the conceptual framework.

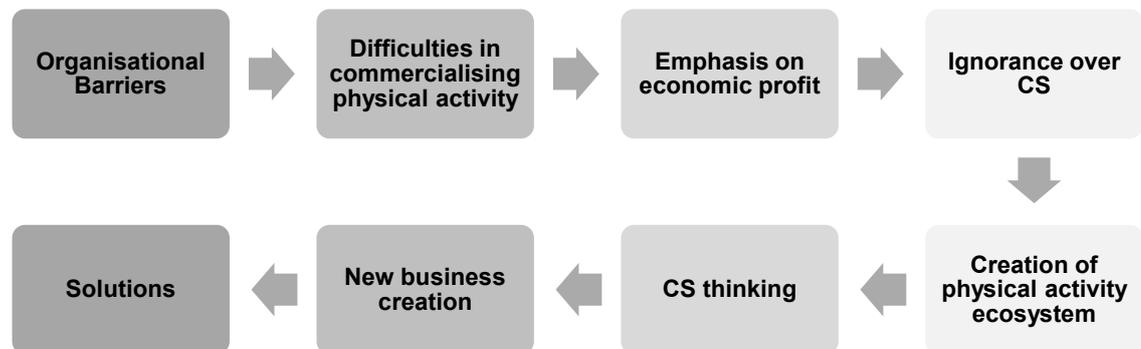
## 5 DISCUSSION

In the last chapter, the thesis analyses the results and aims at synthesising the barriers and enablers for sport-based companies to promote physical activity while creating sustainable growth and societal welfare. Figure 6 (physical activity shortened to PA) concludes the possible transformation towards physical activity promotion and increased sustainability engagement. The following sections analyse this transformation: Section 5.1 discusses the perceptions on sustainability in the sport-based companies (SBCs) through the corporate sustainability (CS) framework. Section 5.2 interprets the business opportunities for physical activity through the SBMI literature. Then, Section 5.3 examines the enabling conditions for creating a flourishing physical activity ecosystem, and finally, Section 5.4 reviews the limitations of the study and suggestions for further research, along with some practical implications.

### 5.1 Challenge of the Economic Value Creation Paradigm

As multiple sources in the CS literature suggested, the emphasis on economic performance, as well as the ambiguity of sustainability definitions, terminology, and measuring tools, are commonly perceived as barriers for CS transformation in companies (Porter & Kramer 2006; Stubbs & Cocklin 2008; Dyllick & Muff 2016; McWilliams et al. 2016; Silvestre et al. 2018). The expert interviews supported this conception, as the main barriers for CS were ignorance over CS and profit over CS practices.

The economic value creation paradigm suggests that companies should only engage in CS if stakeholders or authorities require it or if it brought the company financial or reputational benefits (Porter & Kramer 2006; Stubbs & Cocklin 2008; Dyllick & Muff 2016; McWilliams et al. 2016; Silvestre et al. 2018). The results of this thesis, to a certain degree, supported this idea. As seen in Section 4.3.2, some experts thought CS practices



**Figure 6. Observed challenges and suggested solutions**

would only be fully applied in sport-based companies if there was external pressure or clear incentives. In other cases, there was no motivation for CS as the financial benefits could not be guaranteed. In a case where profit-making was the main goal for the company, possibilities for holistic CS activities remained scarce. The spectrum of possibilities diminished further if the companies only aimed at measurable CS practices. As was mentioned by an expert, if the CS activities created new costs, “it is easy to say no” (H10). In the literature, Silvestre et al. (2018) argued that companies tend to be interested in measurable CS activities and thus supported the same idea. Moreover, as Rauter et al. (2017) suggested, as long as companies treat CS practices as add-ons to the economic value creation paradigm, they will perceive CS, SBMI, and from the perspective of this thesis, physical activity promotion, as too risky.

Although money was one of the main topics of discussion in the expert interviews, profit-making was not the only barrier for CS activities in the companies. As the results showed, another barrier was ignorance over CS in general (Section 4.3.1). Ignorance manifested in three different ways, which were all interconnected. There was a *lack of knowledge* about CS in companies, so *applying* CS seemed difficult for some experts. Finally, some actors were *uninterested* in CS, which could stem from generational interests or the ambiguity and fuzziness of CS concepts. The vague understanding of CS, in general, was present in the expert interviews. While most participants agreed that CS needs to be developed either in company operations or in the sports industry in general, many experts lacked imagination when the interviewer suggested physical activity promotion as a tool to enhance sustainability. Therefore, CS practices may only be understood as technical tools for efficiency that touch parts of the company operations or business models. In contrast, this thesis suggested that physical activity could address environmental and social sustainability questions by increasing health and wellness and decreasing car use.

The ambiguity of CS terminology was a recognised challenge in the literature. When terminology is hard to grasp, CS activities are understandably more difficult to innovate, resulting in superficial CS activities, greenwashing, or overall passive CS behaviour. Interestingly, while some experts saw greenwashing as a real threat, others saw physical activity promotion as a branding and a marketing possibility. That could point towards the lack of knowledge in CS in the companies in reality. For example, Porter and Kramer (2006) have addressed it through their concept of “responsive CSR”, as described in Section 2.2.

As this thesis argued in Chapter 1, physical activity promotion is inherently a sustainability activity. By engaging in physical activity promotion through new business innovations, the sport-based companies could contribute to increased welfare, decreased pollution, and sustainable economic growth, consequently increasing their CS performance. As was gathered from the interviews, however, the companies faced challenges in physical activity promotion related to risk-taking, knowledge, and profit-making (Section 4.2.1). Three out of four organisational barriers in Section 4.2.1 refer to the unattractiveness of physical activity promotion because of the uncertain profitability. Similarities between the barriers to sustainability and physical activity promotion raise new questions about the interrelatedness of physical activity promotion and sustainability thinking: if the sport-based companies do not engage in holistic CS, is it impossible for them to create new business around physical activity? Is physical activity promotion only possible in sport-based companies through incentives and outside pressure?

It is clear that the sport-based companies in Finland inherently contribute to sustainability by promoting welfare in communities. However, based on the results of this study, most participants took the inherent social sustainability for granted, and, in the case of physical activity promotion, the focus on economic performance overruled holistic sustainability. It appeared that, while the companies acknowledged themselves as socially sustainable, the economic value creation paradigm surpassed the environmental benefits of physical activity promotion. What is more, most participating companies emphasised the barrier of risk-taking in physical activity promotion. As Ratten (2010a; 2020) has discussed in the sport-based entrepreneurship literature, one characteristic of sport-based entrepreneurship should be risk-taking and innovation. Therefore, in the case of this study, this principle of sport-based entrepreneurship did not apply.

Finally, judging by the results of this thesis, there is a great variety of differences between CS perceptions in the sport-based companies in Finland. Some companies had a well-defined CS strategy, while some were interested in CS but no concrete actions. Additionally, some companies did not find CS relevant for their business. Thus, it is arguable that sustainability thinking is still battling its way over the emphasis of profit in the sport-based companies, or perhaps the industry in general, which may affect the interest towards physical activity promotion. This thesis suggests that the lack of CS thinking in sport-based companies could act as a meta-barrier for physical activity promotion. If companies were more engaged in holistic sustainability thinking, they could also overcome the organisational barriers of business creation for active lifestyles. Engaging in holistic CS and

taking a long-term perspective on the business could result in many positive outcomes, as listed in the “business case for CS” (Section 2.1).

## **5.2 From Business Opportunities Towards Sustainable Business Models**

As mentioned in the previous section, some participants had already built their strategies and business models on sustainability thinking. However, for some companies, a holistic understanding of sustainability was lacking, affecting their interest in physical activity promotion. Nevertheless, four business ideas for physical activity promotion emerged from the interview data.

Interestingly, three out of four business opportunities corresponded to the growth potentials listed in the sport business ecosystem by TEM (2014): Tailored Wellness Packages had similarities with the health and wellness sector in the sport business ecosystem, Programme and Adventure Services responded to the potential in travel and events, and Gamification corresponded with communications, entertainment, and lifestyle potential (cf. TEM 2014; Figure 1). Furthermore, comparing the sustainable business model literature and the business model literature regarding sport, health and wellness, and different recreational activities (Section 2.2), many similarities were found.

In general, the business opportunities for physical activity promotion leaned on collaboration models, product-service-systems (PSS), digital platforms, and gamification, with an exception to Urban Design (see Section 5.2.3). From the SBMI perspective, the companies could have an opportunity to innovate at all levels of the SBM archetypes: digital platforms could allow de-materialisation (technological/environmental SBMI) and different rental and pay-per-use services would encourage people towards more sustainable consumption (social SBMI). Moreover, innovating sustainable business models for increased health and environmental protection and informing consumers about the positive impacts of active lifestyles would generally be socially responsible (social SBMI). Finally, the companies could focus on organisational business model innovation (organisational/economic SBMI). By innovating on the organisational level, the emphasis would be on the structural sustainability transformation within the companies and new scale-up solutions that would focus on collaboration. Indeed, organisational/economic SBMI would create opportunities for transformation in the companies that have not yet fully integrated CS into their strategies. Finally, organisational/economic SBMI could even allow ecosystem-wide business model innovation. Section 5.3 will discuss the ecosystem

potential further. In the following sections below, the thesis presents the alternative future business models for physical activity business opportunities presented in Section 4.1.

### 5.2.1 Tailored Wellness Packages: Possibilities for New Partnerships and Digital Platforms

The tailored wellness packages are personalised services for customers who want support for active lifestyles. They integrate a rewarding scheme with lifestyle coaching by bringing health and wellness services and gamified incentives into one platform. A well-functioning service platform that integrates several different health and wellness providers would be ideal for customers who value efficiency and comfort. The idea of digitised health service platforms is not new; thus, support for business model innovation exists, for example, in eHealth services and digital, physical activity rewarding schemes.

The platform offers integrated services with several partners, and collaborative, sustainable business model innovation would be essential. Partners could consist of public and private sectors, such as public health care services and occupational health care providers, insurance companies, personal trainers and lifestyle coaches, sportswear, and sport equipment brands. Therefore, the same application could apply in B2C and B2B markets, and customers could monitor their health data through one platform.

Finally, the tailored wellness packages could apply the SBM archetypes in all dimensions by maximising material and energy efficiency through de-materialisation and digitisation, adopting a stewardship role by promoting the welfare and active lifestyles, encouraging sufficiency through consumer education, and developing scale-up solutions in collaboration with different partners.

### 5.2.2 Programme and Adventure Services: Increase in Welfare and Domestic Tourism

Like Perić (2017; 2018; 2019) emphasised, providing experiences is crucial for successful business models in sport tourism. Programme and adventure services for physical activity promotion have an opportunity to scale up nationally by providing a variety of urban and nature-based experiences in different locations. This kind of platforms could allow partnerships with governmental and municipal actors, the tourism sector, and local businesses and organisations.

On top of offering renting services on-site and taking care of the safety and the overall quality of the nature-based locations, programme and adventure services for physical

activity promotion apply digital platforms. The platforms in nature-based services could be like “Wolt for outdoor activities” (H15), bringing together different national parks, paths, and renting and adventure service providers. Alternatively, the platforms could take a gamified approach, offering local augmented reality solutions that integrate local culture, physical activity, and gamification. Thus, opportunities for many different kinds of ventures and partnerships exist in the programme and adventure services category.

Like tailored wellness packages, programme and adventure services can create fully sustainable business models. Being outdoors and close to nature, the programme and adventure services have a unique possibility to address environmental issues, on top of encouraging active lifestyles. Programme and adventure service business models could address many of the SBM archetypes: maximising material efficiency by offering digitised solutions, delivering functionality rather than ownership through PSS, adopting a stewardship role in environmental and social sustainability, encouraging sufficiency through education, repurposing for society and the environment by offering localised solutions, and developing scale-up solutions through collaboration.

### 5.2.3 Urban Design: Public-Private-Partnerships for Stimulating Urban Environment

The urban design business models differ from the two previous business opportunities. While they build strongly on digitisation and platform services, urban design is sector-specific. However, urban design business models similarly inherit several opportunities for partnerships. To create new and stimulating parks and urban environments that encourage people to be physically active, designers and construction companies need to collaborate with cities and municipalities, private businesses, shopping centres, and residents.

Sustainable urban design business models primarily address the technological/environmental and social SBMI. Urban design could maximise material and energy efficiency through sustainable manufacturing, create value from waste by aiming for closed-loop solutions, adopt a stewardship role, encourage sufficiency by focusing on product longevity and distribution, and develop scale-up solutions through collaboration.

#### 5.2.4 Gamification: From Well-established Health Care Interventions to Games for the Whole Population

Using gamification for physical activity promotion is not a new thing in itself, and some intervention studies exist (see Section 1.2.2). However, the experts saw potential and possibilities in commercialised solutions, especially for game developers. By taking inspiration from the well-known success stories of Pokémon Go and Nintendo Wii, new game offerings based on GPS games, orienteering, and geocaching, could be designed. Game developers innovating physical activity-based games and business models could especially innovate the social SBM archetypes. Physical activity games would shift the game companies' focus towards adopting a stewardship role by making people move with their smartphones rather than glueing them inside.

Like Urban Design, physical activity games take an industry-specific focus on business creation. Moreover, though games are a part of the sport business ecosystem (see Figure 1), arguably, non-sport-related game developers could more actively enter the physical activity ecosystem and create new gamified solutions for active lifestyles. Therefore, the physical activity ecosystem could yet again span its borders. However, as was discussed in the results and the previous business model sections, sport-based companies can also digitise their current services, thus innovating existing business models without the interference of game companies.

### 5.3 Overcoming Barriers in the Physical Activity Ecosystem

This thesis showed that barriers to physical activity promotion do not only exist on the company level; some larger-scale barriers hinder the creation of an entrepreneurial environment in sport-based business as well (Section 4.2.). Interestingly, similar themes were found in a previous cross-sectoral workshop by the STYLE project (Parkkinen et al. 2019).

The first workshop of the STYLE project (Parkkinen et al. 2019) focused primarily on the barriers to physical activity. The participants represented different actors of the physical activity ecosystem; however, there were only seven participants from the business sector. Thus, the results of this thesis complement the report by Parkkinen et al. (2019) with the business perspective. Themes such as lack of governmental support, the difficulty of commercialising physical activity, urban design, and smartphone use emerged in both studies. Furthermore, Parkkinen et al. (2019) suggested that physical

activity is separated from everyday life, and the Finnish society lacks an understanding of active lifestyles while efficiency and convenience are priorities. These themes were present in the cultural barriers of this thesis.

Spigel (2017) described entrepreneurial ecosystems as systems characterised by business model innovation, horizontal knowledge spillovers, trans-sectoral boundaries, and new entrepreneurial opportunities. Based on the nature of the business opportunities for physical activity presented in this thesis, the thesis suggests that the business ideas could benefit from an entrepreneurial ecosystem. All business opportunities require collaborative business model innovation, trans-sectoral partnerships and knowledge sharing. Moreover, the ecosystem's primary purpose would be to generate new entrepreneurial opportunities for physical activity, which address the essential characteristics of an entrepreneurial ecosystem.

Section 4.2 showed that the barriers hindering physical activity promotion in sport-based companies today were system-wide. Comparing the barriers to the three ecosystem attributes by Spigel (2017), similarities occur. However, contrastingly to Spigel's (2017) attributes for thriving ecosystems, the same attributes emerged as barriers to business creation in this thesis's results. Thus, it is arguable that some of Spigel's (2017) attributes are currently non-existent in Finland. For example, the experts agreed that today, Finnish people perceive daily physical activity as inferior to traditional sport, and they choose comfortable, sedentary lifestyles over physical activity. Therefore, *supportive culture* for physical activity ventures is lacking. The participants were also hesitant about exploring new markets with physical activity promotion because they had not heard of any *success stories* of physical activity ventures.

In contrast, this thesis argues that success stories exist. The expert interviews confirmed that some companies have already made physical activity into a sustainable business, as was discussed earlier. Thus, the thesis suggests that because the physical activity ecosystem has not been established, the sport-based companies lack cross-sectoral networks where success stories could spread to everyone's knowledge.

Spigel's (2017) other entrepreneurial ecosystem categories included investments and networks, policy, governance, and open markets. In this thesis, these attributes are comparable to the institutional barriers. As far as *social networks* are concerned, the networks required for physical activity promotion may not have formed in Finland as companies have focused on their conventional business rather than on physical activity promotion. In the case of *investments*, the experts thought that decision-making favours cars and

disfavour illness prevention in Finland, neglecting entrepreneurial possibilities for physical activity promotion and public investments in the private sector. According to the participants, public-private partnerships should be developed further, and public actors should target public funds for physical activity promotion. Finally, experts identified the lack of supportive *regulation* as one of the barriers to physical activity promotion. Many experts argued that current regulations inhibit actions for transformation towards active lifestyles. One expert even thought that current decision-making favours sports clubs and discriminates against private sport service providers.

Paradigms shift slowly. Neumeyer and Santos (2018) argued that sustainability ventures struggle to break into ecosystems as the economic value creation paradigm dominates them. However, in the case of physical activity promotion, the ventures would be the initiators of the ecosystem; thus, a similar challenge should not exist. Moreover, establishing a new ecosystem and increasing collaboration between actors could result in a broader transformation of the current discourses and attitudes against physical activity and sustainability in sport-based companies, policymaking, and society. Collaboration and new partnerships could create new ways to fight sedentary behaviours and increase CS participation. Furthermore, the organisational barriers of risk-taking, lack of knowledge, investments, and commercialisation could be minimised as venturing and business model innovation would be done collaboratively in the physical activity ecosystem.

DiVito and Ingen-Housz (2019) agree that ecosystem collaboration for entrepreneurial activities could minimise the organisational barriers for new sustainability ventures, in this case, physical activity promotion. First, they argue that sustainable entrepreneurial ecosystems require actors with sustainability orientation. As mentioned, these companies already exist among the Finnish sport-based companies and could act as mentors and role models in the physical activity ecosystem. Second, DiVito and Ingen-Housz (2019) mention that ecosystems need to recognise the opportunities for sustainable ventures. Indeed, this thesis introduced the first evidence of the sustainable business opportunities for physical activity in Section 4.1. Finally, DiVito and Ingen-Housz (2019) highlight collaborative innovation. As discussed in this section and Section 5.2, collaboration is key to all the business opportunities for physical activity presented in this thesis. Thus, the conditions for physical activity promotion through business exist, but venturing should be done through a novel physical activity ecosystem to break into a new market.

Finland's current sport business ecosystem leaves out actors central to physical activity promotion, such as the transportation and mobility sector. This thesis has suggested a need for ecosystem collaboration to overcome the current physical activity promotion barriers and to create synergies for new entrepreneurial physical activity ventures. As a well-integrated trans-sectoral physical activity ecosystem has yet to exist in Finland, this section aimed to describe how physical activity promotion could overcome the current barriers could by creating physical activity ecosystem in the future. In the following concluding section, the thesis presents some thoughts on the limitations of this study, suggestions for future research, and practical actions.

#### **5.4 Limitations and Suggestions**

This thesis explored how, through a physical activity ecosystem, the Finnish sport-based companies could contribute to sustainable growth and societal welfare by creating new business through physical activity promotion. It successfully answered the research questions *what kind of future business opportunities does physical activity promotion enable in sport-based companies?* (Section 4.1); *what are the barriers hindering new business creation for physical activity?* (Section 4.2); *how is sustainability perceived in sport-based companies?* (Section 4.3), by conducting 25 semi-structured expert interviews and thematising the data using conventional content analysis (Chapter 3). The thesis created a link between the barriers of physical activity promotion and corporate sustainability in sport-based companies (Section 5.1), offered frames for sustainable physical activity business models (Section 5.2), and described successful conditions of the physical activity ecosystem for a more extensive sustainability transformation in sport-based entrepreneurship (Section 5.3). Finally, the thesis contributed to the scarce literature on sustainable physical activity promotion through entrepreneurial ventures.

However, some limitations to the thesis occur. First, the interview data only includes a fraction of the Finnish sport-based companies and represents the thoughts and ideas of the 25 participating experts. However, similar themes and answers regarding the research questions (business ideas, barriers, corporate sustainability) begun to re-emerge from the research data after approximately two-thirds of the interviews had been conducted; thus, it is arguable that the research data saturated. As mentioned in this thesis, the three sectors of the sports industry (public, private, and third sector) are strongly connected. Therefore, in future research, it would be necessary to invite the two other sectors to discuss the business opportunities and ecosystem creation; it would be interesting to hear

policymakers and their thoughts on the institutional barriers. Third, as far as the physical activity ecosystem is concerned, this thesis only suggests creating one from the theoretical perspective. Ecosystems should arise from collaboration with all stakeholders; thus, the physical activity ecosystem in this thesis is merely an enlightened opinion. However, this thesis argues that creating an entrepreneurial business ecosystem around physical activity in Finland could indeed be fruitful as a practical implication. The research data proved that there are forerunner companies in Finland that could act as leading companies in the physical activity ecosystem formation. Moreover, the thematised business opportunities all leaned on partnership models brought to life through ecosystem collaboration.

Finally, for space and time management reasons, the research data was only touched upon from the three perspectives in this thesis. Therefore, the thesis only takes a brief look at the themes of business opportunities, barriers, and corporate sustainability perceptions. Further research should thus build on the results of this thesis and focus more on one of the perspectives: corporate sustainability transformations based on the questions posed in Section 5.1, developing further the sustainable business models for physical activity and their particular characteristics or initiating the ecosystem by bringing together different sport industry stakeholders in workshops or other participatory methods.

Although several barriers to physical activity promotion exist, this thesis has shown that the sport-based companies have a unique chance to promote welfare, increase their corporate sustainability performance, and create a transformation towards healthier, sustainable lifestyles in Finland. Through trans-sectoral partnerships, co-innovation, and long-term thinking, the Finnish sport-based companies could overcome the barriers that have hindered new business creation in the past. Together, the physical activity ecosystem could be greater than the sum of its parts.

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## APPENDICES

### Appendix 1. The Original Interview Questions in Finnish.

#### ICEBREAKER (haasattelijan alkusanat)

- Kiitos osallistumisesta!
- Ennen kuin laitan nauhoituksen päälle, voit joko pitää tai olla pitämättä videota päällä, mikä vaan tuntuu sinusta mukavammalta ja luontevammalta.
- Selitä tutkimusaihe
- Selitä, mitä tarkoitetaan termillä liikuntaliiketoimintaekosysteemi
- Selitä, mitä tarkoitetaan termillä arkiliikunta

#### OSA 1

- 0) Kertoisitko vapaasti, omin sanoin työstäsi/yrityksestäsi ja sen toiminnasta (misio/visio)?
- 1) Mikä sinulle on tärkeää omalla alallasi?
- 2) Minkälainen rooli sinulla/yritykselläsi on Suomen liikuntaliiketoimintaekosysteemissä (kuvassa)? **TAI** Millainen rooli yritykselläsi on ihmisten liikuttajana?
- 3) Minkälainen rooli yritykselläsi/alallasi on ympäröivässä yhteiskunnassa?

#### OSA 2 – ARKILIIKUNNAN EDISTÄMINEN

- 4) Miten arkiliikunta näkyy omassa työssäsi/yrityksesi toiminnassa? Mitä arkiliikunta sinulle tarkoittaa?
- 5) Millaisia yhteneväisyyksiä arkiliikunnan ja sporttiliikunnan välillä voisi olla?
  - Voisiko niitä yhdistää? Miten?
- 6) Mikä mielestäsi on kaupunkien ja järjestöjen (esim. urheiluseurat) rooli arkiliikunnan edistämisessä?
- 7) Minkälainen vastuu liikuntaliiketoimintaekosysteemissä toimivilla yrityksillä on mielestäsi edistää arkiliikuntaa?
  - Kenellä on päävastuu? Miksi?
- 8) Minkälaisia innovaatioita tai liiketoimintamahdollisuuksia arkiliikunnan edistäminen tarjoaa alallasi/yrityksellesi? (Miten arkiliikuntaa voisi tuotteistaa?)
- 9) Minkälaista yhteistyötä arkiliikunnan edistäminen voisi lisätä yrityksellesi? (onko vielä yhteistyökumppaneita, joiden kanssa haluaisitte työskennellä?)
- 10) Mitä sellaista yrityksesi voisi tarjota markkinoille, mitä muut ekosysteemin yritykset eivät? Mikä voisi olla yrityksesi valttikortti?

- Minkälaista kilpailuetua arkiliikunnan ”tuotteistaminen” voisi tuoda yrityksellesi verrattuna muihin alan yrityksiin?

11) Millaisena näet arkiliikunnan edistämisen roolin 10 vuoden päästä?

- Mikä jarruttaa liiketoiminnan syntyä? Mitä puuttuu? Millaista tukea/millaisia keinoja tarvitaan, että liiketoiminnasta tulisi kannattavaa/sitä voisi syntyä?

### **OSA 3 – VASTUULLISUUS**

12) Miten vastuullisuus näkyy yrityksesi arjessa?

- Miten ne näkyvät yrityksesi tavoitteissa? (taloudellinen, ympäristö, yhteiskunta)

13) Minkälainen rooli yritykselläsi on vastuullisuuden edistämisessä alallaan (nyt)?

- 10 vuoden päästä?

14) Millä tavalla vastuullisuusajattelu voisi edistää innovaatioiden ja uusien liiketoimintamahdollisuuksien syntyä arkiliikunnan edistämisessä?

15) Millaisin keinoin vastuullisuutta voisi kehittää yrityksessäsi/alallasi?

16) Millaisena näet yrityksesi/ammattisi roolin ympäröivässä yhteiskunnassa 10 vuoden päästä?

## Appendix 2. Codebook for Content Analysis.

### Business Opportunities

- Tailored Wellness Packages
  - Measuring and Data
  - Incentives and Nudges
  - Occupational Health Services
    - Targeting Employees in Risk
    - B2B Physical Activity Services
- Programme and Adventure Services
  - Sharing and Renting
  - Urban
  - Nature
- Urban Design
  - Parks
  - Other Urban Environments
- Apps and Games
  - Pokémon Go
  - Nintendo Wii
  - Orienteering
  - Geocaching

### Barriers to Business

- External Barriers
  - Regulatory/Institutional
    - Stiffness
    - Generational Differences
    - The Current Health Care Paradigm
  - Cultural
    - Innovation Acting Against Physical Activity
    - Attitudes
      - Car Use
      - Efficiency
      - Sport-Physical Activity Dichotomy
- Internal Barriers
  - Commercialising Physical Activity
  - Lack of Knowledge
  - Fear of Risk-Taking
  - Money Rules

### Responsibility and Influence

- Branding
  - Influencing
  - Compensation, Marketing and Philanthropy
  - Responsibility as Brand Image
- Barriers to Corporate Responsibility
  - Ignorance
    - Not Interested
    - No TBL Thinking

- No understanding
- Money
  - Markets are not ready for radical CS

### Appendix 3. The Original Interview Invitation in Finnish.

Hei liikkumisen ammattilainen,

Otan sinuun yhteyttä Style-tutkimushankkeesta, jonka tavoitteena on kartoittaa keinoja arkiliikunnan lisäämiseksi Suomessa. Kutsuisinkin sinut asiantuntijahaastatteluun keskustelemaan kanssani siitä, millaista liiketoimintaa arkiliikunnan lisääminen voisi mahdollistaa ja edellyttää.

*\*\*\*henkilö-/alakohtainen kutsuosuus\*\*\**

Uskon sinulla olevan ideoita ja ajatuksia, jotka auttavat meitä hahmottamaan aktiivisempaan ja kestävämpään elämäntapaan kytkeytyvää liiketoimintapotentiaalia sekä tekijöitä, joiden avulla voimme edistää tällaisen liiketoiminnan kasvua yhteiskunnassamme.

Haastattelu voidaan toteuttaa Zoom-videopalvelun välityksellä tai muulla sovitulla etäyhteydellä ja se kestää noin yhden tunnin. Style on Suomen akatemian Strategisen tutkimuksen neuvoston (STN) rahoittama tutkimushanke. Turun kauppakorkeakoulun Tulevaisuuden tutkimuskeskus vastaa hankkeessa arkiliikunnan liiketoimintamahdollisuuksien kartoittamisesta. Lisätietoa tutkimushankkeesta osoitteessa [www.styletutkimus.fi](http://www.styletutkimus.fi).

Vastaathan ystävällisesti tähän viestiin, jotta voimme sopia ajan haastattelulle.

Ystävällisin terveisin,

Johanna Lamberg  
Style-tutkimus  
Tulevaisuuden tutkimuskeskus, Turun yliopisto  
[sähköposti]  
[puhelinnumero]

Prof. Petri Tapio  
Style-hankkeen vastuullinen johtaja  
Tulevaisuuden tutkimuskeskus, Turun yliopisto  
[sähköposti]  
[puhelinnumero]

**Appendix 4. The Interview Invitation in English.**

Dear physical activity professional,

I am contacting you on behalf of the research project Style, which aims at mapping out ways to promote physical activity in Finland. I would like to invite you to an expert interview to discuss the business potential in physical activity promotion.

*\*\*\*the personalised/industry-specific part\*\*\**

I believe that you could have ideas and thoughts that could help us understand the business potential in active and sustainable lifestyles; and the characteristics that could help us promote these business opportunities within our society.

The interview can be conducted through Zoom or any other remote connection. The interviews will take approximately one hour. Style is a research consortium funded by the Strategic Research Council at the Academy of Finland. Finland Futures Research Centre at the Turku School of Economics is responsible for mapping out the business opportunities in the research project. More information about the project in [www.styletutkimus.fi](http://www.styletutkimus.fi).

Please respond to this email so we can agree on a time for the interview.

With kind regards,

Johanna Lamberg  
STYLE project  
Finland Futures Research Centre, University of Turku  
[email]  
[phone number]

Prof. Petri Tapio  
Leader of the STYLE consortium  
Finland Futures Research Centre, University of Turku  
[email]  
[phone number]

## Appendix 5. The Data Protection Statement.

### DATA PROTECTION STATEMENT: STYLE interview recording [date].

**The date of issue: 6.4.2020**

#### 1. Organiser and contact person

Finland Futures Research Centre (FFRC), University of Turku, [www.utu.fi/ffrc](http://www.utu.fi/ffrc). The contact details of the data protection officer at the University of Turku: [dpo@utu.fi](mailto:dpo@utu.fi).

**Register holder:** [dpo@utu.fi](mailto:dpo@utu.fi)

**Data processor:** Professor Petri Tapio, Finland Futures Research Centre, University of Turku [petri.tapio@utu.fi](mailto:petri.tapio@utu.fi)

#### 1. What kind of information do we collect?

We save the interview [date] as a digital recording, including spoken discussions and possible video recordings.

#### 2. For what purposes do we collect the data?

The data recorded during the interview is used for research purposes in STYLE project and for one Futures Studies master's thesis at the University of Turku. The collected data concerning the interview will be anonymised before reporting, and no individual participants or their organisations can be identified.

#### 3. Sharing information

We do not share the raw data with anyone outside the FFRC and University of Turku. We do not transfer personal information collected to organizations or companies for marketing purposes. We will not transfer personal data to countries outside the EU/EEA.

#### 4. Retention of information

The personal information you have provided to us is processed and stored for the aforementioned purposes as long as the purposes are valid and after this for a limited time due to our purposely determined back-up and deletion routines.

#### 5. Security

The FFRC and University of Turku are dedicated to protecting your personal information. We have adopted internal security policies and instructed our employees accordingly in order to comply with applicable legislation on Personal Data Protection. We have implemented appropriate procedures and security measures to protect your personal information.

The data will be stored on a server managed by University of Turku. People outside of STYLE research group of Finland Futures Research Centre, University of Turku, cannot access it.

#### 6. Your rights as a data subject

- You have the right to request access to and rectification or erasure of your personal data.
- You also have the right to object to the processing of your personal data and have the processing of your personal data restricted.

- You have an unconditional right to object to the processing of your personal data for direct marketing purposes.
- If processing of your personal information is based on your consent, you have the right to withdraw your consent at any time. Your withdrawal will not affect the lawfulness of the processing carried out before you withdrew your consent.
- You may always lodge a complaint with a data protection supervisory authority

## Appendix 6. The Original Transcriptions of Interview Quotes in Finnish.

CODE	QUOTE IN FINNISH
H1	"Mutta paljon suurempana ongelmana mä näkisin kansanterveydellisesti se[n] että sosiaali- ja terveysministeriö ja opetus- ja kulttuuriministeriö ei tunnista tällästä kuntosaliliikuntaa ollenkaan [...] Koskaan ei puhuta yhteisistä tutkimuksista tai siitä, miten ala vaikuttaa kansanterveydellisesti, mutta järjestöistä ja seuroista puhutaan. Ja kun puhutaan että aikuisten terveysliikunta ja kansanterveydelliset edut, niin mä väitän, että kuntosalien toimiala on kansanterveydellisesti vaikuttavampaa kun järjestöt ja seurat. [...] Jos kunnilla ei ole resursseja liikuttaa ihmisiä [...] niin yksityisellä sektorilla on kuitenkin päivät täysin tyhjiä kuntosaleja jois on paljon tilaa ja ammattilaisia. Niin sellasta yhteistyötä ei vaan ole."
H2	"Ei ihmiset tajuu et siit voi tehdä liiketoimintaa. Mun mielestä liikunnan alan ammattilaiset pitää sitä itsestäänselvyytenä koska ne on ite liikuntamyönteisiä ihmisiä, niin ei ne ajattele sitä arkiliikuntaa samalla tavalla. Mä voin itsekin myöntää et ku mä alotin valmentajana työt niin ei mul ollu todellakaan tietoo miten huonos kunnos ihmiset on. Ja mun ajatus oli et kaikkihan rakastaa liikuntaa koska mäki rakastan. Eihän sitä tajunnu et tuol on ihmisiä ketä ei voi sietää liikuntaa tai sitä et niil tulee hiki, tai et se et se et teet jotain treeniä nii ku lihakset tulee vähän kipeeks nii se on kipu mitä ne ei vaan voi sietää."
	"Moni ihminen ei ymmärrä mikä kaikki on liikettä ja liikuntaa ja mitkä kaikki edistää meidän hyvinvointii. Et ajatellaan et jos mä en jaksa juosta jotain pitkää lenkkiä tai jaksa käydä ees pitkäl kävelylenkillä, niin sit mä en tee mitään. Ei ymmärretä et niit pienempiä steppejä on [...] Jotenki ihmiset ajattelee aina liikunnan ja treenaamisen jotenki tosi kovana ja semmosena hirveenä urheilusuorituksen ja ponnistuksena vaikka meil on aika paljon erilaist mitä me voidaan tehdä."
H3	"Mä oon itsekin ollut [...] kuulemassa kun on sanottu, että "myytte vaan mahdollisimman [paljon] näit paketteja". Sit saatetaan samalla ohjelmalla treenauttaa kaheksankymppistä ja 16-vuotiaasta. Se on härskii välil se meininki [...] ku se on niin menny siihen bisnespuoleen"
	"Sen pitäis olla elämäntapainterventio. Joku, mihin sisältyis arkiaktiivisuuden tason seuranta, koska menetelmiähän löytyy, millä pystytään seuraamaan ihan luotettavastikin sitä. Tämmöset valmennuspaketit mitkä tuuppais sinne, se tois sille bisnekselle lisäarvo, se tois lisätuloo ja se kannustais siihen arkiaktiivisuuteen [...] ja sitte ku siihen sais seurantaa ja kivoi tulokäppyröitä ni se voi olla sil tavalla myyvämpää [...] Se tuo semmosen, vaikka se on välillä ihan tarpeetonta, lisäpalvelun tunnun siihen."
H4	"Ihmiset kokee että "kyl mä harrastan liikuntaa, ku mä käyn kaks kertaa viikos jumpassa" ja muuten ollaan täysin paikallaan. [...] Mä huomaan et paljonkin liikkuvilla ihmisillä hämärtyy se et kuinka paljon me loppujen lopuks ollaan paikallaan."
	"Tai pahimmas tapaukses, ku aika monella yrityksellä se liikuntaan panostaminen tarkoittaa sitä et lykätään joku liikuntasaldo tai pahimmas tapaukses virike, eli joku menee leffaan sillä"
	"Mä ite nään et huono juttu oli nää sähköpotkulaudat. Just ku ihmiset rupes käyttää kaupunkipyöriä aktiivisesti ja moni, jotka oikeesti oli kulkenu lyhyetkin matkat ratikalla, ottikin sen pyörän, ni nyt taas ne hyödyt kaikkos siitä, et ne lyhyetkin matkat jotka ihmiset kävelis ni ne huristaa niillä potkulaudoilla."
H5	"Verottaja teki [...] linjauksen, että kaupunkipyörien vuokraa ei voi maksaa liikuntaedulla. [...] [Niillä] pitäis pystyy maksamaan ja se on tyhmää että pystytään verotuetusti tarjoamaan julkisiin kulkuneuvoihin työmatkaetua, mut sitte sä et voikaan kaupunkipyörällä, liikkua työmatkoja verotuetusti. Et siin ei oo oikein logiikkaa et se on vastoin sitä mitä, yhteiskunnassa haluttais saada aikaan."
H6	"Ei ehkä mun ikäpolvella, mut sanotaan vaik viiskymppisist ja siit eteenpäin niin mä en usko, et ne kelaa niit juttui niin tärkeenä"
H7	"Mä luulen et se investointi, jos se investointia vaatii, todennäkösestihän tässä aika pitkälle pääsis ihan vaan yhteistyömalleil, mut jos vaatii investointia tai toimintamallien uudistamista, niin se koetaan liian isoksi riskiksi kuitenkin sitte taloudellisesti."
	"Vakuutusyhtiö saa korvata ja maksaa sairaskuluvakuutuksesta sairautteen liittyviä kustannuksia, eli kyseessä ei ole sillä tavalla terveydenhuoltovakuutus vaan sairaudenhoitovakuutus ja niin kauan, ku sairautta ei ole niin toiminnat on aika rajattuja, vaikka sillä olis ihan faktinen ja tieteellinen vahvakin pohja sille, että puuttamalla aikasin ja rahottamalla toimia, millä voidaan ehkäistä sairauksia, niin saatat paljon isompia hyötyjä aikaseksi."
H8	"[Yritysten ja organisaatioiden] pitää ite tunnistaa, missä he on täl hetkellä siin muutoksessa. Onks he vasta heräämässä siihen ja missä he ovat suhteessa heidän kilpailijoihin ja toimintaympäristöön? Tänä päivänä yhä useemmin heidän pitää katsoo, että missä he on globaalisti. Se paine muuttua voi tulla tietyissä bisneksissä sieltä kuluttajan käyttäytymisen kautta, se voi tulla regulaation kautta, mut se voi tulla myös globaalin kilpailun kautta."

	"Itekin pelaan tällä hetkellä kahta semmosta GPS-peliä, joissa meen pyörällä eri paikkoihin. [...] Mutta että ne saisi, suoraan jonakin mobiiliapplikaationa ja paljon pienemmällä kynnyksellä suurelle yleisölle niin se vaatis vielä jonkun verran sitä kehittämistyötä"
<b>H9</b>	"Jarru on varmasti ollu poliitikot, valtion politiikka, kuntien politiikka. Voisin puhua vanhoista jääristä. No, en tiedä mitä mahtaa olla kuntapolitiikkojen ja eduskuntapolitiikkojen keski-ikä tällä hetkellä, mutta siellä on varmasti hyvin paljon sitä autolla joka paikkaan kulkevaa keski-ikäistä tai vähän vanhempaakin, karrikoidusti, miestä, jotka ei välttämättä pysty ees ajattelemaan että voisi olla mahdollista kulkea jotenkin muuten. Siihenkin tekis mieli sanoa tämä että kun puhutaan pyöräilyn tai kävelyn edistämisestä niin ei tarkoita sitä että just tämän viiskymppisen setämiehen pittää heti ruveta kulkemaan kaikki matkansa polkupyörällä satoi tai paistoi tai tuli kaheksan metriä lunta."
	"Siin on kolme peruseriaatetta mitkä käy melkein mihin tahansa, et jos asia on helppoa mukavaa ja nopeeta, niin ihmiset tekee niitä. Ja jos ihmisten halutaan tekevän jotakin asiaa niin siitä pitää tehdä helppoa mukavaa ja nopeeta."
	"Jos onki semmonen inertian murskaaja -firma, joka tulee ja sanoo et näin tehään ja onki se, joka altistaa ja saaki sen liikkeelle eri firmoissa. Sais sen arkiliikunnan sinne puskettua, ei välttämättä oo arkiliikunnan toteuttaja vaan muutoksen tekijä."
<b>H10</b>	"Mut [pienemmäs] kaupungis, esimerkiks liikentees tapahtuvat epämielusat jumittumiset on pieniä, siit ei synny sitä kannustetta [että] tän työmatkan vois tehdä muutenkin"
	"Sen haasteena ehkä on [...] se, et [...] jos siit tulee rasitteita, kustannuksia, nii sit siihen on helppo sanoa ei, mut jos siit tulee taloudellisia hyötyjä, nii sit siihen on helpompi sanoa joo."
<b>H11</b>	"Jos ollaan perinteisemmällä, vaikka kuntokeskustoimialalla, niin ehkä siellä on haastavaa heittäytyä siihen, et se on pelottavaa. Se vaatii rohkeutta ja se vaatii kauheesti työtä tehdä asioita eri tavalla ja saada ne asiakkaat uskoo, et tää eri tavalla tekeminen on jotenkin parempaa."
<b>H12</b>	"Erilaisissa paikoissa pääsee pelaamaan erilaisia seikkailuja [...] Varmasti jokaisella kylällä on jonkunlainen oma tarinansa, joka me tietyllä tavalla voitais kuunnella ihan ja pelata läpi tietyllä tavalla. Tämmöselle pelitapahtumatasolle semmonen ylempi, laajempi kerros et pelit tapahtuu jossakin fyysisessä lokaatiossa, eri puolilla erilaisia pelejä"
	"Tuodaan sinne ruutuun sisältöä, joka pistää tekemään jotain innostavaa ja mielenkiintoista, joka nostaa siitä ruudulta pois, tai siis sehän ei nosta ruudulta pois vaan sen ruudun kanssa vie jonnekin muualle. Pokemon Go on äärimmäisen hyvä esimerkki siitä. Silloin siitä puhuttiin kun se tuli ja nuoriso valtasi puistot ja muut paikat. Se oli valtava ryntäys omista huoneista ulos."
	"Mun ikäluokka oli sitä, joka oli rakentamassa ideoita, tuottamassa sovelluksia ja niitä pelejä, jotka liimaa ihmiset ruudun ääreen, luomassa sosiaalisen median ratkaisuja ja muuta."
<b>H13</b>	"Yrityksil on iso rooli ja olisi mahdollisuus olla paljon isompikin rooli tämmösten eri urheilulajien ja välineiden vuokraajana, päästä antaa ihmisille mahdollisuus [...] Joku sähköpyörävuokraamo on äärimmäisen hyvä, et sä pääset testaamaan, tykästymään, jonka jälkeen sä voit siirtyä entistä enemmän lajin käyttäjäksi, siinä omassa arjessa"
	"Suomessa ainakin [...] ihmiset on aika itsekkäitä siinä mielessä että ympäristöasiat nostetaan että ne on tärkeitä, mut yksityisautoilu isolla dieselmoottorilla on saavutettu etu. Siit ei ihan äkkiä lähetä luopumaan, ainakaan downgradeamaan."
<b>H14</b>	"Oikeenlaista helppoo teknologiaa, jos on semmonen kansantajunen sovellus, et noi applikaatiotahan on kauheen olennaisia et minkälaiseks se käyttökokemus muodostuu. Sul on siinä sit asiantuntija ainaki tietyissä vaiheissa mukana, auttamassa."
	"Työeläkevakuuttajathan osittain tukee näitä työhyvinvointiohjelmiä silloin kun vaikuttavuus pystytään osottamaan ja kun se pystytään se palvelu kohdentamaan juuri niille henkilöille, jotka on työkykyriskissä. Täytyy olla keinoja tunnistaa, kuka siellä työkykyriskissä on ja tässähen työterveydellä, on äärimmäisen tärkeä merkitys. Eli työterveydenki pitäis pystyä, työnantajalle tuottamaan semmosta dataa, et ne pystyy kohdentamaan oikeeta palvelua oikeessa aikaikkunassa omalle henkilöstölleen."
	"Autoilijahan elää semmosessa helppouden maailmassa. Tai luulisin että se siellä taustalla se syy on että, haluan päästä paikasta toiseen mahdollisimman sujuvasti ja vaivatta, enkä halua sillä itseäni enempää kuormittaa."
<b>H15</b>	"Hyvin vaikea löytää suomalaisena turistina kaikkia niitä asioita mitä meillä ois tarjolla, että ne ei oo missään. Se on yks semmonen kehittämisen asia, että sul ois joku paikka mistä sä löydät koko Suomen portaat tai, samal tavalla ku meil on retkipaikka.fi, sä löydät sieltä hyvät retkipaikat, kansallispuistot, ohjeet, reitit sieltä ja kaikki tämmöset yksittäiset asiat, melontapaikat, vuokrauspaikat, että voi suppailla [...] Tavallaan liikuntapaikkojen Woltti tai joku semmonen, keltaset sivut ennen vanhaan oli."

H16	"Kun puistoja ja yhteisiä julkisia tiloja rakennetaan, niin siel olis hyvin helppo pelkällä tietynlaisella maisemoinnilla tekemään siitä virikkeellisemmän ja monipuolisemman. Että se ei oo pelkästään vaan tasanen pyörätie, vaan siellä vois tehdä semmosii pieniä elementtejä, vaikka siitä ei tekiskään liikunta- tai leikkialuetta, että siellä tulis semmonen fiilis, että "hyppelämpä nuitten palikoiden yli palikasta toiseen" ja siinä tulee tietynlainen, en nyt sano että liikuntasuoritus, mutta kumminkin kehität vaikka omia motorisia taitoja."
H16	"[Liikuntapaikkojen rakentamisen] ei tarte olla kohdennettu niihin leikkialueisiin tai puistoihin. Ihan samalla tavalla kun meillä on kävelykatu, niin miks me ei siihen varteen voitais rakentaa joku tasapainoiluohomma, missä se lapsi, teini tai aikuinen pystyy samalla kun se kävelee siitä ohi tekemään ne hassutellut. [...] Ne liikunta/leikkivälineet voivat olla semmosessa ympäristössä että sun ei oo tarvinnu pukeutua. Ei sun tarte tehdä siinä vaikka minuutin tai puoli minuuttia jotain ja sitten jatkat matkaa"
H17	<p>"Ehkä nykypäivänä ainoa oikee vaikutin on jonkunnäköinen taloudellinen hyöty jollekin. Et sun pitää pystyy jotenkin validoimaan se että miten paljon tapahtuu arkiliikuntaa ja sit sun pitää validoida se hyöty siitä. [...] Oisko sit vaikka niin että [...] jos joku asukas pystyy rakennuksessa, tilassa liikkumaan enemmän ku joku toinen nii hän saa siitä vaikka, hyötyä että sähkölasku on vähän pienempi"</p> <p>"Edelleen suunnitellaan niitä puistoja sillein et se puisto näyttää ihan kenen tahansa suunnittelemalta [...] ne ei poikkee toisistaan eikä tuo loppupeleissä siihen kaupunkitilaan mitään uutta."</p> <p>"näitkin konsepteja on varmaan miljoonia et sit ku tota lähtis ideoimaan nii se voi just olla jotain kulttuurikävely-juttuja tai sit just vaiks jotain, asteittaista sporttiliikuntaan ohjaavaa [...] käytännössä se vaatis vaan järkevän alustan ja, niitä nyt on jo. [...] VR:n ja ylipäättään teknologian hienoushan on siinä et sen ei tarvi olla se sama juttu koko aika vaan se voi muuttua ja kehittyä ja elää jolloinka siit tulee, todella mielenkiintoinen."</p> <p>"Kun kuka tahansa toimija puhuu kestävästä kehityksestä, niin aika harva osaa ottaa siihen oman svengin, ne ei ota sitä haltuun sillein että se on uskottava ja täysin heidän näköisensä tapa suhtautua kestävään kehitykseen, vaan se on monella toimijalla geneeristä, et "nyt maailma paranee kun olemme kaikki mukana kestävässä kehityksessä", mut sit jää abstraktiks se että miten se näkyy."</p>
H18	<p>"Pelillistäminen on just hyvä et aika vanhatkin jo omistaa älypuhelimien ja osaa sitä käyttää, et kylhän tos olis varmaan hirveesti potentiaalia yhdistää enemmän tietoo siihen paikkaan. Et kansallispuistossa kun liikut niin voi ladata jotain tai kunnat vois tehdä niitä omia pelejänsä, missä sit on sitä matkailua ja nähtävyyksiä ja kaikkee tämmöstä."</p> <p>"Ehkä tästä näkökulmasta just silleen, et muutat vaikka toiseen paikkaan asumaan, niin siellä sun pitää ajatella koko liikkuminen uudestaan. No mitä jos siellä olis vaikka se joku tutustumispeli kuntaan, jossa kannustetaan liikkumaan nähtävyyksiin ja sä joudut tekemään [liikkumaan] ilman et sä huomaat ja sit sä toteetki et no mut tähän on tosi kätevää ja sit sä alat tekeen sitä muutenki."</p> <p>"Onko hissi ensin vai onko portaat siin aulassa, mihin on helpompi mennä? Ne on semmosii pieniä asioita, millä on sit taas iso merkitys koska sit se viiskyt askelta enemmänki on paljon siinä arjessa, kun kaikki passivoittaa muuten."</p> <p>"Mikä se bisnesnäkökulma siinä on. Mekin ollaan kyl pohdittu moneen kertaan, et varmaan just [yhteistyötä]. Meille on vaan sit jääny siihen, et kuka maksaa, et mikä se hyöty on. Se ongelma liikkumisen tällä hetkellä on, et [...] joku keksii vaan koodata jonkun jutun ja se on täysin ilmasta. Mistä se rahabisnes tulee siihen, verrattuna sit mitä löytyy ilmatteeks?"</p> <p>"Kyl se on varmaan edelleenki se tieto tai konkretia et mitä se tarkoittaa. Mitä kaikkea se vois olla, koska se voi olla loppupeleissä tosi pieniäkin asioita, tai sä voisit aloittaa tosi pienestä. [...] Se on vähän möykky vielä."</p>
H19	"Se voi olla, että yritykset ei tiedä mitä tehdä, et mistä aloittaa. [...] Se on niin isoja investointeja mitä se vaatii, jos sä lähdet nollasta. [...] Kyl se on vaan rohkaiseminen siihen, että aloittakaa pienistä askelista ja miettikää, et millä on oikeasti joku merkitys. [...] Mut omasta liiketoiminnasta, kalusteista, valoista, lajittelusta, verkkopakkausista ja verkkologistiikasta, näistä voi aloittaa. Mut sinne strategiaan se pitää saada."
H20	<p>"Jos me ajatellaan et on täysin toimivat verkot kaikkialla ja autonominen liikenne, ja se on helpointa, kun se auto jo kattoo kalenterista, että mistä oot menossa ja mihin, niin [...] Että jos se on vaan helpointa hypätä siihen autoon, joka ottaa sinut ja naapurin kyytiin, ja se on kiva se auto, et siellä sä lueskelet ja teet töitä, niin onhan se kauhee houkutus versus että vedät sadevaatteet päälle ja lähdet kävelemään 20 minuutiks tai ajamaan fillarilla."</p> <p>"Mä oon käynyt sijottajien kans keskusteluja, niin yks sano ihan suoraan [...] että tämä ei ole liiketoimintaa vaan tämä on hyväntekeväisyyttä. Kun se tosiaan on, että kiertotalousyrittäjäyys tai -yrittötoiminta on ainoa tapa, jolla me pystymme tällä pallolla elämään käytettävissä olevilla resursseilla jatkossa. Se on hidaste et tätä ei ymmärretä, eikä ole määritelty, eikä sitä keskustelua käydä valtakunnallisella tasolla millään lailla oikein, jossa sit [arkiliikunnan] edistämiseen tähtäävät bisnekset on vaan yksi pieni juttu tosi isossa kokonaisuudessa."</p>

<b>H21</b>	<p>"Mikä on se matalan kynnyksen tapa alottaa et ainaki ite oon kokeillu jotain uusii lajeja, vaikka jotain melontaa, niin oon huomannu et aika usein niis on suht korkee kynnyks mennä mukaan siinä mielessä et sun pitää heti lähtee maksaaan jotain jäsenmaksua ja sit sä teet jotain talkoohommia et kuitenkin vaatii jo sitoutumista [...] Siinäki vois just miettii jotain väliporrasta et jos et sä haluu lähtee siihen kymmenen tunti viikossa et mikä se ois se vaihtoehto et vois tehdä vaan matalan kynnyksen osallistumisella. [...] Varmaan just tämmösiä avointen ovien päivät -henkisiä vapaita osallistumisaikoja, et pystys meneen vaan tuntiperusteisesti kokeileen. Sitä on jonkun verran alkanu näkyynki jossain kuntokeskuksil et ei tarvi heti sitoutua jäsenyyteen vaan et sä voit sit ostaa irtokertoja tai yksittäisiä liikkumiskertoja"</p>
	<p>"Kaikkihan tekee arkiliikuntaa mut välttämättä siit ei käydä hirveesti keskustelua et se koetaan vähän, semmosena vähän niin ku syöminen tai nukkuminen. [...] Ne on vähä semmosii, kaikki sitä tekee mut se ei oo kauheen mielenkiintosta."</p>
	<p>"Ehkä se koetaan et siin ei oo liiketoimintamahdollisuuksia. Sporttivaatemaailmassa nähään, että ne houkuttelevimmat lajit on semmosia mihin ihmiset on valmiit panostaan paljon rahaa [...]. Sinne on houkuttelevampaa tuottaa niitä tuotteita, vaatteita tai muita, et sit arkiliikunta nähään vähän, et ihmiset menee jossain 20 vuotta vanhassa anopin tuulitakissa ulkoiluttaan koiraa, et sitä ei oo koettu vaatepuolella että sinne kannattas lähtee fokuoitumaan erityisesti."</p>
<b>H22</b>	<p>"Liikunnas pitäis päästä siitä syyllisyyden tunteesta, että saatais se tunne et kun tekee jotain niin siitä voi olla ylpeä ja se lähtee sitä kautta se motivaatio etenemään. Semmosen kuvan poistaminen että "tein nytten vain metsätöitä tunnin" et se ei jotenki olis hyvä juttu, kun "ois pitäny käyä siellä salilla tai BodyPump-tunnilla ja se vasta olis laskettu". [...] Mulla on vähän välillä tullu semmonen käsitys [...] että oikeesti ajatellaan että "tää mitä mä teen niin ei tää nyt oikeesti oo hyödyllistä ku se ei oo sitä liikuntaa".</p>
<b>H23</b>	<p>"Liikenneliikkuminen herättää aina ihan tuntemuksia ihmisissä. Varsinkin tuolla virkamiespuolella ja politiikan puolella se on ihan sama mitä sanot niin siit nousee jengi barrikadeille ja iltapäivälehdet kirjoittaa, jotenka se on aikamoinen nuorallatanssiminen. Kun liikenteessä me kaikki ollaan kokemusasiatuntijoita. Vaikkei se millään tavalla koskettais, niin siitä nousee aina haloo jos millään tavalla ilmaistaan että nyt autoilijoiden oikeuksia tässä poljetaan, kun tosiasiasahan siis onhan meillä Helsingissäkin aivan järkyttävä määrä esimerkiks autoille ja parkkipaikoille varattu sitä tilaa."</p>
	<p>"[Liikenteen] osuudelta se on julkiset monopolitoimijat, piste. [...] Julkiset monopolitoimijat eikka joukkoliikenneoperaattorit tai joukkoliikenneviranomaiset, ei kaikki, mutta useimmat Suomessa"</p>
	<p>"Täytyy saada jonkunlainen palkitseminen sille yksilölle, joka motivois. Voisko se olla joku tämmönen just sovellus mihin aina merkitään eri juttuja mitä sä oot tehny, ja sä saat jotain pisteitä. Voisko ne vaikuttaa vaikka vakuutukseen tai, voisko sieltä tulla jotain palkintoja, sanotaan vaikka et siel on [yrityksiä] mukana ja sä saat pisteitä niin sä voit saada vaikka tuotteen tai alennuksen, tai jotain tällaista palkitsemisjärjestelmää siihen motivaattoriksi."</p>
<b>H24</b>	<p>"Mitä laajemmaks se asiakaskunta tulee niin siinä käy helposti niin että ihmiset kokee ei tää ookaan enää mun juttu [...] Jos ei se oo tarkka se kohderyhmä, niin se voi ehkä levähtää käsiin. Se voi olla helpompi et sul on tiukempi se asiakaskunta, niin sitten varmasti on helpompaa vallata se oma markkina ja asiakasryhmä."</p>
	<p>"Miks tähän pisteeseen on tultu et se arkiliikunta on vähentyny? Onks ajan puute ja kiire, et tuntuu nopeemmalta tilata tuote kotiin ku mennä kauppaan, tilata Uber tai mennä sähköskootilla tai omalla autolla kun kävellen tai pyörällä."</p>
	<p>"Mä myös mietin sitä [...] että toimiiko [julkinen liikenne] toisaalta myös esteenä, että jos kotiovelta pääsee harrastuspaikkaan, kauppaan tai mihin on menossa julkisella niin jääkö kuitenkin aina pois se arkiliikuntavaihtoehto siinä, se et menis jalan tai pyörällä. Et onks se kuitenkin este sille, että on liian hyvät kulkuyhteydet."</p>
	<p>"Lainsäädäntö et sieltä tulee sitä painetta mut myös se et kuluttajat vaatii, niin yritykset herää siihen. Koska muuten tosissaan vaan tuijotetaan sitä liiketoiminnan kannattavuutta ja siel on aina pakko, korostaa jotakin osa-aluetta ja muut jää vähemmälle huomiolle."</p>

	<p>"Tämmönen et on hyvät reittiopasteet, on hyvät reitit, ihmiset [...] tarvii, opastusta ja turvalliset reitit ja merkatut reitit ja kaikkee tällästä. Et meil [...] vähän täs metsien maassa viel ajatellaan et kyllä kaikki osaa metsässä liikkua [...] mut mä luulen et meil on semmosta porukkaa paljon nyt, jolla ei oo tätä luontotuntemusta että sitä pitäis enemmän viel tuoda esille."</p>
	<p>"Arkiliikuntahan tarkoittaa minulle sitä et sä menet siihen ihmisen 24/7 arkeen, ja sillon kaikki, jos mä puhun liiketoiminnasta, ratkastaan, vaikka talon rakentaminen, sillä idealla että se tukee jotenki tämmöst aktiivista elämäntapaa, tai rakennetaan lähiö tai, sinne niit viheralueita."</p>
<b>H25</b>	<p>"Ratkasuja jotka ihmiset ymmärtää, et "hei mä haluun ton koska se auttaa mua tekeen jotain". Jarru on se, että miten innovatiivisia pystytään olemaan ja miten saadaan markkinoinnissa ja myynnissä läpi tää ajatus."</p>
	<p>"Me ei tueta sitä henkilöä joka on aktiivinen ja joka yrittää sillä omalla toiminnallaan ehkäistä sen, että se ei ole Kelan tai meidän verorahoista maksettavan lääkehoidon varassa. Tää koko systeemi on rakennettu siihen että, tietysti meidän pitää auttaa ihmisiä ja meil on hyvä terveydenhoitojärjestelmä, mä en tätä vastusta millään lailla, mutta ne kannustimet tähän liikunnan lisäämiseen ovat tosi vaatimattomia verrattuna siihen mitä nämä ovat nämä niin sanotut sitten kun tilanne ovat jo päällä ratkasut. Ja meidän sosiaali- ja terveydenpuolen menot on tosi isot [...] Mutta kuitenkin ihmiset hakee monesti sitä ratkasua siihen sairauteen eikä siihen ennaltaehkäisyyn."</p>