

KYKYSchools as a Living Lab operating model

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Organisation: The City of Espoo

Country: Finland

Level of government: Central government

Sector: General public services

Type: Communication, Digital, Human Resources, Methods, Organisational Design, Partnerships, Public Service

Launched in: 2016

Overall development time: 10 month(s)

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Description

The KYKY Living Lab cocreation operating model :The aim of this high level collaboration innovation process is to create rapid, scalable new value creating services and products by combining pedagogical excellence and new technology. 1.Creative use of existing policies for innovation: KYKY living lab is based on the City of Espoo's and "Six City" policies, strategies and in conjunctions with its organizations, infrastructure and other resources. 2. Use Your City as an open innovation and living lab platform: The City of Espoo is the driving force for the development of a countrywide living lab and an open innovation platform and related processes, protocols, mechanism for global future EdTech solutions. 3.Facilitate multi-stakeholder co-creation for future EdTechsolutions: 4. Enable creative future multi-stakeholder business models:KYKY living lab deliver high-potential investment opportunities and generate revenue.

Why the innovation was developed

- Demand driven development: For years companies yielded for collaboration and experimentation opportunities within Finnish schools.simultaneously educational professionals considered urgent need for joint policies, mechanism, processes and rules for the collaboration.
 - Opportunity driven development: Espoo politician and civil servants appointed opportunities related to Espoo story and other policy and strategy initiatives. KYKY operating model promotes Key project in the Finland's Government Programme he aim of which is to create new learning environments and digital materials for primary schools
 - KYKY project was a small activity strongly backed up by the Six City Strategy funded by the 2014 The European Regional Development Fund (ERDF), the six cities and the State of Finland.
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Objectives

Develop staff capacity, Enhance public trust, Enhance transparency, Improve access, Improve effectiveness, Improve efficiency, Improve service quality, Improve social equity, Improve user satisfaction, Increase citizen engagement, Other, Support economic growth

- Create future multistakeholder business models
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Main beneficiaries

Academia, Businesses, Civil Society, Elderly people, Ethnic or racial minorities, Families, General population, Government bodies, Government staff, High-risk populations, Low-income groups, People with disabilities, Students, Young people

Results

Efficiency

- Efficiency of the KYKYproject: in early phase collaboration is time consuming, however all in all the use of both the human and monetary resources was effective. Efficiency of the stakeholder collaboration among schools and pupils' guardians, companies and 3rd sector organisations
 - Efficiency of the school services at the city of Espoo (FEU) including e.g. digitalisation and robotization improving the quality and productivity of the service
 - Efficiency of the municipality operations: ROI for Kyky project improves the quality and productivity of the services and supporting operations the Efficiency of the learning and teaching e.g using applications for multipurpose learning
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Effectiveness

- Effectiveness of the Kyky project was good, it reached its goals with expected resources and within the agreed time frame. Effectiveness of learning and teaching is aiming for the achieving of the curriculum objectives: a) the first experiences include examples such as Moomin language school which accelerated learning results among primary school pupils. b) motivation and maturity of teachers and students to use and apply digital solutions improved considerably.
 - Schools the FEU and the city of Espoo: Expectations related to the savings of human resources is high (1%/per person per year) however it is too early to show any figures of the results. KYKY has improved Espoo schools attractiveness among it's stakeholders. Later we expect to show tangible results of the city attractiveness among investors and Ed tech companies, leading to new jobs
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Service quality

Accessibility:

- supported teaching and learning anytime, anywhere, on any device abled teachers to better facilitate instructional delivery and engage today's "digitally" wired students

Responsiveness:

- short term goal is to help to achieve the curriculum objectives long term goal is to support students in postgraduate studies and career development

Reliability:

- Selected Edtech solutions and cocreation calls everyone to the collaboration therefore they are inclusive and improve liability service among each and everyone

Development

Design

Based on the utilization of the structures and mechanism created over a long period of time joint vision emerged. Simultaneously the desire for collaboration, experimentation and value co-creation among teachers, entrepreneurs, local authorities and politicians arouse. The development needs or motives detected in the daily activities of schools were the starting points of co-creation.

Collaboration also needed clear rules, principles and processes as well as contract models so the idea was to explore best practices for the school, company or community partnership. Design time: 2 month(s)

Testing

- KYKY project itself was a pilot the aim of which was to create, pre-experiment and launch the KYKY operating model, protocols, platform, rules, principals and processes with the participation of learners, schools, teachers, entrepreneurs, local authorities and companies.
- Based on the utilizers' demand/ ideas politicians enabled 2015 the Finnish Education Unit to start the test phase relating to the the co-creation of digital products and services supporting teaching and personal growth by schools responsible for basic and upper secondary school education and startup companies that value user information.
- KYKY pilot was operated by making use of test phase experiences. Budget for the KYKY project was 271000€, however due good collaboration and effectiveness only 100000€ was needed to accomplish the task. Thirdly, within the six city collaboration the city of Espoo operates as a piloting municipality for other Finnish and international public authorities.

Testing time: 4 month(s)

Implementation

Tools used:

- The whole idea of using schools as opening innovation platform was based on co-creation principles and iterative workshops. Therefore implementation has taken place since the beginning of the project.
- Different stakeholders were invited to join the service design workshops where the idea, concepts, processes and protocols were jointly created and tested. In between the workshops a group of experts developed and crystallized jointly created material.
- For those who didnt have a change to join the previously describe co-creation process the implementation included. • Education • Communication to different groups and stakeholders • therefore KYKY as a whole is continuously developed and implemented in iterative processes.

Resources used:

- Human resources included: •KYKY project manager (7 man months), Six City project manager representing Espoo (part time), Development manager for educational and cultural services (part time) chairing the project steering group consisting from four experts representing xEdu accelerator,
- The Finnish Education Unit, principals, City of Espoo and the Six City. •Crucial part of the human resources consisted from over 100 people e.g. pupils and students with their significant others, teachers, principles and other representatives of the school community, The Finnish Education Unit, ICT professionals, startups and 3rd sector communities all working on the voluntary bases.
- Budget for the KYKY project was 271000€, however due good collaboration and effectiveness only 100000€ was needed to accomplish the task. Infrastructure was provided by the City of Espoo whereas companies offered the needed applications.

Implementation time: 3 month(s)

Diffusion

- During the KYKY development the idea was openly introduced and tested within the City of Espoo and other cities in Finland and elsewhere, in several public occasions the concept was introduced for and tested with other stakeholders.
- Encouraging feedback was received and used to improve the concept. Based on these events a demand arouse and other Finnish cities requested for the permission to apply the concept for their own purposes, similarly those at the city of Espoo responsible for the Service marketplace, the Swedish Education and The Pre-primary Education started to apply KYKY concept.
- It is our strong intention to diffuse and future develop the concept and related processes and protocols also internationally for that we look forward to partners.

Diffusion time: 1 month(s)

Challenges and solutions

- As in any co-creation project also in KYKY project we found it challenging to create a shared meaning and vision among so many different stakeholders. Solution: continues interaction and specific workshops among the stakeholders following the open innovation principles the KYKY digital marketplace takes the role of interaction BA to e.g. facilitate collaboration, share knowledge, interpretation, curate.
 - Within the framework of systemic innovation it is challenging to understand and agree on what is the scope of the joint activities; e.g. how a minor practical action at the school level can create “butterflyeffect” in the competitiveness of the city, SMEs and schools. Solution: Continues education and argumentation was used to help all the stakeholders to get the holistic view of the complex relationships between the different aspects of the phenomenon
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Partnerships

Various partners

Academics and Research Bodies, Civil Society, Other Public Sector, Private sector

- Steering group to provide advise for KYKY project from the point of view of six City Strategy and Espoo strategy and policies....
 - Finnish Education Unit to legitimize and approve KYKY project and implementation and diffusion of the results
 - 6 City to legitimize the budget the relevance of the goals of KYKY project implementation and diffusion of the results
 - xedu accelerator and SMEs
 - School community
 - ICT infrastruaction
 - lawyers public and procurement professional of the city of Espoo
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Lessons Learned

Lessons Learned

- Timetable was tight therefore sometimes decisions were taken before the information of the project had reached everyone. Solution: it would be our recommendation to give more time for the initial phase when cocreating or applying KYKY approach. We are preparing ourselves to solve potential challenges related to MYDATA created by different EdTech applications
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Conditions for success

- Creative use of existing policies for innovation lays ground for integrated solutions, systemic innovation and transition. Is there any other information that you would like to share about the innovation? the understanding of the systemic nature and creation of multiple complementary innovations (integrating demand driven and opportunity driven approaches: what is needed what is possible)
 - The common concepts also lower the threshold for international cooperation and the international piloting and scaling up the solutions created. Close cooperation with the Finland’s six largest cities will create opportunities to increase the maturity of the Living Lab in Finland , from the local to the national level and further international markets . The City of Espoo has the knowledge , tools and methods to increase the maturity of the Living Lab activities
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Other information

KYKY Platform is a digital platform that gathers together the elements of the KYKY Living Lab activities. The Finnish Education Unit’s responsible persons also take care of the continuous development of KYKY Platform and the up-to-date nature of its contents. KYKY Platform is open to all visitors. The school may bring development ideas to KYKY marketplace , which companies can respond with their own product design ideas . Similarly, companies can bring to the KYKY marketplace the product idea and look for school partners for joint co-creation of the idea. After this, the schools and the companies continue joint development in the middle of the real situations of everyday life . Also new co-created concepts, products and services are presented in KYKY marketplace.

This user-driven approach makes the model simple and easy to approach. Clear rules and contract models help the initiation of cooperation

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