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ESPOO

# Iso Omena Service Centre as an innovation platform

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**#MakeWithEspoo** collects the results of the experiments conducted in Espoo in order to create tools of development, management and consulting according to the City as a Service objective. It is an umbrella of the co-creation of frameworks, handbooks and tools created in 6Aika projects that reforms activities in a socially, culturally, ecologically and economically sustainable way.

6Aika is a joint strategy of the six biggest cities in Finland - Helsinki, Espoo, Tampere, Vantaa, Oulu and Turku - aiming at the development of more open and intelligent services. The aim is to create new competence, business and jobs in Finland. At the end of 2017, there were over 30 ongoing 6Aika projects and their total budget was over 57 million euros.



# Foreword

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In the next decades, the world will change more than it has changed in the last centuries. Inspiring innovations change established operations, creating new opportunities for building a sustainable and human-oriented future.

The public sector must actively seek and find its evolving role when resolving the possibilities of change for individuals, communities, companies, society and the environment. In the place of traditional, siloed and administration-based activity, we need new, open and effective ways to understand customer relationships, information and activity. Open activity strengthens participation, responsibility and trust. It clears the way for customer relationship-based services, new business operations and the new role of public operations.

In Espoo, we create new success stories by introducing different actors, operations and networks to each other. With the MakeWithEspoo methods and tools, we ensure that we do the right things with the right people at the right time, using the right competences.

As part of the MakeWithEspoo product family, this application example of the Iso Omena Service Centre is intended to describe how different frameworks, manuals and tools can be practically utilised in the development of services, especially when creating a completely new platform for public services. Describing the Service Centre as an innovation platform opens up the thinking of how various service and urban environments can act as enablers and support open participation, learning and co-creation.

Many thanks to everyone who participated in the development of the Iso Omena Service Centre and especially to Project Manager Veera Vihula who was responsible for the development of the innovation platform.

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**6Aika**



**Vipuvoimaa  
EU:ltä  
2014–2020**



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# Background and objectives

The Iso Omena Service Centre in Espoo is a new kind of cluster of public services and one of Espoo's open innovation platforms. This application example defines and describes the Iso Omena Service Centre (hereinafter also referred to as the "Service Centre") as an innovation platform in order to provide a clearer framework for the innovation activity and co-creation at the Service Centre. The work has been implemented as a project for Espoo's Open Innovation Platforms subproject and as part of the 6Aika strategy of the six largest cities in Finland and the Open Innovation Platforms spearhead project.

The Service Centre is a new concept for public services intended to make the daily life of Espoo residents easier and to offer them an opportunity to use several different services on the same visit. The Iso Omena Service Centre offers diverse services. It hosts ten different public service units, some of them offering the city's services and others offering regional and governmental services.

At the moment, the Iso Omena Service Centre includes a library, youth services, a maternity and child health clinic, a health centre, mental health and substance abuse services, Kela Social Insurance Institution, a Citizen's Services office, HUS laboratory and medical imaging as well as Kohtaamo, a meeting place for art and culture. The concept revolves around the mutual customer to whom better services are offered through collaboration. At the Service Centre, synergies between different units and new kinds of collaboration are actively searched for in order to make service paths as smooth and effective as possible.

An innovation in itself, the Service Centre concept is a new way to produce public services, and the Iso Omena Service Centre is its first manifestation. The idea of a Service Centre as a concept facilitating public services has matured a lot during the first operating year of the Iso Omena Service Centre.

In the Espoo Story of the strategy of the City of Espoo, it was recorded as a goal for the 2017-2021 council term for the Service Centre concept to be expanded to other city centres of Espoo. However, the Service Centre cannot be duplicated as such. For each city centre, it must be considered which services are essential from the point of view of the area in question. Many lessons have been learnt from the experiences with the Iso Omena Service Centre, and these lessons will be used in the planning of new Service Centres. The purpose of the Service Centre is to meet changing customer demand, and therefore, the Service Centre also changes according to the needs observed. The Service Centre is also a changing and developing innovation platform. At the Service Centre opened in August 2016, the innovation platform activity is only beginning, and it is formed according to the needs of companies, service units and customers.

By defining the Service Centre as an innovation platform, it can be communicated to companies and communities as to how they can collaborate with the Service Centre. Participating in the Service Centre's activities becomes easier when the platform's business model, management system, facilities and goals of the activities are clearly described.

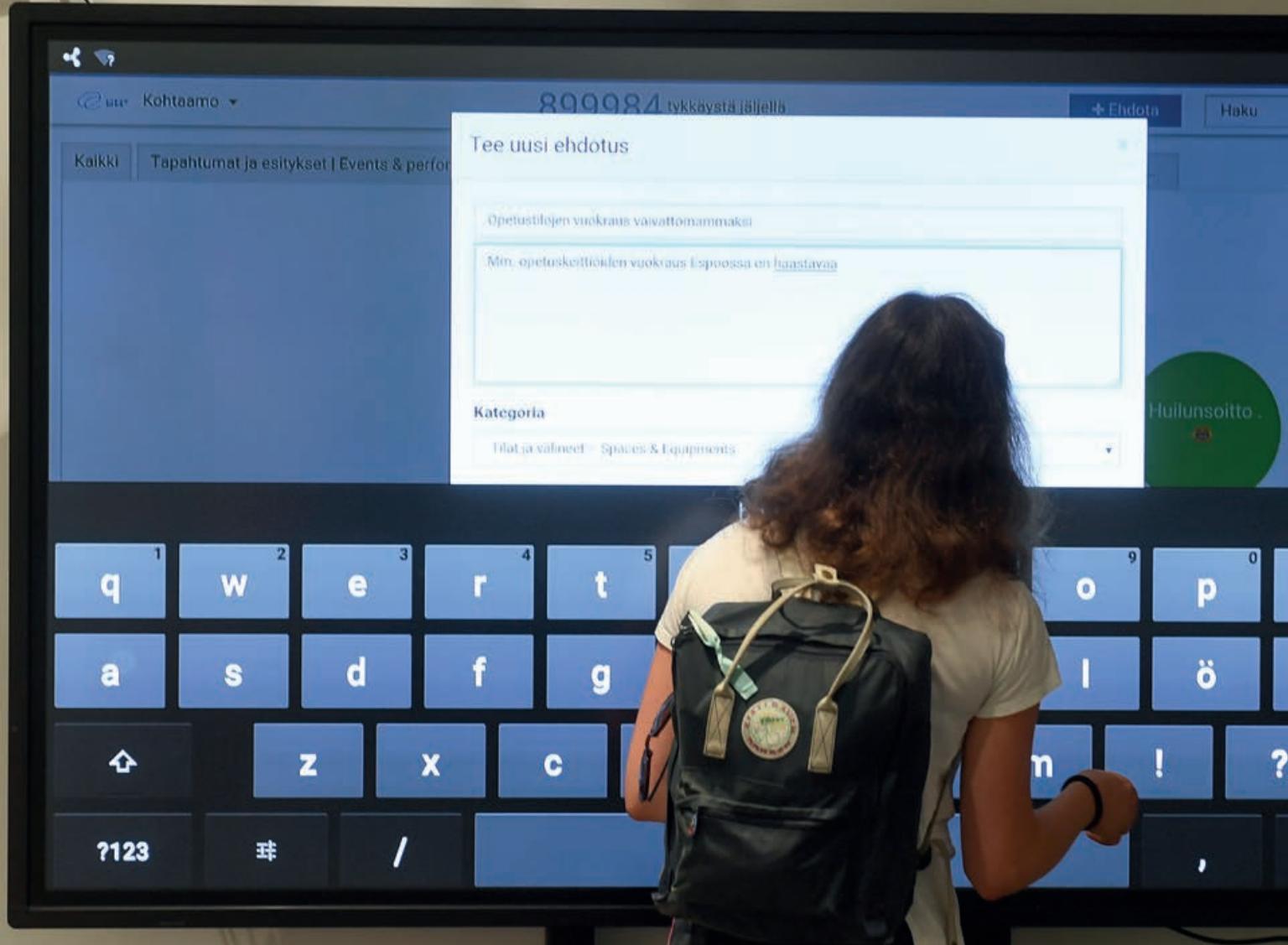
The above-mentioned things also support the management and development of the Service Centre concept in a new kind of environment. The guide "Open innovation platforms: an approach to city development - handbook for developers", prepared by the University of Tampere together with the City of Tampere as a 6Aika implementation and referred to hereinafter as the "innovation platform handbook", has been utilised in the definition<sup>1</sup>. The opening of public services as innovation platforms is described at a very practical level through examples.

Co-creation is essential in the innovation activity of the Service Centre, and the Handbook for co-creation, prepared for Espoo's Open innovation platforms partial implementation, has been utilised in the description of the co-creation model. The Service Centre has also utilised other frameworks, operating models and tools developed by Espoo that support management and operational development on the municipal sector. Some of them are described in this manual from the point of view of the examples from the Service Centre, but the theory and thinking behind them are described very briefly.

This application example describes the information and results yielded during the project. The content of the application example describes the situation in which the Service Centre has been in operation for approximately a year. Lessons learnt at the Service Centre during the year have been gathered to the end of each chapter.

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<sup>1</sup> Raunio M., Nordling N., Ketola T., Saarinen J. P. & Heinikangas A. (2016). Open innovation platforms: an approach to city development - handbook for developers. ISBN 978-951-590-337-2. 6Aika

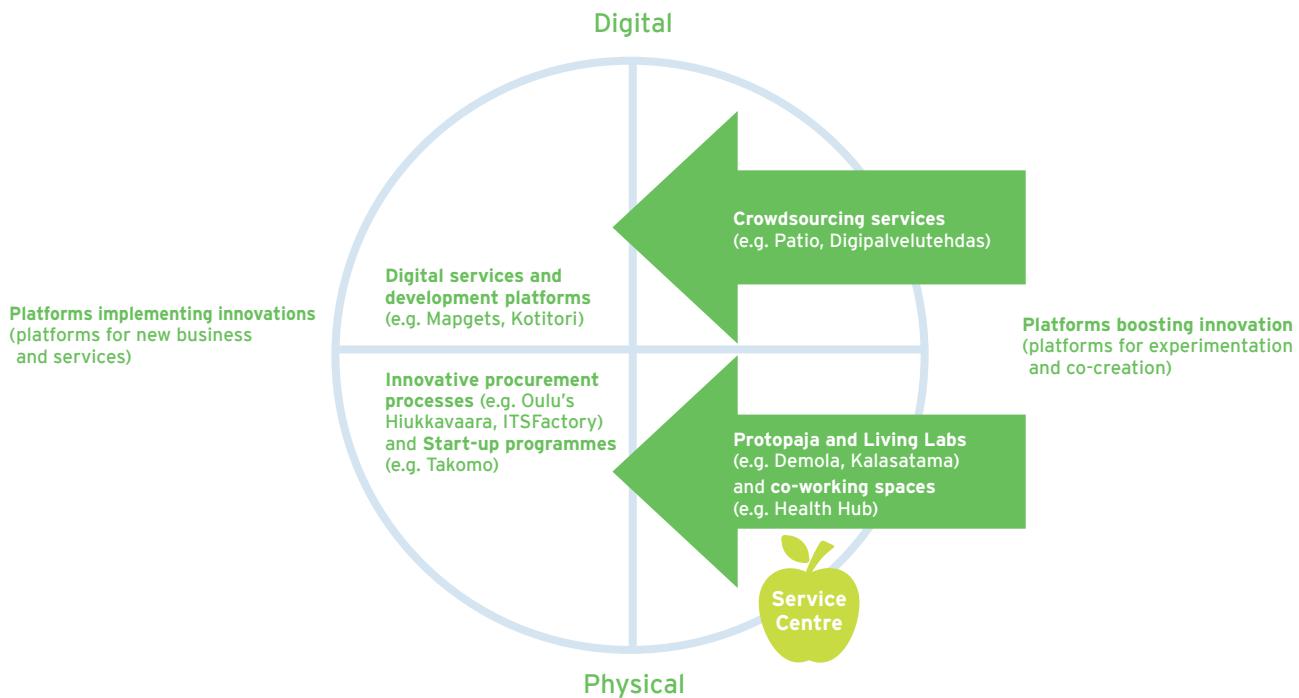


# Open innovation platform

According to the definition in the 6Aika project, an innovation platform is any operating environment, technology, system, product or service the development of which has been opened to external developers. Its central goal is the benefit and network effect that the users of the platform bring to each other.

The Iso Omena Service Centre is an urban development platform aimed at developing the city's service offering, taking into account the customers. Alongside this objective, there is a need to increase the efficiency of the service portfolio and bring different actors in to develop the services. The Iso Omena Service Centre is also closely connected to the development of the greater Matinkylä area. Through innovation platforms, the city supports the creation of new business and innovations.

According to the classification in the innovation platform handbook, innovation platforms can be classified into digital intermediary and development platform services, innovative procurement and start-up programmes, digital crowdsourcing services as well as prototype workshops and Living Labs. Of these classifications, the Living Lab

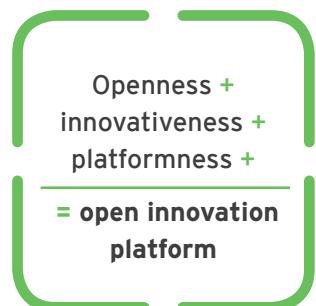


Key characteristics and elements of the innovation platform<sup>1</sup>.

activity is the best description of the Service Centre at the moment. Companies, public actors and citizens work together at Living Labs, creating and testing new services, business ideas and technologies. Living Labs are environments for co-creation, enabling customer needs and wishes to be taken into account already in the planning work<sup>1</sup>.

The key characteristics of the innovation platform are openness, innovativeness and platformness, and its central elements are space, community and activity<sup>1</sup>.

The innovation platform of the Service Centre is examined in this handbook through the following elements: space, activity and community. Sections are identified with element identifiers that join each section with a part of the platform.



The description of the Service Centre according to the innovation platform handbook is in Appendix 1. It has been prepared according to the phrasing of questions in the self-assessment of open innovation platforms, and it summarises what the innovation platform of the Service Centre is about from the point of view of the innovation platform handbook of the University of Tampere.

#### **LESSONS:**

- Utilise the innovation platform handbook for developers.
- Examine your platform from the point of view of openness, innovativeness and platformness.
- Recognise the elements of space, activities and community.

<sup>1</sup> Raunio M., Nordling N., Ketola T., Saarinen J. P. & Heinikangas A. (2016). Open innovation platforms: an approach to city development - handbook for developers. ISBN 978-951-590-337-2. 6Aika

	<b>Space</b>	<b>Community</b>	<b>Activity</b>
<b>Openness</b>	Access to a digital or physical space	Openness of joining and access	Customer interface
<b>Innovativeness</b>	Environments supporting co-creation	Culture encouraging participation in development (including agreement and IPR practices) Recognised roles of innovator, customer and facilitator	Value creation for customers and other users of the platform Co-creation process and its facilitation
<b>Platformness</b>	Platform as part of regional and international networks  Digital environment? (how the platform utilises digital environment - SDK ready?)	Attachment to the platform and its use in building a community  How does the community of the platform support the operation of the platform?	Co-creation process (is the co-creation process modelled, in scale and scalable?)  Earning logic and value creation (which users benefit the most and cost money to the platform?)  How is the network effect realised?

Key characteristics and elements of the innovation platform<sup>1</sup>.

	<b>Space</b>	<b>Community</b>	<b>Activity</b>
<b>Openness</b>	The facilities of the Service Centre are open to all, and they can be reserved online.	You can participate in the development by visiting the Service Centre, contacting the Service Centre staff, attending events or being active in the social media channels of the Service Centre.	Co-creation may be participated in by city residents, companies, associations, educational institutes, science and innovation actors and city units.
<b>Innovativeness</b>	The facilities of the Service Centre support co-creation and learning new things.	Facilitators and innovators may include city residents, companies, associations, educational institutes, science and innovation actors and city units. The customer relationship is defined according to the situation. As an innovation platform, the Service Centre does not in principle have services for sale.	The Service Centre hosts events, it is developed together with different actors, and its facilities are made available to different actors.
<b>Platformness</b>	The Service Centre is part of Espoo Innovation Garden. The possibilities of a digital platform are being investigated.	The Iso Omena Service Centre is the focal point of the greater Matinkylä area. A sense of community can be seen in the social media networks.	The co-creation model and the participation model have been created, and the Kuntakanvas business model has been described.

Key characteristics and elements of the innovation platform of the Service Centre

1 Raunio M., Nordling N., Ketola T., Saarinen J. P. & Heinikangas A. (2016). Open innovation platforms: an approach to city development - handbook for developers. ISBN 978-951-590-337-2. 6Aika

# Management of the Service Centre

The management of the Service Centre as a multi-actor environment and innovation platform has been developed using the tools of the reference architecture for municipal governance (JVA). The tools can be used to describe the current situation and target situation of the activities and define the development road map as a whole and in sections. The tools can also be used to ensure that the information system services support the needs of management and the activities.

In 2017, the Service Centre participated as a case in the effective management study (TUJU project) of the Faculty of Management at the University of Tampere. The project mapped the challenges of the management system of the Service Centre from the point of overall efficiency, identified operating methods required in innovation management and presented suggestions for improving the success of the management system of the Service Centre.

## Management system

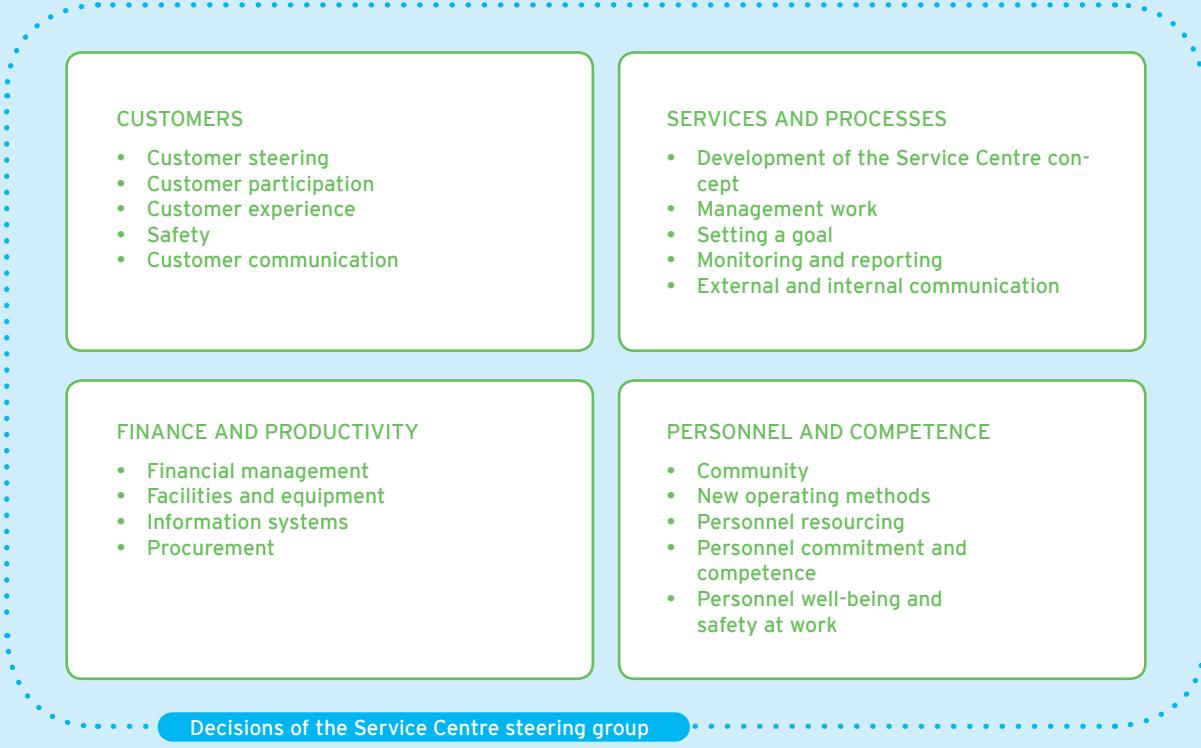


As a multi-actor environment, the Service Centre has its challenges in the division of roles and responsibilities. For the Living Lab activity to become a natural part of the daily activities of the Service Centre, operating methods must be defined that all actors of the Service Centre can commit to.

The description of the management system of the Service Centre is part of the reference architecture project for municipal governance, in which the Service Centre is an example case. The image below presents the management framework of the Service Centre as a process. The description is mostly true after the first year of operation.

The City of Espoo is responsible for the Service Centre. The Management Group and the sectors' management team make proposals and define policies that affect the operation of the Service Centre. The steering group of the Service Centre implements the policies defined by the city's management team regarding the Service Centre concept. In addition to this, the steering group decides on the service portfolio and shared finances of the Service Centre and monitors the objectives of the Service Centre. The steering group also resolves any conflict situations concerning the Service Centre.

## Management framework of the Service Centre



### Management framework of the Service Centre

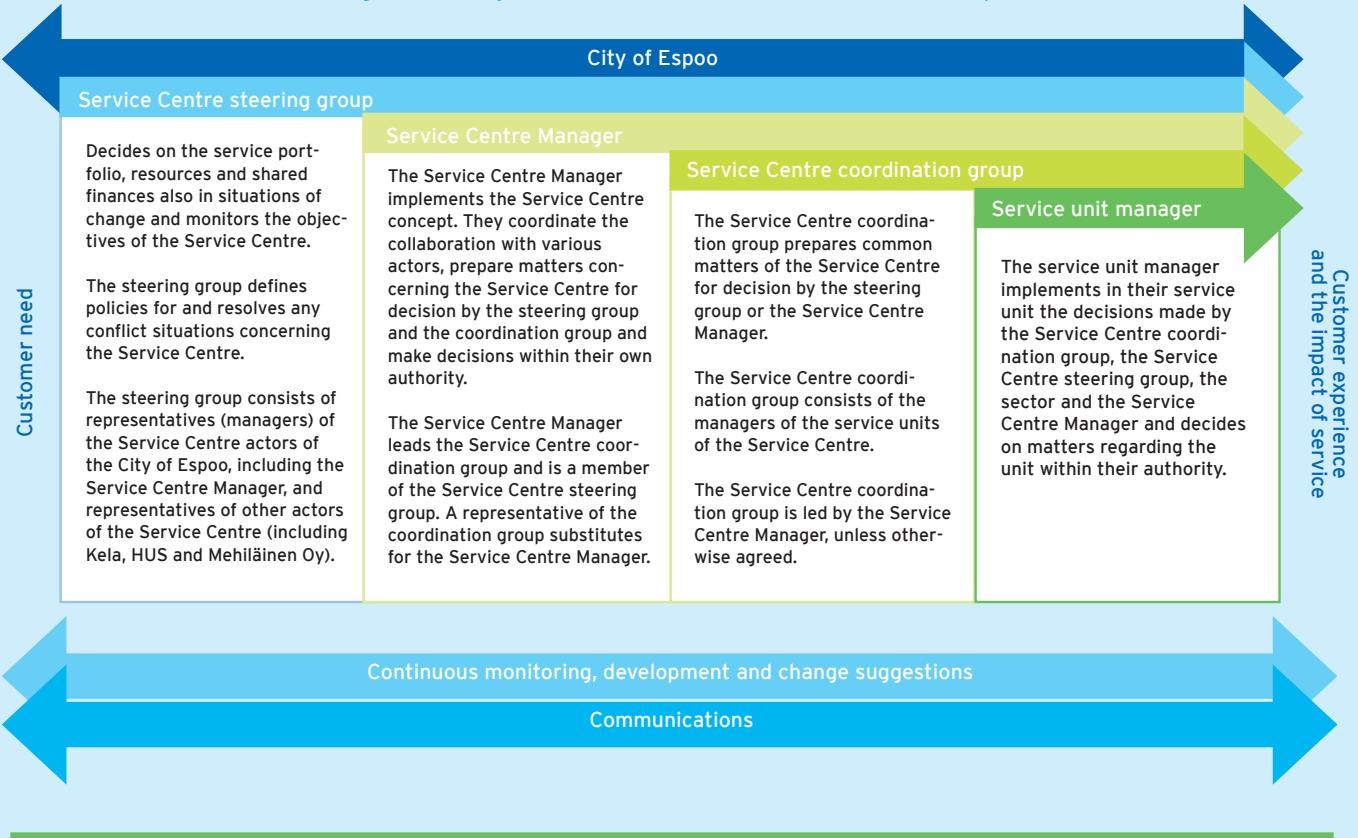
The City of Espoo is responsible for the Service Centre. The city's management team and the sectors' management team make proposals and define policies that affect the operation of the Service Centre. The steering group of the Service Centre implements the policies defined by the city's management team regarding the Service Centre concept. In addition to this, the steering group decides on the service portfolio and shared finances of the Service Centre and monitors the objectives of the Service Centre. The steering group also resolves any conflict situations concerning the Service Centre.

The Service Centre Manager is responsible for practical operations and the Service Centre concept. They coordinate the collaboration with various actors and prepare matters concerning the Service Centre for decision by the steering group and the coordination group. The Service Centre Manager also makes decisions within their own authority.

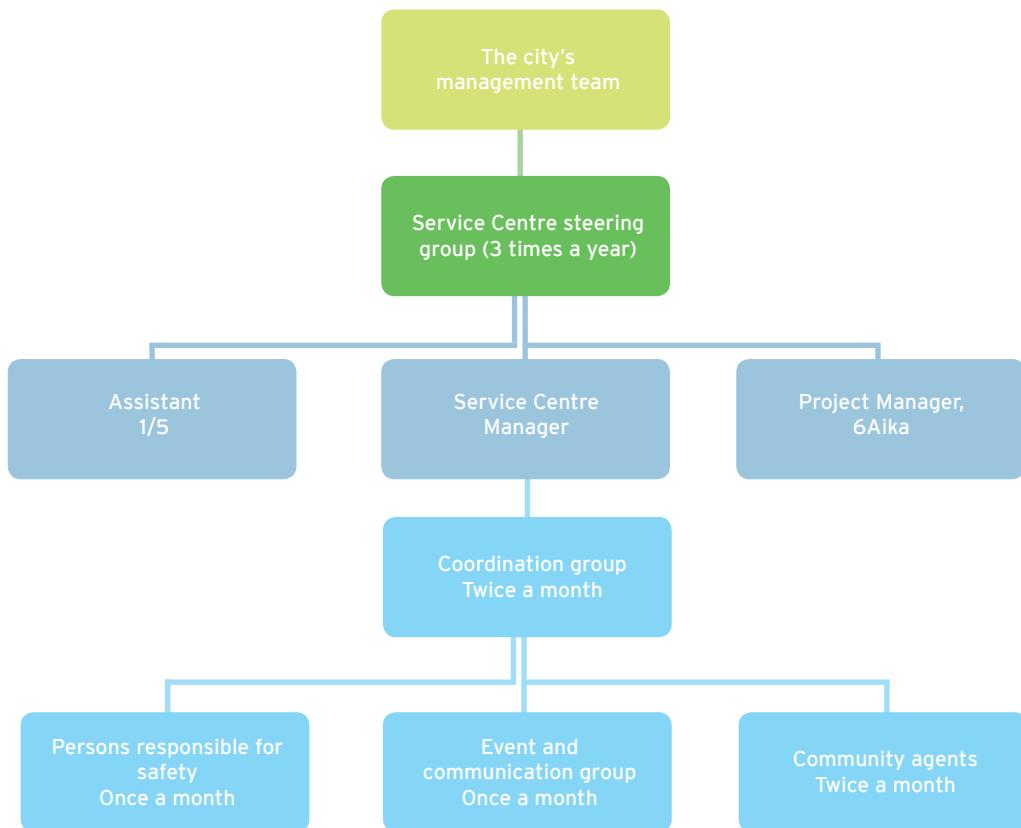
The Service Centre coordination group consists of the managers of the service units. The task of the group is to prepare common matters of the Service Centre for decision by the steering group and the Service Centre Manager. The Service Centre Manager is a member of both the steering group and the coordination group. In practice, the decision-making proceeds so that the steering group sets the framework for the activity, the coordination group agrees on common matters, and the Service Centre Manager implements these policies in operational activities at the Service Centre level. The unit managers, in turn, implement the decisions of the steering group and the coordination group as well as their own sector in the operation of their units.

The challenge of the management of the Service Centre is that it is a matrix organisation within a line organisation. The City of Espoo is managed according to the practices of a line organisation, and each sector has its own operating methods. The Service Centre, however, cuts through the sectors. A clear division of tasks and responsibilities is a key element in the management of the Service Centre. It is important to get together to agree on the objectives and the methods to reach the objectives.

## The management system of the Service Centre as a process



The management system of the Service Centre as a process



Organisational chart of the Service Centre 2016-2018

## Business model

ACTIVITY

The description of the business model is not only for companies: it also helps actors in the public sector to manage and develop their operations.

The description of the business model of the Service Centre was made with the Kuntakanvas tool, which was developed in Espoo as part of the 6Aika Open Innovation Platforms spearhead project. Kuntakanvas is intended for describing the business models of various municipal organisations. Based on the traditional Business Model Canvas, Espoo has developed it to be more suitable for municipalities. The tool is freely available online at [www.kuntakanvas.fi](http://www.kuntakanvas.fi).

The Service Centre was an example case already in the first version of Kuntakanvas in 2015. The Kuntakanvas of the Service Centre was updated in summer 2017. An important part of describing the business model is to examine the target situation and any changes to the operations and their effects. The Kuntakanvas description of the Service Centre (Appendix 2) describes the key areas of the management of the Service Centre from the point of view of service production. The Service Centre can be seen as a facilitation concept for the more effective production of public services. The business model of the Service Centre is based on the services it produces for the service unit and the benefits it creates for different stakeholders.

The business model of the Service Centre must also be examined from the point of view of the innovation platform. Every innovation platform should have a business model that determines what the starting points and resources of the operations are, for whom the services are intended and what impact the operations aim at.

The Service Centre is a platform owned and financed by the City of Espoo. As an innovation platform, the Service Centre offers companies, associations, city residents, the city's units and especially co-creation projects the chance to utilise its facilities for meetings, workshops, product testing and development work. In addition, the Service Centre tries to facilitate Living Lab activities and be part of co-creation projects.

The Service Centre is an open, non-profit platform that has no earning logic. The 6Aika project finances the definition of the Service Centre as an innovation platform and the starting phase of the innovation platform activity, but the activity is meant to be established as part of the daily activities of the Service Centre. The innovation platform activity of the Service Centre is financed from the overall budget of the Service Centre. The use of the facilities is free of charge for private persons and non-profit associations. Companies are charged for the use of the meeting rooms. The prices are decided by the Service Centre steering group.

## Objectives, indicators and success

ACTIVITY

The operation of the Service Centre is based on the Espoo Story, the strategy of the City of Espoo. Based on the strategy, objectives have been defined that are monitored using various indicators. The steering group is responsible for setting the goals for the Service Centre, and the Service Centre Manager, together with the coordination group, is responsible for preparing the goals.

When the Service Centre activity started, the indicators presented on the following page, derived from identified success factors, were set.

For 2017, the steering group defined three objectives for the Service Centre and their indicators, which are presented in the image listing the key objectives of the Service Centre. The indicators of the effectiveness of the activity are the number of customer visits (by unit and total), the utilisation rate of the shared facilities, the work satisfaction of the staff and the staff turnover. From the economic point of view, especially personnel and rent expenses are monitored, because they are the most significant expense item of the Service Centre. Customer satisfaction is also monitored based on customer feedback.

Perspective	Success factor	Indicator, introduction
Customer	The Service Centre is pleasant and attractive	Customer experience
Customer	Customers obtain services easily from one place and can affect the service portfolio and content.	Number and change % of customers
Services and processes	Service processes function comprehensively and cross service borders	Number of identified common targets for enhancement
Services and processes	The use of the facilities is purposeful and changed when necessary	Utilisation rate of the facilities: facilities in shared use and facilities in the use of one actor
Finances	Centralising services brings efficiency and decreases common costs	Common costs and budget variance % of the Service Centre
Finances	Centralising services brings efficiency and decreases the common costs	Costs of all the actors of the Service Centre and the change from the previous period (%)
Personnel and competence	Good team spirit and staff committed to the activity	Staff satisfaction and turnover of the Service Centre staff

Indicators of the operation of the Service Centre

## Key objectives of the Service Centre in 2017

Operational indicators are developed, and the efficiency of the operation is ensured	<ul style="list-style-type: none"> <li>Indicators measuring the operation and the service experience are specified and developed</li> <li>The key indicators for reporting and monitoring support the reaching of the objectives</li> <li>The efficiency of the Service Centre concept and the operation of the service units does not decrease</li> <li>Indicator: various indicators</li> </ul>
Operations and services are developed interactively	<ul style="list-style-type: none"> <li>Customer services, customer processes and the usability of the facilities are developed together with customers, associations, companies and the 6Aika project environment</li> <li>The operation model and digital platform for improving and expanding the dialogue between service providers, municipal residents, associations and companies are ready to be piloted by the end of the year.</li> <li>Indicator: the number of customer events and corporate meetings and the amount of electronic feedback</li> </ul>
The possibilities of duplicating the Service Centre concept in Espoo are examined	<ul style="list-style-type: none"> <li>The possibilities of duplicating the Service Centre concept in Espoo have been examined by the end of the operation year for four other city centres</li> <li>Indicator: the report on the possibilities of duplicating the Service Centre concept in Espoo</li> </ul>

As can be seen in the first objective for 2017, the setting of indicators in a multi-actor environment is not simple. Indicators must be planned and developed when necessary. The Service Centre Manager monitors the achievement of objectives together with the coordination group and reports to the steering group.

Every service unit also has its own objectives that have been set according to the objectives of the sector. At the Service Centre, however, the objectives of the units and the Service Centre are very similar, focusing on making operations more efficient and developing the customer experience.

## TUJU, effective public management

In the research project of the University of Tampere on effective public management (Tuloksekas julkisjohtaminen), the Service Centre was one of three research targets in which the success of public management was examined from a dialogic point of view. In winter 2016-2017, the researchers interviewed the management of the Service Centre and, based on the interviews, assessed the management model of the Service Centre through the defined task descriptions and objectives.

Special attention was paid to the functionality of the success dialogue in a multi-actor environment. The interviews ( $n=10$ ) mapped the way the managers experience the discussion on the success of the Service Centre and the kind of information that is used to support the planning of operations and making of decisions. The first stage of the research was completed in March 2017.

The researchers estimated that the Service Centre has good starting points for the development of the discussion on success. The discussion culture of the Service Centre is open, the atmosphere is safe, and all the participants are listened to. In the coordination group, the discussion culture was even seen as experimental: things and operations can be flexibly tested, but if they do not work in practice, they can also be stopped.<sup>3</sup>

In a multi-actor environment such as the Service Centre, the significance of collaboration is emphasised. Discussing success requires openness, the coordination of different operating methods of units and clear structures. Structures refer to both a conversational structure and a clear structure of operation and the division of tasks.

The researchers also made the point that from the point of view of acting as an innovation platform, it is important that the communication of the organisation is functional, because innovations are always created through cooperation, interaction and conversation. The conversational nature of activities promotes the flow of information and the creation of innovations.<sup>2</sup>

The empirical material in the research completed in October 2017 indicated that success conversations are fragmented in the launching phase of a new operation model. This is natural as the activities search for their

form and identity. In the launching phase, the examination of objectives, such as following the schedules, and the assessment of success were discussed. At later stages, the discussion has become more exact at the Service Centre. The main focus has been on the monitoring and assessment of the effects and strategic objectives of the operating model.<sup>3</sup>

In the Service Centre case, the TUJU research focused on the issues of managing a hybrid organisation and highlighted the challenge of coordinating the management models of line organisations and hybrid organisations. According to the research, the way to build cooperation and create a functional unity in the jungle of different operating methods, ownerships and financing models has to a large extent been solved really well at the Service Centre. The example can help municipalities that are only considering the implementation of similar programmes.<sup>2</sup>

### Key lessons:

- In a hybrid organisation, it is important to define clear structures of responsibility and power and specify the roles of actors.
- The establishment of common language and concepts is a prerequisite for an effective success dialogue.
- Committing and motivating actors require activity in a hybrid environment.
- In horizontal integration, it is important to take into consideration the objectives and interests of the matrix organisations in the background.

In a hybrid organisation, a responsible party is needed to take care of the smooth flow of the chains formed by the success dialogues and to promote the flow of information and transparency.<sup>2</sup>

2 Haapala P., Laihonen H. & Rajala T. (2017) Arvointiraportti TUJU – Tuloksekas julkisjohtaminen tutkimushanke. University of Tampere, Faculty of Management.

3 Laihonen H., Rajala T., Haapala P. & Vakkuri J. (2017) Tuloksellisuusdialogi. University of Tampere, Faculty of Management.

# Control and management of customer relationships and services



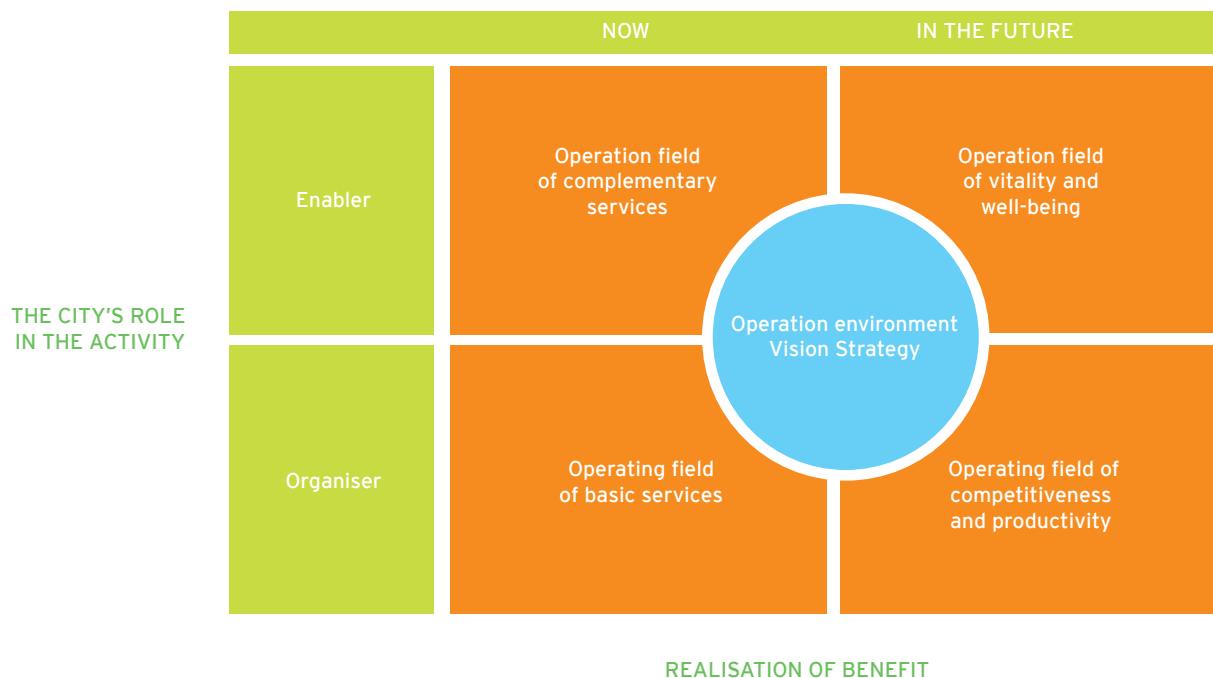
Espoo's Framework for customer information knowledge management helps improve the customer-orientedness of municipal services by enhancing the services. Customer-orientedness means the recognition of situation-specific service needs, taking into account unique customer needing and the agile responses to them.

Espoo's framework of customer relationship management and the tools supporting the framework can be used to cost-effectively coordinate both the added value expectations of different municipal actors and the opportunities of the municipality to affect the implementation of these values.

The framework for controlling customer relationships and services is based on four operation fields delimited by two dimensions. In them, actors have different expectations for the added value created by the service.

The first dimension describes the role of the municipality in relation to the customers. The municipality may have the role of an organiser in relation to the customers, in which case the municipality is responsible for organising the services entrusted with it or assumed by it for its customers. On the other hand, the municipality may have the role of an enabler of services or activities. In this case, the municipality enables, through its own operations or decisions, the activities of other parties, such as companies, communities or research, development or innovation organisations, without public funding. Another dimension of the operation fields of the control of customer relationships and services describes when the benefit from organising services or activities is realised: immediately or in the future.

This creates a framework based on two dimensions and four operation fields. It can be used as a basis for examining the customer relationships that the municipality can affect through its own operations in its own operating environment, in the direction of its own vision and strategy.



For Espoo, the Service Centre has been a step towards an operation field of competitiveness and productivity, in which the city aims to guarantee the effectiveness of the services produced by it. The building of the Service Centre has been an expensive investment, but its benefits are expected to be realised in the future. On the other hand, the development of the innovation platform takes the Service Centre towards the role of an enabler by emphasising the participation of other actors besides the city.

The Service Centre is a physical service point, but the purpose is to guide the customer to use online services. For self-service use, customers are also provided with a wireless network, user terminals and tablet computers, for example. Multi-channel services are developed in Espoo so that the services available through various channels go hand in hand.

The Service Centre is open to all city residents. In a broader sense, this does not only mean individuals living in the city but also associations and companies. Residents of all ages and in different life situations use the broad service portfolio of the Service Centre. Customer segments of the Service Centre have been identified from different points of view, for example, according to the method of using the services. On a general level, however, services have been targeted to customer groups according to the life situation: key target groups include young people, seniors, families with children and the working population.

## **Development of the customer experience**

Good customer experience is the starting point of the operation of the Service Centre, and everything aims at making the services convenient to use. Units collaborate at the Service Centre so that the services are straightforward and the customers quickly find the services they need.

However, it is difficult to measure customer experience in a multi-actor environment. Traditional quick feedback works poorly because it is impossible to target the successes and failures of services based on smiley faces, for example. On the other hand, the feedback collected by units is affected by the operation of other units and of guards, for example. The challenge in the development of the Service Centre is that customers often perceive that they only visit the service unit whose services they are searching for. They do not perceive the Service Centre as a service provider, and their feedback only applies to a specific unit.

It is possible for customers to submit written feedback to the Service Centre either on the City of Espoo website or by using the feedback box. Some verbal feedback is collected, and the staff have been asked to write it down. However, the amount of feedback is regrettably small compared to the number of visitors. At the Service Centre, there is a willingness to develop a modern, easy-to-use feedback platform serving the multi-actor environment and collecting feedback effectively. For example, in the digital experiment carried out with Future Dialog, it was tested whether more feedback is collected through a mobile app.

The customer feedback on the Service Centre concept, however, has been positive and constructive. The intention is to increasingly include residents in the development of services in accordance with the open participation model.

## **Management of the innovation platform from the Service Centre perspective**

The precondition of the success of the innovation platform activity is that a shared understanding of it is formed on all levels of decision-making. Innovation platform activity is most successful in the multi-actor environment of the city when the different sectors of the city are committed to promoting co-creation at the higher levels. If the whole city tries to open up as a Living Lab, innovation platforms like the Service Centre can be the focal points of this work. If the objectives and background of innovation activity remain unclear for decision-makers, there is a risk of inconsistency, conflicting interpretations and even decisions against the promotion of innovation activity.

A great challenge in the innovation activity of the Service Centre is the division of roles and responsibilities. Because of limited resources, the Service Centre does not have a designated person responsible for the operation of the innovation platform after the development project ends. In practice, however, the responsibility lies with the Service Centre Manager, who is responsible for external relationships. For example, collaboration with education institutes and corporate relations are part of the responsibility of the Service Centre Manager, although the coordination group has a key role as well.

The open participation model assesses the amount of resources needed and identifies the work tasks required for the achievement of participation and co-creation. In order to realise the opportunities of the Service Centre in the best possible way, a community coordinator should work at the Service Centre. The tasks of the coordinator would be to maintain innovation activity and participation, be in contact with partners and organise events.

Innovation activity should not be separate but rather an essential part of daily life. In the launching stage, it can be challenging to combine these things. The objectives of the Service Centre, however, support the development of innovation platform activity from the point of view of interaction.

### **LESSONS:**

- The management of a multi-actor environment is not an easy task. Open discussion and continuous development of collaboration are of help.
- The business model of the platform helps perceive the entirety of the service.
- It is not enough to identify the objectives and indicators; they must be discussed and developed.
- There is no need for reinventing the wheel; the existing development tools should be used.



COMMUNITY

## Open participation model

In the context of the 6Aika project, open participation is used for the purpose of developing better services for city residents, creating new business opportunities in the process. The objective is that companies, the city, the third sector and research and development units develop new kinds of service packages and innovations together. In cities, participation is typically approached from the point of view of democracy and resident activity.

Espoo wants to promote the participation of residents, companies and organisations in accordance with the Espoo story. The goal is Everyone's Espoo, the ease of participation of residents, local activities and independence of residents and the development of influence, democracy and decision-making.

Actors of the innovation platform may include public sector actors, companies, associations, residents and research, development and innovation actors. For an innovation platform to reach the goals set for it, different groups are given the opportunity to participate in the operation of the innovation platform. Through engagement, true effectiveness and efficiency are achieved when the needs of different actors have been taken into account. In this case, the resident is not just a passive user of a service but rather an active operator.

## Open participation is...



### INFLUENCING LOCAL AFFAIRS

People living and working in local areas have easy and functional channels where they can provide development suggestions and where a party operating in the area can take up the suggestion and improve the area. For example, parking and passageways affect daily well-being.



### BOOST FOR INNOVATION

Start-ups and small companies have access to channels for contacting their potential customers in order to develop both their visibility and their products and services. For example, a start-up developing a new application can test the application at the Service Centre.



### HELP AND SUPPORT FOR DAILY LIFE

City residents become aware of parties that support the services offered by the city and increase vitality. For example, group activities organised by associations and digital applications of various companies support the daily life of the city residents.



### EQUALITY

The visibility and comparability of services, both municipal and commercial, increase. For example, families with children can more easily find different recreation possibilities, and the demand can more effectively be met. For example, unions and residents' associations offer their customers activities both free of charge and subject to a fee.



### COLLABORATION IN EDUCATION

Schools can collaborate more seamlessly in the education of young city residents. For example, upper secondary school students get to see how vocational students train for their future work.

#### Open participation model at the Service Centre

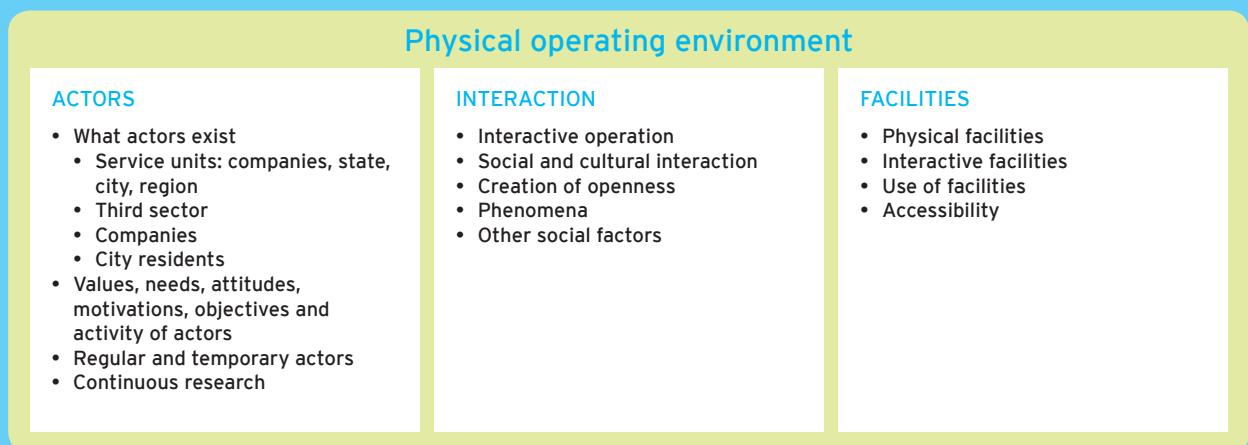
In collaboration between the Open innovation platforms and Open participation and customership partial implementations, an open participation operating model was developed using service design at the Iso Omena Service Centre. The model can be applied to all functional innovation platforms. As a multi-actor environment, the Service Centre is a fruitful example subject. The service design was carried out in spring 2017 with Adage Oy. The identified customer and stakeholder groups were engaged for the design of the model at workshops and through interviews.

The operating model consists of the operating ecosystem, the co-creation process and the service plan of open customer participation.

The operating ecosystem includes the actors, interaction between actors, physical operating environment and digital operating environment. The digital operating environment includes both electronic platforms and the data created in the operating environments and the opening of this data.

The goal of the co-creation process is to produce solutions together for the identified needs. The co-creation model of Espoo describes a city-level co-creation process, but from the point of view of engagement, the matter could be approached through lighter service design methods as well.

The service blue print model describing the tasks relating to engagement and the engagement methods has been applied to the service plan described in the open participation model. In addition to the tasks, the available resources and roles are identified to know how to divide tasks between different actors. It is important to activate and motivate different actors.



## Co-creation process

- Methods of highlighting needs
- Tools, e.g. workshops and checklists
- Terms and concepts that are understandable and approachable

## Service plan

- Facilitation and its significance: what kind of facilitation is needed and how facilitation creates value
- Coordination: necessary resources, roles and tasks
- Management: objectives, the definition of problems to be solved, values and visions
- Assessment and research

Participation operating model for open innovation platforms

### LESSONS:

- Engagement requires continuous work. Personnel resources must be carefully considered.
- From the point of view of the city, there are still many bureaucratic and legal obstacles for the open participation and discussion of city residents that should be removed (for example, the moderation of conversations in social media).
- A sense of community is one of the key factors of participation.
- It is easier to utilise channels where the customers are to begin with. Social media is a good tool for creating a sense of community and participation.



COMMUNITY

ACTIVITY

## Co-creation model

Co-creation is an essential part of innovation activity. In co-creation, different actors solve problems and develop new services and innovations together. As a result of the 6Aika project, the City of Espoo and Laurea have prepared the Handbook for co-creation, in which the model and its background are described as a whole.

The co-creation with companies, associations and city residents at the Service Centre is carried out in accordance with Espoo's city-level model of co-creation.

In a multi-actor environment such as the Service Centre, however, the approach is different than in units managed by the line organisation. For example, a KYKY model tailored for schools is not directly suitable for the Service Centre. At the Service Centre, co-creation is approached in stages so that co-creation is developed as the capabilities of the Service Centre develop.

As a lighter form, the Service Centre enables co-creation between companies, associations and municipal residents without the participation of the service units. This means, for example, supporting the co-creation process, providing facilities and communication. The social media channels of the Service Centre may, for example, act as channels for customer needs identification and engagement. The collaboration with institutes of higher education has a great significance. At this stage, co-creation is performed without compensation, it is as light as possible and it often consists of the collection of customer experiences.

In the second phase, the agile experimentations round, i.e. the programme of co-creation with compensation, is performed at the Service Centre. In agile experiments, companies can offer solutions that are in the idea stage to the identified development needs. Through agile experiments, co-creation with companies becomes more familiar to the service unit and the threshold for collaborating outside the programme structure becomes lower.

The goal is that the Service Centre units are forerunners as the services of the city open up as Living Labs. The culture of the Service Centre supports experimentation, and as co-creation as an operating method is spread in Espoo, the Service Centre is a low-threshold place for different units to try co-creation. Through experiences from the Service Centre, new units can be encouraged to open their own services to companies on the city level as well. The Service Centre also enables co-creation with cross-administrational themes. For example, the promotion of well-being unites all Service Centre units, and new kinds of experiences from cross-administrational co-creation can be gained at the Service Centre.

## **Preconditions for co-creation at the Service Centre**

In autumn 2017, ethnographic research was conducted at the Service Centre, examining the capabilities and challenges the multi-actor environment and the operational culture of the Service Centre bring to co-creation and acting as an innovation platform. The research also examined how the Service Centre has changed the service experience and how a possible change affects the preconditions of the Service Centre to act as an innovation platform.

According to the findings of the research, the staff of the Service Centre are motivated and have a positive attitude towards experimentation. Through functional collaboration between the Service Centre units and the staff, excellent customer experiences can be created. This kind of operational culture also enables co-creation with external parties such as companies and other partners.

Both the employees of the Service Centre and the representatives of the companies are of the opinion that the idea of the Service Centre includes the idea of co-creation. They think that it is a role and even a responsibility of the Service Centre to enable co-creation between different actors.

The facilities of the Service Centre are also well suited for co-creation. The public space is open both physically and mentally.

The products or services developed at the Service Centre must suit the atmosphere of the Service Centre. In the best situation, the idea for co-creation springs from a need identified by customers or employees. For this reason, collaboration between companies and the Service Centre staff is important.

The company representatives must have initiative but also understanding for the needs of the customers and units of the Service Centre. Units play an important role in co-creation processes. One enthusiastic Service Centre staff member may be in a key position for the success of a project from the viewpoint of a company.

On the other hand, co-creation is an unfamiliar concept for many Service Centre employees and it is primarily connected to the internal development of the Service Centre. The Service Centre staff should be encouraged to assume a larger role in co-creation. At the same time, however, it must be ensured that responsibility does not pile up on just one person.

# Preconditions, capacities and challenges for co-creation at the Service Centre

Below is a description of the identified preconditions, capacities and challenges for co-creation at the Service Centre.

## Preconditions

- **Clearness of the common goal and objectives.** Everyone must have a clear, shared view of what co-creation aims to achieve, who are involved in it and what their roles are. Everyone from the different levels of the organisation must participate in co-creation. It is important that the project has a capable leader who communicates with the different parties.
- **Different roles and communicating about them.** The co-creation process requires activity from the participants. Communication about the division of tasks both internally and externally to companies is very important for things to run smoothly. Partners arriving at the Service Centre should be given clear instructions on practical matters.
- **Needs oriented development and connection to the activities of the Service Centre.** In principle, any sector can be suited to the Service Centre as long as the development idea springs from the needs of the customers of the Service Centre. The company must also develop the product to be truly customer-oriented. The company should have an actual idea of a better implementation method for it to benefit the Service Centre employees and the city residents as well.
- **Personal perspective and trust.** Trust in the employees must be retained throughout the process. Development work must be transparent, and the personal contact between the employee and the company is important. It is also important to report the progress of the process to the Service Centre employees.

## Capacities

- **The environment and facilities are functional for co-creation.** The public space is open both spatially and from the viewpoint of its operating culture. It breathes openness and transparency. However, even the Service Centre has limited facilities. Various temporary, mobile pop-up facilities are, therefore, best suited for co-creation.
- **The atmosphere is suited for co-creation.** People who are open to new things and interested in development have sought employment at the Service Centre. In fact, the employees wish that they could participate more and be more involved in the marketing of the unit's services. The needs and hopes relating to the co-creation of the Service Centre must come from the shared customers of the Service Centre or from the expertise of the actors.
- **Customer flow is a competitive advantage.** For companies, what makes the Service Centre interesting is that it is a unique place. Elsewhere, it is not possible to co-create with as diverse customers as at the Service Centre. The customers of the Service Centre are also perceived as more active participants than people on average. Companies also value the professional skills of the employees and their view on what kind of services are needed.

## Challenges

- **In a hurry, there is no time for co-creation.** For some, co-creation is seen as additional trouble that takes time away from their normal work, whereas others feel that they are already under so much strain that co-creation does not catch their interest. It is important that any extra burden brought by co-creation does not fall on just one employee; the responsibility should be distributed evenly.
- **Communicative challenges.** From the viewpoint of companies, it is challenging to get people enthusiastic about co-creation beforehand because the Service Centre is not yet a very well known concept. Co-creation is also not a term that is familiar to all Service Centre employees. From the point of view of companies, a key challenge of communication is how to make information flow quickly enough. Development work is often done in a tight schedule, making the smooth flow of information a precondition for co-creation. Marketing the Service Centre and its events and effective communication about co-creation and ongoing projects are of primary importance.
- **Concerns caused by commercial actors and the different interests of actors.** The Service Centre staff are concerned that co-creation can lead to excessive marketing of products or services by companies. At worst, it is thought that commercialism can lead to customers avoiding the Service Centre. Instead of a showcase of companies, employees prefer approaching co-creation like a development project and listening to customers. In this case, co-creation begins with content. From the viewpoint of companies, the challenge is that the expectations of the parties do not meet because both parties want a financial benefit. This challenge, however, can be solved through communication and common rules and objectives.
- **Challenges relating to facilities.** Companies are concerned about how to guarantee the safety of customers in an open space. The Service Centre employees did not strongly emphasise the safety aspect because they are used to working in an open space like the Service Centre. For companies, however, it can be new, and they need information about the practices of the space. The Service Centre employees, for their part, are concerned about how to ensure that co-creation does not disturb other actors. Therefore, co-creation must be assigned its own facilities that do not make the facilities used by the employees any smaller.

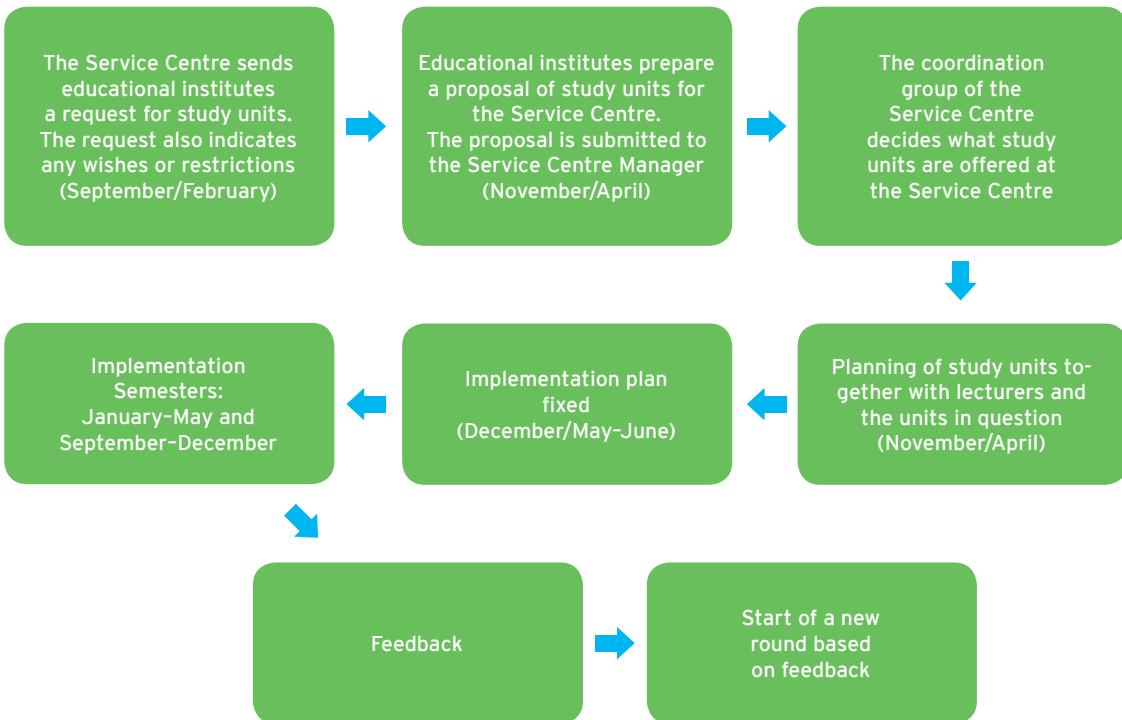
## Learning and collaboration with education institutes

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According to the innovation platform handbook, the operation of innovation platforms should be connected to learning in order to pass on the practices of the new operation culture<sup>1</sup>. Learning refers to the learning of parties participating in co-creation as well as studies or practical training connected to degrees, for example.

As a Living Lab, the Service Centre is a new kind of diverse learning environment for city residents, educational institutes and other organisations. In the facilities of the Service Centre, one can learn new things and use new kinds of learning tools, for example, in the library workshop Paja.

<sup>1</sup> Raunio M., Nordling N., Ketola T., Saarinen J. P. & Heinikangas A. (2016). Open innovation platforms: an approach to city development - handbook for developers. ISBN 978-951-590-337-2. 6Aika



Model of the Service Centre's collaboration with educational institutes

In collaboration with educational institutes, the Service Centre looks for a situation that benefits all parties. The starting point of the collaboration is that the learning need meets the customer need. Educational institutes in Espoo participated enthusiastically in the development of the Service Centre even before it was opened. In the new environment, the streamlining of collaboration required some planning. During the autumn, a model for courses and events was developed together.

The Service Centre has made collaboration agreements with Laurea University of Applied Sciences and Omnia Vocational College. The collaboration model was developed with Laurea, but the model is used in all collaboration with educational institutes.

#### **LESSONS:**

- A collaboration agreement should be made with the key educational institutes, because it gives a framework for collaboration and supports long-term operations.
- The identification of common needs is very important. Collaboration is most fruitful when learning needs meet customer or development needs.
- Who agrees on the implementation of courses with educational institutes? Is there just one contact person, or does the educational institute agree on matters directly with each unit?
- The organisation of courses also takes time from the client. Courses often include a kick-off meeting, intermediate assessment and final feedback. Students and instructors may also have many questions during the implementation. The starting point of the Service Centre is to participate only in the kind of collaboration with educational institutes that can be committed to. The educational institute is always responsible for organising the course.

## Collaboration with education institutes at the Service Centre

### Aalto University - Service design course

During a service design course implemented with Aalto University, two groups of students used the methods of service design to develop the pop-up space and corporate services at the Service Centre. Another group developed the service design for the pop-up space of the Service Centre, i.e. created a model for how companies could use the space more easily. For example, the students pointed out that the space is difficult to find and that the possibilities offered by the space should be communicated more. On the basis of the results, the Service Centre decided to move the pop-up space from the health centre end to a position next to the library workshop Paja so that companies can more effectively utilise the tools of Paja as well.

Yet another group examined how the corporate activities of the Service Centre could be supported and whether a kind of business lounge could be created there. As a result of the work, the students recognised that the role of the Service Centre is to support the development of the ideas of municipal residents towards possible business ideas. Students also discussed the transformation of the stage area of the Service Centre into a working area, and this idea was tested during the entrepreneurial day organised at the Service Centre.

### Laurea University of Applied Sciences - Future Dialog digital experiment

Students played a large role in the Future Dialog digital experiment carried out at the Service Centre, in which a new kind of participatory mobile app was tested. During the experiment, students produced content for the app, i.e. formulated questions for different customer groups. Students had an important role in the marketing of the app as well. The students moved around the Service Centre and the shopping centre and had a stand where they helped customers download the app. At the end of the experiment, students analysed the results of the questions.

During the experiment, students also collected their own and customers' observations and feedback on the functionality of the app itself. This is an excellent example of co-creation including a company, the city and educational institutes. During the experiment, the Service Centre received a lot of information on the needs of customers and the staff and on how a participatory app could work in the environment of the Service Centre. The company received many development ideas and a lot of feedback from end users, and the students gained not only study points but also experience of product development, encountering customers, making surveys and analysing data.

### Laurea University of Applied Sciences - Mystery Shopping course

Business students at Laurea University of Applied Sciences made mystery shopping visits at the Service Centre, during which they assessed the quality of the customer service and the convenience of the services. On the basis of the visits, they analysed what worked and what could be improved. The student visited different services and made up various service needs to test the quality of the service at the Service Centre.

The students found the customer service to be excellent but came up with several improvement suggestions to make the services more convenient to use and more diverse. For example, the queue number devices in front of Kela and Citizen's Services were considered too small. The Service Centre intends on having more mystery shopping collaboration with educational institutes in the future. For example, in autumn 2017, a similar course was organised with students of security. The students tested the security arrangements of the Service Centre by trying to enter locked facilities, for example.



# Facilities and infrastructure of the Service Centre

As an innovation platform, the Iso Omena Service Centre is a physical environment. Different facilities are an essential part of the opportunities provided by it. The Service Centre is an urban space open to all in which customer can accessibly move from one service to another. In the design, the needs of different customers have been taken into account and service paths have been considered. The library is spread throughout the Service Centre and binds together the units located around the Centre. For example, the maternity and child health clinic and the children's department of the library are next to each other, as are the youth services and youth literature.

## Infrastructure

The Service Centre is located in the Iso Omena shopping centre in Matinkylä, Espoo. The Service Centre was opened on the third floor of the extension part of the shopping centre, directly above the Matinkylä metro station and bus terminal. Owned by Citycon Oy, Iso Omena is the centre of the greater Matinkylä-Olari area.

After the metro opened in 2017, the area became one of the central traffic hubs of Espoo. With the arrival of the metro, public transport from Southern Espoo to Helsinki passes through the new bus terminal and metro station at Iso Omena. Connections to the shopping centre and the Service Centre are good for pedestrians and users of bicycles, public transport and cars.

The location in a shopping centre is a significant part of the Service Centre concept. The objective was to make customers' daily life smooth with services that are near

each other and easily accessible. At the Service Centre, the services of the public sector have been brought to the shopping centre, which is a place the customers visit anyway. Daily tasks become easier when public services can be used at the same place where shopping is done. The shortening of distances is a sustainable solution from the point of view of the customer need and of ecology.

The location in a shopping centre also creates opportunities from the point of view of corporate collaboration and innovation platform activity. The companies that participate in the operation of the Service Centre get to develop their products in a lively shopping centre environment. It is not only a channel for reaching customers but also an opportunity for networking and finding collaboration partners.

The reachability of services does not only concern the arrival at the service point but also accessibility, opening hours and availability for customers speaking different language, for example. Accessibility has been considered in all design of the Service Centre, and the opening hours have been decided on with consideration of the customers. The common spaces of the Service Centre are open on weekdays from 7 am to 9 pm and at weekends until 6 pm. Several service units have longer opening hours than usually: for example, the maternity and child health clinic at the Service Centre also has evening and weekend times.

## **Facilities that can be booked**

Co-creation requires facilities that are easily reachable by actors. On the other hand, the underutilisation of facilities has been a problem for a long time. The flexible facilities project of Fiksu Kalasatama in Helsinki examined how public and private facilities could be made available to be booked by city residents. The project pointed out that smart solutions of the booking service make flexible facilities more easily accessible. This smart features include smart lock integration and the payment system in the booking service. Good traffic connections are important and increase the use of facilities, but the effects of whether the facilities are subject to a charge or free of charge have not been assessed yet.

The Kalasatama project particularly highlighted the facilities of housing companies, the utilisation rate of which is low although there is a high demand for multifunction and club facilities. However, the threshold for offering facilities is still quite high. The parties offering facilities need help in marketing in order to reach potential customers.

At the Service Centre, there are six teamwork and meeting spaces that can be freely reserved online. At the moment, a service called Varaamo is used as the booking system. The library is responsible for Varaamo and strives to develop it together with the service provider. The service still lacks a payment system, for example. The booking system is available at [www.varaamo.espoofi](http://www.varaamo.espoofi).

The meeting facilities have been very popular with customers and associations. The Service Centre and especially the library often need facilities for their own use, because different meetings and clubs are organised regularly. In spring 2017, the utilisation rate of the most popular facilities was approximately 80 per cent. The facilities have not been marketed, and no need or opportunity for marketing has been identified with the current utilisation rate.

The Service Centre also includes a stage where different events can be organised. Events organised on the Service Centre Stage include afternoon dances, discussions, concerts, lectures and performances of plays. Associations and companies can make reservations for the Stage, and the library confirms these reservations.

The facilities that can be booked give companies, associations and city residents the chance to organise different meetings, appointments and events inexpensively in a central location.

## Pop-up space

The Service Centre includes a pop-up space that can be booked by companies free of charge for developing and testing products. In the space, it is possible to organise different experimental projects, product tests and product presentations. It can also be used as a showroom. Associations and educational institutes can also reserve the space for different projects. The starting point of the reservations is that the activity organised must be directed at customers and be suitable for the Service Centre concept. The goal is that there is always some corporate activity or activity that promotes customers' well-being at the pop-up space.

Students of Aalto University carried out a service design process in the pop-up space as part of their Design for Services course. The Service Centre has a wide customer base. A space with customers of all ages offers companies an excellent chance to test products with different user groups or develop a product for a certain age group.



## Events in the pop-up space of the Service Centre

In January–March 2017, the KYKY Showroom presenting co-creation between schools and companies was organised in the Service Centre pop-up space. In the KYKY project financed by 6Aika, a model has been created for the schools of Espoo to open up as Living labs. Companies can connect to them to develop their products with teachers, pupils, students and guardians.

OmaKamu ry has also visited the pop-up space to present its activities to the customers of the Service Centre. The customer office of Länsimetro provided its services in the pop-up space once a month in spring 2017 before the opening of the metro.



## Library workshop Paja

An important addition to the innovative spaces of the Service Centre is the library workshop Paja including a collection of technical and digital tools. The Iso Omena library has defined that Paja is "a place for shared learning, teaching, creation, construction, tuning and experimentation".

Tools available at Paja include 3D printers, laser and vinyl cutters, sewing machines, overlockers, VR glasses, scanners, a soldering iron, a jigsaw and much more. In the Helmet.fi service, customers can book a staff member in advance to guide them in the use of the equipment. The workshop equipment can be reserved in the Varaamo service, which is also used for reserving the facilities. At Paja, customers can also receive guidance in the use of their own equipment.

According to the Handbook for co-creation, Makerspace facilities or DIY workshops are manifestations of the maker culture in cities. The maker culture is about doing things oneself in open communal spaces, utilising the latest technology. The key characteristics of the maker culture are the sense of community, an open environment and learning and personal competence.

The library workshop Paja is a physical and mental space where individuals can freely share, build and collect information. At Paja, residents can individually or collectively develop their own learning paths and create meanings in the information society. We want to help people develop into active and compassionate citizens who continue to ask questions, experiment, try new things and make mistakes, creating something new in the process. We want to provide a space where you can continue the method of learning natural for children where you tasted and smelled things. At Paja, you can also meet a peer learner or builder with whom you can share experiences and thus find new multidimensional learning paths. Paja fosters an atmosphere of enthusiasm and openness, which is a precondition of all creative activity.

Antti Luoto - pedagogical information specialist, Iso Omena library

### LESSONS:

- Versatile, open spaces enable different co-creation experiments and projects. However, the facilities require a community and activities to be useful.
- Reserving facilities should be as simple as possible. A responsible person should be assigned for managing the booking of facilities.
- Other important things to take into account include key practices and the equipment of facilities.
- High rents weaken the openness of the platform, so the facilities should be available free of charge or for a reasonable price.



ACTIVITY

# Practical examples and lessons learnt from the innovation activity of the Service Centre

This chapter presents examples of innovation platform activity that has been tested at the Service Centre during 2016 and 2017. The examples highlight what the functionality of the innovation platform means, especially in the Service Centre context.

## New solutions by experimentation

Experimentation means a short-term (often lasting only a few months) small-budget effort to look for possibilities to develop municipal services based on a new product, service, technology, digitalisation and innovation.

The objective of the experiments is to boldly look for new solutions with low stakes. Commitment is short term, and if the experiment fails, the disadvantages will be small. On the other hand, a successful experiment may create many benefits for the company, city and residents alike. At the Service Centre, the aim is to make experiment culture part of daily activities in line with the Espoo Story.

During the first year of operation, two experimental programmes have been launched at the Service Centre: the digital experiments of Espoo's digital agenda and the agile experimentations programme.

## Future Dialog digital experiment - the mobile application as an engagement channel

At the turn of 2016 and 2017, an experiment was carried out at the Iso Omena Service Centre examining how suitable a mobile application was as a customer feedback and interaction channel. Customers were able to participate in the development of the Service Centre through the Palvelutorilainen app developed with Future Dialog Oy. In the app, customers answered short queries. Information on the services and current events of the Service Centre was also shared through the app. The experiment was one of the digital experiments belonging to Espoo's digital agenda.

The goal was to test the functionality of the mobile app at the Service Centre as one possible channel for participation and making an impact. The idea at the Service Centre was to test how different customer groups welcomed the app. It was decided to test the different operation possibilities of the app in three target groups.

The experiment was launched in December 2016 with the Service Centre staff. The goal was to test how suitable the app was as an internal communication and staff engagement channel. After the turn of the year, companies and associations were sent invitations to start using the app. They were asked about matters relating to collaboration, such as organising events at the Service Centre.

Customers were involved in the experiment in February. The app was marketed at the Service Centre together with students of Laurea University of Applied Sciences, who also guided customers to download the app to their own devices. The students also considered targeted content for young people, families with children and seniors.

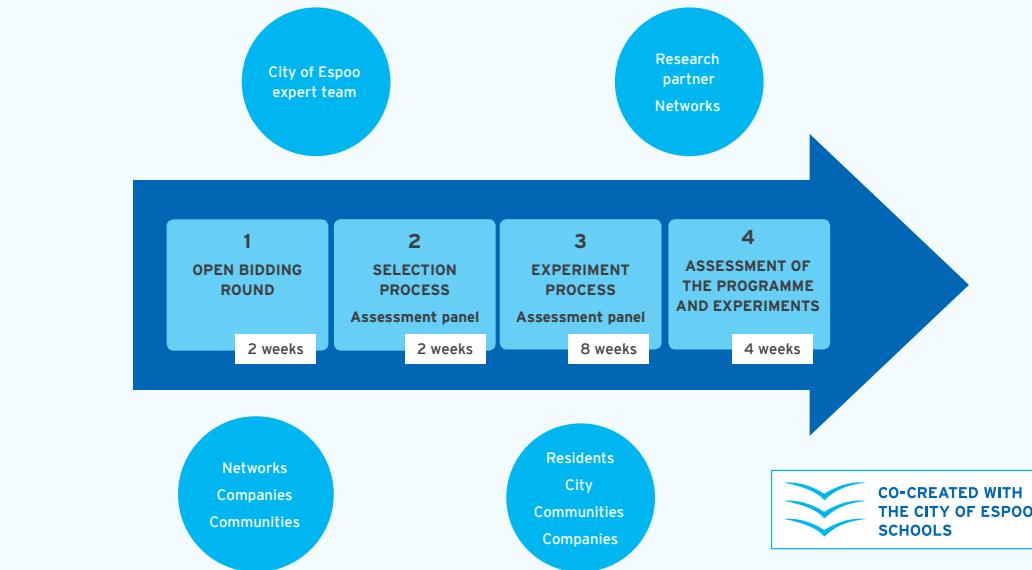
The Palvelutorilainen app was downloaded 372 times during the experiment. More than 5,000 individual answers were received through the app. A total of 174 different questions and info pitches were made. The app was downloaded particularly by young customers.

At the end of the experiment, feedback was gathered from the app's users. The respondents found the app to be very easy to use, and most would use a similar application in the future, too. On the other hand, users also wished for more versatile content in the app. As of yet, no continuation has been planned for the app.

### Things to be considered in digital experiments:

- Assessment of benefits and comparison with other methods: How do customers, service providers and the city truly benefit from the digital service?
- Content provision: Who facilitates and provides the contents? How is the interest of customers and users maintained?
- Marketing: How to get people to download the app? What kinds of channels are suitable for communication and what resources can be used for marketing?
- Data analysis: How to handle the data that is created? Who does that?

## Agile experimentations in Espoo



Structure of the agile experimentations programme

In line with the 6Aika strategy, Espoo took the agile experimentations programme developed in Helsinki's Fiksu Kalasatama project as part of its own innovation platforms. Agile experimentations are a model of co-creation with compensation in which companies can offer new kinds of products and services for the needs of the city and its residents.

Agile experimentations accelerate the cultivation of ideas into mature services and solutions. Experimentation enables quick market feedback and the development of more user-oriented services.

Based on the agile experimentations, Espoo created its own model of co-creation with compensation. The first round of agile experimentations was carried out in spring 2017 as part of the development of the KYKY model and the Co-creation 2.0 entity together with schools, early childhood education and Swedish-language education and cultural services of Espoo. The cost of one experiment is 1,000-8,000 euros, and three to five experiments are selected for each round.

Another round of Espoo's agile experimentations was launched at the Service Centre in autumn 2017. As development needs, the supervisors and employees of the Service Centre identified robotics and collaboration, with which they want to enhance the operation of the Service Centre and improve customer experience.

A total of 16 experiment offers were received for these development needs, four of which were selected for the implementation. In robotics, the experiment concerned the combination of chatbox and speech recognition, the objective of which is particularly to help guide customers who do not speak Finnish, Swedish or English. Other experiments focus on the different methods of improving collaboration, including more effective communication on social media, new methods of video narration and editing communal "TV" broadcasts. One experiment test a new kind of collaboration method and problem-solving model.

By the time the manual was printed, the experiments had started but no concrete results had been yielded yet. The Handbook for co-creation describes the entire process of co-creation with compensation.



## Events

From the point of view of facilities, an innovation platform such as the Service Centre is excellently suited for organising different events and occasions. The facilities are flexible and suitable for large public events, lectures and workshops alike. In fact, the Service Centre continuously hosts different events organised by different units of the Service Centre as well as external actors such as associations and educational institutes in collaboration.

The stage brings diverse opportunities for event organisers and enlivens the city. Different actors can stand out through the events, and customers can be offered new kinds of experiences. Most of the events are cultural events, but as part of the innovation platform activity, theme days have also been organised with innovation as the starting point.

## Checklist for event organisers:

- What is the subject or theme of the event? How does the chosen theme contribute to the creation of innovations?
- Why is the event organised? Is the purpose to share information, communicate or create?
- Who does the event target? Does the event have different target groups?
- Who could be collaborated with?
- Who is responsible for practical arrangements?
- How does the information about the event reach the target group or groups and how can companies be encouraged to attend? Who contacts the stakeholders?



## Entrepreneurial Day on 9 May 2017

As part of the development of the innovation platform activity, there was an idea to organise a day with an entrepreneurial theme for companies and people interested in entrepreneurship. The day was organised together with EnterpriseEspoo, and it was planned utilising the Think in Espoo business café concept developed for the Service Centre by students of Aalto University using service design methods. The front of the Service Centre Stage was transformed into a café area where anyone could have a cup of coffee and discuss entrepreneurship with advisers from EnterpriseEspoo and Espoo's 6Aika experts. During the day, three info sessions were organised with the following themes: future phenomena and megatrends, services for entrepreneurs and those aspiring to be entrepreneurs in Espoo and innovation platforms of 6Aika projects.

A particularly successful part of the event was the workshop arranged by Futures Platform Ltd on future phenomena and megatrends. The audience was first introduced to the ways an organisation can prepare for change with strategic foresight. After the introduction, the significance of the theme for business was examined more closely in the workshop. Eight workshop participants commented that the day and especially the workshop exceeded their expectations.



CASE  
ESPoo

## Robotics Day at the Service Centre

A Robotics Day was organised at the Service Centre on 29 November 2016. At the event, Helsinki Metropolia University of Applied Sciences presented its service robotics project to the customers of the Service Centre. The event included three expert lectures offering city residents information on robotics and the changes and business opportunities created by it. Cristina Andersson, non-fiction writer and founder of Airo Island of the Robotics Society in Finland was a speaker at the event. Other lecturers were Päivi Haho from Helsinki Metropolia University of Applied Sciences and Oscar Nissin, project engineer of the SOHJOA-6Aika project, who talked about a robotic bus experiment.

The customers could try controlling and programming lego robots at the library workshop Paja. A DataBusiness Café of the 6Aika Open data spearhead project was also organised at the event, but no participants arrived.

The event was marketed through social media channels and it attracted a large interested audience. For DataBusiness Café, it was pointed out that companies should have been contacted more actively. The interest to participate was also decreased by the SLUSH 2016 event taking place in the same week.

The robotics day demonstrated that in a space like the Service Centre, interesting products such as the Nao service robot catch the interest of customers passing by even if they have not planned to attend the event.



# Challenges and lessons learnt

In the innovation platform handbook, developers are told what should be taken into account on a general level when starting and defining a new platform. This checklist includes practical lessons learnt from the implementation stage of a new platform.

## **1. Commit, commit, commit!**

In a multi-actor environment, in particular, it is challenging to bring all the parties in and to get them to commit to the development of the innovation platform. Innovation activity is not the primary task of the platform, and it may remain separate from the daily activities.

Ensure in the starting stage that supervisors on different levels support the project. Tell people again and again what you are doing and why. Remember to bring out the benefits to different parties. Engage the internal actors in different stages of the project. Make innovation activity as visible as possible.

At the Service Centre, the challenge was that the building of the innovation platform was started as soon as the operations began, when the service units had just gone through a great change. The normalisation of basic work took time. As the concept developed, the capacities for innovation activity improved.

## **2. How to bring in companies?**

Companies may find it difficult to see how an actor providing public services could help them. Companies do not find the services of the platform.

Companies must be given as clear picture as possible of what they are offered and what benefits it might bring. The message should be spread in different channels, and companies should be contacted directly. Innovation networks should be utilised, and discussions should be had with the corporate services of the city. Companies can also be invited to explore the facilities and services.

The Service Centre has collaborated with EnterpriseEspoo to guide start-up entrepreneurs to the Service Centre to find ideas according to the situation. The new kind of service concept, however, confuses stakeholders. Brochures about the innovation platform have been printed and messages have been sent in social media, but in practice, it has been found that companies do not know about the available services. The Service Centre does not sell platform services, which means that bringing companies in is not as critical as for platforms that sell services.

## **3. Customers do not seem interested**

Another challenge could be that customers are not interested in participating in co-creation and it is difficult to get them to participate in workshops.

The best ways to catch the interest of different customer groups and create a community can be found using the increased customer participation model. Participation, however, is not created instantly, but it requires work and the change of attitudes of both the city organisation and the city residents.

Due to a completely new concept, it was difficult at first to engage customers in the development of the Service Centre and its services. The formation of the participation model was an important step because the workshops showed what kind of participation customers really want in the city.

## **4. Guides and signs**

A problem could arise if the platform is up but its possibilities are not utilised because nobody knows about its existence.

The location and infrastructure of the platform should be considered already in the planning stage. Communications and marketing should not be underestimated. Communicate about the platform in social media and try to get traditional media to report on the activity. Networks and the city's channels should also be utilised. Visibility can be increased in the platform's own facilities, for example, on info screens or posters.

The traffic connections of the Service Centre are excellent, but the awareness of the concept is poor. The Service Centre concept and the innovation platform activity have been widely communicated. The Service Centre has lacked internal signs, making it difficult for customers to find the pop-up space, for example.

## **5. Do we stand out in the crowd?**

There are so many innovation platforms that sometimes there is even competition between them. How to stand out in the crowd? Or is it even worth it to try when others already offer more finished solutions?

As the platform economy develops, there are more platforms, but that is only a positive thing. The factors that make one stand out can be emphasised by identifying the strengths and forming a business model, for example, using Kuntakanvas. Platforms do not have to compete with each other, but they can cooperate.

Because innovation activity is not the primary task of the Service Centre, the Service Centre does not compete for customers. It acts as an enabler and supports those who want to utilise the Service Centre. However, the Service Centre has many qualities that distinguish it from other innovation platforms. Its most important competitive advantage is the large number of customers.

## **6. Who runs the platform?**

The platform has been put up as a project, and the project is ending. When the project manager leaves, there is a danger that there are not enough resources to run the platform.

It should be considered right in the beginning as to how innovation activity can be maintained when the project ends. When the project ends, the available resources for the platform must be identified and the essential tasks must be assigned accordingly. Therefore, commitment is very important.

At the Service Centre, the aim has been from the beginning to assign responsibilities to permanent employees. Daily life, however, is busy, and customer service is the priority. Additional support for running innovation activities can be received, for example, through collaboration with educational institutes.



# What is next? Development directions for the innovation platform of the Service Centre

As a service environment or innovation platform, the Service Centre is not static but rather a changing, developing entity. Development should not end when the activity and its preconditions have been described and partly implemented. The starting point for the development of the Service Centre concept is customer need. Based on customer need, it should also be continuously assessed as to what services the Service Centre should have and what methods can be used to provide customers with the services they need as flexibly and effectively as possible.

The Service Centre concept has still enormous potential to develop in the future. Particularly the development of collaboration between different service units can open completely new service possibilities for city residents and make service production more effective. At the Iso Omena Service Centre, important moves have already been made towards this direction. When Service Centres are also created in other city centres in line with the Espoo story, the potential of service development will multiply. It is important to maintain the innovation platform viewpoint also in the implementations of future Service Centres and create opportunities for cross-section collaboration and success.

Essential elements in the development of an innovation platform are a culture of open-minded experimentation and the understanding of the big picture of the innovation ecosystem in the city. Espoo is moving to the direction where the whole city aims to open up as an innovation platform. Espoo is developed according to the "City as a Service" concept, in which co-creation and Living Labs act as tools in the implementation of the new role of the city.

Finding resources for running the innovation platform as well as producing daily services is a big challenge for city platforms such as the Service Centre. Through collaboration between different actors, new kinds of solutions can be found for platforms functioning as part of daily life. For example, close collaboration with educational institutes can be utilised to seek models in which students take responsibility for the innovation platform while learning project management, communication and network management skills. On the other hand, when more city platforms are created, the collaboration between them also creates synergy benefits.

Innovation platforms should, therefore, not be seen as individual islands but as parts of a wider innovation ecosystem. For example, the Service Centre is part of the EIG innovation cluster and, through the 6Aika project, is also networked with the innovation ecosystems of other Finnish cities.

The role of the Service Centre in the network is, for example, to share experiences and lessons to others. Lessons learned at the Service Centre can be applied to other functional innovation platforms of the city, such as Rantaraitti and the Kera area, which as a district is developing into an innovation platform.

In Matinkylä, as well as other areas in the West Metro growth zone, the Service Centre concept can become a part of increasing city development in which the participation of residents, companies and associations has an important role.

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## Concepts

**Open participation** Open participation is used for the purpose of developing better services for city residents, thereby creating business opportunities in the process. The objective is that companies, the city, the third sector and research and development units develop new kinds of service packages and innovations together.

**Innovation platform.** From the point of view of business, a platform at its simplest refers to any operating environment, technology, system, company, product or service whose development has been systematically opened up to outside developers and value creation and whose key aims are the benefit produced by the platform's users to each other and the network effect brought about by participation (Raunio, Nordling et al. 2016).

**Experiment.** Aims to produce essential new information relating to the idea - product, service or operating model - being developed. An experiment tests the presumptions relating to the idea being developed, beginning from the most significant and uncertain ones. An experiment may also fail. Information received in an experiment has a significant effect on both the concept of the idea being developed and the progress of the development project. (Hassi, Paju et al. 2015.)

Experiments are very different, but what they share is that they seek their way to innovation platforms suitable for the experimental case (OSKIVI framework).

**Living Lab.** Companies, public actors and citizens can work together at Living Labs, creating and testing new services, business ideas and technologies. Living Labs are environments for co-creation, enabling customer needs and wishes to be taken into account already in the planning work. (Raunio M., Nordling N., Ketola T., Saarinen J. P. & Heinikangas A. 2016)

**Co-creation.** In co-creation, different actors solve problems and develop new services and innovations together.

## Attachments

1. Definition of the innovation platform of the Service Centre
2. Kuntakanvas of the Service Centre

# Appendix 1.

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## Definition of the innovation platform of the Service Centre

# Iso Omena Service Centre, City of Espoo

## Profile of the platform

### 1. How many facilitators run the operations of the platform?

- i. During the project, the project manager has been responsible for facilitating the innovation platform of the Service Centre. After the end of the project, the objective is that the innovation platform operation of the Service Centre is run by the activity of the Service Centre Manager, coordination group and units.

### 2. What kind of environment does the platform provide for development?

- i. The Service Centre is a Living Lab environment utilising digital platforms for creating participation.

### 3. Who does the platform serve? Who can set challenges/innovation projects to be solved on the platform?

- i. Companies, associations, educational institutes, city units and residents.  
The Service Centre is an open platform for all actors and sectors.

### 4. Who is the developer who solves challenges/innovation projects on the platform (together with the problem setter)?

- i. The Service Centre strives for co-creation. No developer or developer group has been pre-appointed for the platform; suitable parties and actors are gathered for each innovation project separately.

### 5. How can problem setters join the operation of the platform?

- i. By contacting the Service Centre (the Service Centre Manager or a head of a unit). The facilities of the Service Centre can be booked online, so if the idea is just to utilise the facilities, contacting the Service Centre is not necessarily required.

### 6. How can developers join the operation of the platform?

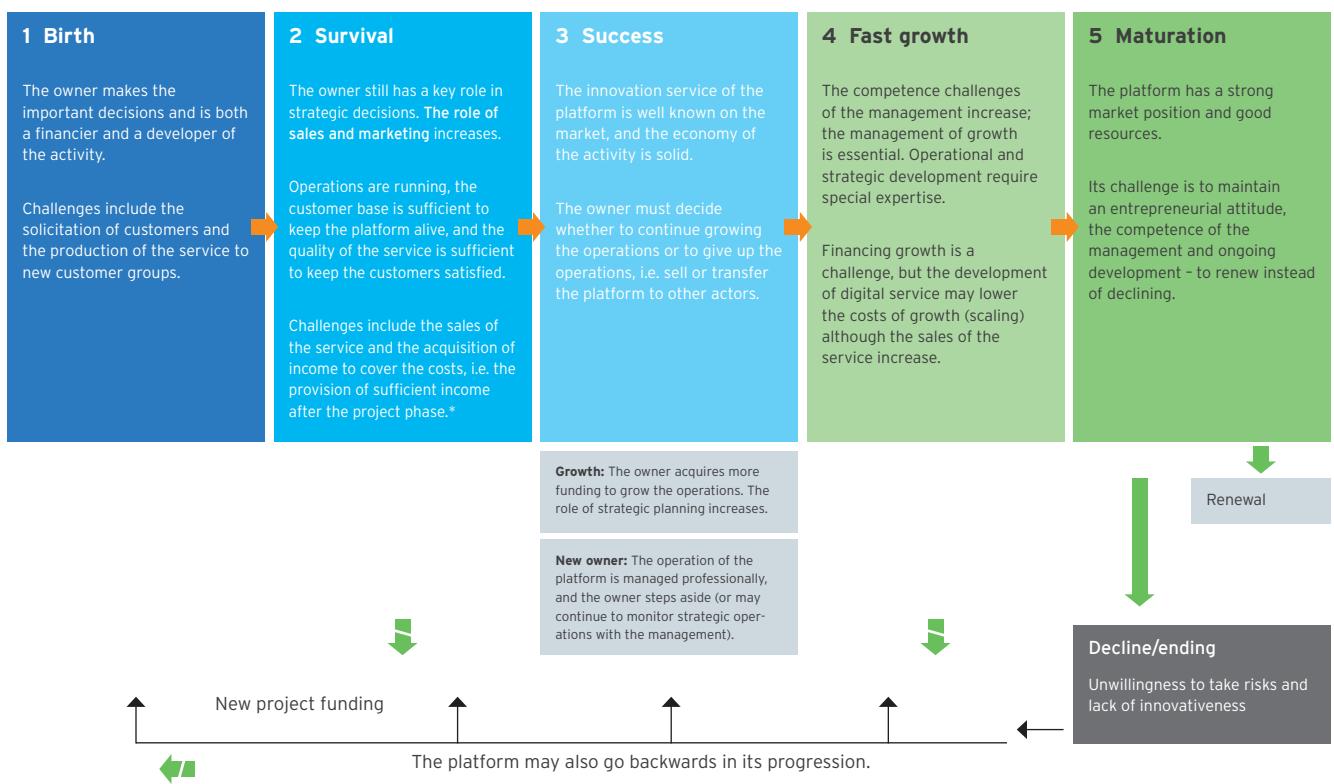
- i. Through digital platforms (websites, social media) informing about the events and innovation activity of the Service Centre, by visiting the Service Centre or through the problem setter.

### 7. Which phase of the innovation process is the activity focused on?

- i. Brainstorming and development work (for example, product testing, proof of concept and demo). Attending events also enables networking and interacting with other actors.

## Life cycle of the platform: Where is your platform now and what is the goal?

Now (2017)



Goal 2019



Figure 6 Life cycle of the platform; self assessment and development process (University of Tampere and Pirkanmaan liitto)

### 8. Whom are the results of the activity open to?

- i. It depends on the implementation. The IPR rights of the products and the development ideas received for them are always the property of the company that set the problem. If the problem setter is the Service Centre, the results are public. Rights and publicity are defined in the agreements.

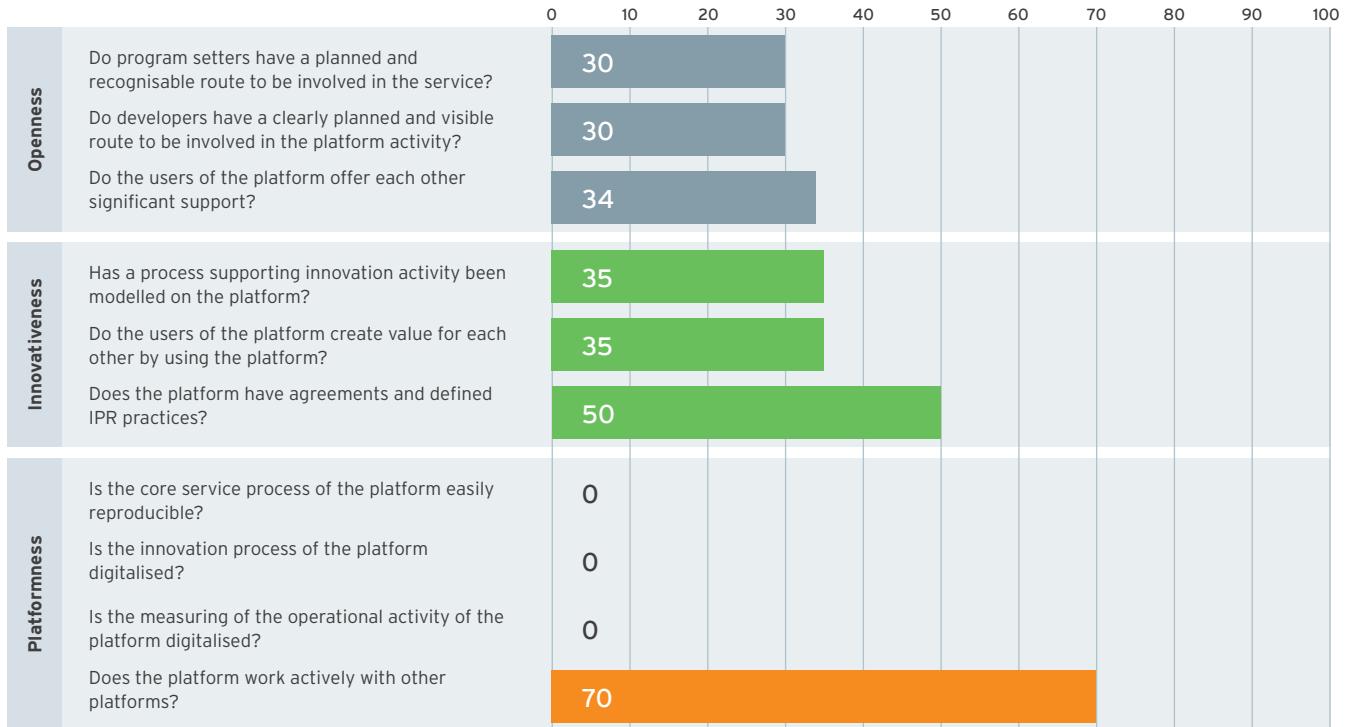
### 9. What contractual usage is followed on the platform?

- i. Agreements on the terms and conditions and confidentiality or non-disclosure. The agreement templates of the Service Centre are based on the KYKY and Co-creation 2.0 agreements.

## Life cycle of the platform

### 10. Where is the platform now and what is the goal?

- i. In its life cycle, the Service Platform is in the phase Birth (2017), where decisions and resolutions are still made on what the platform will become. The activity is not yet fully operational. The goal (2019) is that the platform is a viable and active platform with recurring innovation activity.



Maturity level of the platform (spring 2017):

## Earning model

The Service Centre is a platform owned and financed by the City of Espoo. Innovation activity is free of charge. Companies can be charged for the use of the facilities. Development has been carried out with 70% project funding (2016–2018). Co-creation is in principle performed without compensation.

### 11. Has the primary user group of the platform service been identified and clearly defined?

- i. No single user group has been defined for the Service Centre; rather, the Service Centre opens up as an environment to be utilised by different actors. No fee is charged for the activity.

## Measuring activity

### 12. Is systematic measurement data collected for the platform?

- i. Data is collected systematically as required by the project indicators. The Service Centre also has its own activity indicators complemented by the platform indicators.

### 13. Where is the measurement data of the activity of the platform collected?

- i. In the Service Centre's internal table (Excel) and separate project reporting tables. Part of the measurement data is accumulated in electronic systems, for example, for the booking of facilities and the numbers of visitors.

# Appendix 2.

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## Kuntakanvas of the Service Centre

<b>Customer relationships and services</b>	<b>CUSTOMER RELATIONSHIPS</b>  Different sectors of the City of Espoo that produce services Other public sector service providers Companies Associations	<b>VALUE PROMISE</b>  The Service Centre offers the service units a cost-effective and high-quality operating environment in which services can be developed in a more customer-oriented way in collaboration with other actors. The Service Centre improves the reachability of services.	<b>SERVICE OFFERING</b>  For service units Coordination, activity guidance Facilities - Lobby and security services, cleaning, ICT Supporting collaboration  For external partners Meeting facilities Event facilities Co-creation	<b>KEY PROCESSES</b>  Internal and external co-creation with service units, companies and associations. Activity guidance and support processes are carried out through regular internal and external meetings among service units and in collaboration with the lessor, for example. Lobby and security services
		<b>LAWs</b>  Local Government Act Administrative Procedure Act Non-discrimination Act	<b>SERVICE CHANNELS</b>  Iso Omena Service Centre in the Iso Omena shopping centre. The shopping centre is in an easily reachable location, and there are accessible connections to the Service Centre from the bus and metro terminal, for example.	<b>STAKEHOLDERS:</b>  Sectors of the City of Espoo Other public service providers Municipal residents Companies Associations Educational institutes

<b>Financial balance</b>	<b>COST STRUCTURE</b>  Maintenance costs of the property excluding the responsibilities of the service units Note: The units are directly responsible for the rental costs. Personnel expenses Lobby and security services Cleaning Services ICT infrastructure Other (events, furniture)	<b>REVENUE STREAM</b>  Service Centre payments to the units, i.e. payments of the costs arising from the service offering of the Service Centre.  Rent for the meeting facilities International visits	<b>CAPABILITIES</b>  Multi-professional staff - Service Centre culture and shared service promise - Shared operating methods, collaboration between units - Coordination resource Collaboration with stakeholders - Collaboration with educational institutes - Collaboration agreements - Co-creation  Facilities - Modern service facilities - Security - ICT - Cleaning and maintenance - Accessibility, reachability	<b>EFFICIENCY</b>  Customer: Number of customer visits Customer satisfaction Finances: Personnel expenses Rent for the facilities Service Centre payment All expenses, total Cost-effectiveness index Personnel Vibes indicator Turnover (permanent staff)







## #MakeWithEspoo product family

The results of the experiments conducted in Espoo to create tools of development, management and consulting according to the City as a Service objective.

Read more about 6Aika projects in Espoo at [www.espoo.fi/kehittyvaespoo](http://www.espoo.fi/kehittyvaespoo)

### City as a Service

#### Frameworks

describe the background and theoretical framework of development

- Framework for the innovation management of ecosystems
- Framework for customer information knowledge management
- Reference architecture for municipal governance (JVA)

#### Handbooks

provide models and examples for the use of city developers

- Handbook for open participation
- Handbook for co-creation
- Handbook for the production and utilisation of customer information
- Handbook for competence management
- Handbook for multi-channel public services
- Handbook for electronic customer service support
- Kuntakanvas

#### Application examples

present concrete implementations in Espoo

- Iso Omena Service Centre as an innovation platform
- Innovation showroom
- Data privacy and opening data securely
- KYKY - accelerated co-creation by schools and companies
- KIPINÄ - Connection map of operations and data systems



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ESBO

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