

Motivating multi-sectoral experts to participate in co-creation

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“WICKED PROBLEMS REQUIRE ORCHESTRATION OF MULTI-DISCIPLINARY, CROSS-SECTORAL AND CROSS-BORDER CO-CREATION”

(Russo & Hughes, 2000; Mazzucato, 2018; Pera, Occhiocupo, & Clarke, 2016; Edwards-Schachter, 2016; Hirvikoski, 2018; Äyväri, Hirvikoski, & Uitto, 2019)

#eHealth2020 International Conference
25th Finnish National Conference on Telemedicine and eHealth

“From Dream to Reality”



Suomen Teelääketieteen ja e-Health seura
Finnish Society of Telemedicine and eHealth



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PRELIMINARY RESEARCH FINDINGS

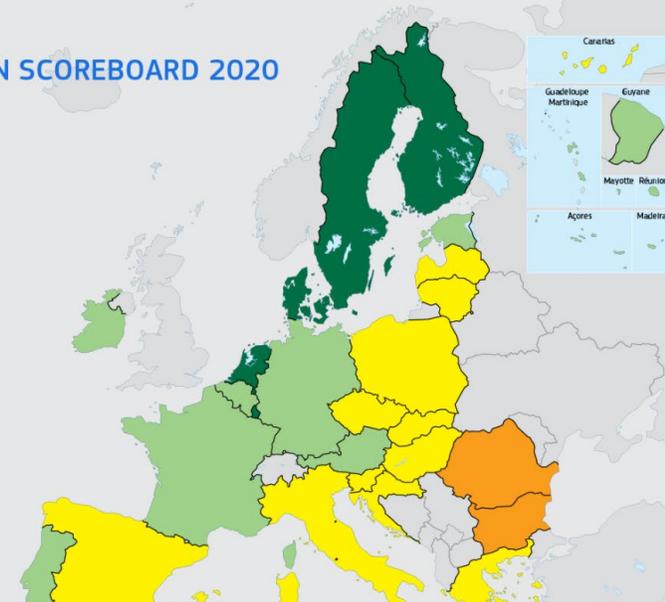
As the key success factor, the informal side of organisation within the ecosystem affects its ability to reach its goals more than the formal aspects - even when the primary goal of the ecosystem is to support the vitality of regional economy and businesses.

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EUROPEAN INNOVATION SCOREBOARD 2020

Innovation performance groups

- 🟩 Innovation Leader
- 🟨 Strong Innovator
- 🟦 Moderate Innovator
- 🟧 Modest Innovator



PRELIMINARY RESEARCH FINDINGS

FACILITATING AND HINDERING FACTORS OF MULTI-STAKEHOLDER INNOVATION CO-CREATION

FORMAL	INFORMAL
1. Strong vision	1. History of collaboration
2. Governance and orchestration of multi-stakeholder innovation	2. Openness and transparency of culture and action models
3. Funding of collaboration and other shared resources	3. Personal attitudes among innovation ecosystem orchestrator and other professionals
4. Systematic and continuous evaluation	4. Perception of time
5. Formal agreements among participating organisations	5. Commitment to common goals
6. Innovative urban planning	6. Creating conditions for growing internal motivation and genuine value among professionals
7. Regional Innovation Smart Specialisation Strategy (RIS3)	7. Trust within ecosystem
CHARACTERISTIC	
8. Concentration of specialists, ecosystem critical mass, and location	

“Although formal structures and models vary, **it is the informal human interaction that makes the ecosystem sustainable.**”

“The more you are willing to give, the more you also get”

“**Mistrust or jealousy completely obstructs** [the successful operation of the innovation ecosystem].”

“Instead of hierarchy, [the successful operation of the innovation ecosystem is] **based on trust and collaboration.** Without these, it is impossible for the ecosystem to operate.”

How orchestrating multi-stakeholder co-creation, based on expert panels Sep 2020

- Using **different curation, bridging, and facilitation activities** to praise complexity and cover the whole ecosystem and process
- Revealing **hidden needs and hidden agendas**
- Cultivating **a shared, common language, a shared narrative, a shared vision, a common goal and a shared value**
- Enabling and fostering **trust, openness and transparency**
- **Engaging all stakeholders** and fostering **inclusivity** per the needs in different innovation phases
- Considering the **goals and motivations** of the **different actors** while minimising polarisation, and managing **serendipity**
- Facilitating the **building of capacities and competences** to **shift between collaboration maturity**
- Taking **small steps** in building collaboration
- **Geographically** focused globally connected
- Considering **variation between different ecosystems** when creating orchestration models
- Using transition phases and to bridge and **go beyond organisational boundaries**
- Integrating competition and collaboration, using **conflict as driver** for learning and innovation
- Creating **permanent places, spaces, and co-create ecosystems**
- **Considering digital accessibility** also for visually impaired
- **Widening impact assessment** frameworks
- **Participatory, citizen driven RDI** and related **leadership, governance and orchestration models** are developing into right direction – but **bold actions missing** focus too much on **individual projects** and **operational aspects** - progress is **too slow**
- **Bottom up movement** needs **strategic legitimation from top-down**, i.e. from the managerial bodies of organisations, the local and national governments and the EU, and the funding instruments

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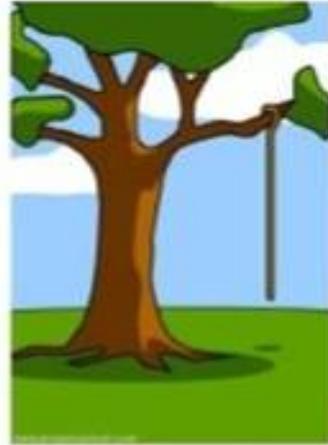
HOW THE CLIENT
DESCRIBED IT



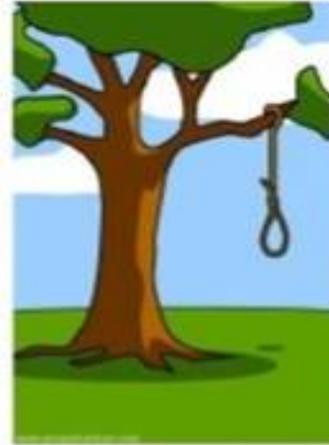
HOW THE ARCHITECT
ENVISIONED IT



HOW THE ENGINEER
DESIGNED IT



WHAT THE BUDGET
ALLOWED



HOW THE LIABILITY
INSURANCE AGENT
DESCRIBED IT



HOW THE ESTIMATOR
BID IT



HOW THE
MANUFACTURER



WHAT THE BUILDING
INSPECTOR EXPECTED



HOW THE CONTRACTOR
INSTALLED IT



WHAT THE CUSTOMER
REALLY WANTED



HOW THE PROJECT WAS
DOCUMENTED



HOW THE CUSTOMER
WAS BILLED

<https://settingupshop.com.au/2019/01/14/design-the-first-step-in-your-fit-out/>

Why to participate - health-care professionals

Unexpected learning opportunities regarding:

own profession, clients, new solutions, service concepts and offerings, working methods, complementarities of the whole ecosystem

Easy to participate when the orchestrator recruits participants, brokers participants' needs and resources, bridges organisational boundaries and facilitates shared meaning making and joint activities

Diversity widens worldview and nurtures creativity, different concepts and ways to perceive phenomenon and goals are colliding positively

Influence to the future solutions, define the needs > transition from test beds to genuine need-driven co-creation

HOW to participate

communication, communication, communication – listening and interaction are participants main tools



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Why to participate in strategic cross-sectoral co-creation activities - Businesses, health-care organisations, NGOs, ROs, RFOs, LAs

- **Shortens the time** from research to market, health professionals and citizens
- Creates **scalable breakthroughs and better health services** if integrating scientific know-how with market needs and long-term strategic foresights
- Facilitates **up-take of health advice** and speeds up **health behavioural transformation**, improves **public health** if citizens genuinely involved
- Real life experimentation and early failures **save money and time**
- Save money by **sharing resource, data and risks** with other stakeholders
- Generates **new markets, jobs and tax revenue**
- Improves **scientific excellence and societal impact**
- Solutions and processes become **boundary objects for transformation**
- **Combines 3 scaling mechanisms** (scaling up, scaling out, scaling deep), **changes the machinery of policy making, and expands assessment frameworks**

“Show Me the Value” – Business Benefits of Co-creation and How to Effectively Communicate Their Value to SMEs Which Are Developing Circular Economy Business Models
Seikkula, Suvi (2020)



SISCODE

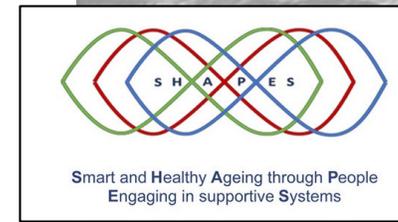
Based on the ROSE and SHAPES projects

Ethics among (Healthcare) workers is a core element of professional identity. Ethical competence in co-creation is Laurea's area of expertise

Tuuli Turja (2019) *Accepting Robots as Assistants: A Social, Personal, and Principled Matter:*

Evolving multi-sectoral experts into co-creation

- helps to *reveal the conflicting values* in an early phase,
- Empowers employees, increases self-confidence, *promotes health* and allows an opportunity to *influence the direction of transformation and the usage of such novelties like robots*



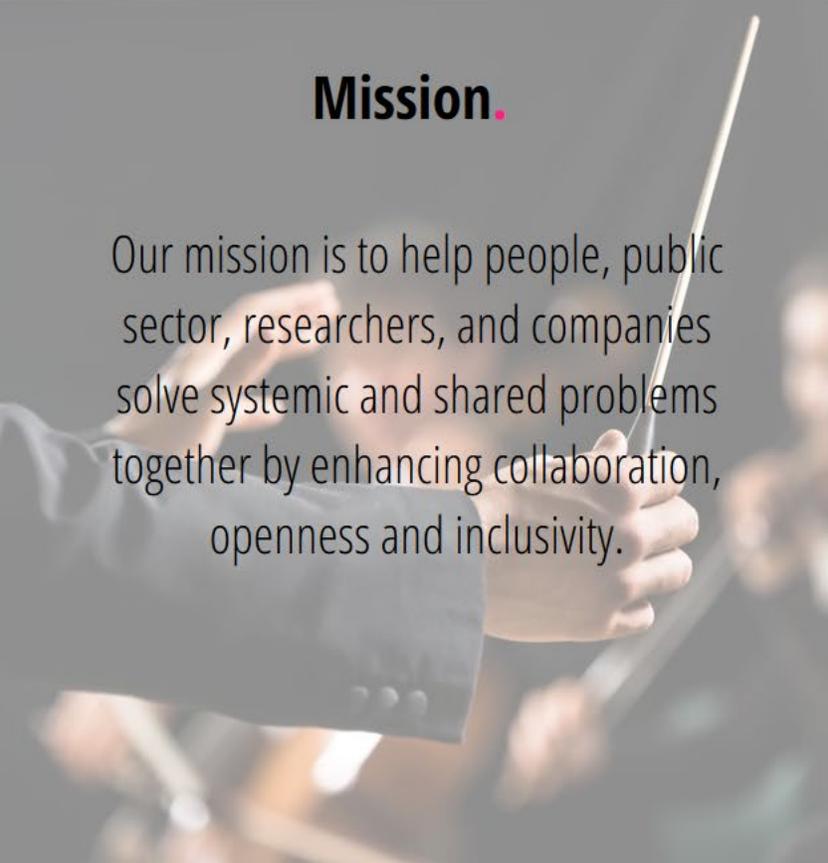
Values.

Collaboration, inclusivity, trust, and openness.



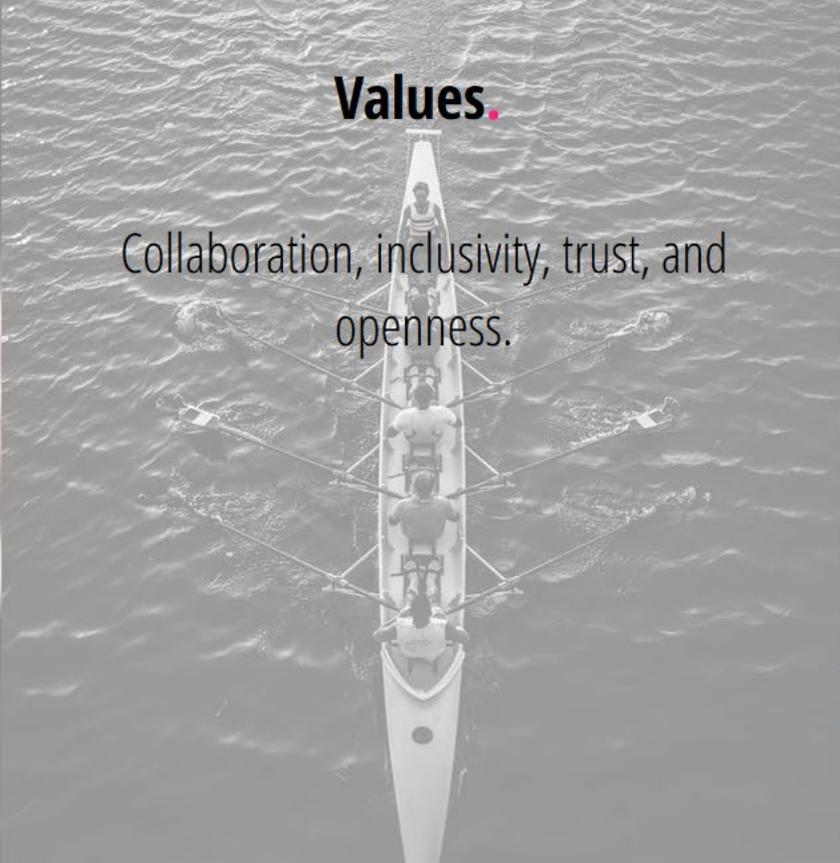
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Mission.



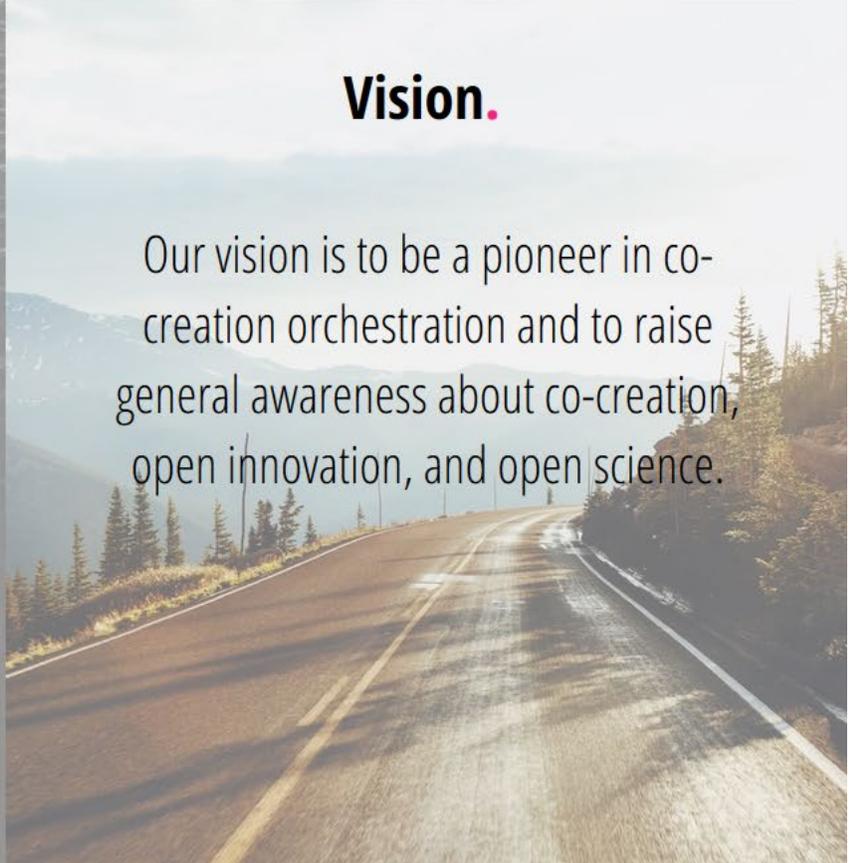
Our mission is to help people, public sector, researchers, and companies solve systemic and shared problems together by enhancing collaboration, openness and inclusivity.

Values.



Collaboration, inclusivity, trust, and openness.

Vision.



Our vision is to be a pioneer in co-creation orchestration and to raise general awareness about co-creation, open innovation, and open science.

Thank You !