

# CASE

# BUILDING CONDITIONS FOR CLEAN ENERGY INVESTMENTS

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Niina Salo & Kirsimarja Blomqvist

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Uniting energy expertise to power a cleaner future. This case brought together over sixty experts from industry, government, research, and regional actors to build a shared understanding of South-East Finland’s clean-energy and PtX potential and to identify concrete actions that would attract long-term investment to the region.

## DIGITAL CO-CREATION GOAL AND CONTEXT

The main objective was to create the conditions for clean-energy and PtX investments in South-East Finland by clarifying value chains, enhancing regional collaboration, and identifying specific actions to make the region more attractive to investors.

The initiative was launched to leverage South-East Finland strong potential for clean-energy and Power-to-X (PtX) investments. The energy transition was seen as a systemic challenge that needed a shared understanding of the opportunity and close collaboration among companies, public authorities, and research institutions. The goal was to boost dialogue among these groups, develop a common view of the region’s current situation, and collectively explore ways to strengthen and expand investment opportunities in South Karelia.

## PARTICIPANT ROLES AND MOTIVATION

Over sixty experts participated, representing universities, major industrial companies, start-ups, ministries, municipalities, and regional development organizations. These experts were organized into six topic-specific teams focusing on areas such as renewable power generation and grids, industrial investment prerequisites, CO<sub>2</sub> capture and utilization, start-up potential, PtX value-chain modeling, and financing. LUT Business School coordinated the initiative, supported the expert community, and provided the digital environment for collaboration. Additional stakeholders—municipalities, permitting authorities, the Defense Forces, and infrastructure operators—contributed domain-specific insights relevant to investment feasibility.



This case demonstrates how a regional clean-energy transitions challenge was addressed by collectively clarifying value chains, reducing uncertainty, and creating the conditions for large-scale investments.

Participants from energy companies, SMEs, research institutions, ministries, and regional public actors joined because they saw an opportunity to accelerate the region's clean-energy transition and attract large-scale industrial investments. Many were motivated by the chance to form a shared situational picture, reduce uncertainty around investment decisions, and collaboratively shape the regional energy ecosystem. The initiative also offered a platform for bringing together diverse expertise around a common strategic challenge.

This initiative was led by LUT Business School. LBS researchers joined in participant observation roles supporting the initiative.

## DIGITAL CO-CREATION

### Technologies used

Work was conducted using a digital collaboration platform that enabled document sharing, asynchronous contributions, facilitation, and access to background materials. The digital environment enabled dispersed experts to collaborate effectively across time and organizational boundaries in synchronous meetings and asynchronous discussions on the platform, where meeting materials and discussions were stored.

## Planning and pre-organizing

Before team activities started, about eighty background interviews were conducted to identify the region's opportunities and challenges. These interviews helped define the main thematic areas and provided the evidence base for forming the six expert teams. Orientation interviews were held with participants to explain the collaboration model and offer technical support for using the digital platform.

The planning phase also involved selecting the most relevant and timely themes for sub-teams. In this initial stage, LUT Business School leaders created the conditions for collaboration by setting up the digital workspace and establishing a clear timeline that detailed what would happen in each phase, providing structure for the work. An online kickoff established a shared understanding of objectives, roles, and expected outputs. At the beginning of the process, the core themes, teams, and sub-tasks were outlined, and teams were assembled. Communication with participants played a crucial role throughout this preparation phase.

### How digital co-creation was conducted

The initiative was carried out using the Fast Expert Teams (FET) working model, which organizes the process into a four-week cycle: orientation, ideation, idea

synthesis, and final team presentations. The work was structured at both the community and team levels. Community discussions took place twice a week, and the main overarching theme was subdivided into smaller subtopics, each assigned to a team responsible for addressing its specific issues. Each team had two leaders: one to coordinate the team's work and the other to oversee content. The teams received support through targeted training and facilitation.

All conversations were recorded on the digital platform, enabling participants to review and build on the material asynchronously. Community dialogue was further enhanced through short meetings over online morning coffee, where leading experts from various fields shared their insights and engaged in open discussions with participants. Teams collaborated through virtual meetings, shared documents, and iterative online discussions. They co-produced visual models, investment scenarios, value-chain assessments, and policy recommendations. The digital process enabled experts to integrate highly specialized knowledge into a coherent set of proposals, which were consolidated into a final report.

### **Leadership and facilitation**

Leadership was organized through LUT Business School, which coordinated the overall process. This included setting up the digital collaboration space, designing the

workflow, defining the tasks and sub-teams, and inviting the experts to participate. LUT Business School also carried out the knowledge co-creation process on the platform.

Teams were given autonomy to choose how they approached their specific sub-questions. Throughout the process, each expert team had two designated team leaders: one responsible for the content and one responsible for the timeline and team meetings. They guided the team workflows, kept discussions focused, and synthesized intermediate outputs. Leadership emphasizes openness, cross-sector dialogue, and the integration of diverse expert perspectives into a shared overarching goal.

### **Lessons learned**

A key strength of the process was the digital expert community's ability to build quickly a shared understanding of the complex task and co-create actionable recommendations. Cross-sectoral dialogue proved essential for identifying investment pathways and clarifying the PtX value chain. Challenges included the long investment horizon (5–10 years), regulatory uncertainty, and the need for clearer decision-making structures to support large-scale clean-energy projects.

Successful collaboration requires active facilitation,

well-defined roles, and consistent knowledge sharing. Also, local permitting issues, grid constraints, and municipal differences highlighted the need for broader regional and national coordination. Most of the action items have moved forward since this initiative and the case demonstrated that digital co-creation can effectively mobilize distributed expertise, yet the lasting impact depends on aligning technological potential, market readiness, regulation, and regional strategies.

### **APPENDICES:**

- [https://www.lut.fi/sites/default/files/media/documents/LUT\\_FET\\_reporti\\_0810.pdf](https://www.lut.fi/sites/default/files/media/documents/LUT_FET_reporti_0810.pdf)
  
- <https://www.futureenergysolutions.fi/wp-content/uploads/2024/09/FES2024-Kirsimarja-Blomqvist.pdf>

# CASE

# TEMPORARY TEAMS FOR INTERNATIONAL OPPORTUNITY CREATION

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Kateryna Kryzhanivska & Kirsimarja Blomqvist

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Creating international opportunities together. This case shows how a PtX startup rapidly created international opportunities by mobilizing a temporary global expert team and combining on-demand human capital with fast, trust-based digital co-creation to create insights and market pathways that traditional internationalization could never have produced as quickly.

## DIGITAL CO-CREATION GOAL AND CONTEXT

This case was set up to understand how an early internationalizing startup can create international opportunities by leveraging temporary teams and on-demand human capital on a digital platform during the COVID-19 period. The study followed a Finnish Power-to-X startup seeking international market pathways. The initiative aimed to identify, co-create, and evaluate international opportunities for piloting and selling the startup's innovation through digital collaboration, without physical travel within ~2.5 months.

## PARTICIPANT MOTIVATION AND ROLES

The entrepreneur-CEO was motivated by the urgent need to find an international pilot location and refine the value proposition for a novel COCO<sub>2</sub>-capturing indoor air technological innovation. Facilitators and experts were motivated by the opportunity to contribute knowledge, test collaboration ideas, and explore synergies with sustainability and indoor-air-quality initiatives. Many experts joined pro bono, driven by professional curiosity and platform-based norms of knowledge exchange.

The temporary team included the Entrepreneur-CEO, who defined the challenge, presented the technology, and synthesized feedback, Regional network manager, who connected the company to the Solved digital platform, Solved facilitators, who mobilized on-demand experts, supported problem framing, and orchestrated digital interactions, External international experts (industry, academia, public sector) e.g., from Spain, Germany, Denmark, USA, who contributed with market insights, contacts, and critical evaluations of internationalization opportunities, and LUT Business School action researchers, who observed, documented, and reflected on the evolving process.

## DIGITAL CO-CREATION

### Technologies used

The collaboration relied on the global online community platform SOLVED, online meetings, Miro/Jamboard co-creation boards, and platform-integrated messaging. These tools enabled rapid cycles of interaction, knowledge sharing, and technology showcasing—crucial during pandemic travel restrictions.

### Planning and Pre-organizing

Facilitators proposed a temporary project space on the platform and activated existing trust relationships to attract relevant experts. Early activities included iterative problem definition, aligning expectations, narrowing customer segments, and identifying market assumptions needing testing.

### How digital co-creation was conducted

Digital co-creation progressed through the first action cycle, facilitating online networking: 1) Defining the problem (pilot location, target customers, needed sales message), 2) Engaging experts through platform-led matching and network activation (strong and weak ties), and 3) Co-creating knowledge, where experts shared market specifics (e.g., COCO<sub>2</sub> norms, buyer behaviour), identified risks (e.g., pollutants beyond COCO<sub>2</sub>), and suggested concrete pilot sites or research collaborations.

This iterative engagement produced shared understanding and revealed new opportunity directions.

### **Leadership and Facilitation**

Leadership was distributed and shifting. Facilitators led orchestration: matching experts, keeping momentum, structuring workshops, and ensuring clarity between cycles. The entrepreneur temporarily led when demonstrating the technology or integrating feedback into opportunity framing. Facilitation emphasised trust-building in digital encounters—critical given the lack of prior relationships and the novelty of the product. Team boundaries remained fluid, as experts joined and exited dynamically depending on emerging knowledge needs.

### **Lessons Learned**

The two-cycle digital process—facilitating online networking followed by opportuning (mapping → challenging → evaluating opportunities)—enabled rapid international opportunity creation. On-demand human capital expanded global reach efficiently, providing diverse perspectives and micro-insights unavailable through traditional networks. Temporary organizing supported fast iteration, allowing the team to refine customer segments (e.g., real-estate investors, private schools, research labs) and identify multiple international opportunities.

Some experts challenged assumptions (e.g., CO<sub>2</sub> is only one pollutant), revealing that a single pilot location strategy was insufficient. Varied digital fluency and shifting engagement levels added coordination complexity. Misalignment in expectations emerged when potential customers misunderstood the problem or value proposition.

Based on this case we learned that it is critical to have clear iterative problem framing, include reputable experts to build trust and use digital tools for technology pilot showcasing, compensating for the inability to meet physically.

International opportunity creation succeeded because the process of digital IO creation on the global community platform - Solved enabled a rapid, temporary, expert-driven collaboration; traditional relationship-building would have required far more time and resources. We also learned that the digital international opportunity creation is most effective when opportunities can be co-created through knowledge flows rather than transactional ties.

# CASE PLANNING FOR CO-INNOVATION RESEARCH PROJECT

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Mariana Galvão Lyra, Elena Nissing  
& Kirsimarja Blomqvist

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Online co-creation catalyzes for new research. By collaborating efficiently online, universities and societal partners envisioned how buildings and energy communities can drive the energy transition with new ideas in heat recovery, resilience, and business models.

## DIGITAL CO-CREATION GOAL AND CONTEXT

This case explores how universities and societal stakeholders can collaboratively plan a new research project to explore how buildings and energy communities play a strategic role in the energy transition by fostering innovations in energy efficiency, energy flexibility, data analytics and emerging business models.

The goal of this initiative was to bring experts together to work on a project on future energy communities. Experts worked together on a digital collaboration platform to build ideas for a cross-sectoral research and innovation project. Knowledge collaboration was all online, voluntary, pro bono, and organized on a part-time basis. During the four-week project, there were short real-time online meetings conducted in two languages, Finnish and English, but the main work happened by sharing ideas and taking part in discussions on the platform.

### **PARTICIPANT ROLES AND MOTIVATION**

The main goal was to facilitate the multi-stakeholder conversation and commitment for a co-innovation project proposal. The initiative leaders wanted to bring different stakeholders to the collaboration platform to engage in collaborative planning for a new research project. Participants were mostly familiar with each other as most of them had collaborated earlier on a co-research project, and now the leaders' goal was to initiate a conversation and commitment for the new co-innovation project. Participants' main motivation was to bring new ideas to continue their ongoing collaboration in a new project.

The project started with 37 participants, who were brought to the platform from previous research projects. Several experts had to quit participation due to lack of time, leaving 27 active participants. Participation can be seen as relatively good, as this case did not involve personal invitation and pre-agreement to commit to co-creation.

### **DIGITAL CO-CREATION**

#### **Technologies used**

The collaboration platform Howspace enabled text-based discussions on team pages, file sharing, and uploading the recordings of real-time video meetings. AI-features were used to summarize the content of such recordings. Each team had their own team space, which they could customize over the weeks. There was a welcome page where the process and goal of the project were explained, an area where everyone had the opportunity to introduce themselves, one page that was dedicated to data protection, and a section where participants could find information and content of the weekly synchronous meetings. In addition, there was a page for the coffee meeting presentations by experts and a help page where participants could contact the facilitators.

### **Planning and pre-organizing**

Before starting the project, participants were offered onboarding support to ensure they could effectively work on the platform. The onboarding sessions were aimed at learning how to use Howspace, with a brief explanation of what the platform is used for (collaboration, dialogue, and collective sense-making), followed by a live walk-through of how to navigate the space and use key features such as posting comments, reacting to others' inputs, and completing activities; participants would then try these functions themselves in a guided exercise, receive tips on good participation practices, have time for questions and troubleshooting, and be directed to support materials for later reference.

### **How digital co-creation was conducted**

The digital co-creation began with a kick-off meeting involving the entire community. After that, synchronous and asynchronous work took place in teams, with this process repeating every week: a weekly meeting plus team-level work. In addition, there were two weekly morning coffee meetings, where mostly external experts gave short inspiring speeches of the theme that were commented by another participant, and the dialogue continued in writing in the platform. This cycle of digi-

tal co-creation continued until the contents of the teams were integrated to the whole in cross-pollination events during the last week.

In total, there were four teams with 4-8 members per team. In each team, one person was responsible for the content and another for coordination. The experts worked together on their dedicated team spaces and participated in online meetings. Both community and team meetings were recorded so those participants not able to join the meetings could follow the conversation. For this initiative there was no planned final outcome, as the initiative leader only wanted to have an online conversation to have input for the research plan that was written later.

### **Leadership and facilitation**

Tämä lause tulee ensimmäiseksi kappaleen alkuun. The goal of this project to create content and ideas to a co-innovation project application was fulfilled. This initiative was led by Professor Antti Kosonen (LUT Energy Systems) and facilitated by LUT Business School researchers, one of whom also acted as non-participant observatory and researcher.

### **Lessons learned**

The anonymous online survey after the project ended showed positive feedback regarding organization and facilitators. However, participant engagement was not as high as expected. For future projects it is important to note that bringing an existing network to the platform does not ensure participant engagement. Regarding schedules, it would be helpful to plan the expert participation times well ahead of time. Engaging participants individually with short pre-interviews has been found to be helpful for setting mutual expectations and enhancing participant engagement. All participants should be efficiently and effectively familiarized with the chosen platform and their team members. Based on the feedback also the platform was described as confusing by some participants. Also, the initiative goal must be compelling and clear for the busy experts to engage in online collaboration.

# CASE

# TEMPORARY EXPERT TEAM TO CO-CREATE A CIRCULAR ECONOMY CONCEPT

Niina Salo & Kirsimarja Blomqvist



From distributed expertise to a shared vision. A flexible digital collaboration process allowed experts from different locations to combine their knowledge and insights into an innovative circular-economy concept.

## DIGITAL CO-CREATION GOAL AND CONTEXT

Based on digital co-creation, an innovative and complex circular-economy concept was developed that combines technical feasibility, economic logic, and long-term sustainability pathways.

The case was set up to assemble a temporary expert team to co-create a circular-economy concept for a Nordic city within a 14-week timeframe. The municipality sought cross-disciplinary insights to accelerate its sustainability transition. Experts were brought together through a digital collaboration platform, where social interaction, knowledge sharing, and concept development took place.

## PARTICIPANT ROLES AND MOTIVATION

The team consisted of six experts representing different domains: engineering, policy making, sustainability strategy, business development, and urban planning, along with two project leaders with shared leadership roles. A project leader managed the overall process, while a content leader directed analytical synthesis and ensured the emerging concept remained aligned with the client's expectations. Individual experts were responsible for producing knowledge of inputs, sharing analyses, and reviewing others' contributions.

Experts joined the initiative because it offered an opportunity to apply their specialized knowledge to a high-im-



Leadership and expert collaboration in this case demonstrates the power of knowledge sharing and collective creativity in shaping sustainable cities.

portant urban challenge. Many were motivated by the prospect of collaborating with peers from diverse fields and contributing to a visible, societally relevant outcome. Several participants were also drawn to the flexible, digital-first working model, and the group included both contract-based contributors and volunteers who joined out of professional interest and intrinsic motivation. Experts were also eager to work within a global expert team, bringing international perspectives to a challenge rooted in the local context.

This initiative was led by Solved the Cleantech Company & Ethica. LBS researchers joined as researchers with non-participation observatory roles.

## DIGITAL CO-CREATION

### Technologies used

The Solved digital platform served as the primary environment for co-creation, facilitating threaded discussions, file sharing, and visibility of contributions. Shared documents, templates, and visual presentations supported iterative knowledge integration. Video calls complemented the platform by enabling asynchronous discussions. Work advanced mainly through virtual

tools—threaded discussions, shared documents, and real-time video sessions—that allowed geographically distributed experts to develop and refine the emerging concept.

### **Planning and pre-organizing**

The two project leaders prepared a challenge statement, onboarding materials, and a process structure outlining expected deliverables and thematic focus areas. Experts were briefed on platform practices, posting guidelines, and how to document knowledge in a reusable format. The leadership team also created a pyramid structure for a concept scaffold: a visual model to guide early contributions toward a coherent direction.

### **How digital co-creation was conducted**

Experts posted analyses, comments, and draft ideas directly on the platform, gradually weaving together technical, environmental, and business perspectives. The content lead consolidated inputs into emerging concept drafts, which were then refined through iterative feedback loops. Weekly checkpoints synchronized contributions and ensured that the team moved collectively through problem framing, analysis, and synthesis stages. The final concept was assembled through a sequence of structured integration cycles where dispersed insights were merged into a unified proposal.

### **Leadership and facilitation**

Leadership was shared between the project lead and content lead, who took responsibility for orientation, pacing, and integration through explicit platform posts and discussions with experts and clients. Facilitation emphasized making tacit knowledge visible, guiding experts to articulate assumptions, and anchoring discussions in concrete artifacts. Temporal coordination played a key role: deadlines, weekly themes, and milestone summaries created rhythm and maintained cumulative progress, and social encouragement fostered engagement.

### **Lessons learned**

Digital co-creation worked especially well when leadership actively translated the client need into shared understanding, and continuously integrated fragmented contributions into visible drafts. Experts appreciated the transparency of digital traces and the ability to build on one another's work. Asynchronous collaboration required more explicit structuring than expected, and some participants struggled with platform navigation and temporal differences. Success depended on clear scaffolding, active sense-making, and consistent pacing—while boundary conditions included expert availability, varying digital competencies, and the need for a stable knowledge vision throughout the sprints.

# CASE

# FAST EXPERT TEAMS AGAINST COVID-19

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Kirsimarja Blomqvist

When crisis hits, distributed expertise becomes a fast, collective force for action. This was Finland's first large-scale Fast Expert Team initiative, rapidly uniting over 100 cross-sector experts online to solve urgent, open-ended challenges during the COVID-19 crisis.

## DIGITAL CO-CREATION GOAL AND CONTEXT

First large-scale Fast expert teams (FET) organizing goal was to solve complex and open-ended tasks through engaging distributed specialized experts across professional, organizational, and sectoral boundaries for collaborative innovation. In the COVID-19 crisis, temporary online organizing provided a fast and flexible means for collective action to tackle issues that required cross-sectoral expertise. For Fast expert teams vs. Covid-19 the mission goal was stated as "Let's prevent Finland from paralysis".

## PARTICIPANT ROLES AND MOTIVATION

Fast expert teams-initiative (FET) was initiated and led by LUT Business School in March-April 2020 and brought together over 100 experts from ministries, universities, public and private organizations, who collaborated in eight temporary expert teams for a month. Experts were invited to join pro bono and part-time for four weeks to the digital community and temporary teams working with specific sub-tasks.

Photo: Sirpa Jalkala, PV



Participating experts were invited based on their relevant knowledge to the mission, intrinsic motivation, as well as collaboration capability. These selection criteria have been applied also in later FET initiatives. In the crisis participants were pro socially motivated to contribute to the mission.

## DIGITAL CO-CREATION

### Technologies used

Digitalization enabled efficient and effective organizing in a situation where no one was able to travel and meet face-to-face. Coordination and communication via digital platforms and tools enabled dynamic, agile, and adaptive organizing. In addition to MS Teams and Howspace collaboration platforms leaders and participants used mobile phones, WhatsApp and text messaging. In the crisis also operator group calls were helpful in connecting quickly the relevant participants to meetings.

### Planning and pre-organizing

There was not time for planning, but this first large-scale online collaboration benefited from the research conducted earlier at LUT Business School. Planning was conducted on a rolling basis and collaboratively during the one-month collaboration with key actors involved in the initiative.

### **How digital co-creation was conducted**

Digital collaboration platforms connected those who needed the knowledge and experts efficiently to each other. Teams were engaged in various tasks from an ad hoc national research team from five universities and research centers collecting data to study how Finns moved to remote work, building a network of knowledgeable professors and industry clients to explore the available 3D-printing capacity to manufacture spare parts, and adopting an innovation from another field to decontaminate used FFP2 and FFP3 respirators to circulate them for the needs of hospitals, as well as emergency research funding instruments.

### **Leadership and facilitation**

This initiative was led by Professor Kirsimarja Blomqvist and supported by digital facilitators. Digital co-creation was conducted differently in the eight teams having autonomy to organize their work as they found most useful. Teams had also part-time leaders, and their digital co-creation was facilitated by those with more experience. Each team had leaders and larger teams such as the one focusing on decontaminating used respirators with over 30 experts from 12 organizations had its own leader and sub-team structure with and leaders to enhance speed in operations.

### **Lessons learned**

FET organizing models works well when the intrinsically motivated experts are willing to share their resources for complex and open-ended tasks. It requires efficient and effective multi-modal communication, mindful use of busy experts' time, quickly built trust and defining collectively the problems to be solved. Temporal collaboration should not be too long or sporadic not to lose the momentum and engagement, yet participating experts' scarce time should be used mindfully. Respecting participants' time and giving sufficient autonomy and flexibility for the part-time participants participating pro bono is essential to gain access to their valuable knowledge resources.

### **APPENDICES**

- FAST EXPERT TEAMS vs. COVID-19 report to Parliament of Finland Committee of the Future
- Blomqvist, K. (2022) Designing temporary digital organizations for complex problem solving CNow11, ICIS conference, Copenhagen

# CASE

# WORK2030 ON HYBRID WORK

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Tuuli Toivikko & Kirsimarja Blomqvist

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When work moved online, work practices had to be re-designed. This initiative brought together 80 experts from across sectors to solve the new challenges of hybrid work, showing how rapidly organized digital collaboration can spark collective insight and shape sustainable future of work.

#### DIGITAL CO-CREATION GOAL AND CONTEXT

When COVID-19 struck, employees rapidly switched to remote work, prompting organizations to find new ways to adapt between fully remote and hybrid arrangements. The national WORK2030 commissioned LUT Business School to plan and lead Fast Expert Teams (FET) initiative to explore the challenges of hybrid work.

The aim was to identify best practices for shifting work styles and understand changes in working life, all to maintain a positive environment as traditional offices faded and remote work became widespread. In short, this FET-initiative sought effective strategies for returning to a hybrid model while ensuring everyone's well-being at work.

## PARTICIPANT ROLES AND MOTIVATION

Participants consisted of 80 working life experts from large and small firms, public sector organizations, universities, government, and research institutions. They had various and complementary motivations to join the initiative from learning from each other, the new way of collaborating, the initiative substance, as well as to expand their networks for future collaborations.

This initiative was led by LUT Business School. LBS researchers joined in participant observations and facilitating roles supporting the initiative.

## DIGITAL CO-CREATION

### Technologies used

The Howspace platform served as the collaboration space for the community. Additionally, MS Teams and Google docs Boards were used for online meetings and documentation as the participants were already experienced with these tools.

### Planning and pre-organizing

Before the community started their work, all participants were interviewed. In these pre-interviews, the organizing team learned of participant motivation and negotiated their roles, whether some of the participants would be willing to serve as team leads or project man-

ager for their team of experts focusing on solving the team task. One of the team leads oversaw the schedules and digital tools, and another team lead was guiding the knowledge co-creation process at the team level. Initiative leader gave teams plenty of space for emergent work and creative ideas to develop their own solutions.

The organizing team consisted of LUT Business School researchers and the WORK2030 program representatives. They agreed how the collaboration space structures and processes were designed and visualized so that the teams could easily follow the process and understand what is happening next. Most of the platform workspaces and processes were built before the four week FET-initiative started.

### How digital co-creation was conducted

The digital co-creation began with a kick-off meeting involving the entire community. After that, synchronous and asynchronous work took place in teams, with this process repeating every week: a weekly meeting plus team-level work. In addition, there were lunch meetings, where participating experts gave short inspiring speeches of the theme that were commented by another participant, and the dialogue continued in writing on the platform. This cycle of digital co-creation continued until the contents of the teams were integrated to the whole in cross-pollination events during the last week.

### **Leadership and facilitation**

LUT Business School led the process with the client and the teams had informal but designated two leads each. The facilitation was provided by LBS researchers as participatory observation and action research together with professional facilitators who are familiar with the How-space platform.

### **Lessons learned**

In this case, the engagement and enthusiasm of the participants served as a driving force that kept spirits high and fostered an atmosphere where innovative ideas and knowledge sharing were possible.

Based on lessons learned from this case pre-discussion cannot be emphasized enough ('well planned is half done'), but also the space for emergence is important. This is a balancing act between pre-set structures and flexibility: leaving room for participants to decide on their focus and create their own optimal working space and chosen tools so that participants can quickly start the technology-mediated knowledge co-creation.

Restrictions and limitations were related to the available resources creating some time issues and the work was intense for the organizing team, leaving little time to suggest changes to the task teams. Some participants provided feedback about not knowing how the contents for the final report were decided. The editing process

was openly available for the participants and the initiative leader finalized the text of the final report that had inputs from all the teams texts after the initiative. Psychological ownership and acceptance are important when participants sign the process with their names so emphasizing transparent communication is critical at all levels.

### **APPENDICES**

➤ [https://hyvatyo.ttl.fi/hubfs/Tyo\\_sulaa\\_esite\\_220621\\_FET\\_raportti.pdf](https://hyvatyo.ttl.fi/hubfs/Tyo_sulaa_esite_220621_FET_raportti.pdf)