STRATEGY FOR THE STUDENT VILLAGE FOUNDATION OF TURKU

Updated August 24, 2018
1 BACKGROUND

The Student Village Foundation of Turku (TYS, Finnish abbreviation) was founded in 1966. It was founded by the Students’ Union of the University of Turku. It was later joined by the Students’ Union of the Turku School of Economics, Åbo Akademis Studentkår, and other students’ unions. At the beginning of the 1980s, the City of Turku became a notable supporting organisation for the foundation. Today TYS forms a part of the Turku city business group and thus constitutes a public procurement unit. In addition to the City of Turku, all the noteworthy secondary school-level and other students’ unions in Turku and the residents’ administrative members are represented in the administration.

The foundation’s basic task is, in accordance with its rules, to provide rented apartments in the Turku region for students studying in schools following the completion of their primary education. In addition to this, the foundation offers rented apartments to graduates and other young people, as well as to foreign students and researchers.

To fulfil their basic task, the foundation acquires and builds, within their means, reasonably priced and optimally located properties with the required housing and extra facilities.

The foundation offers housing for about 6,700 students of which approximately 1,200 are foreign exchange and degree students. The total number of apartments exceeds 4,500.

The foundation’s operations are controlled by their rules, the Foundations Act, the business group regulations for the City of Turku, and the rules and regulations of the Finnish Central Housing Fund. The foundation is a non-profit organisation. Its task is to produce as much added value as possible to its interest groups. This translates into reasonable rent prices for the foundation’s apartments and good price-to-quality ratio.

Strategy process planning, implementation, and updates

The aim of the strategy process was work interactively and create a new strategy for TYS to guide operational planning in the coming years.

Work on the strategy started in March 2016 and it was completed in November of the same year. The foundation’s board approved the strategy on December 8, 2016. The caucus of the strategy work consisted of the foundation’s managing committee and the working committee. During this work, among the parties consulted were the foundation’s board and executive committee, the entire staff, and representatives of the City of Turku, University of Turku, Åbo Akademi, Turku University of Applied Sciences, students’ unions, student bodies, and tenants. Timo Kultanen, Doctor of Psychology (PhD in Leadership Psychology) from the company Kultanen Self Management TMI worked as a consultant in the preparation phase. The foundation’s board approved the updated strategy on August 24, 2018.

DESCRIPTION OF THE CURRENT SITUATION

Apartments and housing

At the end of 2017, 6,584 persons were living in TYS apartments. The total number of rented apartments was 4,728, of which there were 3,061 studios, 318 one-bedroom apartments, 1,322 two-bedroom apartments, 25 three-bedroom apartments, and 2 shared apartments for six persons. Of the TYS apartments,
only 12% are shared apartments whereas the corresponding percentage is 40% for other student housing foundations in Finland. The number of shared apartments decreased in connection with basic renovations by converting shared apartments into studios and by selling properties that held a majority of shared apartments. All new student housing buildings being constructed or planned will contain a clear majority of one-person studios.

Of the residencies, single occupants comprised 58 percent and families 42 percent. In 2017, the foundation housed on average 1,472 international degree and exchange students from more than a hundred different countries per month. International exchange students have their own yearly quota, which was 350 residencies in the academic year of 2017-2018.

The degree of use for the foundation’s apartments has risen during 2017 compared with previous years. The apartments’ degree of economic use was 97.4% (in 2016: 97.1%) and the degree of functional use was 96.8% (96.4%).

Over 6,500 students apply for TYS housing each year. Turnover rate is high in student housing and the average time of occupancy is about 2.2 years. The peak period for move-ins is at the beginning of the autumn semester. During that period about one thousand new students starting their studies move into the foundation’s apartments along with a few hundred exchange students.

In 2018, there were six day-care centres, one shop, one restaurant, and the Turku University’s students’ union with their subordinates operated in the foundation’s premises.

**Investments**

Construction for the next new building, Aitiopaikka, started in spring 2017 in Ylioppilaskylä Student Village. The majority of investments have gone towards basic renovations, of which the largest was the reconstruction of Haliskylä. In this process the large shared apartments were converted into studios. In spring 2017, phase A of the basic renovations for Ylioppilastalot was completed and some of the students’ union office and commercial premises were also renovated in addition to the apartments.

The architectural competition for the current office building (Tyyssija) ja maintenance premises area (Kylänkula) was carried out in spring 2017. Architects SIGGE Arkkitehdit Oy won the competition for Tyyssija with their work entitled ”Emo” and the Kylänkula competition was won by Anttinen Oiva Arkkitehdit Oy with their design ”Kaupunkipuistossa”. After the competition, detailed planning for Tyyssija began immediately and land use plans were drafted in accordance with the winning design. Total cost estimate for Tyyssija is about 35 million euros and the construction phase is planned for the years 2018-2020.

**Administration**

The rules complying with the new Foundations Act were approved in spring 2016 and ratified by the National Board of Patents and Registration in the autumn of the same year. The foundation’s board includes 13 persons, of which seven are nominated by the city and six are elected by the students’ foundations and tenants together. The active duty period for the board is three years. A motivated and knowledgeable board is one of the key pillars for.
Personnel

The Student Village Foundation of Turku made significant changes to its HR policy in 2010 by outsourcing all maintenance operations and the entire maintenance staff (maintenance, repair, and landscaping workers, a total of 15 persons) was transferred to ISS in connection with the transfer of business. In autumn 2017 the moving-out inspections were also outsourced.

At the time of the strategy update, the total number of personnel is 23. The foundation’s organisation consists of the financial unit, property unit, apartment unit, and administration. For the strategic period of 2018-2020, no essential changes are expected to the number of regular personnel for the foundation. In the foundation’s management team, the property manager will step aside in the coming years and a new one will be recruited as a replacement.

The staff’s work satisfaction is measured every two years. Most workers feel (in autumn 2016) that the work atmosphere is excellent or good and the workload is balanced. Everyone feels that they have a say in their work tasks.

Finance

TYS is financially stable and has more financial leeway than before. The Student Village Foundation of Turku had a turnover of 26.5 M€ in 2017. On December 31, 2017, the balance sheet total was 148 M€. On December 31, 2017, the foundation’s loans totalled 110.2 M€. The loan with interest subsidy of 23.9 M€ for Aitiopaikka was drawn down in February 2018. For loans with interest, on December 31, 2017 the average rate was 0.96 %. The majority of the loans consists of the so-called long ARA (the Housing Finance and Development Centre of Finland) interest subsidy loans for which the pay-downs concentrate heavily on the later years of the loan period. This is why preparing for rising capital expenditure in the future is central in financial planning.

Risks

In the foundation’s operations, the most noteworthy risks and uncertainties come from decreasing utilisation rates for apartments, changes to the state’s housing construction subsidy systems, the continuation of the foundation’s exemption from taxes, general increase in interest rates, aging properties, and the cost and quality of construction.

The degree of use can also be affected by, among others, decisions on educational policies (such as imposing a fee for students from outside the EEA) and the general economy. Many property investors are entering the student housing market, and this will unavoidably affect the position of TYS as a lessor and the competition as more rented apartments priced at their market values become available. The state’s decisions on investment subsidies or loan terms have an effect on the cost of construction and indirectly on the levels of rent. A potentially rapid rise in interest rates would increase capital expenditure significantly. The foundation is planning considerable investments in the next five years. A rapidly rising amount of loan combined with rising interest rates would notably add to financing costs. However, forecasts point to interest rates remaining low for the coming years. We have prepared for interest risks by using hedging and by diversifying the foundation’s loans into different types of interest rate tying. The removal of tax exemptions would mean profound changes in the foundation’s economy, financial planning, and financial statements.

It is also important to take into account how TYS will succeed to continue improving apartment quality and develop property maintenance so that we can keep matching the tenants’ requirements regarding student housing. The foundation will invest heavily into new projects and basic renovations in the years to come. Special attention will be paid to construction quality control to avoid extra costs incurred by construction defects. As the foundation’s property stock ages, there exists the risk of having to start some of the basic renovations earlier than planned.
Another risk is a potential decline in the foundation’s image due to inferior quality of apartments, housing areas, and service quality, or due to some form of negative publicity in the media.

2 TYS VALUES

Tenant-oriented approach

- TYS offers affordable and high-quality rented apartments to students.
- TYS is a non-profit organisation.
- The starting point for the foundation’s operations is the students’ needs.
- The foundation supports their tenants in housing matters and everyday arrangements.
- TYS values their tenants’ and their community’s diversity and promotes accessibility in their operations.

Reliability

- TYS is a permanent and stable player in the housing market.
- The foundation is a secure lessor and treats all tenants and applicants fairly.
- The foundation is a student housing market leader in the Turku region.

Innovativeness

- In construction, TYS is ready to employ new things that promote the use of sustainable materials, energy savings, and the utilisation of renewable forms of energy.
- The foundation is prepared to develop and employ new services and digital solutions that improve service and add living comfort.

Openness and transparency

- TYS’s tenant selection is based on social adequacy and financial needs in an equitable manner.
- At the beginning of the autumn semester, new students have priority.
- Openness and transparency form the starting point for administration and decision-making in the foundation.

Partnerships

- TYS is an independent operator.
- The partnerships between TYS and its interest groups develops constantly.
- The foundation’s aim is to boost the schools’ success and the city’s attractiveness as a city to study in.
- Internationality is important from the perspective of TYS, the City of Turku, the schools, and the students.
• Partnerships benefit both the foundation and its partners.
• The foundation is a student’s best friend when it comes to housing.

3 OPERATIONAL ENVIRONMENT IN 2022

Students

Increasingly more often, studying will take place in small groups and independently of time or place. The old facilities at schools are ill-suited to this type of group study and information gathering. At this time, we cannot know how these new study models will reflect on student housing. Studying in groups may increasingly require customisable, shared spaces at student housing locations. Another choice would be to build larger housing for groups, and then students with the same subjects could apply for these together to share their experiences and to study together. We need more researched information regarding these changes in study and living habits to base our housing design on. Larger shared areas in student housing will increase the construction and maintenance costs, thus we need to find out about how to cover these expenses.

Students will be looking for new, quality studios in city centres and/or near schools. Demand for the older shared apartments will decrease, at least among Finnish students. Some of the international degree and exchange students are likely to continue to seek affordable shared housing.

The effect of changes to student and housing allowances need to be looked into. Further construction will be carried out in the areas surrounding the Student Village, which will result in increased service offering.

• Students arriving from outside the EEA will have to pay tuition fees.
• Studentship times will have become somewhat shorter, but reduced student allowances may result in requiring more time to reach graduation.
• In autumn 2017, all students began receiving general housing allowance.

Other rented apartments

The market share of rented apartments by private investors will grow, but new apartments in particular will be significantly more expensive compared to TYS apartments. It is possible that, in addition to domestic investors, foreign investors may also enter the market for students-only rental housing. This has already taken place in Europe and lately in Denmark and Sweden as well.

4 VISION

• New students know about TYS and it will their first choice when looking for an apartment in Turku.
• TYS is a bold and experimental constructor and service developer. Other student housing communities will want to try the results of these experiments.
• Students’ demands match TYS apartments’ distribution, quality, and provided services.
• TYS will have good financial standing and can tackle financial challenges, both in the near future and in the long run.

5 STRATEGIC AIMS

• TYS provides housing for 25% of the students in Turku. This means increasing new production so that we can reach the long-term goal of 10,000 residencies.
• At the same time we increase new production, we also prepare for abandoning student housing premises that are less attractive due to their location or apartment distribution and for which large-scale basic renovations are no longer feasible.
• Digitalisation will bring new electronic services and operational models that will make the foundation’s services smoother and add to living comfort.
• The Student Village will form an integral part of the new campus area.
• TYS will be a forerunner in environmentally-friendly construction.
• Reciprocity and equality in partnerships with interest groups.

6 INTEREST GROUP ROLES AND COOPERATION

Interest group interviews

A total of ten hearings were conducted during strategy process planning together with the interest groups and staff. The aim was to form an optimally complete picture of the interest groups’ way of thinking, wishes, and expectations, both in terms of TYS development and of cooperation with these groups.

The City of Turku as a key partner in cooperation

The foundation is a partner for the housing and industrial policies in carrying out the city’s strategic goals. Good collaboration in zoning and construction issues is crucial for the foundation’s operations. Growing the share of new production requires that the city expedites zoning so that a sufficient number of lots suitable for building are constantly available.

Tenants

The tenants are the foundation’s most notable interest group. Increasing the tenants’ living comfort continuous-
ly is central to the foundation’s strategic goals. During the strategy period we will estimate the prerequisites and development of appropriate tenant activities.

**Educational institutes**

Reasonably priced and high-quality student housing makes schools and educational institutions in Turku more attractive. TYS supports the schools’ internationalisation by organising housing for foreign students in cooperation with the schools.

**Students’ unions and student bodies**

From a student perspective it makes sense to concentrate student housing in the areas of the Student Village and campuses. Compact residency enables the efficient use of shared spaces and services in close proximity.
7 STRATEGIC PRIORITIES

7.1. NO FINANCIAL WORRIES

The degree of economic use is a minimum of 97%.
- The apartments’ rent level is 15–20% below market prices (note: TYS rents include electricity, water, and Internet).
- In financial planning we prepare for growing capital expenditures.
- Our own financial assets produce a reasonable profit.

The foundation’s residencies must mostly reside near the schools or in the city centre. Apartment quality must match the rent level and the apartments must be of easily rentable sizes with affordable rent.

The utilisation rate for the foundation’s apartments is good, and we aim to reach a minimum utilisation rate of 97% in the planning period. We will develop and expedite the move-out inspection process to be able to rent the apartments more quickly to new tenants. The repair process must also be developed so that the apartments can be repaired while tenants are still living in them and the turn-around time can be sped up. Also, the renting process must be improved so that we can address the needs of those seeking housing as flexibly as possible.

There will be increased competition with private rented apartments as the supply of market-priced apartments grows. The foundation will perform regular analyses regarding competition and demand in the Turku apartment market situation and future development. We aim to keep the foundation’s rents 15–20% below the comparable prices for similar apartments and with similar terms in the private market.

The rules of ARA heavily regulate financial planning and investing foundation funds. The board has set up an investment work group that provides the board with suggestions on handling the foundation’s assets and loans.

Since the paydown programme for the interest subsidy loans is, at least for the time being, very end-loaded, we could make extra yearly payments of about 1-2 M€ for the current interest subsidy loans from the cash assets in case the extremely low interest rates continue throughout the whole strategy period. The extra payments would balance out the need to raise rent levels in the years to come. Another option is to invest the cash assets so that future paydowns could be made on the due dates.

After the investments planned for the strategic period, in 2022 the foundation’s loans would total about 186 M€ (110 M€ in 2017):

- Aitiopaikka (2017-2019) about 25 M€
- Tyyssija (2018-2020) about 31 M€
- Kylänkulma (2020-2022) about 36 M€

In addition, basic renovation investments for 2019-2022 will be made with about 20-25 M€.

During the strategy period, decisions will be made regarding the development of Student Village’s east side.

In accordance with the loan programme, the founda-
tion’s paydowns (including future loans and excluding extra payments) in 2018-2022 are about 5.2-6.1 M€ (for a total of 27 M€).

In early 2019, the fixed-term contract made with the City of Turku regarding a zero-interest loan of 7.6 M€ will end. The loan contract has been renewed once. This loan was previously used to cover the losses incurred from the Ikituuri congress hotel business. In a statement issued by ARA in 2017, the loan cannot be paid using the rent income from apartments that fall under the ARA restrictions. Our aim is to either have the city waive this credit balance or renew the loan contract with the current terms for a fixed period.

At the time of updating the strategy and based on the current interest rate projections (Municipal Finance’s projection for EURIBOR rates), we estimate that the interest rate will maintain its extremely low level, resulting in cumulative interest costs in 2018-2022 of about 9.2 M€ (picture Interest I). With the current projections, the average interest for the TYS loan portfolio in 2018-2022 would be between 0.9 % - 1.7 %.

Even a moderate rise by one percentage point in the interest level compared to the projections would result in a cumulative interest increase of nearly 3 M€. That would make the average interest for the TYS loan portfolio 1.1 % - 2 %.

The interest of the annual fee loans is affected by changes in the retail price index - 1.2 % - 1.7 % per year in both projections. In case the interest rates increase significantly, it will have a major impact on loan portfolio costs. Rising interest rates are curbed by the interest subsidy for ARA loans and the interest rate hedging acquired by the foundation. The relative share of apartment maintenance and repairs of the foundation’s budget is now at its peak, and less repairs will be needed in the coming years as the amount of repairs-related debt decreases and the apartments’ quality increases.

Rent revisions will be kept reasonable in the planning period by continuously searching for new savings and by streamlining operations. The foundation’s financial statements must have surplus to the extent that the
foundation can, without resorting to significant increases in rents, survive the coming years when the pay-downs are at their highest for the current state-subsidised housing and interest subsidy loans.

The staff’s work satisfaction will be measured in the future as well, and they will be encouraged to take part in in-service training and further education. The projections are based on the assumption that the city’s loan of 7.6 M€ will not be amortised but that it will remain under the current terms.

**Indicators:**
- Utilisation rate
- Rent levels versus market-priced rents
- Personnel’s occupational well-being

### 7.2 INCREASING NEW PRODUCTION

- 1,000 new student apartments will be built in the strategy period 2018-2022.
  - The majority of the new production consists of small apartments.
  - We promote sustainable development solutions.
  - We abandon facilities with a permanent utilisation rate of less than 90%.

TYS aims to build 1,000 new apartments for students in the strategy period, most of these in the Student Village or its immediate vicinity. We will also find out about potential building in Kupittaa and about purchasing existing residencies in the city centre. State subsidies for the construction, at least for special groups (to which student housing belongs), will continue for the strategy period.

For the strategy period of the Student Village Foundation of Turku between 2018 and 2022, all new construction projects would total about 100 M€ at the current price level. This would increase the total number of the foundation’s residency by about 26,500 square metres of living area / 170 apartments/year for a total of about 1,000 apartments. The projects will be mainly funded using the state’s interest subsidy loans (90 %) and investment subsidies (10 %).

Most of the new student apartments will be small, one-person apartments. In new production and basic renovations we are ready to experiment with solutions that support sustainable development and are architecturally interesting. We also seek solutions that enable energy savings and utilise renewable energy forms. And we will actively pursue means of making tenants conserve energy and reduce their water consumption as well.

Potential sites for basic renovations in the strategy period are the buildings of Aamurusko, Ispuri II-III, Kuunsilta, and Pilvilinna. The cost estimate is a little over 10 M€. The foundation sold two of their properties in 2015, and the board decided to use the money primarily on new production and basic renovation projects. It is likely that basic repairs for the aforementioned properties can be mostly funded with the acquired sales proceeds and accumulated surplus.

New heavy basic renovation projects will be abandoned for locations where the current residency would be converted into smaller apartments at the same time unless significant financial support from the community is promised. In making repairs to the apartments, we will seek new, more affordable solutions that will regardless increase living comfort for the apartments and locations.
At the same time, the foundation increases new apartment production, it is ready to give up properties that are situated far from schools and for which basic renovations are not economically feasible. This presupposes that ARA will release these premises from under the restrictions on use and on right of disposal. We abandon premises with a permanent utilisation rate of less than 90%.

**Indicators:**
- Building about 170 apartments on average per year

### 7.3 A VILLAGE ON CAMPUS

- Main focus of new production on the Student Village.
- Well-functioning light traffic routes and public transportation in the campus area.
- More services in the Student Village.

The new Turku campus area includes Yliopistonmäki, Ylioppilaskylä, TYKS, Teknologiakenttöt, and the Kupittaa campus area. It must be designed as a whole to be functional from the point of view of traffic also. This requires good public transportation connections and fully functional routes for light traffic. The Student Village must have safe and good routes for light traffic and the Village must provide smooth access to Yliopistonmäki, the Kupittaa campus, and the city centre.

The foundation aims to develop alternative plans for smooth traffic connections together with the City of Turku and the schools.

The Student Village has shared-use bicycles and cars that provide a significant amount of traffic services in the area. These new services also have the aim of decreasing the need to build car parks.

The foundation has the goal of targeting most of the new student apartment production to the Student Village or its immediate vicinity. We are looking into construction possibilities regarding the area between the Student Village and the light traffic route along the river. The east side of the Student Village is reaching its basic renovation age in the strategy period. We aim to make decisions concerning the future of the east side early on in the strategy period.

The commercial services of Student Village and the shared services potentially offered by the foundation to its tenants will concentrate on the new office and housing project. The service offering will also improve due to the construction of new housing properties near the Student Village in the years to come. We will chart the students’ service needs regarding other services than those provided by the foundation.

The west side only allows building individual facilities for shops, offices, restaurants/cafés, and sports.
With the new zoning, construction will focus on the east side. A new type of campus concept with its services and traffic arrangements will be planned for the east side.

**Indicators:**
- Tracked yearly in connection with strategy updates

### 7.4 DIGITALISATION IMPROVES SERVICE OFFERING

- We are developing chat service type, two-way and real-time communication channels.
- New digital services will reduce the need for face-to-face services.
- New innovations will be utilised in construction activities and services.
- Visual aspects will be increased in apartment marketing.
- Capabilities required by the new technologies will be emphasised in recruitment and training.

From the student housing perspective, digitalisation is about the tenants’ changed expectations and possibilities to serve them even better with the help of technology. In student housing, the target group is an ideal candidate for trying new, digitalised ways.

Even now, TYS uses only digital communications towards applicants and tenants. Communications can be further developed by adding chat-type, two-way, and real-time communication with tenants.

The apartment selection process is multi-channel, but today the Internet is clearly the most extensive channel in searching for first-hand information about apartments.

The foundation’s visibility and familiarity can be boosted via social media. It also enables building our brand by using a more relaxed and entertaining approach.

The foundation’s aim is to utilise the ideas from the innovation competition in developing the current services and in creating new ones.

The foundation is participating in a project together with the student housing communities to learn about the kinds of intelligence to include in apartments/properties, and how digitalisation can transform housing, renting apartments, maintenance, and repairs.

In marketing, we will add more visual materials to apartment presentations and also find out about the possibil-
We will develop the personnel’s communications know-how so that different people can tell the same story but each in their own, personal way. In recruiting new personnel, we will also focus on the capabilities required by the new technologies and the readiness to develop one’s own work and working environment.

**Indicators:**
- Tracked yearly in connection with strategy updates

### 7.5 FIRST CHOICE FOR STUDENTS

- TYS will be known as the best choice in student housing.
- Supply will meet demand.
- The foundation will know its customers’ needs.

TYS should be the number one housing choice for students. This means that all students arriving in Turku will know that TYS exists and that its reputation will make students feel that they are making the best possible choice in selecting TYS.

TYS must closely monitor the tenants’ needs and keep the apartment offering diverse. There must be multiple options for students of different ages and with different situations in life, without forgetting students with limited means. Having a grading system for apartments would support this. If the apartments’ condition and quality were standardised and fixed, finding just the right kind of apartment would be easier for customers.

Communications and marketing must reach the potential applicants and those already studying in Turku. It is essential to make students aware that a good selection of apartments is available, excluding the start of the autumn term. We must also figure out the competitive edge in student housing and effectively communicate these assets to the target group.

Renting an apartment is a significant event and that is why service quality is very much tied to customer satisfaction. The customer must feel that the renting process is effortless and easy.

During their stay, tenants should feel happy about, for instance, maintenance services as these have a direct impact on living comfort. As tenants, students want more than “just a roof over their heads” and expect quality from both the apartment and the service.

The board has defined these service promises:

**For applicants**
- together we will find you a suitable apartment
- when you’re looking for an apartment, we will reply to your contact request no later than on the next business day
- our service advisor will help you find an apartment for your needs
- new students for the autumn term will receive an offer within a minimum of three months unless the applicant has very strict criteria for their apartment needs
- if there are available apartments, you will receive an
offer immediately
- you can handle nearly all your renting-related issues electronically
• our tenant selection criteria are open and transparent
• we are a safe and secure choice for those starting their studies

For tenants
• we will reply to your contact request no later than on the next business day
- we provide personal service: via our customer service, over chat, in social media, over the telephone, via SMS, email, and the tenant pages
• we guarantee you an apartment for the whole duration of your studies
• our rent levels are 15-20 % lower compared with similar apartments with the same terms on the private market
• we commit to the values of sustainable development in construction and property maintenance
• we design and build our apartments for students

For those moving out
• you can continue living in the apartment for one more year after graduation
• we will return your deposit within one month after the rental agreement ends unless there are issues to clarify

In renting apartments to students, we should move from mass production to mass tailoring. For example, we should aim for the measure-and-react strategy when it comes to customer satisfaction surveys. TYS should develop real-time sensors that enable continuously tracking the customers’ needs and then endeavour to fulfil those needs.

A measure-and-react organisation identifies changing customer requirements and new business opportunities as such and addresses these before they disappear or change. Finding the right sensors is difficult, it is hard for TYS to acquire information regarding aspects of which the customers themselves are not aware.

Indicators:
• Needs assessment
• Utilisation rate
• Tracking the fulfilment of the service promise

7.6 NOT AFRAID TO BOLDLY TRY NEW THINGS

• TYS will take ecological and economic sustainability into account.
• Tenants will participate in developing and testing the solutions.
• We will experiment with various technological solutions.

TYS will take into account ecological, social, and economic sustainability in their decision-making. In all their operations, TYS will emphasise solutions that enable reducing the use of non-renewable natural resources.

The foundation will advance their tenants’ possibilities for environmentally-friendly options by communications and practical solutions, for example, in conservation of energy and waste management.

TYS will actively and boldly employ digital solutions that can improve quality of living, increase the service quality provided to tenants, or streamline the foundation’s own operations.

TYS wants to utilise their tenants’ know-how potential and engage them in developing and trying out new solutions.

TYS will actively follow the technological development in the field, takes an interest in new innovations, and is willing to try different technological solutions. TYS will scale all experiments so that the risk of failure - which is always involved when experimenting - is tolerable and failures can be accepted.

The foundation will be a pioneer in utilising environmentally-friendly construction methods and base both new construction and basic renovations on solutions in line with sustainable development. TYS will employ a lifecycle perspective and carry out their projects so that they are environmentally-friendly and energy-efficient also in the long run.

Indicators:
• Tracked yearly in connection with strategy updates

7.7 RELIABLE PARTNER

• Partnerships will be actively developed.
• A partnership is mutually beneficial to all parties.
• All partners share the common goal of making Turku the most attractive city for students and the most inspiring city to study in for the Baltic region.

TYS will be a reliable partner to their interest groups. Both TYS and their interest groups will mutually and equally benefit from the partnership. The foundation and its key partners share the objective of making Turku a dynamic and successful city for students, and this is supported by the developing partnership between TYS and its key interest groups.

Partnerships will support the city’s goal of making Turku an attractive and sought-after city to study in - one where students will want to move in and also stay there to work after graduation.

For a student, the chance of getting an apartment that perfectly suits their needs may affect their place of study. The bold and experimental architecture of TYS’s new student housing projects, as well as the focus on studios, can have a major impact on students’ willingness to choose Turku for their studies.

Partnerships will support the schools’ aim to present
themselves as attractive institutions that people will want to attend, both domestically and from abroad. The foundation will promote this goal by offering good and affordable apartments for students. The foundation will be ready to participate in the development of study packages that involve offering foreign degree students both housing and education as a whole.

The lease on student house Retrodorm, owned by the Turku property business, will expire in 2020. This means about 100 fewer residencies to offer to exchange students. The foundation is looking for a permanent solution to international exchange student housing in collaboration with the City of Turku and the schools.

Partnerships with the students are carried out via students’ unions and the tenants’ activity organisation, as well as directly via services to tenants. Partnerships enable developing services that increase living comfort and create free-time opportunities for students.

Developing partnerships benefit equally both the foundation and its key interest groups.

**Indicators:**
- Yearly tracking of partnership development

**8 STRATEGY FOLLOW-UP**

The realisation of the strategy is tracked each year preceding preparations for the budget and operational plan. The follow-up meetings also include updating the strategy as required.