

Outi Behm & Kirsimarja Blomqvist

ENGAGING STAKEHOLDERS IN
GREEN ENERGY INVESTMENT:
**THE EARLIER,
THE BETTER**



INSIGHTS FROM A CASE STUDY

Based on stakeholder trust and green transition literature, conflicts and disputes are common in stakeholder relations. Recently, several green energy investment projects in Finland have faced delays or even complete halts. A careful look at a battery material project shows how the negative investment decision was influenced not only by turbulent firm-stakeholder relations but also by pending regulations, as well as macro-level geopolitical events and their market consequences. A discrepancy in process outcomes was identified by some interviewees, namely between the permitting authority's decision-making and the administrative court's final decision on the permit. According to some interviewees, this could negatively impact Finland as an investment location by contributing to regulatory unpredictability.

Firm–stakeholder relations appeared to revolve around perceived value incongruence, which in turn triggered emotional responses. Stakeholder participation reaching unforeseen ‘national records’ and criticism of company plans were interpreted by the firm as malevolent opposition. Stakeholders, on the other hand, felt that their input during public consultations was overlooked or dismissed as “ignorant.” This situation led to escalating mutual suspicion and reluctance to find common ground. However, both firm and stakeholder representatives identified a shared lesson learned and a recommendation for future investment projects: firms should engage potential stakeholders before formal processes to discuss initial project plans. This proactive approach would help identify and address potential bottlenecks in advance. We assume that ‘green’ investments tend to evoke high expectations and strong emotions. To maintain the trust of current and potential stakeholders, companies should carefully consider how to engage them in meaningful dialogue that fosters shared understanding and mutual benefit.



Mariana Galvão Lyra

GENERAL AND SPECIFIC LEVELS OF SOCIAL ACCEPTANCE

ABSTRACT

This case study looks at a Finnish municipality and an energy company to understand how much people know about green hydrogen and synthetic fuels—and how willing they are to accept these new energy solutions, both in general and at a specific local project. We explored whether people’s ecological habits, their knowledge of new energy technologies, and their personal interest in innovation influence their views. In autumn 2023, 164 people responded to our survey. The analysis shows that people’s acceptance of hydrogen technologies changes depending on how close the project feels to their daily lives: living an eco-friendly lifestyle is linked to general support but not to accepting a facility near one’s home; feeling knowledgeable boosts overall support, while actually knowing the technical facts matters more for accepting a local project; and people who see themselves as innovative tend to be more open to nearby facilities. What influences people’s support changes completely when the issue shifts from a national idea to something being built in their own backyard.

KEY TAKEAWAYS



Acceptance of sustainable energy large-scale technologies (acceptance in general terms)



Facility acceptance (acceptance specifically connected to the facility siting)

- Many climate technologies, especially hydrogen solutions, are still far from everyday consumer use, so people mainly form opinions based on large projects rather than personal experience.
- Studies on other technologies show the same pattern: people think differently about a technology in general and about hosting it in their neighbourhood.
- People who feel informed about sustainable energy technologies tend to support hydrogen in general.
- People with higher factual knowledge are more willing to accept a hydrogen facility in their area.
- Eco-minded lifestyles predict general support for hydrogen but do not increase support for a nearby facility.
- Personal innovativeness (interest in trying new things) is linked to greater acceptance of local hydrogen projects.
- Acceptance changes as a project gets closer to people's daily lives: broad ideas are judged more positively than facilities proposed in local areas.
- Social acceptance should be tracked over time to understand how opinions evolve as technologies become more familiar.
- More interdisciplinary research is needed to explain why people resist energy innovations, how inaccurate impressions about users shape decisions, and how acceptance or resistance influences where new technologies get built.

Essi Janhunen, Tuuli Toivikko & Kirsimarja Blomqvist

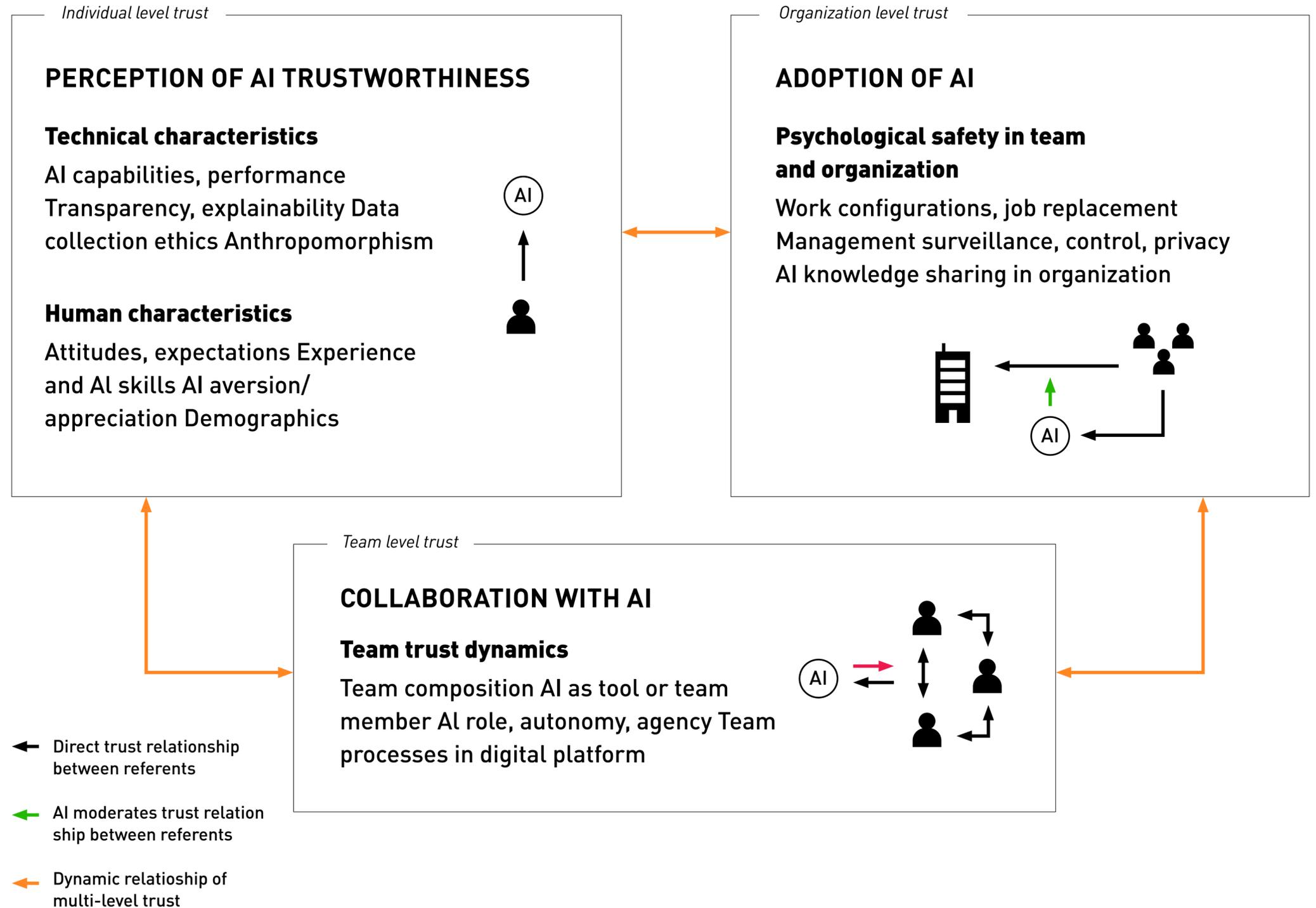
AI, TRUST AND TEAM PROCESSES IN DIGITAL COLLABORATION

ABSTRACT

The shift to digital forms of organizing has made collaboration across time and space mainstream in many organizations while changing collaboration practices. Simultaneously, artificial intelligence (AI) has entered organizations, affecting trust that is vital for successful collaboration. This study identifies how AI's role, design, and integration into teams influence trust dynamics at individual, team, and organizational levels. Findings from a literature review show that in digital human-AI collaboration 1) adoption of AI can change trust towards organization, 2) AI trust and trustworthiness is shaped by technical characteristics and individual perceptions and 3) AI as a part of a team changes collaboration processes and therefore, collaborator trust towards the team.

KEY TAKEAWAYS

- Trust is multi-level and multi-target: Trust in human-AI teams involves individuals, teams, and organizations besides AI.
- AI design impacts trust: Ability, transparency, explainability, and anthropomorphic features (human-like appearance, emotional intelligence) influence perceived AI trustworthiness.
- Human factors matter: In addition to technical characteristics of AI, individual attitudes, expertise, and prior experience shape AI trustworthiness. AI training and inclusive design can reduce AI aversion.
- Psychological safety is critical: Trust towards organization in AI adoption is maintained when employees feel safe, autonomous, and understand roles in human-AI work configurations.
- Surveillance pitfalls: Using AI for monitoring or control can erode trust. Transparent data practices and social contracts help maintain organizational trust, especially in a digital environment.
- AI role should be clear: Whether AI acts as a tool or a teammate, clarity in task allocation and decision-making authority is vital for trust.
- AI can enhance or undermine team dynamics: AI can support communication, cohesion, and decision-making, but may also reduce human agency or cause confusion if its presence in digital platforms or role is unclear.
- Team task and social processes: most often AI supports task processes, but also social processes by serving as a neutral mediator or even trust builder, helping preserve interpersonal trust among collaborators.



Janhunen, Essi; Toivikko, Tuuli; Blomqvist, Kirsimarja; and Siemon, Dominik, "Trust in Digital Human-AI Team Collaboration: A Systematic Review" (2024). AMCIS 2024 Proceedings. 3. <https://aisel.aisnet.org/amcis2024/cnow/cnow/3/>

Kirsimarja Blomqvist

CREATING VALUE IN GLOBAL KNOWLEDGE NETWORKS

- TRUST AS A STRATEGIC LEVER FOR COLLABORATION



ABSTRACT

This paper develops a hybrid framework for building value-creating trust in global knowledge collaboration. Drawing on multidisciplinary research and a five-year case study (Blade.org), we argue that neither interpersonal nor impersonal trust alone is sufficient in global contexts. Instead, sustainable collaboration emerges from the synergistic combination of social and institutional trust, cognition- and affect-based trust, generalized attitudes and specific behaviors, and reputational and action-based mechanisms. The study demonstrates how trust can be actively designed and managed across organizational and cultural boundaries to foster knowledge sharing, innovation, and value creation. We conclude by highlighting practices for enabling effective, trust-based collaboration in knowledge-intensive industries.

KEY TAKEAWAYS

- Design hybrid trust systems: Combine interpersonal and institutional mechanisms to sustain collaboration across global and virtual contexts
- Balance cognition and emotion: Foster both analytical evaluation (competence) and affective bonds (goodwill) to enhance knowledge sharing.
- Promote generalized openness: Encourage a trusting attitude toward diverse partners while maintaining context-specific risk assessment.
- Build and act on reputation: Strengthen organizational credibility through consistent, trustworthy behavior and transparent performance.
- Empower boundary-spanners: Select and train individuals skilled in cross-cultural communication and collaborative problem-solving.
- Create enabling structures: Establish platforms, forums, and routines that institutionalize trust and facilitate rapid, reliable cooperation.

Table 1. Value-creating hybrid characteristics of trust in global knowledge collaboration

			Trust characteristics
Forms of trust	Social	Impersonal trust	Social and impersonal
Bases of trust	Affect-based	Cognitive	Affect- and cognition-based
Sources of trust	Generalized	Specific	Generalized trusting attitude and specific behavior
Development of trust	Reputational	Action-based	Reputation- and action-based

Blomqvist, K., Michailova, S., and Snow, C. (2025). Creating value in global knowledge networks- trust as a strategic lever for collaboration in *Economia & Management* 4 (October-December), 50-65.

Pia Adibe & Kirsimarja Blomqvist

A THRESHOLD FOR COLLABORATIVE INNOVATION:

EXPLORING THE DIMENSIONS OF LIMINALITY
IN A DATA ECONOMY INITIATIVE



ABSTRACT

Collaborative innovation requires space for different parties to meet, exchange information, engage in dialogue, and eventually create new solutions. Despite the increased scholarly and practical interest, understanding how such spaces are initiated and sustained remains scarce. In this study, we focus on a national data economy initiative to investigate a virtual and mental space where relevant and interested cross-sectoral parties can join, share information and identify shared interests for research and development in the data economy. We investigate the early phases of collaborative innovation through the lens of liminality and show how individuals' sensemaking narratives manifest the different dimensions of liminality. We contribute to the research on collaborative innovation and spaces by theorizing liminality in the context of our paper as a three-dimensional concept of confusion–clarity, isolation–communal, and stagnation–movement that creates a threshold for collaborative innovation. Our study offers a more nuanced understanding of the less studied, yet critical, early phase of collaborative innovation, hence contributing to the research and practice of the emergence of collaborative innovation.

KEY TAKEAWAYS

- Solving complex problems requires spaces for complementary actors across sectoral boundaries to jointly generate new ideas and engage in the process of transforming these ideas into new or improved solutions. Spaces facilitate collaboration and support relational engagement so that parties can make sense and learn together.
- Participants should recognize the initiation of collaborative innovation as a liminal threshold—a transitional phase—where participants are “mentally entering and inhabiting” an in-between state before concrete collaboration can emerge. This is a challenging yet important state of becoming that makes an ambiguous space into a meaningful place.
- The challenges of liminality can be eased by anchoring the participants to a common purpose and/or vision.
- In contrast for control and execution by traditional management, participants should allow expressions of diverse, ambiguous, and confronting issues and enable collective learning and sensemaking to subsequently develop common ground.
- Collaborative innovation emerges not only through organizational practices but also through individuals’ experiences of initiating collaboration that shape engagement and commitment.

Adibe, P., Vesin, S., Almpantopoulou, A., & Blomqvist, K. (2024). A threshold for collaborative innovation: exploring the dimensions of liminality in a data economy initiative. *R&D Management*, 54(2), 300–322.

<https://doi.org/10.1111/radm.12585>

Kateryna Kryzhanivska, Teemu Tuomisalo,
Kirsimarja Blomqvist & Olli Kuivalainen

LEVERAGING TEMPORARY TEAMS FOR INTERNATIONAL OPPORTUNITY CREATION ON DIGITAL PLATFORMS

ABSTRACT

Companies worldwide increasingly leverage digital platforms to sell, innovate, and collaborate. Despite the global pool of resources available on digital platforms and the known benefits of information, knowledge, and networking, the international entrepreneurship literature has accorded limited attention to the role of time, temporality, and digital context in international opportunity creation. Drawing on action research from a longitudinal case study, we investigate how digital international opportunity (IO) creation unfolds on an online community platform engaging relevant knowledgeable experts. We explore the early stage of internationalization of a Finnish startup with innovative technology searching for ways to access international markets during the global outbreak of the COVID-19 pandemic. Based on this research we present a two-cycle process model explaining how IO creation occurs in a digital context and a short period of time. We show how a set of actions and their related mechanisms enable IO creation through digital platforms. Our study advances understandings of IO creation and role of digital platforms in international entrepreneurship by illuminating how early internationalizing firms engage in the creation of

KEY TAKEAWAYS

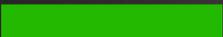
- The findings highlight the importance of digital platforms and temporary teams for SMEs affected by crises, such as the COVID-19 pandemic.
- The digital IO creation process enabled by temporary teams and on-demand human capital on digital platforms can help SMEs be more time- and resource-efficient in their internationalization efforts.
- Companies can leverage the action-driven cycles of 'organizing temporary action' and 'opportuning' to explore the potential of entering new markets, building digital collaboration, and connecting with potential customers.
- Regional, national and international policymakers should focus on developing digital skills and capabilities, as well as encouraging processes like digital IO creation, to help SMEs remain resilient and explore new international opportunities in times of the crisis.

Kryzhanivska, K., Tuomisalo, T., Blomqvist, K., & Kuivalainen, O. (2025). Leveraging temporary teams for international opportunity creation on digital platforms. *Information and Organization*, 35(1), 100554.
<https://doi.org/10.1016/j.infoandorg.2024.100554>

Tuuli Toivikko

LEADERS' TECHNOLOGY ADOPTION IN DIGITAL COLLABORATION

– AN AFFORDANCE PERSPECTIVE



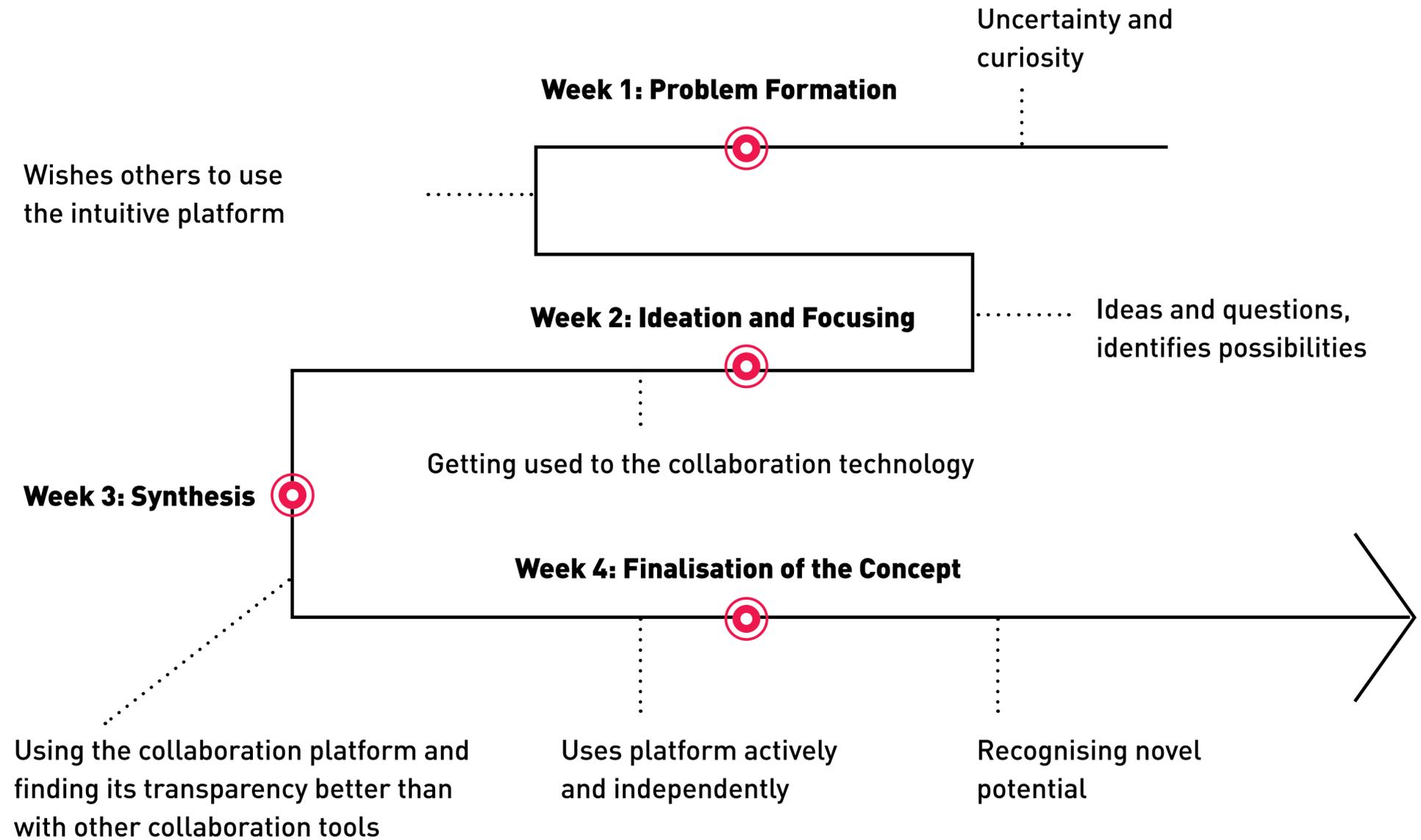
ABSTRACT

Technology adoption by leaders of temporary digital teams can develop rapidly if digital and social action potentials are accessible for technology use. Digital collaboration platforms with AI-enabled features provide opportunities, but their capabilities can also restrict knowledge co-creation. This study focused on which action potentials of a technology-mediated platform did two leaders recognize in temporary digital network collaboration. To understand the moment preceding technology adoption, the study draws on affordance theory, a theory of information perception that examines how perceiving an action potential can lead to action. Affordance theory was used to understand how perceived possibilities of action lead to actual use of digital collaboration tools.

KEY TAKEAWAYS

- When it comes to the technology adoption process, we observed that previous experience with digital tools facilitated it, and initial challenges slowed adoption but did not prevent it.
- According to the informants of the study, the digital collaboration platform afforded fostering transparency, communication, idea generating and innovative thinking.
- To conduct a successful digital collaboration process, technology adoption is crucial because it is one of the most important enablers of knowledge co-creation and, through that, problem-solving.
- Limitations of virtual work—such as participants' hesitations towards technology and limited time slots—need to be acknowledged and addressed.

FIGURE 1. THE DEVELOPMENT OF UNDERSTANDING THE ACTION-POTENTIAL OF TECHNOLOGY. (TOIVIKKO 2025)



Toivikko, Tuuli. (2025). Leaders' Technology Adoption in Digital Collaboration: An Affordance Perspective. European Conference on Knowledge Management. 26. 1243-1250. 10.34190/eckm.26.2.3932.