

A New Way Of Working

Espoo Cultural Center

Designing for Services Course
Department of Design
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Preface

Glossary

Affinity Mapping

→ A research and analysis method used to organize insights and ideas into themes based on their similarities.

Channels

→ The methods, platforms or tools that are used to transmit information and services.

Co-creation Workshop

→ A research method that brings together different stakeholders to ideate together.

Collaboration Modes

→ The varying forms of collaboration required to carry out different practices effectively.

Design Probes

→ Creative tools or activities that prompt research participants for conversation and exploration.

Experiments

→ Concrete actions and ideas that are tested within the Labs to learn, adapt, and refine new ways of working.

Kultsa (ECC)

→ Short for Kulttuurikeskus (in Finnish), meaning the Espoo Cultural Centre (ECC).

Kultsa Development Group (KDG)

→ A set of cross-organizational working groups of the ECC, consistent of the Kultsa Development Management Group and three thematic groups.

Labs

→ Working groups within the program, each focusing on a specific theme relevant to the Cultural Centre's development.

Practices

→ Concrete ways of working within each Lab that serve as entry points for collaboration and experimentation.

Program

→ A framework for employees to organize themselves to practice collaborative innovation.

Service Concept

→ A new value proposition that defines how a service creates clear benefits for its stakeholders.

Acknowledgement

We would like to thank the City of Espoo for enabling this collaboration and the Espoo Cultural Centre (ECC) for taking part in this initiative. Our special thanks go to our project partner Anna Jaskiewicz for her openness, curiosity, and enthusiasm. We are also deeply grateful to our course teachers, Núria Solsona Caba, Martina Čaić and Anna Viljakainen for their guidance and insightful feedback throughout the project, and to all research participants whose contributions made this work possible.

Structure

The report begins with an Executive Summary, providing a concise overview of the project's purpose, process, and main outcomes. It then moves to the Introduction, which presents the project background, focus, goals, and process. The Research section outlines the research aim, participants, and methods, followed by key insights and a refined project scope. Building on these findings, the Proposal introduces the conceptual framework for the Kultsa Co-Lab Program, including its ecosystem, principles, and success metrics. The Roadmap section then illustrates how the program unfolds through its six phases. Finally, Program Implementation offers guidance on how the program can be put into practice within the Cultural Centre.

1 Executive Summary

This project was conducted as part of the **Designing for Services** course at Aalto University, in collaboration with the **City of Espoo**, which engages students in addressing real-world challenges across various municipal projects. This specific collaboration focused on the Espoo Cultural Centre's Workforce Experience project, exploring ways to strengthen its internal culture and collaborative potential. The **Espoo Cultural Centre** consists of diverse organizations that together form the Cultural Centre community: Tapiola Sinfonietta, Espoo Music Institute (EMO), Tapiola Library, Espoo Theatre and their supporting staff. Our project responds to the Centre's ambition to move **beyond co-existence toward a shared culture of collaboration, identity and belonging**.

The project took place over seven weeks, combining research, analysis, and design phases. The main fieldwork and co-creation activities were conducted during a four-week period involving interviews, observations, shadowing, a survey, and a collaborative workshop with staff from across all organizations. The resulting proposal introduces the **Kultsa Co-Lab Program**, which is a **new, experimental way of working** designed to help the Espoo Cultural Centre grow from a workplace into a self-developing community of practice.

Expanding on the existing Kultsa Development Group, the program provides a framework for shaping future collaboration through shared principles, ownership, and experimentation. At its core, the Kultsa Co-Lab Program introduces three cross-organizational Labs, each focusing on a key area of the Cultural Centre's development. These Labs bring together employees from different organizations to act as facilitators of change and to pilot new collaboration practices. A six-step **roadmap** guides the program from kickoff to long-term rollout, ensuring that successful experiments are scaled while new ideas continue to emerge. Ultimately, the Kultsa Co-Lab Program provides both structure and a process for nurturing collaboration, openness, and shared learning across the Cultural Centre.

2 Introduction

2.1 Project Background

The **Espoo Cultural Centre** has long been home to several renowned organizations: the Tapiola Library, Tapiola Orchestra (Sinfonietta), Espoo Music Institute (EMO) and the Cultural Centre's own production unit. The Centre will soon expand to house the renown Espoo Theatre. Despite this shared space and common purpose, many of these organizations continue to operate as separate entities, divided by invisible boundaries within the same building. While the Cultural Centre is rich in talent and energy, the potential for deeper collaboration and collective identity remains underrealized.

**“We are like isolated islands
within one building.”**

— manager of an organization

2.2 Project Focus & Goal

The project focuses particularly on cross-organizational relationships, that is, the connections between employees from different organizations within the Centre, as well as on how the Cultural Centre operates as a collective entity.

The aim of this project is to identify ways to strengthen the internal environment at the Espoo Cultural Centre, shifting the employee culture from mere coexistence to one characterized by collaboration, belonging, and shared pride in a unified identity. In doing so, the project seeks to support a transformation from within.

2.3 Project Process

The seven-week project was structured into two main phases: a four-week research phase, focused on understanding the context and gathering insights, followed by a three-week proposal and deliverable development phase, where findings were translated into concrete concepts and outputs (Figure 1).



Figure 1 - Project process overview

3 Research

3.1 Research Aim & Participants

Desk research was initially conducted to understand collaboration in organizations. The findings helped identify key theoretical frameworks including the collaboration ladder (Weaver, L, 2021; Appendix 1) that later informed the design of the interview design probes.

Our research was guided by the following **research questions**:

1. How do employees from different institutions relate to each other and to the cultural center?
2. How do employees from different institutions imagine a deeper collaboration, connection between each other and shared identity for the cultural center?

To capture a broad range of perspectives, we recruited participants from all organisations across different roles and applied various research methods (Figure 2).

3.2 Methods

89 Survey Responses

7 Interviews with Probes

2 Guerilla Interviews

3 Shadowing

1 Observation

1 Workshop

"It is important for designers to understand what animal the organization is."

— participant in Čaić et al, 2025 study

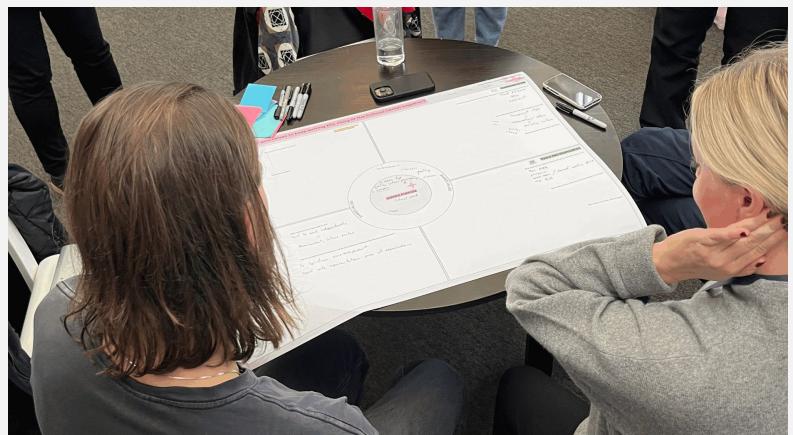
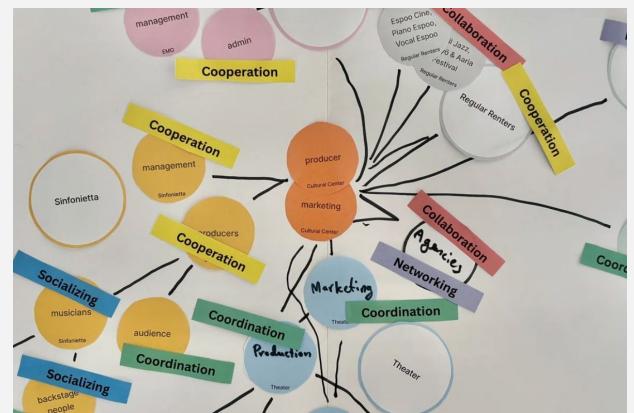


Figure 2 - Clockwise from left: Table Talkers that link to the survey; Interview with design probes: Positioning on the collaboration ladder; Interviews with design probes: mapping their network with participants; Observing the commons; Co-creation workshop

3.3 Insights

The data gathered from our various methods was analyzed through affinity mapping and helped us build a stakeholder map (Appendix 2). 89 responses to the survey helped us identify broad patterns and corroborated the information gathered from the interviews. The interviews which included design probes, helped us understand which employees were most connected across organizations, and elicit what kind of collaborative ecosystem they envisioned in the future. Below are the insights that emerged from this exercise.

Insight 1

**The shared aspirations
for the future can
become the foundation
for transformation.**

69%

respondents to the survey believe that strengthening cross-organizational ties would improve their work experience.

Employees and managers across organizations share a similar vision for the Cultural Centre's future, both value connection, belonging, and a stronger sense of community. They share the goal of building a more open and connected workplace, where collaboration happens naturally when needed.

“I was surprised how we all share the same future vision and goals.”

— manager at the workshop

“I want everybody to lift up each others’ art.”

— staff member,
operations

Insight 2

Inter-organizational collaboration and communication mainly stays within the management level.

“Management is in contact with management. Information is maybe not moving as well as it could be.”

— manager of an organization

Collaboration between organisations is the strongest at the top, but thins out as it moves down. Similarly, information often struggles to flow down, leaving employees unaware of ongoing projects.



Figure 3 - A manager's network map

Insight 3

Connection needs shared spaces and community events.

The lack of shared spaces and events limits social connection across organizations. Separate break rooms and restricted areas further reduce chances for informal encounters, leaving employees with few opportunities to connect beyond work agendas.



Figure 4 - Partition between organizations

72%

respondents would like to participate in joint activities or events that involve multiple organizations

“Everything should be common, like entry doors so that we can greet each other in the morning.”

— manager, at the workshop

Insight 4

Unclear ownership prevents collaborative ideas from taking shape.

15%

respondents say that there are clear practices for cross-organizational collaboration.

Managers wish staff would take more initiative, while employees wait for direction from management. Individual and organizational contributions remain unclear, making it difficult to move ideas for the future of ECC forward.

“I think it’s very important that there is, like, well-run democracy in the building.”

— manager at the workshop

“We could always meet up and talk, but is it going to be worth anything?”

— staff member, operations



Figure 5 - Participants ideate using Workshop Canvas

Co-Creation Workshop

A co-creation workshop was facilitated with eight participants from the different organisations. After listening to a fiction that wove together wishes from the interviews, participants ideated in mixed groups about what kind of working group would lead the development of collaborative practices for an ideal Cultural Centre in 2030.

The ideas were gathered through a canvas inspired by the Business model Canvas (Osterwalder & Pigneur, 2010; Appendix 3). It prompted them to consider what it would take to set up such a working group, from shared values to roles, working styles, communication and resources.

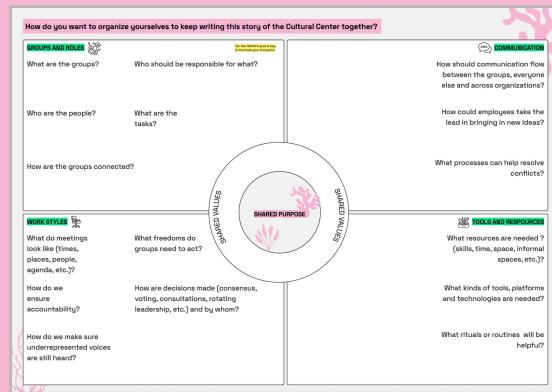


Figure 6 - Workshop Canvas

3.4 Redefining Scope

Thus a new aim emerged — ***How should a working group within the Cultural Centre organize itself to practice collaborative innovation?***

From the workshop, it became clear that while different organizations and people at different levels had similar aspirations for the cultural centre, and there was a growing desire for a more collaborative form of governance, requiring the role management to shift from permission-giving to initiative-enabling. This required flipping the script, as outlined in the Hay et. al (2024) article on “Enabling Relational Adaptation”. To achieve this, agency would have to be redistributed through the structure of the new working group and leveraging the inherent excitement to work on new things, while embedding the shared principles in every component.

These requirements broadly affect two layers of change:

(1) Reconfiguring the ecosystem of actors and (2) facilitating organizational practices (Solsóna Caba et al., 2025). The multiplicity of this proposal required organizing it as a **Program**.

The timing of this initiative is particularly significant. With a **major renovation planned for 2026**, the Cultural Centre is entering a period of disruption that also presents a **rare opportunity to co-create and test a new way of working**.

“We need to start with small things that we can try out immediately.”

— project partner



Figure 7 - Renovation timeline

4 Proposal: The Kultsa Co-Lab Program

4.1 Program Overview

We propose the Kultsa Co-Lab Program — **a new, experimental way of working** that provides a framework for employees to organize themselves to practice collaborative innovation in a hands-on and iterative way, making cultural transformation an active, shared process.

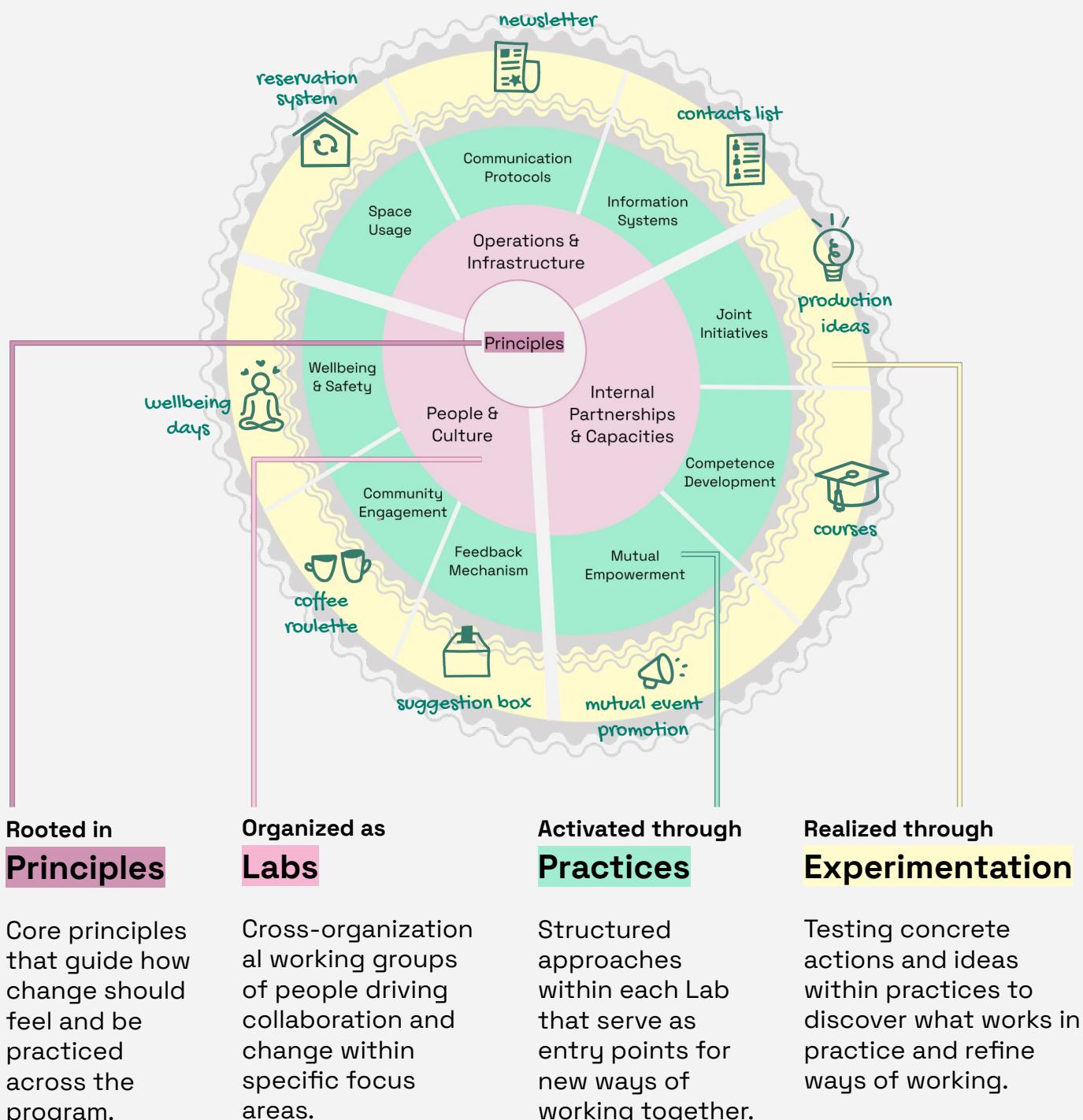


Figure 8 - Kultsa Co-Lab Program Overview

4.2 Program Ecosystem

The Kultsa Co-Lab Program, builds on the existing Kultsa Development Group (KDG) ecosystem (Figure 9) that already connects employees across the different organizations within the Espoo Cultural Centre. At present, the KDG is structured into a management group and three thematic cross-organizational groups. Management oversees the overall direction while thematic groups coordinate and align day-to-day, task-driven activities, which is important for the smooth running of the Cultural Centre.

The Kultsa Co-Lab program encourages small, testable actions that can be executed immediately, refined through experience, and scaled over time. The results and learnings from the experiments are shared with the KDG management, thematic groups, and employees across the Cultural Centre, **creating a bridge between experimentation and long-term development**. As management takes up outcomes and embeds them into Kultsa's long-term development, the Labs continue to explore new ideas and reinforce a culture of continuous learning and collaboration.

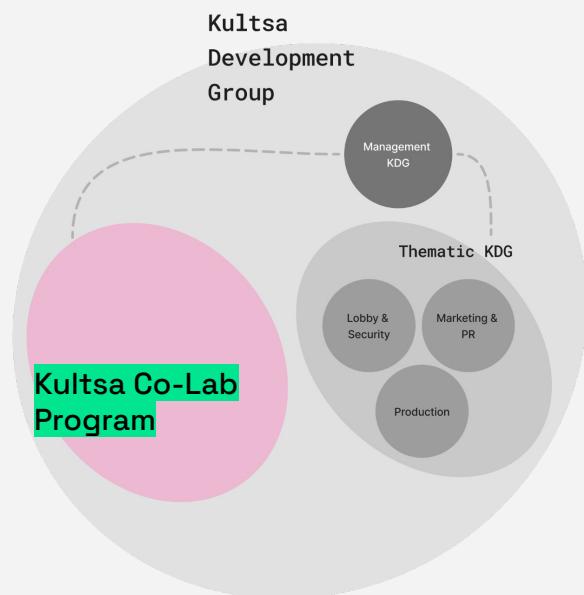


Figure 9 - Kultsa Co-Lab and KDG

4.3 Anticipated Outcomes

The program's **experimental and iterative approach** is grounded in the idea that meaningful organizational change cannot simply be implemented. It must be **practiced, experienced, and owned collectively**. This ongoing cycle of trying, learning, and adapting allows participants to make change tangible while strengthening a shared sense of ownership and responsibility across the Centre. The positive outcomes can be observed at different levels:



For Employees: A feeling of belonging and greater ownership of the services provided by the Cultural Centre



For Organizations in the Cultural Centre: From co-existing in the Cultural Centre to being active contributors to the service ecosystem, bringing their unique expertise and identities.



For Cultural Centre: Strengthening its position as a leader, both as a pioneering creative institution as well as a great place to work.



For Espoo City: The city attracts residents and visitors with its diverse and welcoming ecosystem for creative and cultural pursuits

“Like a beautiful coral reef with different colors, existing together in harmony, and they can all be their own different things.”

— project partner

4.3 Program Principles

The program is built on a set of guiding principles that define how change should be approached and experienced. They are central to shaping the envisioned new way of working and are embedded throughout the program. These principles represent values derived from the interviews and workshops, which we synthesized as follows:



Pioneering

We try out new things and set new standards.



Safety

We create a safe space to experiment, express and reflect.



Transparency

We regularly communicate progress and obstacles to keep our program in motion.



Equality

Every member brings equally important and valid perspectives.



Openness

We are excited to try new and creative approaches.



Ownership

We own the practices individually and as a group.

Figure 10 - Guiding principles

4.4. Success Metrics

To evaluate the impact of the Kultsa Co-Lab program within the Espoo Cultural Centre, **three primary success metrics** are proposed. Together they provide a view of both the atmosphere and the outcomes of the program, which indicate the transformation of the Cultural Centre into a more open, connected, and self-developing community.

Belonging:

Employees feel connected to the Cultural Centre Community

Indicators:

- Pride in Kultsa
- Cross-organizational engagement
- Engagement in joint events and initiatives
- How employees talk about their shared identity
- Use of common spaces

Clarity:

Employees have clarity about protocols and key contacts

Indicators:

- Increased initiation of cross-organizational collaboration at various levels
- Use of shared communication channels
- Awareness of Kultsa-wide initiatives

Excitement:

Employees are eager to shape the Cultural Centre ecosystem

Indicators:

- Number of ideas shared
- Engagement in experiments
- Momentum to turn experiments into long-term change
- Excitement in everyday conversations

Beyond these, other signs of success may also emerge. **Wellbeing and Employee Retention** may indicate a stronger sense of belonging and collaboration, translating into a more positive work culture overall. **Sustainability** shows in how many practices continue after the program ends and become part of daily work.

5. Roadmap

The Kultsa Co-Lab Program unfolds through **six main steps that guide the process from launch to long-term implementation**. The roadmap ensures continuity, shared learning, and accountability, turning experimentation into sustainable development within the Cultural Centre community.

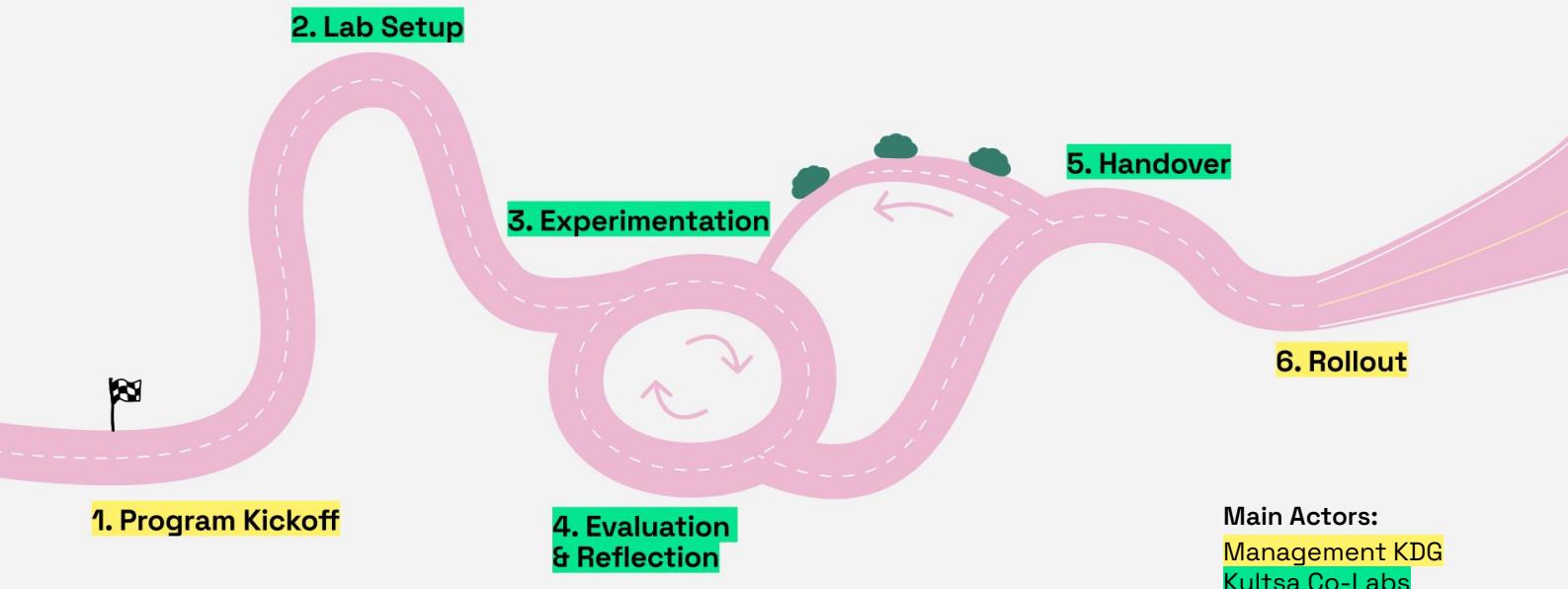


Figure 11 - Roadmap overview

5.1 Program Kickoff

The one-month Kickoff marks the beginning of the Kultsa Co-Lab Program and is led by the management of the KDG.

Introducing the Program & Building Excitement

The kickoff begins with an internal launch event, supported by email communications that present the Co-Lab Program's purpose, structure, and principles. The emphasis is on getting people excited about the opportunity to experiment, collaborate across organizations, and influence the future of the Cultural Centre.

Open Call for Participation with Clear Expectations

An open call invites employees from all organizations to join the Labs. Management clearly communicates that Lab participation is part of normal working hours and that members have the agency to try new experiments and failure is part of the learning process. Being part of a Lab means having a real influence in shaping the Centre's future and acting as a Facilitator of Change.

Resources & Shared Commitment

Lab activities may be jointly set up by participating organizations or supported by the City of Espoo, creating a ready pool of funds to draw from while reinforcing shared ownership and responsibility. Motivation comes from the chance to pioneer new practices and contribute to a stronger, more collaborative Cultural Centre.

Management launches the Program to build excitement, makes their goals and structure clear, and encourages participation across the Cultural Centre.

— Summary



Pioneering

We try out new things and set new standards

5.2 Lab Setup

Following the kickoff, the Lab Setup phase lasts about one week and brings together the employees of newly formed labs.

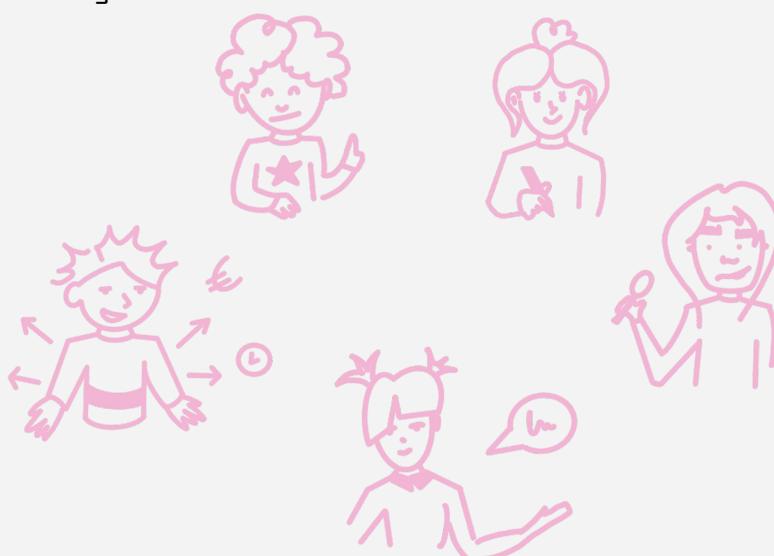
Forming the Lab Teams

Once it has been communicated who will be part of each Lab, the new teams, consisting of employees from different organizations, meet in person for the first time. During these sessions, they begin building their collaboration by defining working structures, communication methods, and shared expectations. This process helps team members establish trust, align on common goals, and prepare to work effectively together while fostering a culture where everyone feels safe, respected, and encouraged to contribute. The Co-Lab Canvas (Figure 12, Appendix 5) helps facilitate this process.

Defining Roles & Responsibilities

While every Lab member acts as a facilitator of change, and decisions are made collaboratively, each Lab also includes specific roles that help distribute responsibility, clarify accountability, and maintain balance within the team. These roles enable ownership and structured collaboration in a non-hierarchical way, reflecting the program's shared principles.

The **Coordinator** guides meetings, ensuring discussions stay focused and inclusive. The **Secretary** documents decisions and tracks progress, keeping goals visible and actionable. The **Resource Responsible** oversees practical aspects such as time, space, and budget, helping the team stay realistic about its capacity. The **Communication Responsible** manages both internal updates and external visibility, ensuring that ideas and results circulate beyond the Lab. Finally, the **Insight Collector** gathers feedback and perspectives from outside the team, helping the Lab stay connected to the wider Cultural Centre community.



Each Lab teams meets for the first time to build trust, define roles, and align on shared goals, setting the foundation for the experimentation phase.

— Summary

Operations & Infrastructure Lab

Focuses on strategic use of resources that support collaboration and clear information flows.

People & Culture Lab

Focuses on strengthening wellbeing, inclusion, safety, and community engagement.

Internal Partnerships & Capacities Lab

Focuses on competence development and strengthening ties across organizations.



Safety

We create a safe space to experiment, express and reflect.



Equality

Every member brings equally important and valid perspectives.

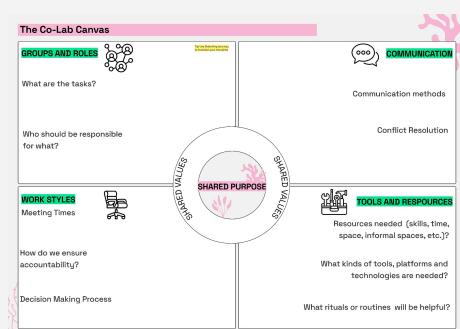


Figure 12 - Co-Lab Canvas

5.3 Experimentation

The Experimentation phase lasts approximately three months and serves to test new ideas and approaches for implementing new ways of collaborative working.

Selecting Practices

Each Lab is guided by three practices that define the key areas for experimentation and serve as frames for ideating those. The practices enable different modes of collaboration (see Appendix 4), which evolve and are strengthened through ongoing experimentation. While each Lab primarily works through one dominant collaboration mode combination (see Figure 13).

Selecting Experiment

The selection of experiments follows an open and participatory approach. First, each Lab invites all Espoo Cultural Centre employees, for example, through an open poll, to submit ideas for potential experiments within the lab's chosen practice. The Lab then reviews the proposals and selects the most relevant options. This process ensures that experimentation remains inclusive, transparent and aligned with the shared interests of the entire community.

Measuring Progress & Gathering Feedback while Iterating

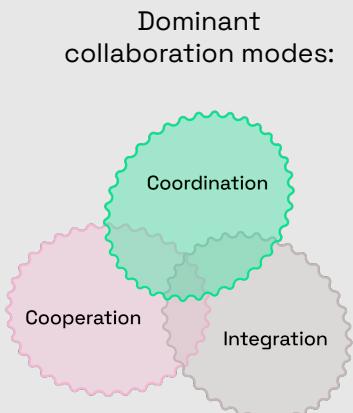
The Labs meet regularly to plan and implement their experiments, setting clear goals and measuring progress along the way. They communicate their activities to other employees outside the Lab and gather feedback from them by using methods such as interviews, prototype testing, or surveys. Based on these insights, Lab teams adjust their approaches as they learn what works best in practice, creating a continuous cycle of experimentation and improvement.

The Lab teams meet regularly to plan and execute their experiments, and co-create with input and feedback from other employees as they learn, adapt, and iterate together.

— Summary



Operations & Infrastructure Lab



Practices:

Information System

Establishing clear practices for keeping people and activities visible and accessible.

Communication Protocol

Aligning on methods for contacting and responding across organizations.

Space Usage

Defining practices for reserving and utilizing shared, private, formal, and informal spaces effectively.

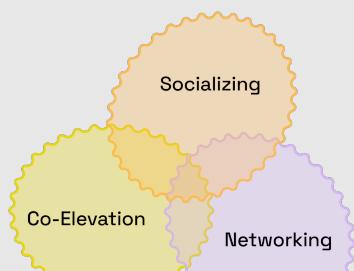
Experiment Examples:



Figure 13a - Overview presents the three Co-Labs, their main collaboration modes, focus practices, and example experiments.

People & Culture Lab

Dominant collaboration modes:



Practices:

Wellbeing & Safety

Promoting inclusion, emotional safety, and care for all individuals within the organization.

Community Engagement

Enabling casual interactions through shared spaces, communication channels, and organized events.

Feedback Mechanisms

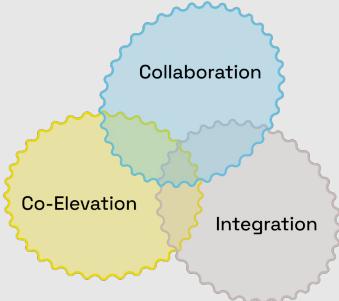
Creating channels and guidelines for reflection, input, idea sharing, and constructive conflict resolution.

Experiment Examples:



Internal Partnerships & Capabilities Lab

Dominant collaboration modes:



Practices:

Mutual Empowerment

Equipping organizations to support one another through recognition, co-promotion, and sharing of resources.

Joint Initiatives

Exploring opportunities and developing projects that multiple organizations can collaborate on together.

Competence Development

Building internal capacity by enhancing employees' skills, knowledge, and expertise to contribute to cultural centre-wide initiatives.

Experiment Examples:



Figure 13b - Overview presents the three Co-Labs, their main collaboration modes, focus practices, and example experiments.

5.4 Evaluation & Reflection

In the fourth phase, lasting approximately two weeks, Labs focus on evaluating outcomes and reflecting on the learning process.

Inner-Lab Evaluation

Labs conduct an internal evaluation, gathering evidence on whether their goals were met. Success is by the labs selected success metrics, such as excitement and depth of collaboration. These can be measured through participation rates, engagement and positive feedback from colleagues through surveys. What matters most here is not whether an idea worked perfectly, but what was learned from the experience. Experiments only fail if nothing is learned from them.

Each lab reflects on outcomes, shares insights across and beyond labs and identifies how to move forward.

— Summary

Cross-Lab Reflection

Labs then engage in cross-Lab reflection through meetings and peer presentations, discussing both the experiments and their overall lab experience. This exchange strengthens communication between labs and created collective learning.

Sharing & Next Steps

Finally, labs present their evaluations and reflections to the broader Cultural Centre community through different communication channels. Together, they identify which practices are ready to move forward, either into the next cycle of experimentation or for handover and broader implementation.

5.5 Handover

The fifth phase, **Handover**, lasts approximately one week and serves as the bridge between experimentation and long-term development.

Connecting with Management

Each lab prepares presentations summarizing their results and recommendations for the future implementation, which are shared with the Management Kultsa Development Group. During this phase, the informal becomes formal as management takes on the responsibility of scaling up the successful practice.

5.6 Rollout

Finally, the **Rollout** phase ensures that effective experiments evolve into sustainable, long-term practices.

Allocating Resources

The management of the Kultsa Development Group (KDG) allocates responsibilities for implementation to the relevant employees and provides the necessary resources to embed new practices into everyday operations. Those successful practices receive internal funding, and continued support to help them grow and become part of the Centre's established ways of working.

Progress and outcomes are communicated transparently through Centre-wide updates and annual presentations, reinforcing shared ownership and excitement for experimentation.

Continuous Cycle of Innovation

As management integrates successful experiments into everyday work and labs keep testing new ideas, the process becomes a continuous cycle of experimenting, learning, and improving. This makes innovation become a part of the Cultural Centre's identity.



Transparency

We regularly communicate progress and obstacles to keep our program in motion.

Labs hand over successful experiments to KDG Management to prepare the practices for scaling and long-term implementation.

— Summary

Management allocated resources to ensure collaborative innovation becomes part of the Cultural Centre's everyday work.

— Summary



6 Program Implementation

6.1 Program Phases

Phase 1 : Experiment | 2026-2027

Building Momentum

Like with any new program, some initial challenges are expected. One such challenge would be a shortage of human resources that can be allocated immediately. However, the modular nature of the program allows it to start small, even with just one Lab. The primary goal is not to have a large number of members but to establish the structure, rhythm, and way of working. Starting with one Lab and one experiment can already set a strong foundation for collaboration. Over time, the approach can be expanded as interest and capacity grow. Similarly, not every role within a Lab needs to be filled right away. The most important thing is that responsibilities are clear and that the group has enough active members to start testing and learning together.

The focus should be on building momentum and visibility by sharing updates, learnings, and small successes from the first Lab. These stories help to inspire participation and demonstrate that even small actions can lead to meaningful change. For future implementation, it is essential to maintain clear guidance and materials that help new participants understand how to begin. To support this, we created a **Concept Handbook** (Appendix 6) that captures the concept of the Kultsa Co-Lab Program.

Phase 2 : Transition | 2027-2030

Navigating Change

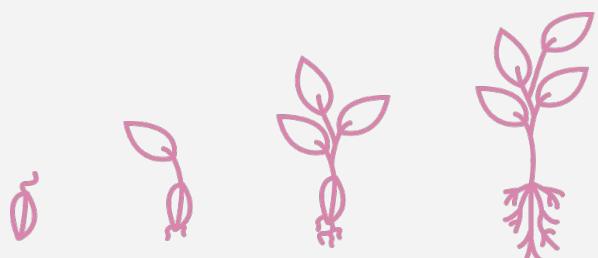
As the Cultural Centre moves into the transition phase, when the theatre's construction and the renovation of the existing building begin, the Co-Lab Program can serve as a stabilizing structure for collaboration. Even if some organizations temporarily relocate, the Labs can continue their activities remotely or in smaller groups or settings, keeping communication and shared development alive. The program's practices and collaboration modes can help maintain a sense of continuity and belonging despite the physical separation.

Phase 3 : Rebirth | 2030+

Cultivating Growth

Later, during the rebirth phase, when the Cultural Centre community reunites in the renovated and expanded facilities, the Co-Lab Program can act as a bridge that brings people, knowledge, and practices back together. The experiences and learnings gathered from the earlier phases can inform how the renewed Kultsa operates as a more connected, adaptive, and collaborative workplace.

To ensure long-term continuity, it is important that outcomes and reflections are regularly communicated across the Cultural Centre. Keeping the process visible helps others stay informed and engaged, allowing learnings to circulate and new ideas to emerge. This continuous flow of communication and shared learning will help the Kultsa Co-Lab Program grow and evolve naturally over time.



The Kultsa Co-Lab Program plants the seeds for long-term cultural change.

6.2 Example Experiment Implementation

The People & Culture Lab has just been formed, and they are excited to be facilitators of change. During this phase they decide on the Practice of Community Engagement. Looking at the pool of ideas from the poll, they select the first experiment: The Social Club.

Design: The process of getting the experiment in motion has started. The People & Culture Lab sets up a meeting to ideate on what the Social Club would look like and its operational details. They decide to test this in the hall of the Kupla building, next door to the Cultural Centre. They aim to grow the number of visitors to 30 people by the end of the first month, and establish it as a regular event in three months. The Lab enlists volunteers to tend the bar, while purchasing light snacks from the cafeteria and arranging for a foosball table and some card games.

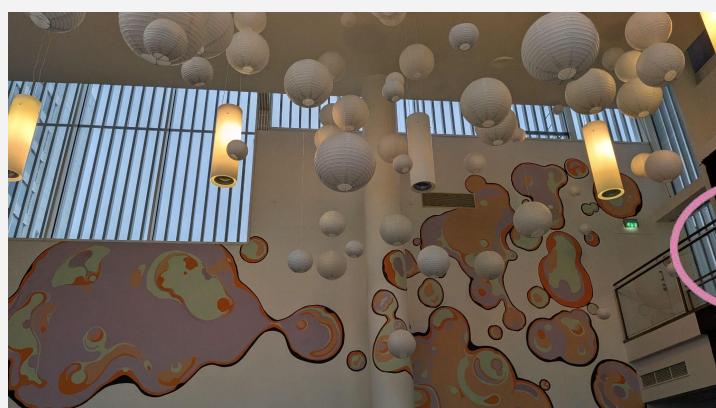


Figure 14 - Hall of the Kupla building

Test: For the course of the experiment, The Social Club is open on Thursdays from 17:00 - 19:00 exclusively for the employees from the Cultural Centre organizations. They put out posters and communication throughout the Cultural Centre, and invite people that they know. Employees from different organizations bond over foosball and join the card games as and when they walk in. The Lab Facilitators take turns to hang out and make observations. Some of the regulars organically set up a karaoke one evening, which is well-received by all.

Evaluate: After three months, it's time for the Lab to reflect and evaluate. They realize that the experiment was overall successful in terms of employee excitement and attendance, but there were some logistical hiccups with coordinating the snacks and one event conflict while setting up the hall. They make notes of possible improvements in these areas, sharing it with the parties involved. After cross-lab evaluation, they receive more feedback. They share their final insights with the whole ECC and handover the experiment to the Kultsa Development Management for roll out.

7 References

- 1) Čaić, M., Solsona Caba, N., & Mattelmäki, T. (2025). Advancing service design with practitioners' insights. *Journal of Services Marketing*, 39(10), 83-96.
- 2) Hay, A. F., Vink, J., & Sangiorgi, D. (2024). Enabling relational adaptation: Flipping the script in public service design. *International Journal of Design*, 18(3), 9-27.
- 3) Osterwalder, A., & Pigneur, Y. (2010). *Business model generation*. John Wiley & Sons.
- 4) Solsona Caba, N., Čaić, M., & Mattelmäki, T. (2025). What do we design with the public sector? Disentangling service design deliverables in education. *International Journal of Design*, 19(2).
- 5) Weaver, L. (2025). The Collaboration Spectrum Revisited. Tamarack Institute. https://bpb-us-e2.wpmucdn.com/sites.wustl.edu/dist/a/1278/files/2025/04/Collaboration-Spectrum-Revisited_Liz-Weaver.pdf

8 List of Figures

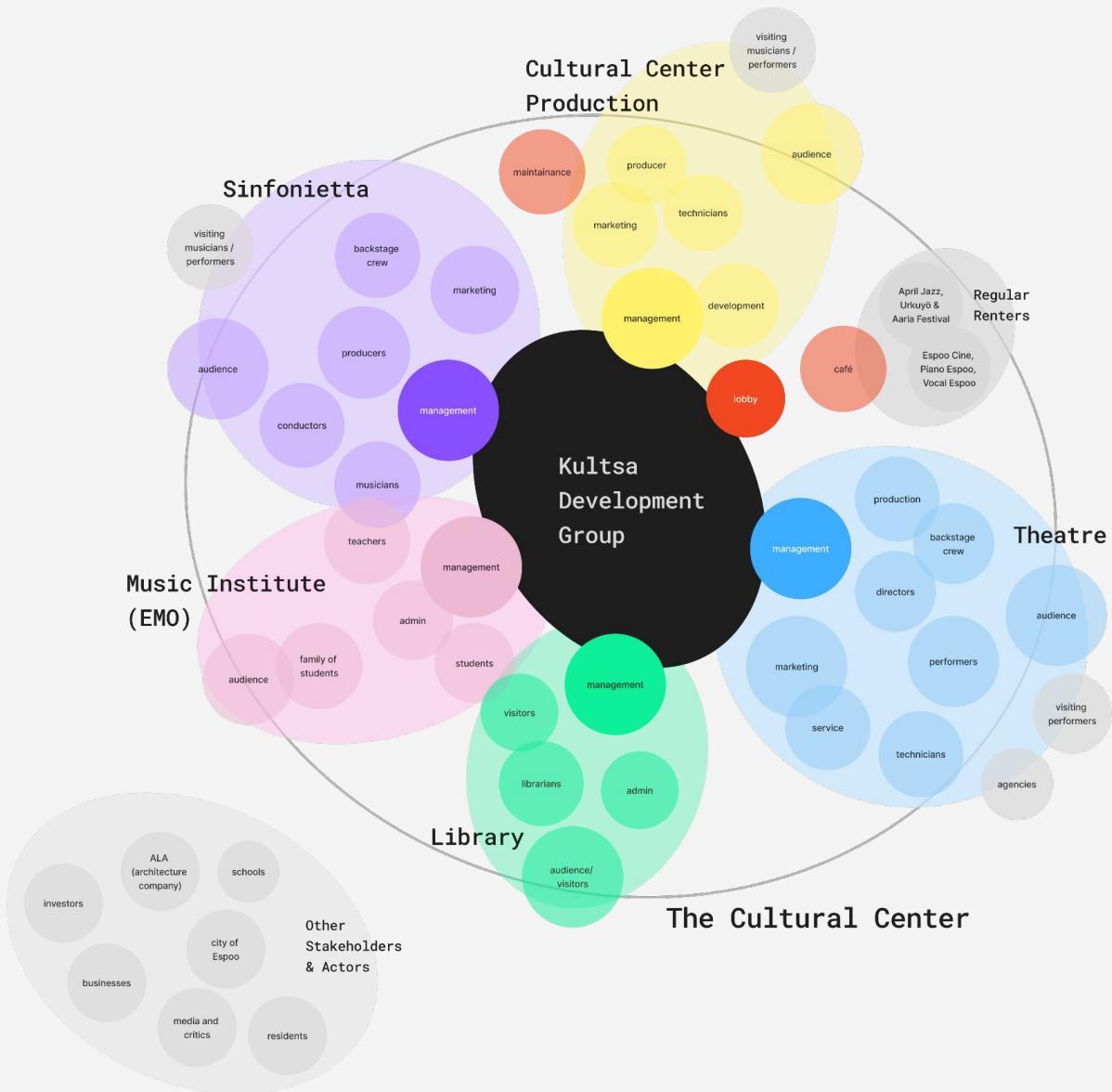
- 1) Project process overview (own illustration)
- 2) Methods pictures: Clockwise from left: Table Talkers that link to the survey; Interview with design probes: Positioning on the collaboration ladder; Interviews with design probes: mapping their network with participants; Observing the commons; Co-creation workshop (own pictures)
- 3) A manager's network map (own pictures)
- 4) Partition between organizations (own pictures)
- 5) Participants ideate using Workshop Canvas (own pictures)
- 6) Workshop canvas (own illustration, based on: Osterwalder, A., & Pigneur, Y. (2010))
- 7) Renovation timeline (own illustration)
- 8) Kultsa Co-Lab interview (own illustration)
- 9) Kultsa Co-Lab and KDG (own illustration)
- 10) Guiding principles (own illustration)
- 11) Roadmap overview (own illustration)
- 12) Co-Lab Canvas (own illustration, based on Osterwalder, A., & Pigneur, Y. (2010))
- 13) Overview presents the three Co-Labs, their main collaboration modes, focus practices, and example experiments. (own illustration)
- 14) Hall of the Kupla building (own pictures)



10 Appendix

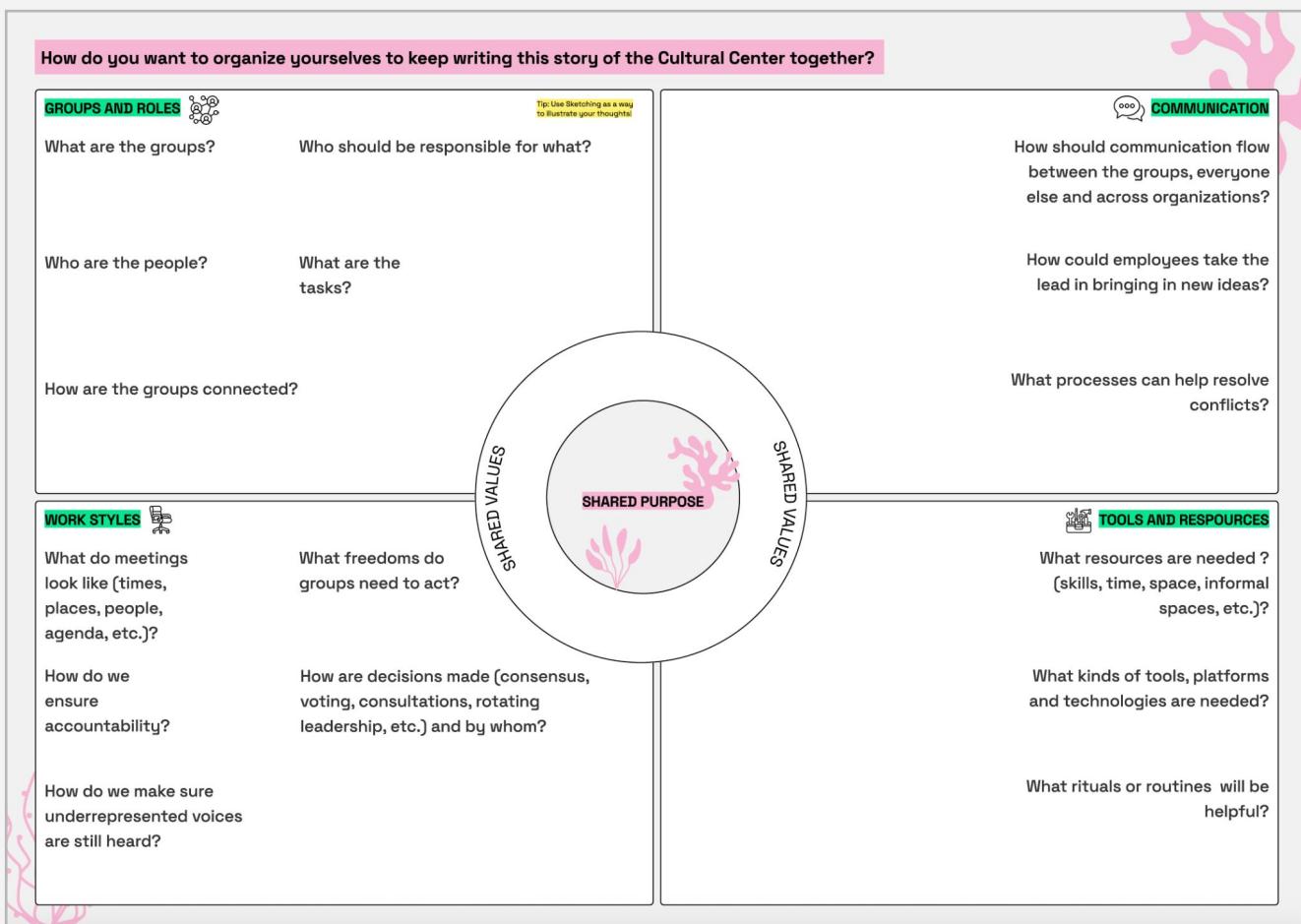


Appendix 1 - Collaboration as a ladder (own illustration, adapted from : Weaver, L. (2021)).

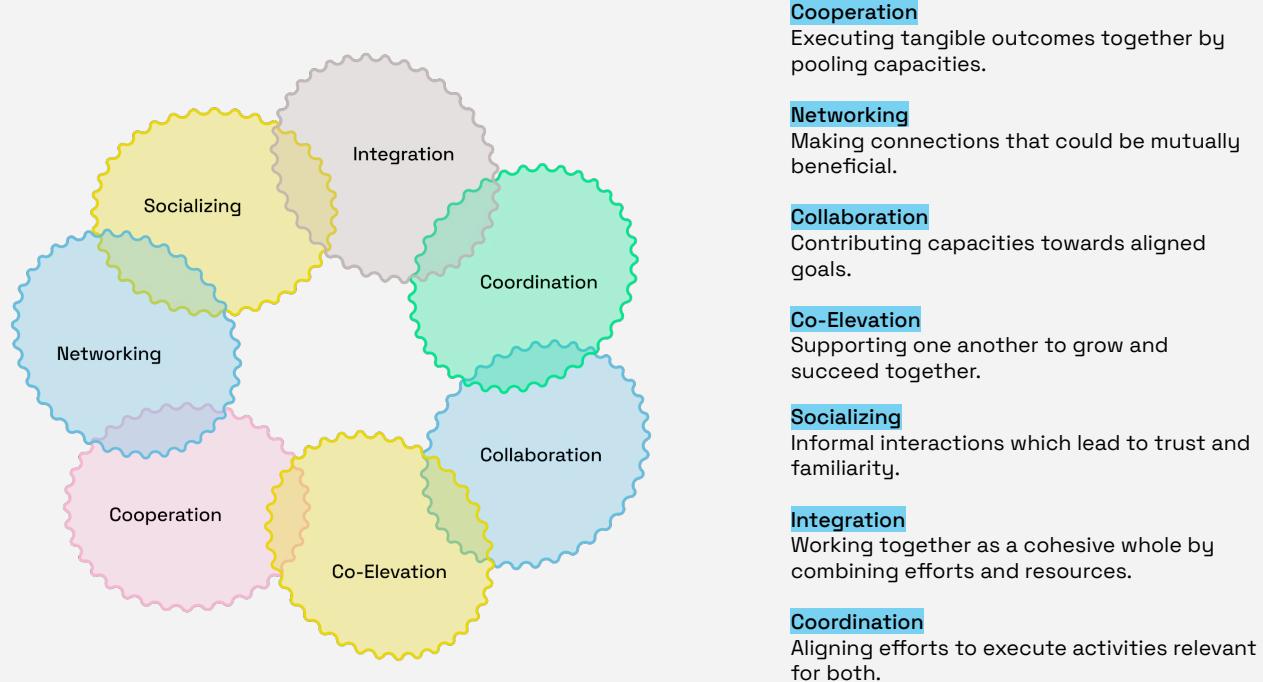


Appendix 2 - Stakeholder Map (own illustration).

How do you want to organize yourselves to keep writing this story of the Cultural Center together?

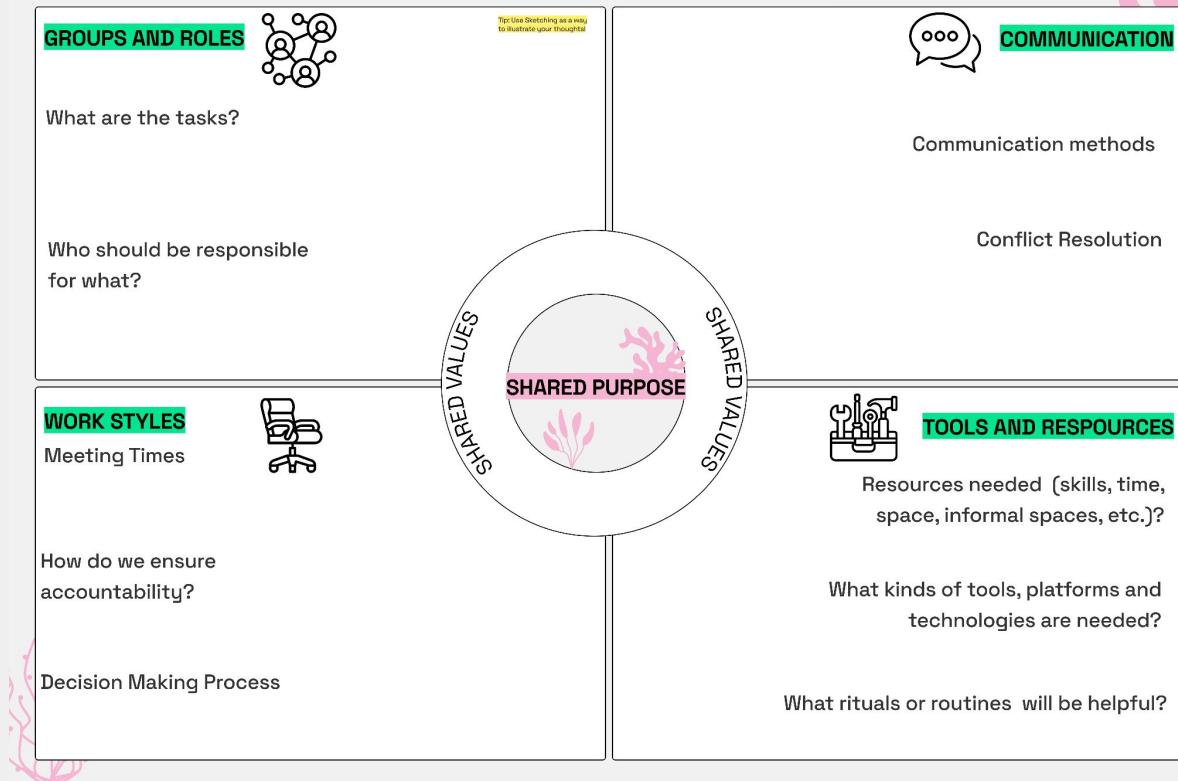


Appendix 3 - Workshop canvas (own illustration, adapted from: Osterwalder, A., & Pigneur, Y. (2010)).

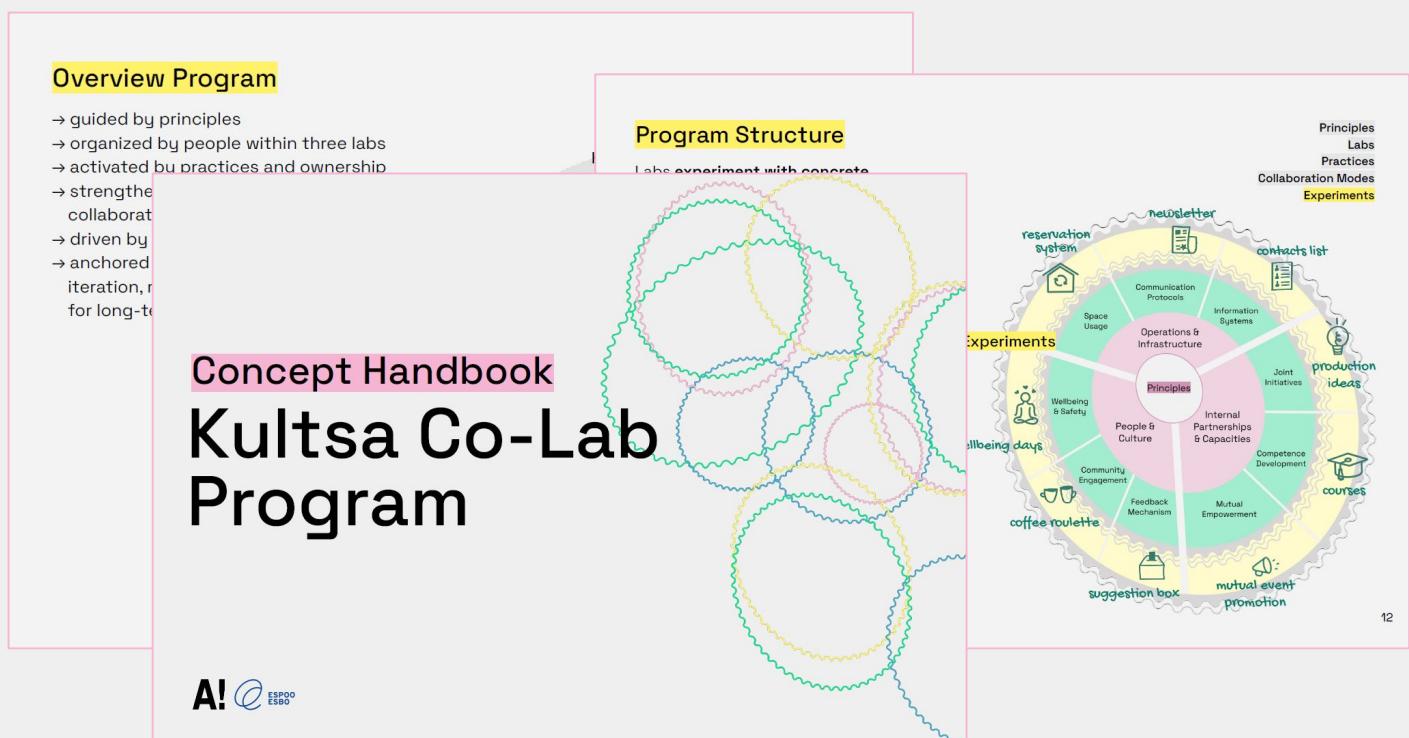


Appendix 4 - Modes of collaboration (own illustration, adapted from: Weaver, L. (2021)).

The Co-Lab Canvas



Appendix 5 - The Co-Lab Canvas for the startup phase of the Labs



Appendix 6 - Concept Handbook summarizes the key elements of the Kultsa Co-Lab Program.