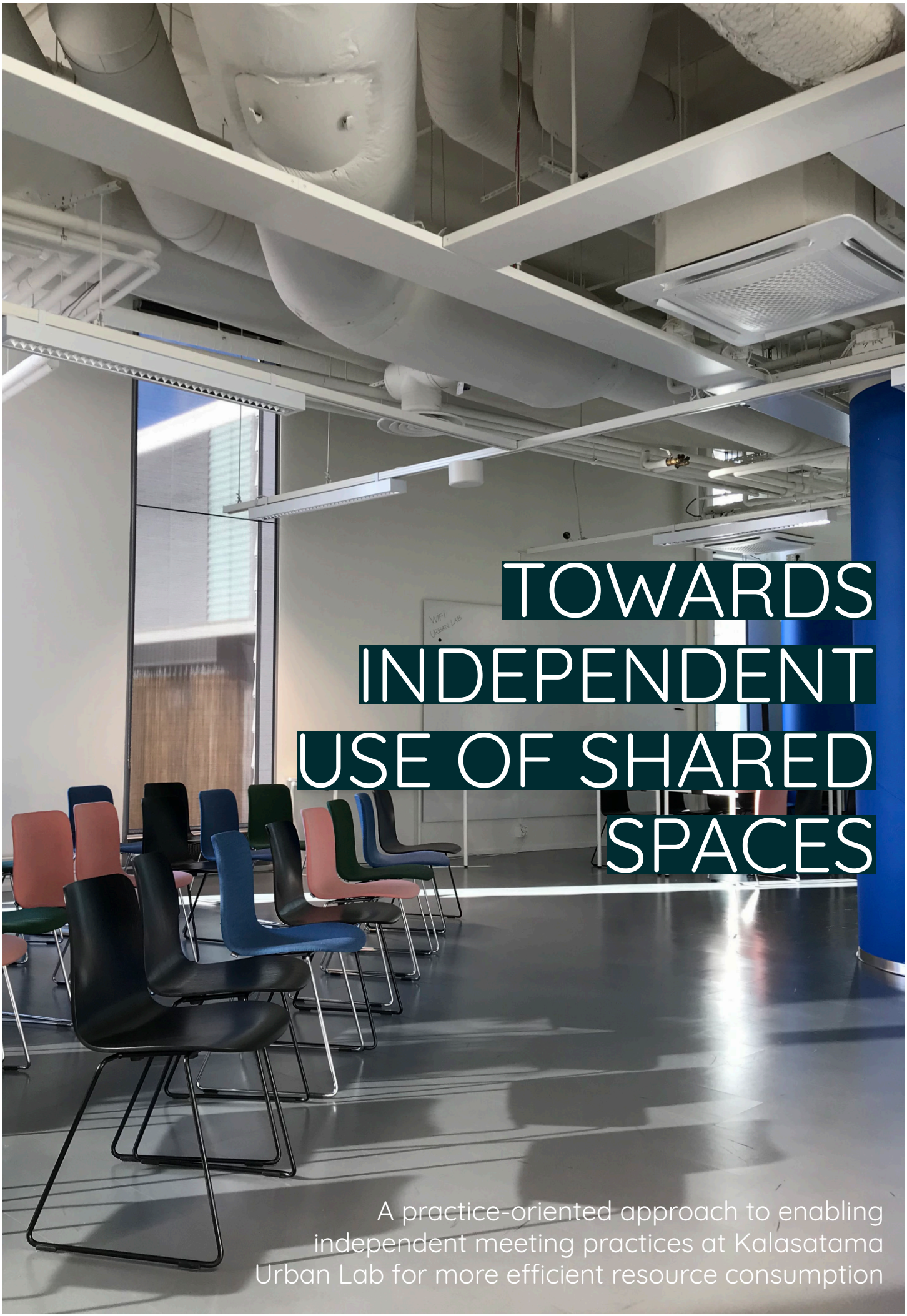

TOWARDS INDEPENDENT USE OF SHARED SPACES

A practice-oriented approach to enabling independent meeting practices at Kalasatama Urban Lab for more efficient resource consumption

Global climate challenges push an urgent change in the ways we consume, work, and live. While urbanisation only keeps accelerating, cities are in a key role driving sustainable growth. Sharing resources can, however, offer new pathways to a more sustainable and flexible everyday life. This thesis project zooms into the users of Kalasatama Urban Lab, an independently used shared space in the Kalasatama smart district in Helsinki, Finland.

With the intention of understanding user practices in relation to independently booking and using a shared space, this thesis answer to the following problem formulation: How can providers of shared spaces in urban areas enable their independent use and ensure that meeting practices in shared spaces can be further developed and reproduced?

The practices of Kalasatama Urban Lab users are observed and examined in the light of social practice theory which offers a point of departure for the analysis. The theoretical framework is complemented with tools from human-centred design which supports deconstructing meeting practices by allowing a close interaction with the users throughout the project. A user journey map is used to structure and analyse the findings from the observational study.

One of the main findings from observing users and interviewing meeting organisers of Kalasatama Urban Lab was that the space provider should not make the mistake of thinking that all meetings are organised in a similar manner. Also, in order for the independent meeting practice not be abandoned over time, the entire chain from booking the space until using it has to work. This has implications for both the physical as well as the booking platform used for sharing spaces for independent use. By supporting the meeting organiser's competences, space providers are able to enable more efficient resource consumtion in urban areas.

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13.5.2019

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1 Introduction

Urbanisation was addressed as one the main challenges facing society already in 1987 in the so-called Brundtlandt Report, Our Common Future, and today, more than half of the global population lives in urban areas (United Nations, 2018). As urbanisation only keeps accelerating, cities are in a key role driving sustainable growth while tackling climate challenges: the world's cities consume 75 % of all natural resources while generating half of the waste and 60-80 % of global greenhouse gas emissions (Climate-KIC, 2019). These unsustainable levels of consumption in densely populated areas urgently call for solutions to more efficient resource consumption. Through sharing economy, cities can find ways to utilise existing resources by sharing them in order to achieve more climate-resilient futures while providing new services to their citizens.

The capital of Finland, the City of Helsinki, is also taking measures to tackle climate challenges as the city keeps rapidly growing: the current population of 643 272 is estimated to increase to 700 000 citizens already during 2025 and to 822 000 citizens by 2050 (Vuori & Kaasila, 2018). The City of Helsinki (2017) has set an ambitious goal of becoming carbon neutral by 2035 in its strategy for 2017–2021 with the aim of reducing direct greenhouse emissions by 80 percent and compensating the rest. To meet the reductions, the City has created a detailed Action Plan. In addition to several other actions needed for making Helsinki a carbon neutral city, the Action Plan promotes circular and sharing economy to address the citizens' consumption-based carbon footprint which is currently a bit more than twice the amount of direct emissions they produce. Instead of ownership, sharing economy involves sharing, renting, and borrowing goods and, in essence, the aim is to achieve "– – *more efficient use of underutilised resources, moving from ownership to access rights and peer to peer activities and production*" (The City of Helsinki, 2018a, p. 94).

One approach on utilising resources more efficiently in urban areas is to look at existing, underused spaces. The City of Helsinki Strategy for 2017–2021 (p. 7) states that "*Temporary use of public spaces and empty premises for cultural and civic activities will be facilitated, and the city will seek to promote the use also of other underused premises than just those owned by the city.*" By locally opening up spaces for and by the citizens, possibilities for working, hobbies, and other gatherings can be expanded. This offers flexibility to everyday life by decreasing the need to commute around the city during the day. Increasing utilisation of buildings has a direct impact on their lifecycle and promote meeting the City's climate goals as construction and use of buildings are currently the cause of more than half of all emissions in Helsinki. According to Seppo Junnila, a Professor of Real Estate Business at Aalto University, if Helsinki could increase the utilisation of its spaces by 20 %, it would be equivalent of 400 000 new floor square metres, indicating several years of new construction and preventing a half a million tons of carbon emissions.

In an attempt to accelerate the transition towards more efficient space utilisation, Smart Kalasatama programme, operating under the City of Helsinki owned innovation company,

Forum Virium Helsinki, has carried out projects in order to explore and create models for sharing spaces in Helsinki. Aiming at re-adjusting the perception of spaces from premises to a service, Flexi Spaces is an example of a project around utilisation of spaces carried out by Smart Kalasatama programme. The project run in 2016-2017 during which a model for sharing spaces was piloted in the developing Kalasatama district in the eastern part of the inner city of Helsinki. Previously functioning as a harbour and an industrial area, Kalasatama is currently under development and is one of the fastest growing neighborhoods in Helsinki with approximately 25 000 inhabitants by 2040 whereas the population today is ca. 3000 (Vuori & Kaasila, 2018; City of Helsinki, 2019). In line with Helsinki's strategy (2017) of the city functioning as a platform for experimenting with new innovations reducing emissions, Kalasatama is dedicated as the smart city district of Helsinki. The district is, therefore, used as an urban living lab for testing smart and climate-positive solutions in the fields of e.g. smart mobility, energy, waste management, living, and wellbeing in order to be scaled up and implemented in the rest of Helsinki (Figure 1).

Figure 1: Kalasatama is an experimentation platform for smart and sustainable solutions in Helsinki. Pipeline-based waste collection station is one of the solutions implemented in the area.

The smart city and innovation platform activities in Kalasatama district are coordinated by Smart Kalasatama programme started in 2014. The project has previously received funding from several sources and is currently funded by The City of Helsinki Innovation Fund until the end of 2020. The programme is expanded by several thematic sub-projects, such as Flexi Spaces, funded by various sources outside the main funding. The vision of Smart Kalasatama is "*one more hour day*" which means making everyday life so smart and functional that the citizens gain one extra hour each day. As all development projects within Forum Virium

Helsinki, Smart Kalasatama drives Helsinki's smart city development through a public-private-people partnership, user-driven open innovation and co-creation. (Forum Virium Helsinki, 2019; Smart Kalasatama, 2018) In Smart Kalasatama, achieving concrete and scalable examples of innovative, smart solutions is accelerated with an agile piloting programme launched in 2016. The programme puts its main focus on the user: in a very short experimentation period, a solution is tested in a real use environment with real users in order to understand whether it is interesting for them and why. One third of citizens in Kalasatama have already participated in several pilots by Smart Kalasatama programme. (Mustonen, Spilling & Bergström, n.d.)

Relating with one of Smart Kalasatama's key themes, sharing economy, the previously mentioned Flexi Spaces project explored how different kind of spaces in the city could be utilised more efficiently by citizens through real-life pilots and user involvement. The focus of the project was on both company and city-owned spaces as well as common spaces in residential buildings. The project showed that there is a lot of potential in opening up spaces for a more flexible use. According to a joint publication by Digital Helsinki programme, REFILL project, and Flexi Spaces project (n.d.), altogether 14 percent of the private office spaces in the Helsinki metropolitan area are completely empty (see also Henriksson, 2018). The publication explains that the City of Helsinki as the second largest real-estate owner in Finland manages a large mass of underused or empty spaces and especially school premises are not utilised to their maximum capacity throughout the week. In addition to this, new residential buildings in Finland are required to have 1,5 % of the floor area allocated to common spaces, e.g. saunas and clubrooms, but typically have a quite low utilisation rate.

The pilots in Kalasatama demonstrated the enablers and barriers for companies and residential associations to start sharing their spaces. Digital solutions, such as an online booking platform and smart locks, were considered essential to enable booking and using spaces independently so that the space providers could minimise human resources required to maintain the space, while using the space would be flexible for the user. Although the project gave promising results of the potential for sharing underused spaces for independent use, namely the increase of utilisation rate of spaces, and the prove of a real demand for shared spaces by citizens, several challenges were identified. While the framework for independent use was established with digital solutions, the focus on user experience was insufficient as was the users' awareness of shared spaces: although there are several booking platforms in the market, many are still unaware of them when looking for spaces for events, hobbies, meetings, or other gatherings.

Because the model for independent use of shared spaces tested in the Flexi Spaces project was not mature yet, more experiences are needed for the model to be scaled up. Therefore, in continuation with the Flexi Spaces project, Smart Flexi Space Network project was initiated in 2018 in order to further explore sharing spaces as a service, the ecosystem around it as well as the business potential around shared spaces. An integral part of the Super Flexi Space Network project is a comprehensively equipped 'super flexi space' that is established to test and

develop the model from the perspective of a space provider. (Forum Virium Helsinki, 2018) The objective of the super flexi space, Kalasatama Urban Lab, is to explore how the independent use of shared spaces could be supported in order for the service to become more accessible to users, and how the experience of booking and using the space could be improved for the user through design. This requires examining both digital solutions as well as the physical space. Designed as a flexible space, Kalasatama Urban Lab functions as a shared co-creation and event space for meetings and events related to Helsinki's smart city development and its strategic climate goals by different stakeholders, while providing an experimentation platform for identifying the challenges and opportunities in independent use of shared spaces (Figure 2).

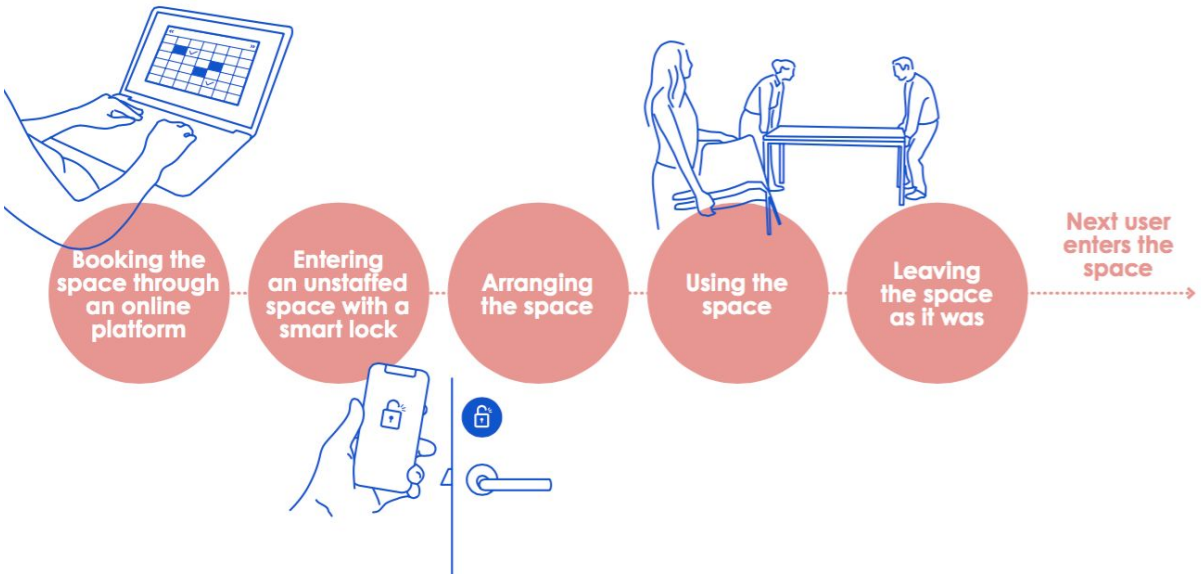

Figure 2: The process of independent use of Kalasatama Urban Lab (Smart Flexi Space Network/Hahmo Design Oy)

1.1 Problem formulation

Global climate challenges push an urgent change in the ways we consume, work, and live and sharing resources offers new pathways to a more sustainable everyday life on a local scale. For example, Airbnb as an existing platform-based service allowing people to share their homes with others has already disrupted hospitality industry. While services like Airbnb and shared vehicles, for example, offer everyday flexibility for many, sharing spaces in a professional context is still an emerging practice. Signals of change can be seen in the market, however, as in January 2019, Airbnb acquired Gaest.com, a Danish space sharing platform for companies (Airbnb, 2019).

This thesis project builds onto the findings from the Flexi Spaces project and zooms specifically into the users of Kalasatama Urban Lab with the intention of understanding their practices in relation to independently booking and using a shared space. While it might be assumed that positive user experiences generate more independent users of shared spaces in the future, it is essential to form a detailed understanding of the practices enacted in such a

space. As a co-creation and event space, Kalasatama Urban Lab is used for various gatherings and events in a professional context and therefore, meeting practices are in a central role in this project. Taking the role of a space provider at Kalasatama Urban Lab provides me with an opportunity to examine the meeting practices in order to evaluate what are the biggest challenges to overcome both from the user's and the space providers' perspective.

Therefore, Kalasatama Lab functions as a site to understand what are the elements that meeting practices consist of and how their relations change when the practice is transformed by independently using the space – and how design be used to help enable enacting the practice. In order to do so, this thesis aims to answer the following problem formulation:

How can providers of shared spaces in urban areas enable their independent use and ensure that meeting practices in shared spaces can be performed and further reproduced?

In order to compare and identify the most critical user practices in booking and using the space independently, I observed real users of Kalasatama Urban Lab and followed up with interviews for the duration of nearly four months. This was made possible by my four-month-internship in the Smart Kalasatama programme during which I was responsible for coordinating the use of Kalasatama Urban Lab. In this position, I was in the center of activities learning about the users and their meeting practices through observations and dialogue with several event organisers on-site. The previous model for independent use of shared spaces is supported by insights from the empirical data which forms the foundation for an analysis which is translated into a design concept.

With tools from human-centred design, the user's journey is examined through the lens of social practice theory which is often used to address everyday practices in relation to their consumption (e.g. Spurling et al., 2013; Kuijer, 2014). Social practice theory allows analysing the most critical practices and sub-practices when attempting to promote the model for independent use of shared spaces by steering users towards more sustainable alternatives for resource consumption. The entire design process from collection and analysis of the research data is structured with the Double Diamond model.

2 Theoretical framework and methodology

The aim of this thesis project is to understand the meeting practices carried out in an independently used shared space. Therefore, the practices of Kalasatama Urban Lab users are observed and examined in the light of social practice theory which offers a point of departure for the analysis. The methodology is complemented with tools from human-centred design which supports deconstructing meeting practices by allowing a close interaction with the users throughout the project. In this chapter, I explain my choice of theoretical framework and methodology more in detail.

2.1 Social practice theory

In recent years, the interest in social practice theory has increased by researchers and designers studying complex challenges related to climate change and sustainability. Drawing from social sciences, social practice theory takes everyday practices as the unit of analysis in order to understand how practices are reproduced or transformed over time. (e.g. Shove, Pantzar, and Watson, 2012; Spurling et al., 2013; Kuijer, 2014) For defining everyday practices, I follow the definition of Spurling et al. (2013) who describe practices as routinised activities that can be commonly recognised whether people perform it themselves or not.

Social practice theory has been utilised when seeking new ways to tackle unsustainable levels of consumption. Warde (2005, p. 137) argues that consumption in itself can not be considered a practice but is instead, "*a moment in almost every practice*". This notion suggests that it is essential to understand how practices are organised by practitioners in order to comprehend their implications to consumption. Although not specifically a study on consumption, social practice theory provides a fitting theoretical foundation for this thesis: when attempting to understand how shared spaces can be used independently to increase their utilisation, it is necessary to take a closer look at what these spaces are used for in order to identify how practices are potentially transformed.

By taking practice as the unit of analysis, the goal of this thesis is to thoroughly understand what the users of Kalasatama Urban Lab actually 'do, feel, and mean' (Warde, 2005) in order to analyse how people could be steered towards more sustainable practices in the long term. But, instead of intervening in individual behaviour, it is relevant to focus on what are the underlying elements that should be shaped when promoting independent use of shared spaces. Spurling et al. (2013, p. 21) argue that behaviour is only "*the observable performance of socially shared practices*" which implies that behaviour is actually not an expression of the individual's own choices, values, tastes, or attitudes of the practitioner. However, behaviour is simply the tip of the iceberg that consists of socially shared understandings, conventions, and skills that make up the entire social phenomena of a practice (Figure 3). Since behaviour is actually steered through these elements, intervening in individual behaviour only results in limited outcomes (Spurling et al., 2013; Warde, 2005).

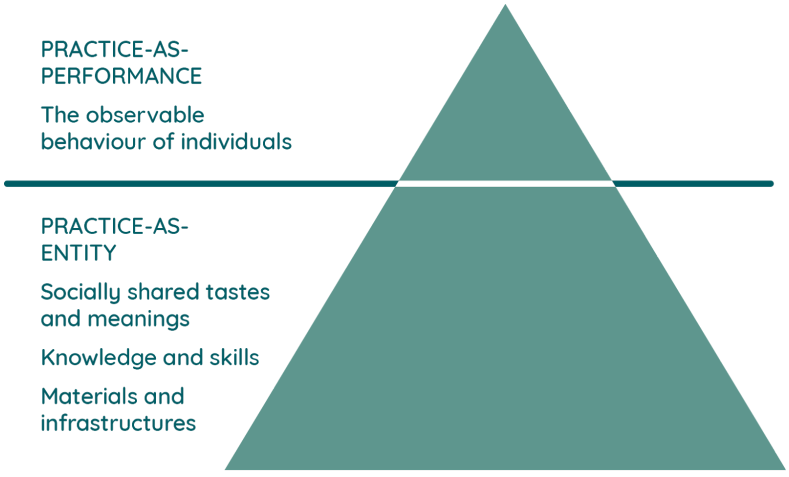

Figure 3: Individual behaviour is only the visible representation of socially shared meanings, competences, and materials (after Spurling at al., 2013)

Figure 3 illustrates two relevant analytical concepts of social practice theory: practice-as-performance and practice-as-entity. As mentioned, the former can be described as the observable behaviour of individuals. Shove, Pantzar and Watson (2012) describe these performances as successive enactments of the practice required to reproduce the practice-as-entity, created by interdependence of integrated social elements, and thus keep it existing. These social elements can be described as *materials, competences, and meanings* (Figure 4):

> **Meanings** are the emotional and motivational knowledge and ideas, such as cultural conventions, expectations, and socially shared meanings that affect the significance of participation in the practice.
>
> **Materials** refer to any objects, infrastructures, tools, hardware, and the body enacting the practice.
>
> **Competences** are the practical knowledgeability and embodied skills as well as different forms of understandings involved in enacting the practice.

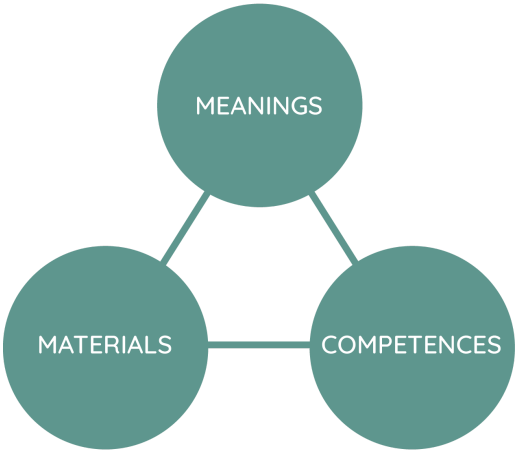

Figure 4: Elements of a social practice (after Shove, Pantzar and Watson, 2012)

These three elements of practice form the characterisation of practices by Reckwitz (2002, p. 250) who describes them as "*a routinized way in which bodies are moved, objects are handled, subjects are treated, things are described and the world is understood*". Although individuals and groups can engage in the same practice differently, it is important to keep in mind that social practice theory sees the practitioner, i.e. the individual enacting the practice, simply participating in the practice as a carrier. This perspective removes individual attributes and qualities from the center stage. (Reckwitz, 2002; Shove, Pantzar and Watson, 2012; Warde, 2005) Consequently, it invites to look for commonalities and differences between practices through the above mentioned elements and therefore, the empirical data collected is reflected upon primarily by mapping out meanings, materials, and competences when examining the users of Kalasatama Urban Lab.

As mentioned by Shove, Pantzar and Watson (2012), constantly evolving relations between the three elements are as important as the elements itself: links have to be made stronger through performing the practice in order for the practice to be reproduced. Kuijer (2014) develops the constellation of practice elements further. Because the original, simplified model does not reveal what or who is needed to maintain the configuration and to renew the links between elements, Kuijer groups varieties of single performances within the same practice with multitudes of links (Figure 5). The model clarifies the difference between practice-as-entity and practice-as-performance by showing that although being a part of the same practice, the performances involved can have different facets. Reckwitz (2002) also points out that while a practice consists of multitude of links and elements, the carrier of the practice can be engaged with several different practices that do not need to be coordinated with each other. I take these notions into account when analysing the empirical data to identify relevant, distinctive performances under the same practice.

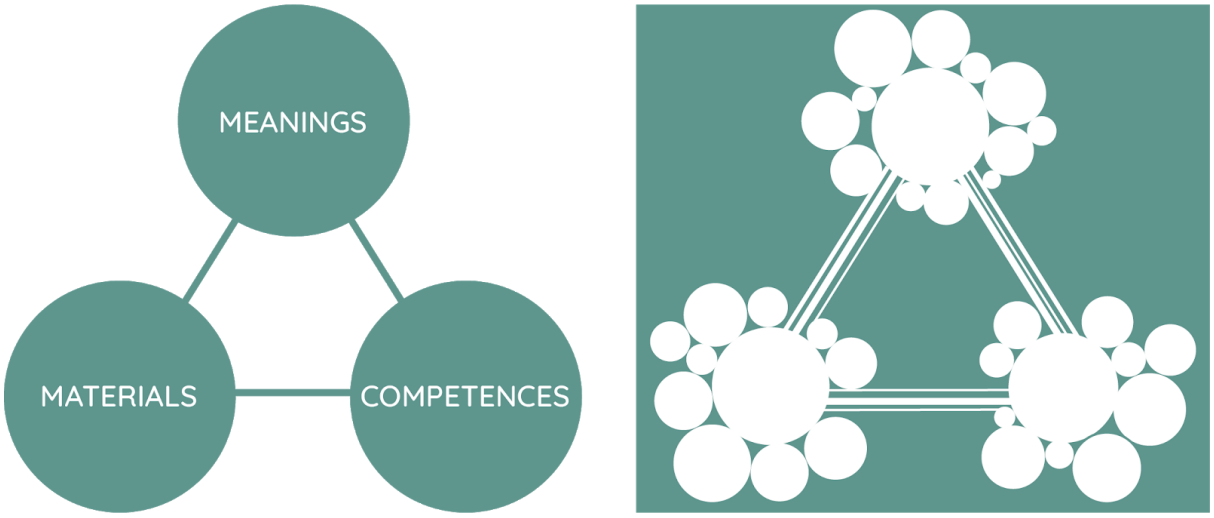

Figure 5: Practices consist of multitude of performances and links between them (after Kuijer, 2013)

As mentioned, practice theory suggests that changing behaviour requires developing the practices themselves instead of the individual behaviour (Spurling et al., 2013; Warde, 2005), and for a new practice to emerge, elements of practice have to be integrated in practice by practitioners (Pettersen, 2015). Meeting practices can be listed under routinised and familiar practitioners that practitioners rarely reflect on while performing them (Warde, 2005). Therefore performing meetings in a shared space does not necessarily require novel elements and links in the constellation but instead, a potentially new configuration. With many elements already existing in terms of people organising meetings, the independent feature added to the practice, however, brings new elements into the picture. Here, the focus on practices-as-performances is useful in identifying and analysing which element of the practice is the most critical from the user's perspective when enabling meeting practices in independently used shared spaces.

Social practice theory does not provide only a framework for understanding the practices of the users in a shared space but linked with a design approach, provides insights on how to steer them towards more sustainable practices. According to Pettersen (2015), taking social practice as the unit of analysis has the potential to provide new understandings of the dynamics between consumption and change and that designers are, in fact, a relevant group to engage when developing practice-oriented interventions. Following Kuijer's (2014) approach on practice-oriented design, I examine the configuration of meeting practices in order find a potential design solution for facilitating reconfiguration of the practice. Although my focus is on users, it should be kept in mind that as carriers of practice, they are an integral part of redesigning the practice while performing it and are thus in a key role in developing it further.

2.2 Methodology

Design activity can be characterised complex by nature and it requires a lot of creative thinking, flexibility, and personal interpretation, often described as intuition. Since several details remain ambiguous until very late in the process, designers have to adapt to uncertainty and to accept that their knowledge might not be complete. (e.g. Cross, 2011; Mattelmäki, 2006). Moreover, practice-oriented design imposes a different point of departure compared to more traditional design fields: taking practice as the unit of analysis and inquiry requires the designer to pay attention to all components forming a practice – meanings, competences, and materials – as well as their their interaction with each other in order for the designer to understand and influence their evolution (Pettersen, 2015; Kuijer, 2014).

However, Pettersen (2015) points out that tools and approaches are still underdeveloped to foster the development of more sustainable practices. Although human-centred design has a slightly different focus that practice-oriented design, she suggests that its iterative processes and user evaluations for refining design solutions could pertain to "*mapping the characteristics and development of practices, and generating ideas and concepts for transitions in practice, with and for future practitioners and other actors*" (p. 214). In this thesis project, I considered it crucial to be near the users of Kalasatama Urban Lab in order to thoroughly understand their

motivations as a designer by connecting with them through empathy (Mattelmäki, 2006) when engaged in meeting practices. As mentioned, I participated actively in the activities at Kalasatama Urban Lab throughout this project because of my internship position in Smart Kalasatama programme which enabled a close contact with the users and their experiences in using the space.

The methods chosen for mapping out the configuration formed by materials, competences, and meanings were chosen accordingly. My access to users of the space allowed gathering data of the situated practice by observing and interviewing the users of the space on-site as well as hearing any concerns or inquiries made about the space first-hand by email or phone. These more traditional forms of inquiry were then complemented with tools commonly used in human-centred practice. The structure for collecting empirical data for this project at Kalasatama Urban Lab is illustrated in Figure 6 and in the following, I describe the methods used for collecting and analysing the data.

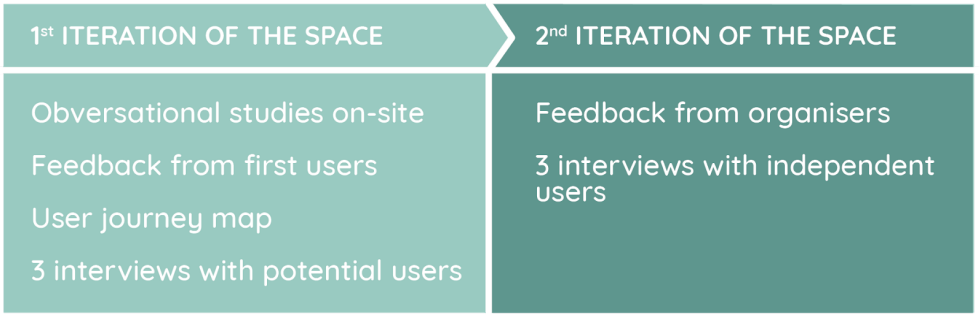

Figure 6: The structure of fieldwork carried out in this project

2.2.1 Desk research

To first understand the context around shared spaces, a review of publications from the first Flexi Spaces project run in 2016-2017 was carried out. In addition to this, the City of Helsinki Action Plan for becoming carbon neutral was used to understand why sharing spaces is important in relation to climate goals. The desk research was complemented with a semi-structured interview conducted with the Flexi Spaces project manager, Maija Bergström, in order to gain an understanding of how the project proceeded. This was done by asking follow-up questions to expand Bergström's answers (Gray, 2018) about by whom it was initiated, who was involved, and what were the constraints and opportunities identified. It is relevant to mention that Bergström works in the Smart Kalasatama programme and in the role of managing the Smart Flexi Space Network project, she supervised my field work carried out in Kalasatama Urban Lab and was constantly available to answer questions both formally and informally. The results of the desk research are presented in the chapter 3.

2.2.2 Observations

In the beginning of a design process, the designer usually starts out by observing and gathering insights about the problem context in order to understand the present situation and consequently, to shape it (Mattelmäki, 2006). Kuijer (2014) mentions observations as one of

the methods for carrying out practice-oriented design, although not specifically developed for this form of design. Therefore, after the desk research, observations of users were started immediately after Kalasatama Urban Lab was opened to its first users. This was done in order to delve deeper into understanding user practices and potential challenges in an independently used shared space so that their implications could be taken into further consideration for improving the model that had been drafted previously.

Because everyday practices can be perceived as very 'normal' activities and they are sometimes difficult to describe, observing users who were not accustomed to using Kalasatama Urban Lab provided insights on the relevant materials, competences, and meanings playing a role in booking and using the space. As mentioned by Kuijer (2014), when observing practices, the focus shifts from a more traditional observation: the difference is in the unit of inquiry which focuses on what people actually do as well as their motivation for it. Consequently, empirical data was collected by observing and listening to the users through non-participant observation without active engagement with the users. Although most were aware that a member of the Smart Kalasatama team was present, they were unaware of being observed while using the space. Therefore, the users were not affected by the presence of a researcher which allowed allowed exploring real use scenarios. Fitting well with understanding the practices of users, the 'fly-in-the-wall' method helped avoiding contradictions between what users say and and do. (Stickdorn et al., 2018)

The observational study lasted for altogether nearly four months. It should be mentioned that the observations focused on semi-internal and external user groups described later in this report as they lacked any preconceptions of the space and were more neutral users to examine compared to internal users. While all people using the space were observed, a specific focus was put on those who were responsible for organising the specific meeting as they were the ones making the arrangements, i.e. the meeting organisers. Observation provided a good opportunity for empathising with the users – standing in their shoes allowed experiencing of using the space first hand.

During the first two months, some of the observations were more superficial because of my position as a new employee at Kalasatama Urban Lab but as the project proceeded and my own knowledge about the space increased, my observations became more analytical and structured. Whenever present in an event, I made notes of how the users moved around the space and interacted with materials, and collected any comments and concerns expressed. Notes were complemented with sketches of how the space was used. After observations, the event, date, event type, and the amount of participants were collected on a table (Appendix 1). Feedback was collected from the event organisers during and after the event through brief, informal inquiries which also shed light on the practice elements to focus on.

2.2.3 User journey map

Inspired by human-centred design methods, a user journey map was used to structure and analyse the findings from the observational study at Kalasatama Urban Lab. The goal of a user

journey map is to focus on human experiences and to visualise the user's journey as a sequence of steps based on real research data instead of assumptions (Stickdorn et al., 2018). In this project, the user journey map helped me to form a better comprehension of the process of independently booking and by providing me with a tool to analyse the activities of the users. After studying different ways of drafting a user journey map from various online sources for human-centred and service design, I structured the map as follows: 1) Stages of the journey, 2) Activities of the user, and 3) Concerns. The user journey was instinctively divided into stages of *before*, *during*, and *after*. The map was refined together with interviewees and used to identify the most critical steps in the user's journey in relation to practices.

2.2.4 Interviews

Interviews are also brought up by Kuijer (2014) as not specifically developed but nonetheless utilised, existing method for conducting practice-oriented design. Interviews were conducted in two rounds for this project. The focus was put on understanding the actions and motivations of users when booking and using Kalasatama Urban Lab to analyse the practice by mapping out the elements and links involved. First, three potential users of Kalasatama Urban Lab were interviewed in order to shed light on their awareness around shared spaces or booking platforms, and to explore their perceptions on using shared spaces independently. The sample of interviewees were employees of Forum Virium Helsinki and somewhat familiar with Kalasatama Urban Lab: they had visited the space but not organised an event there. All three of them were also a part of a different project team at Forum Virium Helsinki without a direct involvement in the Smart Kalasatama programme.

Before these first semi-structured interviews, an interview guide (Appendix 2) covering the essential interview themes was prepared. The guide was used to steer the conversation instead of simply following a list of questions to ensure a natural flow of dialogue which allowed adding new questions when any interesting or urgent issue was brought up. (Gray, 2018) To supplement the interview questions, the first draft of the user journey map was printed in A3 size and brought along to the interviews with pens and post-it notes to be used for facilitating a discussion of the journey step by step. Interviewees were encouraged to make notes on the print while discussing the specific steps of the journey, the challenges involved, and potential future state of the journey after solving these challenges (Figure 7). This small design intervention prompted new reflections and awareness of unforeseen challenges through the materialised user journey. (Halse and Boffi, 2016) The user journey was afterwards further developed with the insights gathered during the interviews.

Figure 7: User journey map was utilised to facilitate a discussion of 'what could be' when booking and using spaces independently.

The second round of interviews was conducted with a sample of three independent users of Kalasatama Urban Lab. The aim of the interviews was to go through their experiences of using the space on order to capture the practice as carefully as possible for understanding how their practices were affected when booking and using a space independently. A second interview guide (Appendix 2) was prepared to gain a comprehensive understanding of the elements – materials, competences, and meanings – involved in their experiences. The interview guide was based on two types of descriptive questions proposed by Spradley (1979). First, grand-tour questions were used to encourage the interviewees to describe their experience of booking and using Kalasatama Urban Lab in a broader sense. This lead to more detailed descriptions of practice elements through mini-tour questions which invited them to recollect their experience at Kalasatama Urban Lab.

One of the interviews was conducted on-site which allowed the interviewee to point at materials being discussed and explaining the activities carried out in the space more in detail. Two other interviews were conducted on external locations, and for them a floor plan and the refined user journey map were brought along to make the interviewees elaborate their answers. Notes were taken from the interviews and audio was recorded in order to allow revisiting the interview answers afterwards.

2.2.5 Affinity diagram

The interview data was coded and organised by clustering the statements and observations made by the interviewees. Although affinity diagrams are usually built without predetermined categories bottom up from the more common themes into more detail (Beyer and Holtzblatt, 1998), I decided to place the statements according to the main elements of practice in order to make sense of the interview data in relation to the theoretical framework. In addition to this,

new categories were formed if needed. The affinity diagram was built by printing out summaries of the interviews that I had prepared, cutting out the statements, and then organising them on a wall. Building the diagram helped to discover correlations between the elements of practice and provided a visual representation of the empirical data.

2.3 Double Diamond model structuring the design process

As mentioned in the beginning of this chapter, design processes are messy. Therefore, analysing them with mechanical process models is challenging because designers typically explore and experiment by moving back and forth between the design problem and its potential solutions – "*the detail and the whole*" (Cross, 2011; Mattelmäki, 2006, p. 17). Although several representations and process models for design processes exist, they usually fail to describe the true complexity of design activities. In an attempt to impose a structure for the similarities across different design disciplines, Design Council (2015c) has created the Double Diamond model consisting of two four distinctive steps (Figure 8). This model is used as a framework to structure the design process throughout this project.

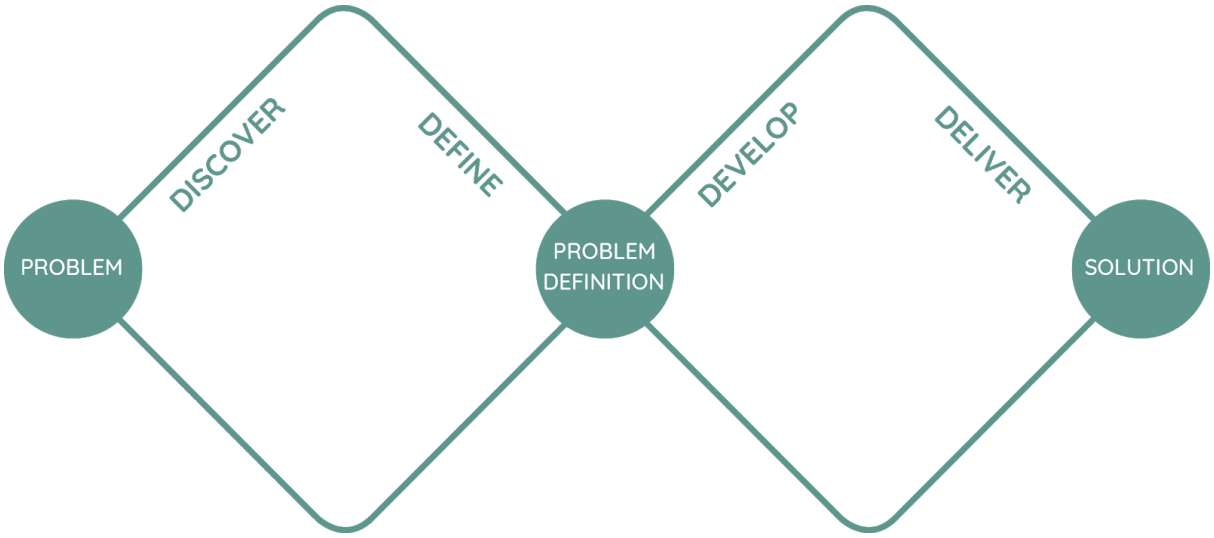

Figure 8: The Double Diamond model for structuring a design process (after Design Council, 2015c)

The model represents the creative design process of imagining what is not known before actually finding it (Mattelmäki, 2006) by first generating a number of ideas and then narrowing them down. The Double Diamond differs from the more traditional process models by repeating this divergent and convergent thinking phase twice. This is considered crucial for the process by Design Council (2015a; 2015b; 2015c) since the different stages of the model allow developing, testing, and refining ideas multiple times to confirm the correct problem definition and for ultimately creating a stronger solution for a specific problem:

***Discover*:** Gathering fresh insights by looking at the problem context from a broad perspective.

Define: Reviewing and narrowing down the insights collected in the first step in order to identify and prioritise the main problem

Develop: prototyping, testing and iterating potential solutions

Deliver: finalising, producing, and launching the result of the design process

The Double Diamond was considered a fitting model for structuring the process in this thesis because it wells with the iterative approach of combining practice theory and human-centred methods in a real-life demonstration environment. Although in reality, the phases often overlapped and faded in with each other. A continuous feedback loop ran throughout the process via quick discussions and brainstorming rounds with colleagues and users of Kalasatama Urban Lab. This generated more ideas that could be used to identify the key issues to focus on later on. The design process of this project is presented in Figure 9.

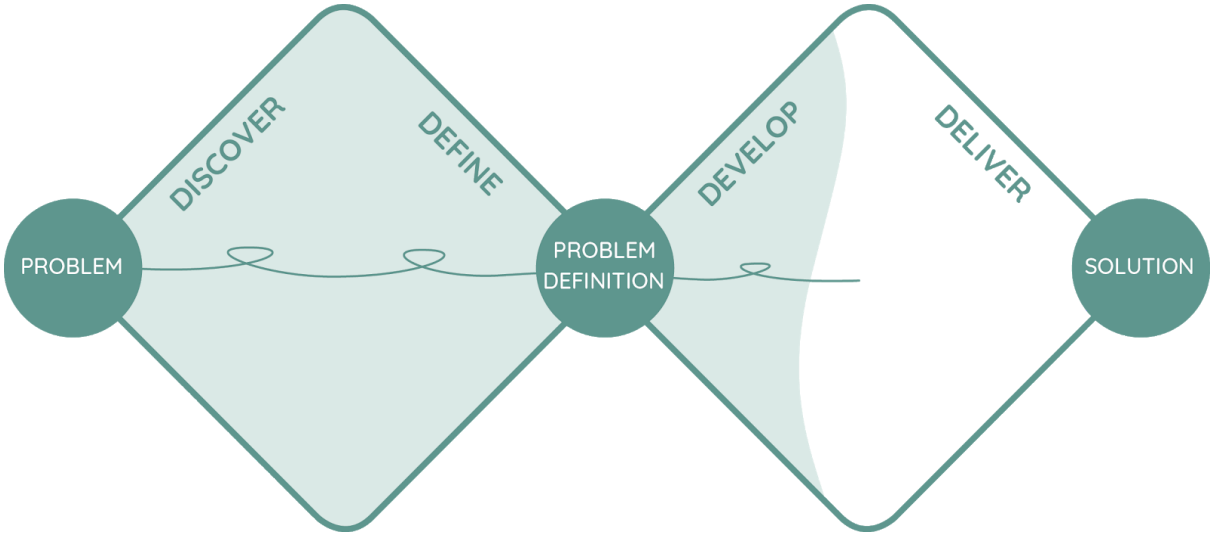

Figure 9: My design process reflected on the Double Diamond model

According to Cross (2011), designers can generate early or partial solutions before fully formulating the problem and disregard them if needed. Thus, this project is not aiming at reaching a final and comprehensive solution for how space providers can enable the use of shared spaces and ensure that meeting practices in shared spaces can be performed and further reproduced but but instead, the findings of the research are structured in a form in which they can be utilised in further developing the concept of independently used shared spaces. Therefore, outcome of the design process remains on a conceptual level with the process still continuing before a definite conclusion.

3 Smart Flexi Space Network developing the model for independent use of shared spaces

In 2016-2017, Flexi Spaces project was carried out under the Smart Kalasatama programme. The project focused on creating a model for sharing and opening up underused spaces for citizens and companies to use, and the model was tested by piloting it in Kalasatama district. With funding from Helsinki-Uusimaa Regional Council, a new project – building on the lessons learnt from Flexi Spaces – was initiated in 2018. Focusing on further developing the model for independent use of shared spaces while also exploring the ecosystem and business models around them, this thesis project was also carried out as a part of the Smart Flexi Space Network project ended in the end of April 2019.

As a premise for the project, it is important to first understand how spaces are evolving from privately owned real estate to demand-based consumption (Figure 10). The current trajectory is going towards spaces as an experience which in in line with independent use of shared spaces.

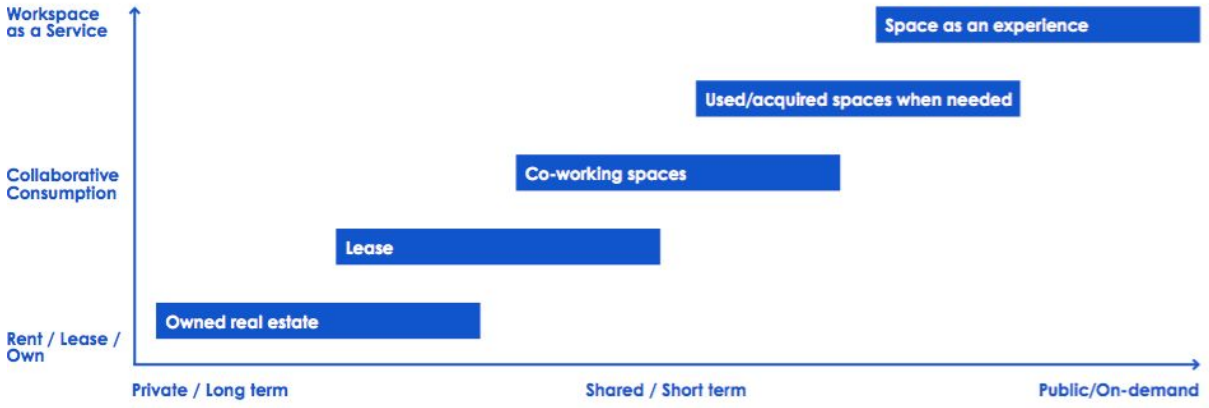

Figure 10: The concept of space is evolving and moving towards demand-based consumption (Adapted from Laing, 2013)

3.1 Flexi Spaces project in Kalasatama smart district

Because Kalasatama smart district has a focus on a more efficient use of resources, it provided an appropriate experimentation platform for developing the model for sharing spaces. 15 spaces were involved in the pilot. The most typical space to share was a common room of a high-rise apartment building, typically meaning a club room on the street level. (City of Helsinki, 2018b) The most successful space involved in the pilot was the Capellan kansalaistila ('Capella citizen's space') provided by Kalasatama Settlement Apartments. Although accessible through its own entrance, the space is a relatively typical common area in a new apartment building: it consists of a larger open space that can be used for sports, music, and other hobbies as well as two meeting rooms that can be closed for privacy. The space also has a small kitchen, locker rooms and showers. After the project was finished, the space is still available to book through an online platform for an hourly price.

Flexi Spaces project aimed to make shared spaces in residential buildings more visible for both the residents themselves as well as other citizens living in the area. The project made it clear that while there is demand for more shared spaces by the citizens, there is little awareness on where and how spaces can actually be booked. (City of Helsinki, 2018b) In the publication where the results of the project are presented, the main learnings from the Flexi Spaces project were categorised in three main topics: technology, service, and ecosystem.

Technology

Smart locks, i.e. locks with technological features that are used without traditional keys, were identified as a crucial component for promoting shared spaces: they actually increased the usage rate of spaces involved in the Flexi Spaces pilot with more than 200 %. Allowing the user enter the space with a smart lock clearly eased the burden of the space provider by providing more flexibility. Building developers as well as housing associations expressed interest in smart locks because they enable access control and remote monitoring. However, smart lock suppliers often have challenges with integration with booking platforms as their API's are still underdeveloped and without a comprehensive solution with smart locks, booking calendar, and access control included, builders and housing associations are hesitant to open up their spaces for everyone to use.

Service

The Flexi Spaces project piloted in Kalasatama showed that underused spaces is a real problem in the area while there is a real demand for shared spaces by citizens at the same time. According to a survey made during the project, the majority of repliers expressed the wish for spaces for various gatherings and parties as well as for rooftop saunas. Although experiences in Kalasatama imply that easily accessible urban areas are fitting environments for shared spaces, housing associations and residents are still skeptical about opening up their common spaces for outsiders because of noise, mess, and safety concerns. This can prevent reaching a larger mass of spaces that is required for attracting more users to utilise shared spaces.

Ecosystem

The ecosystem around shared spaces is still underdeveloped but is considered to have a lot of business potential. There are several services that could be linked with sharing spaces: maintenance services, cleaning, parking, transportation, and security services are very closely connected to shared spaces and should be integrated with booking platforms. Catering services as well as interior design and furniture solutions that improve the modifiability of the space were also identified as supporting services that could add value to shared spaces. Integrating these supporting services with the space itself have a lot of technical challenges through closed application programming interfaces (APIs) and at the moment, supporting services are linked with spaces as a separate service.

3.2 Existing booking platforms

As a part of Smart Flexi Spaces Network project I have been involved in, a group of Bachelor students from a digital city development project course in Laurea University of Applied Sciences mapped out and compared different booking platforms offering spaces in the Helsinki area. Seven students divided in three groups evaluated three existing booking platforms, Varaamo, Flextila, and Kliffa. These platforms were chosen because all of them offer spaces in the Helsinki area and provide real time availability data of the spaces. Altogether 15 spaces were booked by the students by using the platforms after which experiences of booking and using various spaces were shared to me and Maija Bergström, the project manager of Smart Flexi Spaces Network. Below, drawing from the results of Laurea students, the main features of the existing booking platforms are summarised in order to provide background information about the current services around independently used shared spaces.

As mentioned, all three booking platforms offer real-time availability data of the spaces offered through them. The main differences between the platforms is in what type of spaces they offer. *Varaamo* is developed and maintained by the City of Helsinki and the platform utilises the the City's public reservation interface Respa API. Through Varaamo, citizens can book rooms and workstations located in public premises, such as libraries and educational facilities, around the Helsinki metropolitan area. In addition to meeting and group work spaces, music rooms, media and AV rooms, and sports facilities can also be booked. There are also maker spaces with equipment for e.g. 3D printing, laser cutting, and sewing available for citizens. *Flextila* and *Kliffa* are developed by companies and on the contrary to Varaamo, they offer spaces mainly provided by private companies and organisations including residential associations. Therefore, there is more variety in available spaces which include e.g. meeting and working rooms, club rooms, hobby spaces, saunas, sports facilities as well as parking and storage spaces. The spaces are located around Finland.

The main technical features of each booking platform include a booking calendar. Because the premises available on Varaamo are owned by the City, almost all of the spaces are free of charge whereas the spaces on Kliffa and Varaamo have an hourly or daily rate and therefore, they have an online payment integration. These two platforms also offer the possibility for smart lock integration which some space providers are taking advantage of. None of the booking platforms offer the possibility for ordering any supporting services, e.g. catering and maintenance services, while booking a space. Depending on the location, services might of course already be in a close proximity, as is the case in spaces available on Varaamo since public premises have good access to cafés, printing, and have regular maintenance schedule as well as a helpdesk function. This differs from the spaces available on Flextila and Kliffa because the space providers do not represent a single organisation but consist of various companies and organisations.

However, as Maija Bergström pointed out in the interview conducted with her, there are still other competing services around shared spaces. Venuu.fi is an example of a service that has an

extensive selection of privately owned spaces to be booked but the main concept differs compared to Flextila, Varaamo, and Kliffa in that Venuu.fi functions as a catalog for spaces. Although the space descriptions include a variety of features of the space and a booking calendar, the booking platform does not actually provide real-time availability data of the space but instead, an estimate. Therefore, the user cannot book and pay for a space immediately but is directed to the space provider to ask more about the details and confirmation of booking the space.

In Smart Flexi Spaces Network project, Flextila platform is used for booking Kalasatama Urban Lab (Figure 11). The platform was chosen because of Smart Kalasatama programme's previous connections with the company: Flextila was one of the company partners in Flexi Spaces project carried out in 2016-2017. Because of the company's active involvement in developing sharing economy solutions and the ecosystem around sharing spaces (Flextila, 2019), the company was evaluated as the most technologically and commercially mature booking platform specialised in sharing spaces with real-time availability data currently in the Finnish market.

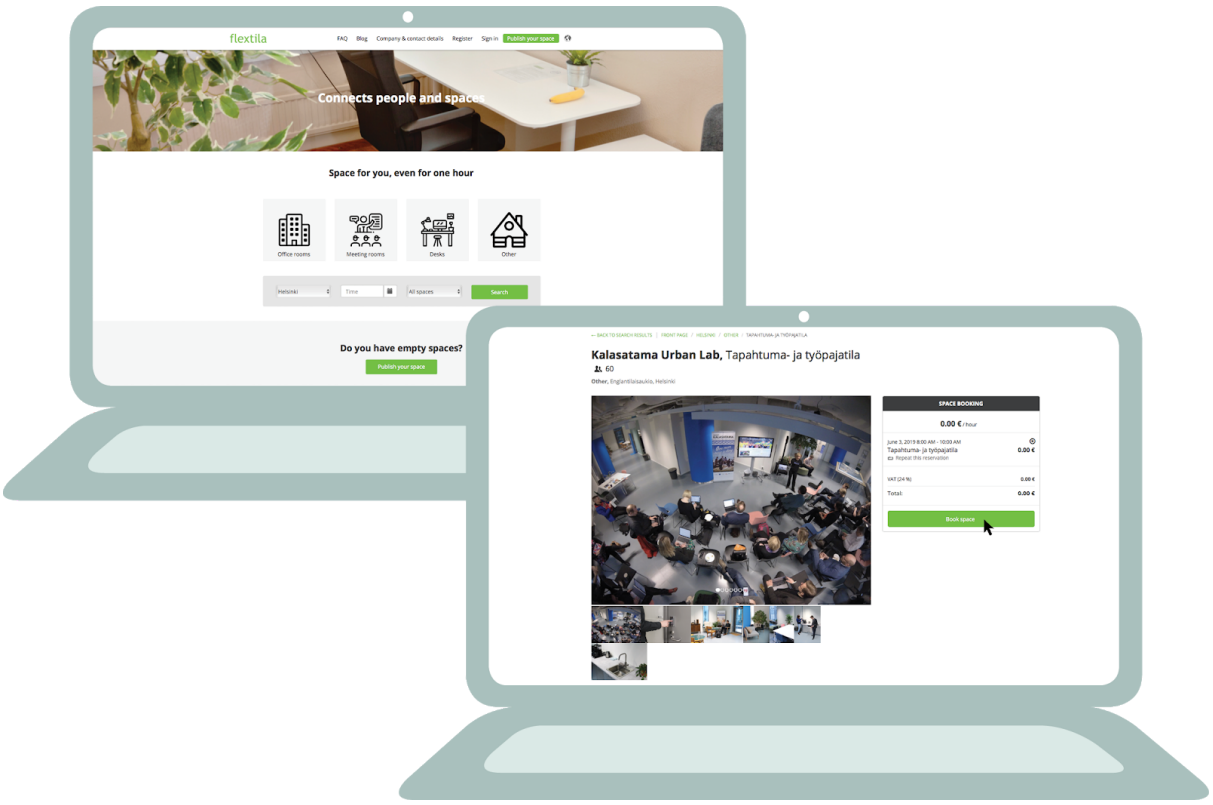

Figure 11: Flextila booking platform was chosen for booking Kalasatama Urban Lab

The main benefit of Flextila is its integration with smart lock solutions which was identified as one of the core services enabling independent use of shared spaces in the Flexi Spaces project. In fact, Varaamo platform was left out consideration because there was no smart integration at the time, Flextila booking platform is synced with Tolotech smart lock that was left

available from Flexi Spaces project and installed in the front door of Kalasatama Urban Lab. Flextila also allows providing booking right only to selected users based on the user's email address which was considered essential as Kalasatama Urban Lab is not open for everyone to book yet.

3.3 Kalasatama Urban Lab – a super flexi space

While the first Flexi Spaces project utilised spaces of project partners for developing the model for sharing spaces, in the Smart Flexi Space Network project a need for a designated experimentation platform for further testing the model was identified. Building upon the lessons learnt in the Flexi Spaces project, a 'super flexi space' was established. The aim of the Kalasatama Urban Lab space is to explore and identify the needs and challenges in independent use of shared spaces both from the user's and the space provider's perspective. The developing Kalasatama district offers a fitting homebase for the Smart Kalasatama programme and, therefore, a space was acquired in the newly opened shopping centre REDI in the heart of Kalasatama in 2018.

As a super flexi space for testing the model for independent use of shared spaces, Kalasatama Urban Lab is unstaffed and available to book by a predetermined group of users. Independent use is supported by smart, digital solutions: the space is booked online through Flextila platform which has an integration with a Tolotech smart lock (Figure 12). The lock is opened with a PIN code provided along with the booking confirmation. Using the space independently also entails the users being responsible for organising and arranging the space for their event as well as for ordering any catering and leaving the space in a tidy condition for the next user.

Figure 12: The door of Kalasatama Urban Lab equipped with a Tolotech smart lock.

In the early phase of establishing Kalasatama Urban Lab, its main users and use purposes were outlined by the Smart Kalasatama team. In addition to serving both Smart Kalasatama programme and other project teams at Forum Virium Helsinki, the space was designed to function as an event, meeting, and workshop space also for relevant City of Helsinki divisions. The theme of the events was defined around Helsinki's smart city development and climate goals which was used as a starting point for the interior design concept executed by a Helsinki-based creative studio Yesper. The concept for the space is 'Smart & Green', a combination of laboratory aesthetics and a park theme (Figure 13).

Figure 13: The interior design concept by Yesper communicates the theme of Kalasatama Urban Lab (Yesper Oy)

The interior design concept aimed at creating a functional yet cosy space where ideas can flow freely. In order to cater the needs of different purposes and users visiting the space, the furniture was chosen according to criteria for flexibility and modifiability which allows arranging them to create different kind of setups easily. The main set of furniture was acquired from a Finnish furniture manufacturer, Martela, with a leasing model. In addition to leased furniture, the space can be adjusted for special events by using Martela's outlet section. The model for adjusting the space was defined with Martela and experimented with in Kalasatama Urban Lab with the aim of potentially expanding the company's service offering for flexible spaces. 'Smart and Green' concept is not only communicated through leased furniture but also complimented with second-hand and upcycled pieces from the Helsinki Metropolitan Area Reuse Centre in order to contribute in a smaller carbon footprint of the space.

4 Using Kalasatama Urban Lab

Collection of empirical data was initiated immediately after Kalasatama Urban Lab was opened in 2019 and was continued until the end of February 2019. The fieldwork is illustrated in Chapter 2 (Figure 6) and is structured as follows. During the first iteration of the space with some materials still missing, I conducted observations and brief interviews of users on-site which resulted in the first draft of the user journey map. After the user journey map was refined by interviewing three potential users of the space, the fieldwork continued in the second iteration of the space with all materials in place. During the second iteration, observations were continued in the role of a space provider and three independent users were interviewed more in detail about their experience of using the space.

4.1 Description of the space

Kalasatama Urban Lab is an L-shaped space of 215 m^2 with large windows facing the Kalasatama residential area and Helsinki city center, bringing the users in a physically close proximity of the developing Kalasatama smart district. The capacity of the space is for up to 70 people. Kalasatama Urban Lab consists of a kitchen area (1), an area for workshops (2), the main event area (3), a showroom area (4), and a smaller meeting room 'Minilab' (5) separated from the main space. In addition, the space has a cloak (6), two restrooms (7), and a separate storage room (8) for office supplies, cleaning equipment, and printing. The space has two entrances of which only one is currently being used. This entrance is through a maintenance corridor after which a door with a smart lock is located. The space also includes a large terrace area which can be used in the summertime (9). (Figure 13)

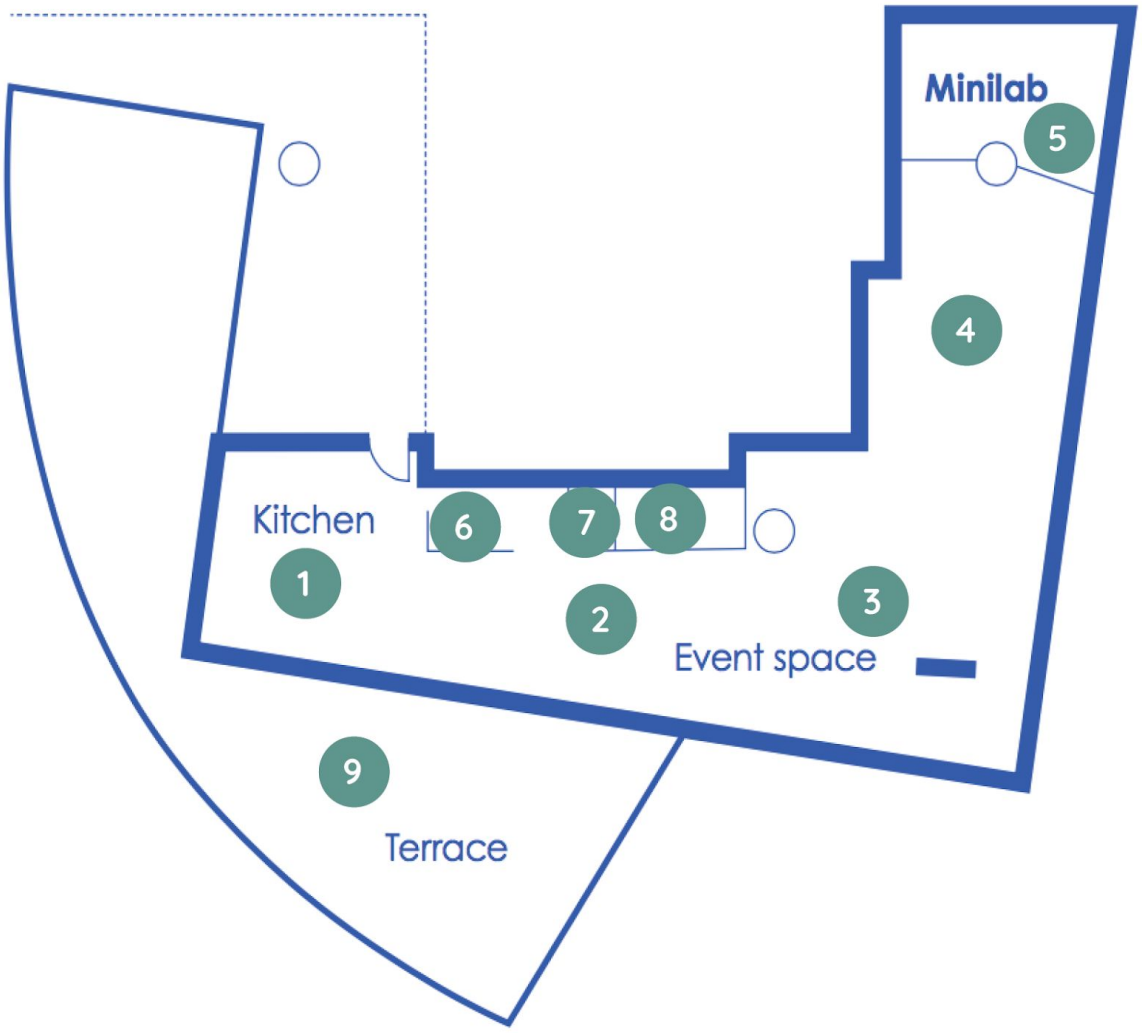

Figure 13: The floor plan of Kalasatama Urban Lab

As previously indicated, Kalasatama Urban Lab is designed as a flexible and modifiable space to cater the requirements of different purposes. However, the space is at the moment intended for various gatherings and meetings by professionals for which the space provides fitting material settings. The furniture includes 10 light and foldable workshop tables, 60 chairs as well as armchairs and lounge stools that can be moved around and arranged to create different setups. To support different meeting practices, AV equipment includes a 65” 3D television screen that can be used for presentations, two large bluetooth speakers, and microphones. In the separate meeting room, Minilab, there is a 55” touch screen television that can also be used as a digital flipchart. For workshops, there are a paper flipchart, three whiteboards, and other workshop supplies available for users. Users have access to a kitchen equipped with a coffee maker, electric kettle, microwave oven, two fridges, dishwasher, and recycling bins. Cups, glasses, plates, cutlery, and serving dishes are provided for serving food and beverages for up to 20 people during events and for bigger events, using catering services is needed. The kitchen, workshop space, and the main event space are presented in Figure 14.

Figure 14: Kalasatama Urban Lab is a bright space with large windows facing the City center and Kalasatama district

4.2 The first users of Kalasatama Urban Lab

When establishing Kalasatama Urban Lab, a thematic content for its activities had been defined, as well as a predetermined group of users. In addition to the Smart Kalasatama programme, the main users of the space would be other project teams of Forum Virium Helsinki, representatives of the City of Helsinki divisions, various partner companies and research teams. The space is also offered to a selected group of citizens' organisations with an association to Kalasatama district. When examining the two first months of using Kalasatama Urban Lab (Appendix 1), this goal was met with 628 participants in 26 events held by organisers from eight different organisations.

The majority (18) of the first use cases were internal events hosted by Smart Kalasatama programme or Forum Virium Helsinki. These included project-related events, hosting visitor groups, internal meetings, and the opening event of Kalasatama Urban Lab. Several visits by so-called innovation tourists are also included in the figure. These are visitor groups and delegations from other countries and municipalities that frequently request smart city tours in Kalasatama. These above-mentioned use cases are categorised under *internal users*.

In addition to events hosted by the internal user group, eight other meeting organisers used the space during the first two months. Key stakeholders within the City of Helsinki booked and used the space for hosting a visitor group and for organising a full-day event, a workshop, and a meeting. These users are categorised as *semi-internal users* because of their close association with the Smart Kalasatama programme and its goals in the areas of e.g. city planning, smart energy, digitalisation, and education. The rest of the users were *external users* from partner companies and organisations of Forum Virium Helsinki and Smart Kalasatama that used the space for a meeting, a workshop and events.

The main user groups and what they used Kalasatama Urban Lab for are presented in Figure 15. The figure also highlights the groups that were the most relevant to focus on during the observational studies. Although the internal use of the space guided the main meeting practices enacted at Kalasatama Urban Lab, the semi-internal and external users gave a better view on the future meeting practices when moving towards independent use of the space. In the next section, the user practices are observed more in detail through the lens of practice theory.

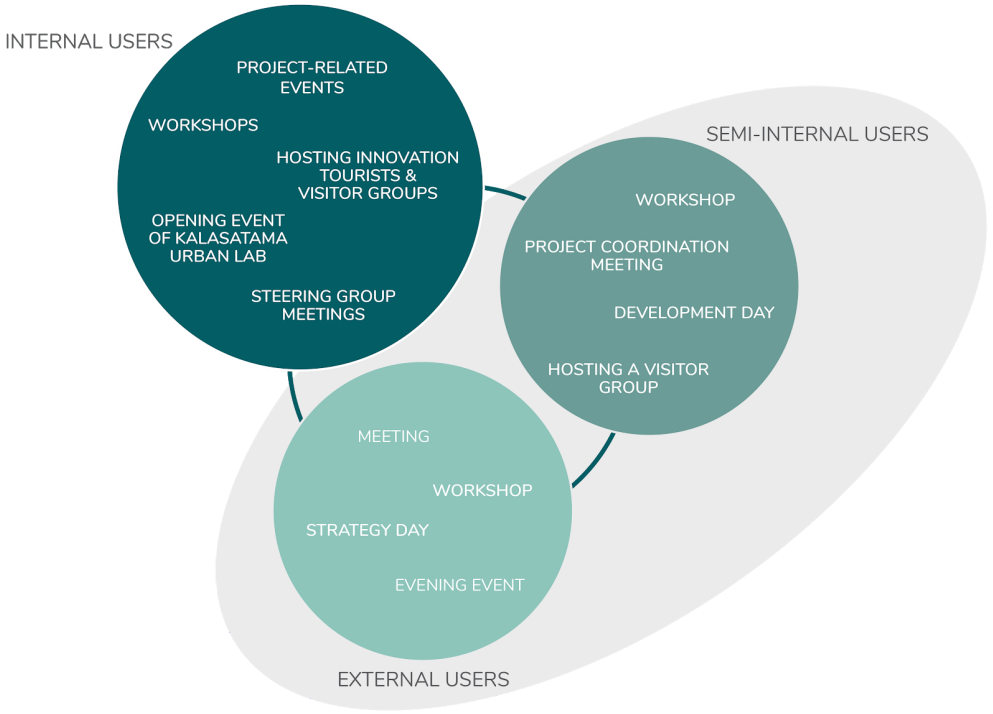

Figure 15: Categorisation of the first users and the most relevant groups to focus on

4.3 Observational study of the users

The fieldwork started with observational studies carried out on-site at Kalasatama Urban Lab during November and December. Following the Double Diamond process model, the goal of the observational studies was to broaden the perspective on the problem area by identifying the main user practices. At this stage, the space was in its first iteration with the smart lock installed and the main furniture in place but still missing whiteboards and some supplies as

well as a comprehensive set of instructions for the users. In order to test the independent use model step-by-step in a controlled way, the space was not immediately available to book online and therefore, bookings were done through me or my colleagues in the Smart Kalasatama team by email. Therefore, it was not possible to collect data of online booking from the users' point of view at this point.

Furthermore, a member of Smart Kalasatama team was always present at least in the beginning of each event held at Kalasatama Urban Lab during this two-month period to ensure access to the space and to give a brief introduction about using the space. During this period, I personally observed five out of eight events organised by semi-internal and external users which provided me with an understanding of the main elements forming the practices involved in using Kalasatama Urban Lab.

The first users did not have significant differences between each other as they were predefined by the Smart Kalasatama team. Most users were working in the same organisation, or in organisations collaborating in the same field or focus area. Therefore, the differences come out better in what the space was used for. The first event could generally be characterised as previously planned gatherings of people in a professional context. Specific meeting practices changed between presentations, project meetings, and workshops. In addition, two thematic events combining these practices were organised. The different types of gatherings are described below.

> **Presentation:** A short presentation for an external visitor group of 20 participants is organised. The presentation requires chairs for participants and a screen for presenting slides. No beverages or food is served.
>
> **Meeting:** An internal meeting lasting for 1-3 hours is organised for 7-40 participants. The meeting consists of presentations followed by a discussion. The meeting requires a long table, chairs, and a screen for presenting slides. Coffee and tea is made in the kitchen and sandwiches are ordered beforehand from a nearby café.
>
> **Workshop:** A half- or a full-day workshop around a specific topic is organised for 12-30 participants. The workshop requires tables in groups, chairs, a screen for presenting slides, whiteboard or a flipchart, and workshop supplies, e.g. post-it notes and markers. Coffee and tea is made in the kitchen and sandwiches are ordered beforehand from a nearby café.
>
> **Thematic event:** A half- or full-day event with varying programme is organised for 33-60 participants. The programme includes more than one activity, e.g. presentations by speakers, workshop exercises, and/or discussions. The event requires tables, chairs, a screen for presenting slides, and workshop supplies. Food and beverages are ordered beforehand from a nearby restaurant.

4.3.1 Mapping elements of practice

Although the content varied, the commonality between the first meetings was people gathering for a common purpose in a work-related context. In every occasion, a specific person was responsible for organising the event and making arrangements and therefore, it became obvious that a distinction between users is needed. Although all participants provided valuable insights on using the space during the observational period, a special focus was put on the event organiser as they were the primary practitioners in booking and using the space. Thus, brief inquiries with organisers were conducted during the events to understand which elements played a role when enacting the meeting practice. Next, I will describe the results of observations and these inquiries through the elements forming a practice: meaning, competences, and materials.

Meanings

The common goal of all use cases so far was to bring people together to share knowledge whether it was about presenting Kalasatama district to citizens, an internal project meeting or an organisation-wide strategy day. All participants were aware of the purpose and goal of the meeting beforehand because the meetings were intended for a particular group of participants. However, the meaning behind these meeting practices changed depending on the organiser as well as the amount of participants. For example, a workshop required more active participation from the participants through sharing, gaining, and co-creating new knowledge while a presentation was about more unidirectional transfer of knowledge from the presenter to other participants. As mentioned in the previous section, these differences in meanings also had implications for the materiality of the space since different meeting practices required differently arranged furniture that was able to support meeting practices.

Materials

Even in its first iteration, Kalasatama Urban Lab offered an inspiring location to organise an event. This was emphasised by most event organisers by describing the space ‘interesting’, ‘modern’, and ‘different’ location compared to their typical meeting spaces. Therefore, based on these first experiences, the space and its materiality seemed to support different meeting practices well as stated by one of the organisers:

“The space is great, functional and its atmosphere is on point.”

Between meeting organisers, the modifiable furniture was spontaneously moved around by event organisers to create different setups to fit the practice in question. The quantity of furniture was also found sufficient even for bigger groups and the screens were taken advantage of in each event. Observations of the users revealed that the most notably positive material aspect in the space itself seemed to be the large windows facing the Kalasatama district as they make the space appear very light and spacious. The windows also made it convenient to point out and discuss various projects and initiatives being carried out in the area, and created the feeling of being in the center of Kalasatama district. This was perceived

positively by users since most of them were familiar with the Smart Kalasatama programme and its goals.

However, although the concept of creating a flexible space with modifiable furniture seemed to meet the requirements of different meetings, it was noted that full advantage of the physical space was not taken: most of the event organisers and participants made use of the space only until the far edge of the main event space and did not utilise the end of the room. Considering other materials in the space, workshop organisers were unsure whether they would be provided supplies on-site or if they should bring them along with them. The same goes for kitchen supplies since some organisers brought in their own coffee and tea as well as disposable cups and plates even if they intended on using the kitchen facilities.

It can be said that all events were somewhat 'special' in their nature compared to routine meeting practices. This meant that participants were invited by an organiser and as a completely new meeting location, the expectations of Kalasatama Urban Lab varied a lot. It should be mentioned that during the period of opening the space, its location, shopping center REDI, was extensively reported in the Finnish media because of its unconventional floor plan and poor wayfinding design (e.g. Helsingin Sanomat, 2018). The physical location thus seemed to mix in with the meanings through expectations before even arriving to the space. As an observer, I noted often hearing comments about 'finding the place after all' when a participant entered the space, also in cases when no one had not actually been lost.

Competences

Neither the organisers nor the participants were familiar with the space beforehand and therefore, required a lot of support in using it before and during their event. The most notable concerns before using the space were about finding the space, the materials and equipment available as well as how to use them. Some organisers were worried about how their laptops can be connected to the screen in order to ensure showing presentation slides to the participants. The placement of various supplies were also causing hesitation in many users and they required a lot of guidance by me in order to find the correct place for e.g. coats and bags, pens and paper, waste disposal, and dirty dishes. The need for support became evident in one of the organiser's comment after using the space:

> "*Our workshop was a success but your presence was crucial for this since many small practical questions and details emerged during it. It was great that we were able to solve any issues immediately.*"

As mentioned, Kalasatama Urban Lab seemed to be considered as a 'special' place to organise an event and all users were aware that the space is brand new. However, this also influenced the organisers' competences: when me or my colleagues from the Smart Kalasatama team were present during an event, organisers were more inclined to ask questions and were clearly in need of reassurance for their actions. For example, in a case when there was a question for the catering company, the organiser was hesitant to contact the caterer directly during the

workshop but instead, asked me to take care of the problem. It seemed that without an introduction about the space, many thought that Kalasatama Urban Lab is hosted by someone instead of being unstaffed and used independently. Finding out that they are responsible for arranging and clearing out the space after the event even surprised some.

4.3.2 Mapping the user journey

Observing the organisers and participants at Kalasatama Urban Lab provided valuable insights about how a shared space could be used independently. The practices and sub-practices started to unfold while several concerns to be taken into consideration were also noted. The experiences of using the space so far both from the users' as well as from the space provider's point of view were used as a starting point for mapping out the user journey in order to gain a better understanding of relevant practice elements and their relations. The user journey map drafted represents the current state of the meeting organiser's path and is presented in Figure 16. In this user journey map, the specific meeting practice is not defined but the map is a more generalised representation of organising a meeting in a shared space independently.

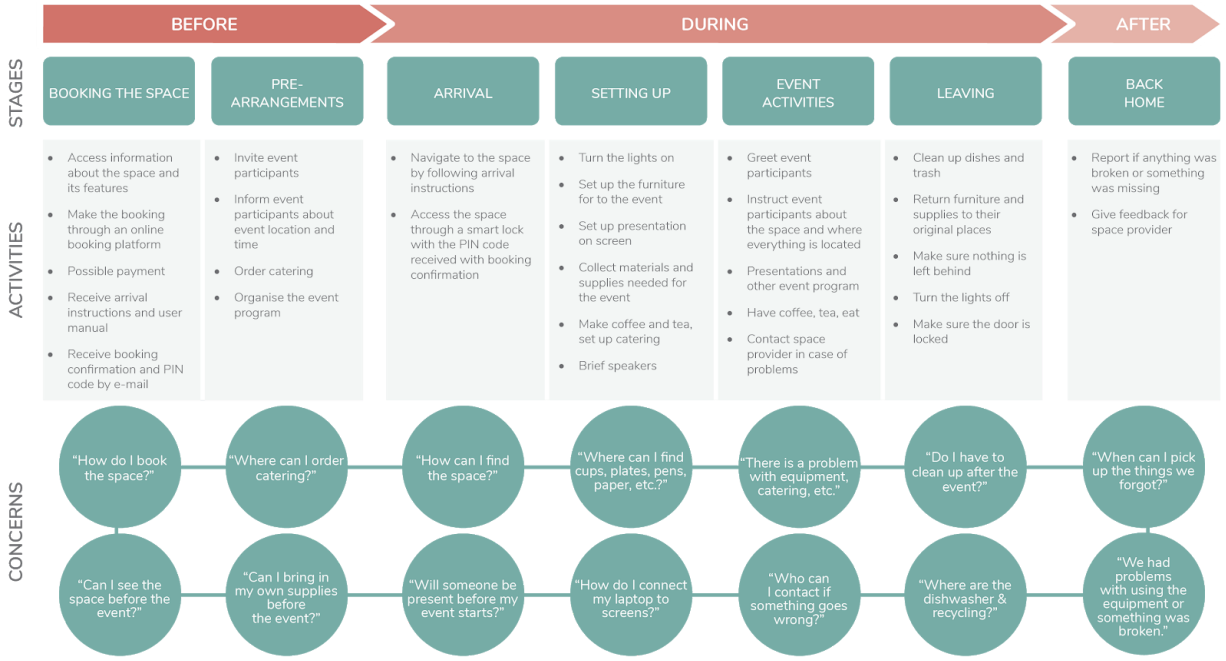

Figure 16: The current user journey map of an event organiser

The user journey map describes the organiser's activities before, during, and after an event with the most recurring concerns expressed in each step in the journey. The map reveals the complexity of the user journey and that most of the steps currently require some kind of support or instructions in order for the user to conveniently move on from one step to the next. As observed with the first users of Kalasatama Urban Lab, it is crucial to clearly communicate how the space is used so that the organiser is aware of this before arriving on-site. In addition to addressing the competences of the user, this observation also points at the space provider: if the goal is to enable meeting practices in an independently used shared space, the space provider is in a key role in shaping the practices involved by providing necessary tools to equip the user in being able to carry out the intended practice. Therefore,

mapping the user journey implies that it is not simply enough to offer a space on an online booking platform without reflecting the user's activities when using the space at all.

4.3.3 Interviews with potential users

Partially overlapping with the observational studies, three potential future users of Kalasatama Urban Lab were interviewed in order to explore their awareness and perception of booking and using shared spaces to complement the findings gathered so far as well as to validate the key areas to focus upon. The interviewees were picked among the employees of Forum Virium Helsinki who were familiar with the space from visiting it. However, they had not organised or been involved in organising an event at the space themselves. Although Kalasatama Urban Lab could not be booked by anyone through Flextila yet, the booking calendar was opened for internal use before the interviews. The user journey map was used as a tool to facilitate the discussion about shared spaces and their independent use through the lens of Kalasatama Urban Lab in order to identify practices and sub-practices to focus on during the next step of the fieldwork.

Two of the interviewees (Interviewee 1 and 2) explained that they do not frequently book external spaces for meeting practices in a professional context. Therefore, they mostly use internal meeting rooms located in the office of Forum Virium Helsinki which are booked through the internal IT system, i.e. a Google calendar, a very commonly used tool to book meeting rooms in office environments. The third remaining interviewee (Interviewee 3) told that in her job, she has to book external spaces for organising various meetings quite often. According to all interviewees, the most typical examples of occasions when an external meeting space would be needed are larger meetings with project partners or stakeholders from different organisations, workshops, hackathons and different smart city related events. In these meeting practices, a larger space is required to comfortably accommodate all participants for the meeting activities and Kalasatama Urban Lab is considered to meet this need well. However, the location of the space was perceived differently among the three interviewees. While one of them said that the location is very good and easily accessible by metro from the city center, two others were more hesitant about it as it might not be so convenient for all meeting participants to travel to Kalasatama from their own organisations in the middle of a working day.

Only Interviewee 2 was already familiar with the city-owned Varaamo booking platform beforehand but other than this, none of the interviewees knew about the most common booking platforms that offer meeting spaces before learning about Flextila because of Kalasatama Urban Lab. When asked how they would go about booking a space for their meeting or event, the interviewees mentioned searching with Google and asking tips from colleagues. Interviewee 3 also told that in her job, she has gained knowledge about a few suitable options that she usually calls by phone in order to ask about their availability when she needs to book an external space for a meeting. Interestingly, each of the interviewees were however familiar with Airbnb from their personal lives and explained that they could imagine using a similar online service for booking spaces for work-related matters. Selection of

different kind of spaces, reliability regarding payments and liabilities, user verification, and the convenience of finding suitable spaces matching predetermined criteria were mentioned as the main strengths of Airbnb.

Reflecting this brought up an essential point from Interviewee 3: the user journey does not actually start from simply booking the space but instead, from discovering a booking platform and a suitable space first and this phase should be included in the user journey. A brief Google search indicated that keywords "meeting room Helsinki", "shared working space Helsinki" or "book a space Helsinki" did not immediately give results on neither Flextila nor Kliffa although Varaamo had some mentions. When discussing Flextila specifically, all interviewees weighed that while the actual booking phase of Kalasatama Urban Lab seems relatively easy, finding it or other spaces from the platform is very difficult without a search bar for typing text. Instead of this kind of simple challenges, the interviewees thought that the user interface should function well and offer clear information and descriptions of available spaces. In fact, all three interviewees highlighted the importance of the description of the space at this stage of the user journey since the description plays a crucial role in convincing the user to proceed to booking the space after finding it on the booking platform.

The interviewees thought that the description should include a clear list of furniture and materials available, and it should also have several good-quality photos from different angles to provide a comprehensive idea of the size, look, special features, and atmosphere of the space. The first draft of the description of Kalasatama Urban Lab on Flextila platform was reviewed and considered insufficient at this point. Although the description included a lot of text, the space was not visually communicated well enough. Therefore, if the interviewees had not been familiar with the space, it seemed that they would not book it before receiving more information from the space provider. All thought that the floor plan could be included to make it easier for the user to imagine the space. The large windows were again mentioned as the best feature of the space by every interviewee and it was mentioned that they could be emphasised even more in the description on Flextila.

When moving on from the booking platform to using the space, the description given about the materiality of the space should match with reality:

> *"If the description says there is 50 chairs, there should be 50 chairs." (Interviewee 1)*

The interior design was mentioned as one of the key aspects influencing the user experience: colourful and modifiable furniture of Kalasatama Urban Lab was considered meeting the requirements of different meeting practices well. Interviewee 3 especially emphasised that getting presentations on the screen is very important to ensure the timely progress of the meeting. In addition to this, all interviewees pointed out that it is crucial that all materials and supplies are easy to find and use during an event in order to support the intended meeting practice.

"The most critical thing is to have all necessary supplies in place and available for the users, everything else is secondary. If the essentials don't work, it's simply just a nice space but nothing more." (Interviewee 2)

Help and support was discussed with all interviewees and each of them agreed that in case an urgent problem would arise, it would be useful to reach the space provider quickly and preferably by phone. However, Interviewee 1 pointed out that participants in project meetings are usually very understanding about things not always going as planned, and that this would be more critical when organising large events with multiple participants from different organisations. Catering during the meeting was also pointed out as one of the critical parts of a meeting by all three interviewees. They thought that offering pre-planned menu options already in the booking phase would provide convenience for the user since this would make a separate catering order unnecessary.

At the moment, using Kalasatama Urban Lab is free of charge and therefore, the interviewees were very aware and understood that the space has to be rearranged and cleared out after the meeting for the next user. This being said, Interviewee 1 and 2 implied that if using a space costs money, the expectations of the service would be at a different level and therefore, they would not be so concerned about leaving a tidy space after them. In any case, the requirement of cleaning the space should be made clear for the users already in the booking phase so that they are aware of what is expected from them.

The main takeaway obtained from the interviews was that booking and using a shared space independently has to be as hassle-free as possible when organising meetings or events in a work-related context, regardless of the specific meeting practice. The other main points are summarised as follows:

External spaces are booked for larger groups and special meetings
No specific platform is used to find suitable spaces
Description of the space matters when booking and it should match with reality
Necessary materials should be included in the shared space
Easy access to support should be provided

4.4 Towards independent use

Starting from January 2019, Kalasatama Urban Lab was in its second iteration with all intended materials in place. The observation results and user feedback were used to refining the space and the most commonly addressed questions were answered to in a user manual with relevant instructions supporting the independent use of Kalasatama Urban Lab (Appendix 3). Although there were no specific marketing efforts done regarding the space, enquiries about the possibility to book it were received from potential users through the networks of Smart Kalasatama.

As previously, my focus for gathering insights on the independent use of Kalasatama Urban Lab was in the semi-internal and external users with the meeting organiser in the center. During January and February, approximately 550 participants took part in 30 events. Out of this figure, 16 meetings or events were organised by organisers from 10 organisations (Appendix 1). Out of the 16 meetings organised by semi-internal and external organisers, nine were different kind of meetings while four were workshops and three were presentations.

As mentioned, the booking calendar had been available for internal users at Forum Virium Helsinki at Flextila booking platform for some time and now, selected representatives from the City of Helsinki divisions (semi-internal users) and partner companies and organisation (external users) were included in the group that was allowed to book the space independently. On the contrary to one of the Smart Kalasatama team members making the bookings in behalf of the event organisers, they were now encouraged to do it by themselves.

On Flextila platform, photos of the space were supplemented by a list of its materials and equipment along with the user manual and arrival instructions attached as a separate pdf file. After completing the booking, meeting organisers received an email with the details of the booking, PIN code to the smart lock, and once more, links to the user guide and arrival instructions. Despite of this, several event organisers still contacted me and asked me to book the space in their behalf. This lead to me forwarding the booking information, PIN code for the smart lock together with the instructions to the event organisers myself.

Because the goal was to move towards using Kalasatama Urban Lab independently over time, I decreased my own presence in semi-internal and external meetings significantly through this two-month period. Informal feedback was still collected from event organisers afterwards, although usually by email. As the contact person for booking the space, I was aware of any concerns or inquiries made about the space before or after organising events and I also personally gained practical experience from organising meetings and events as a part of Smart Kalasatama team. For better understanding the different type of meeting practices from another perspective, three independent users representing different organisational backgrounds and meeting practices were interviewed in order to capture the elements and links shaping them. The results of the interviews are described and summarised in Table 1 in the following section.

4.4.1 Independent users of Kalasatama Urban Lab

User 1: Planning meetings and workshops
User 1 represents an organisation that worKs together in a construction project in Kalasatama district. Although the project is not carried out through employment in an organisation, it is still professionally organised and time consuming as meetings occur 1-3 times per month. This group of nearly 40 people uses Kalasatama Urban Lab regularly for the project for planning meetings, workshops, and also for meetings of smaller task groups consisting of 5-10 participants. Meetings are organised in evenings and weekends and they usually last for

2-3 hours. They are based on collaboration among group members and involve following up the construction project and planning its several sub-tasks, e.g. budget planning, interior design planning, and organising future work when the construction is finished. User 1 described Kalasatama Urban Lab as a fitting location for their meetings as the project is located in the area that can be physically seen through the windows. Out of the three interviewees, User 1 is the only one that has already booked the space independently several times.

User 1, with another member of the same group, is responsible for booking the space in behalf of the rest of the group members on Flextila platform. When discussing the booking phase, User 1 explained that after completing the booking process for the first couple of times, booking in itself is simple and caters the group's changing schedule by allowing to make and cancel bookings when necessary. However, other members of the group have been hesitant to use Flextila platform for checking the availability of Kalasatama Urban Lab and so far, have remained content with User 1 and the other group member being in charge of booking the space. User 1 recognised that the possibility of others booking the space and seeing its availability would allow more flexibility:

"If you need to find out through another person when the space is available, and then check when it is possible for the group to meet and make them come together, it is a bit challenging."

Before using Kalasatama Urban Lab, the group met in different-sized compositions usually in cafés and occasionally in library and community college meeting rooms in the city center. When the entire group of 40 people had to get together, they used a shared space in a residential building in Jätkäsaari, another developing district in Helsinki. According to User 1, the downside of meeting in cafés was that the group could never be sure if there would be enough tables and chairs for all meeting participants in place and there was always noise caused by other customers and passers-by distracting the meetings. In Jätkäsaari, the shared space was not free of charge and therefore, it was not used frequently.

When User 1 made the inquiry about using Kalasatama Urban Lab for the first time, she asked to come and see it first. She explained that asking this was obvious for her because otherwise, it would have been very challenging for her to make the decision about booking the space: without seeing the space, she would not have been able to tell whether the space is suitable for organising the group's meetings there or not. She was also motivated to go through the functionality of the technical equipment and other practicalities with me before the first meeting because presentations need to be shared with all meeting participants through a large screen.

According to User 1, Kalasatama Urban Lab has offered a better meeting space for the group compared to the open spaces used by the group before. By providing privacy, the space allows concentration on the matter at hand without interruptions. The space also has all materials needed for the meetings. The group usually makes coffee and tea in the kitchen, and brings in

light snacks or fruit with them. Commenting the furniture, User 1 stated that it fits the group's different meeting practices well, especially the whiteboards have been found very useful in planning the project together because using them fosters collaboration and as a visual aid, help make progress in the work. Although User 1 saw the value in being able to rearrange the furniture when needed, she or other meeting participants rarely moves the furniture around since the meetings are quite informal and participants tend to use different parts of the space during the same meeting, depending where the furniture is.

Now that the space is familiar for the group through several meetings and workshops, User 1 does not see too many challenges in using the space anymore. However, although having organised several meetings in the space, she explained still struggling with the wifi connection as well as with the screen used for presentations and wished that the space had clearer instructions on how to use it.

User 2: Committee meeting

User 2 comes from the Helsinki City Executive Office and in her job, she is involved in organising various kinds of meetings. Her responsibilities include booking the space, ordering catering, writing the minutes, and taking care of the communication for the meeting participants. Kalasatama Urban Lab was booked by User 2 in the role of a secretary for a two-hour-long committee meeting in which topics about digitalisation in the City were discussed. The committee meetings are organised approximately four times a year with 10-15 participants in a specific meeting room in one of the City premises. User 2 wanted to book Kalasatama Urban Lab based on a recommendation from one of the committee members and the booking was completed by contacting me. After this, I forwarded the booking confirmation together with arrival instructions and the user guide to her.

As an experienced meeting organiser, User 2 explained that it is her duty to make the meeting participants be able to carry out the meeting without complications or distractions and ultimately, to enable others doing their jobs well. The members of the committee are often busy which creates increased pressure for the organiser to ensure everything goes as planned. Because it was her first time using Kalasatama Urban Lab, User 2 wanted to be sure about as many details as possible. Although she did not ask to see the space before the meeting, User 2 told me that with the help of the arrival instructions provided in the booking phase, she went and checked the route from the metro station all the way to the door of Kalasatama Urban Lab by herself a day before the meeting in order to instruct other meeting participants if needed. On the day of the meeting, she was prepared to the meet the participants near the metro entrance. However, all were able to navigate to Kalasatama Urban Lab with the instructions provided. However, only eight participants showed up for the meeting which made User 2 wonder whether some people missed the meeting because of its unusual location.

Compared to the typical meeting location, User 2 faced some challenges in organising the meeting because she was not familiar with another catering company and the placement of materials inside the space. Emphasising the importance of preparation, User 2 was very

precise in stating that minimising uncertainties before the meeting is essential. Mentioning that she had read the user manual before the meeting, User 2 told that she had no time to stop and revisit it or read other instructions when inside the space because there were several smaller things to take care of in a short period of time before the meeting started: turning the lights on, making coffee, setting up the catering, and connecting presentations on the screen. The furniture was not rearranged as participants were comfortable sitting in whatever formation the furniture was left by the previous users.

In general, the committee meetings follow a specific agenda with a few presentations on predetermined topics first, which are then followed by discussion. Because the meetings are attended by specific group of people in the City's organisation and the topic concerns political issues, User 2 emphasised the confidential nature of the meeting that could be risked by outsiders: in case someone would have arrived to the room, the meeting would have probably been ended. Therefore, confidentiality issues had their implications for the requirements of the meeting room itself. The smart lock installed in the front door of Kalasatama Urban Lab was found very useful to ensure the required seclusion. User 2 had distributed the PIN code to all meeting participants before the meeting and they were able to enter the locked door by themselves without causing interruptions.

Some problems with connecting laptops to the screen were faced in the beginning of the meeting which risked sharing information to the participants, but one of the group members was able to help User 2 to solve the issue. This made her wonder how she could solve problems in an unknown location while being expected to be responsible for carrying out all activities independently:

"It is catastrophic if you have invited a lot of people and you are not able to do what you were meant to be doing, and the whole things goes all wrong." (User 2)

Although there were no serious complications, according to User 2, several uncertainties could have been avoided by including a floor plan and the placement of materials and other equipment in the information provided about Kalasatama Urban Lab before the meeting. This could help with preparing for the meeting because during it, there is no time to stop and look for information.

User 3: Meeting with project partners

User 3 represents a project group associated with Forum Virium Helsinki. She has booked Kalasatama Urban Lab a few times through Flextila but has been responsible for organising only one of the meetings. This meeting included 15 project partners from Finland and abroad, and the objective was to go through results from the first sprint of the project. Although some participants were new to User 3, most meeting participants were familiar with each other through the project they are working on. Kalasatama Urban Lab was booked because the meeting rooms at the office of Forum Virium Helsinki do not accommodate larger groups for an entire day and therefore, a bigger meeting space was needed. When booking the space, User

3 contacted me for further instructions for using Flextila platform because it was first difficult to find Kalasatama Urban Lab on the platform. After finding the correct page, the space could not be booked without first signing with the user's personal profile which caused some confusion. After instructions, User 3 was able to complete the booking by herself.

According to User 3, after securing the space, organising the meeting did not require much planning besides outlining the meeting agenda. Tables were formed in a large square formation to allow interaction between the meeting participants. Coffee and tea was made on-site and light snacks were brought in and served during the meeting. Other participants were accompanied all the way to Kalasatama Urban Lab by the local project team and no further instructions for arrival were, therefore, needed. However, User 3 stated that she was not experienced enough to anticipate how much time simple arrangements take and when the meeting participants arrived, some actions had to be rushed. There were some challenges with, for example, finding the main light switch. The first instinct of User 3 was to immediately call me about the matter instead of looking for the information elsewhere.

Regarding the purpose of the meeting, User 3 highlighted the importance of people working in a project together getting together to be updated of the progress of current work in person with other participants. Meetings were described as kind of milestones on a journey towards a commonly set goal. User 3 explained that face-to-face meetings are especially vital in projects where partners are located in different countries: by coming together, discussing the common project becomes more straightforward with material objects helping to create new understandings:

"Meetings are important because we see each other in person and are probably able to better understand each other, and there is not as high risk of misunderstanding as through Skype or telco. Through face-to-face meetings, we become more familiar with each other.
In meetings, we can genuinely demonstrate and concretely show, for example through scale models, what can be done. Seeing facial expressions in the situation also makes it easier to understand."

Table 1: A summary of meetings organised at Kalasatama Urban Lab by three different organisers

	User 1	User 2	User 3
Meeting type	Planning meeting, workshop	Committee meeting	Meeting with local and foreign project partners
Meanings	Keeping participants updated on the next phases of a construction project Collaboration on sub-tasks (i.e. interior design) Imagining the finished construction project in Kalasatama district Flexibility of organising meetings according to personal schedule	Keeping committee members updated on current and future activities concerning the committee Sharing confidential information Ensuring efficiency and going through all necessary information through a meeting agenda	Sharing results from the first sprint of the project through a loose agenda Meeting local and foreign project partners to increase understanding Keeping participants updated on the next phases of the project
Materials	Quiet place that can be closed for minimising distractions Tables and chairs that can arranged if needed Whiteboards Screen Coffee, cups, plates	Space that can be closed from outsiders to ensure privacy Tables and chairs facing a screen Coffee, cups, plates Catering	Space that can be closed from outsiders to ensure privacy Large table with chairs around Tangible prototypes to discuss solutions for the project Screen Coffee, cups, plates
Competences	Laptop has to be connected to the screen to the in order to share presentations to participants Finding necessary supplies for the workshop	Finding Kalasatama Urban Lab when arriving from metro station Information about supplies and their placement should be known before the meeting Laptop has to be connected to the screen in order to share presentations to participants Ordering catering before the meeting	Laptop has to be connected to the screen to the in order to share presentations to participants Information about supplies and their placement should be known before the meeting

4.5 Conclusion of fieldwork

After almost four months of using Kalasatama Urban Lab, altogether nearly 1200 people had visited the space out of which 535 had participated in 24 events or meetings organised by semi-internal and external organisers representing 18 organisations. The feedback from meeting organisers showed that while many organisers were used to booking some kind of shared spaces independently, this is usually limited to spaces within their own organisations. When a space is located outside of one's organisation, its independent use becomes more complicated. Although Kalasatama Urban Lab had many features supporting its independent use, several challenges unfolded through observations and interviews conducted with meeting organisers.

The variety of the different events organised at Kalasatama Urban Lab as well as comments made by event organisers imply that there is a demand for spaces that allow larger groups of people gathering together for work-related purposes to meet, work together, ideate, share information, and gain new knowledge. Kalasatama Urban Lab was repeatedly complimented of being an inspirational and a less formal location to organise more special kind of a meetings and events, especially compared to typical meeting rooms in the participants' own organisations. The location was considered a presentable 'display window' to Kalasatama smart district, providing a direct link with the topics discussed in most meetings and events. Observing the space after meetings revealed that many event organisers took advantage of the modifiable furniture and the space's layout, and used their creativity when arranging the meeting (Figure 17).

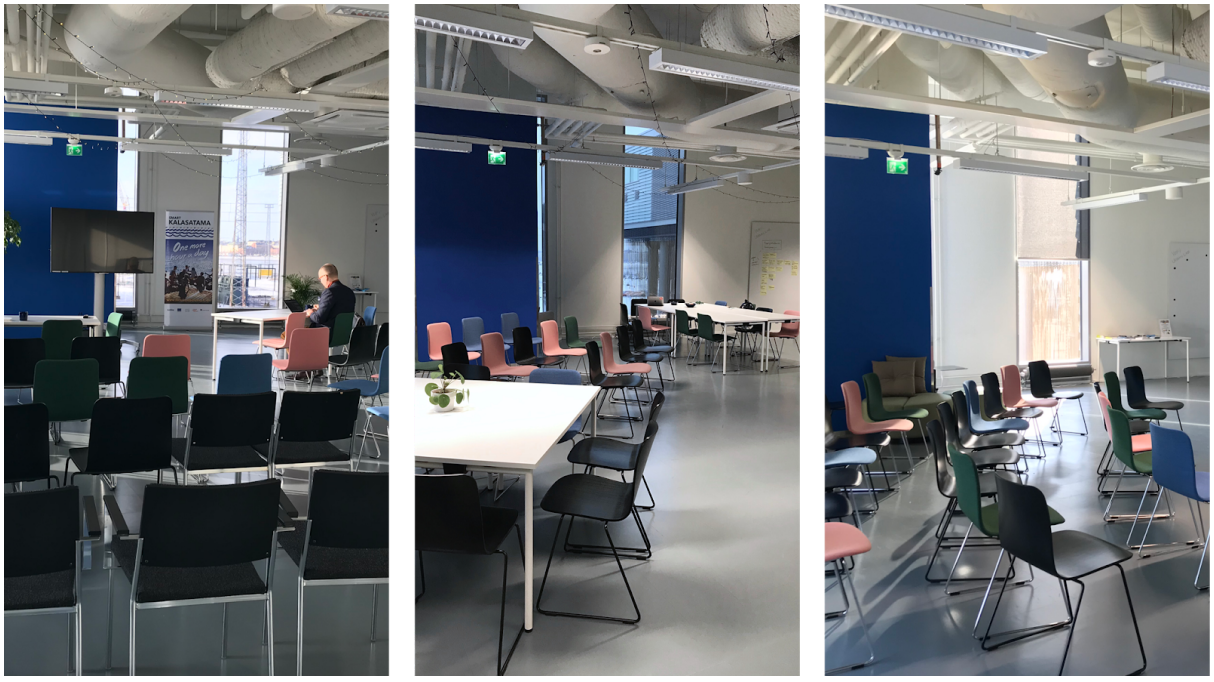

Figure 17: The constantly changing material arrangements between meetings showed that independent users took advantage of the space's materiality to modify the space

However, designing and sharing an attractive space for others to book is not enough. The recurring questions posed by semi-internal and external meeting organisers highlighted the demand for a more precise description of Kalasatama Urban Lab, its features, and its use principles. One of the interviewees also pointed out the lack of photo from the separate meeting room, Minilab, on Flextila platform and even though it is mentioned in the written description, she had not realised it being there until being physically in the space. As emphasised in the interviews with meeting organisers, the accuracy of descriptions goes to show that space providers have to pay close attention to what kind of information and in what format is provided on the booking platform for the user to feel confident to book the space.

Meeting organisers are responsible for ensuring everything happening smoothly for the participants engaged with the meeting. It was mentioned that because of this, the space itself should function as well as possible, especially when more than 30 participant are involved. This puts pressure on the organiser because during meetings, they should be the ones able to prevent any unexpected practical complications. Therefore, it became obvious that in an unstaffed space, organisers require clear instructions for almost each step of the way as no support is present. Although the user manual had been drafted to address the most commonly asked questions and concerns so far, it was clear that only few organisers actually read it and, therefore, needed support with many of the same topics as the first users. The most usual questions before the meeting revolved around technical equipment and other supplies, arrival, catering, and seeing the space beforehand to plan the event better. Those who had read the user manual, did not tend to revisit it while facing challenges inside Kalasatama Urban Lab.

Without proper instructions available, there were also some basic misconceptions of how the space should be arranged after using it: although many considered it obvious to leave the space tidy for the next user, some users seemed to be unaware, unwilling, or unable to do anything after the meeting was over. This caused inconsistencies in the transitions between meetings. For example, when an event with a structured programme with speakers and a larger audience was organised following a workshop by another group, the organiser often had to spend more time than planned putting tables away and arranging chairs into correct formation which hindered other meeting arrangements. Even without additional work, some meeting organisers expressed their lack of experience in organising meetings for larger groups with an insufficient amount of time reserved for making necessary arrangements before the meeting participants started to arrive. With smaller groups, this was no issue since the meeting participants were able to quickly put two or three tables together before starting the meeting.

Although many of these challenges observed and described by meeting organisers were not serious by themselves, they have a strong potential to increase uncertainty in the event organiser when grouped together, and can risk the user experience also for other participants. Meeting practices enacted at Kalasatama Urban Lab are taken as the unit of analysis in order to understand how their meanings, materials, and competences shape each other, and how

they should be configured when using a shared space as a meeting location instead of a more conventional meeting room.

5 Independent use shaping meeting practices

The empirical data provided an understanding of what Kalasatama Urban Lab can be used for as an independently used space. When looking at the practices, it is apparent that all of them entail people gathering together for a common purpose. There are, however, differences between how the meetings are organised and in fact, the focus of the fieldwork was quickly put on the specific user responsible for organising the meeting. Following the Double Diamond model to define the focus of the problem, I analyse two different meeting practices and how their elements and interdependent links should be reconfigured when shifting towards more efficient utilisation of spaces through their independent use.

5.1 Definition of the main meeting practices

Meetings, as any other recognisable practice, have their own routinised ways of organising and in general, it can se stated that practitioners 'know how to do it'. However, multiple performances can be listed under meetings and therefore, it is relevant to take a closer look at them as well as those enacting the practice. Proved through observations and the user interviews, it is clear that people using spaces independently are not a homogenous group, and their distinctive competences and capabilities have their own implications for analysing meeting practices as well as for their further reproduction and development (Warde, 2005).

However, although meeting practices are sometimes mixed, the experiences from observing the users of Kalasatama Urban Lab allow summarising and dividing the main meeting practices to categories. The key role of the event organiser guides defining relevant meeting practices here. By focusing on the elements of the practice and the interaction between practitioners, I divide meeting practices enacted at Kalasatama Urban Lab into categories of 'ad-hoc' and 'pre-planned' meetings (Figure 18) and outline a simplified Meanings - Materials - Competences model of each for further analysis. By ad-hoc meetings, I mean informal project meetings and status meetings by a small group. In pre-planned meetings, I include more complex meeting practices, e.g. workshops, thematic events, and other meetings with a larger number of participants.

Figure 18: Two identified categories of meeting practices: ad-hoc meetings and pre-planned meetings

5.1.1 Ad-hoc meetings

Ad-hoc meetings are organised collectively by a group of 5-15 people working with the same project in the same or different organisation. The meetings are short and efficient, and typically last only for 1-2 hours. The group meets frequently in order to share information among the group members about the work they are involved in. The goal of the meeting is to discuss urgent issues, exchange ideas, and inform participants about the next steps through a loose meeting agenda. This kind of meetings are usually organised in internal meeting rooms in organisations where the group members work and they are booked through an internal calendar. Meeting rooms typically include a table, chairs, and a screen or a video projector for presentations. Coffee, tea, or water is fetched from the organisation's kitchen or cafeteria. The time and location is shared to all participants with a calendar invite by email.

Comparing ad-hoc meetings held in a typical setting with an independently used space reveals no drastic differences as the basic elements and links of the practice stay the same.

Some differences can, however, be identified. Shared social meanings of ad-hoc meetings revolve around efficient knowledge exchange and collaboration between participants. Although modifiable furniture could have potential to add value for the meeting, no special attention is usually given to it since the space is only a stage where the participants enter, enact the meeting, and leave. Therefore, the meanings do not require much support from the material elements as long as basic amenities are there. However, it is very important to pay attention to the length of the meeting here. Participants in ad-hoc meetings typically want to gain progress in their work effectively in order to ensure the progress towards the goal of the project they are working on. A notion made by the previously mentioned Laurea students is in line here with the data collected at Kalasatama Urban Lab: while shared spaces might offer convenient gathering places for participants located in different organisations, taking time to travel to an external meeting location in the middle of a workday instead of using an internal meeting room might be a potential barrier for the meeting.

Reflecting on the user journey, equally critical step of organising an ad-hoc meeting in an independently used space is the booking phase. Here, the independent feature of the practice shapes the competences through the requirement of being able to book a suitable space in an external booking platform. Considering the nature of efficiency of ad-hoc meetings, an internal booking calendar provides a more convenient way to book a previously known space for the meeting, and organisation's members usually embody the required competences. Therefore, if the competences related to booking the space are not connected with meanings and materials of ad-hoc meetings, the practice will not be be carried out in the independently used space but probably in the more familiar meeting room. These elements and links between them are illustrated in Figure 19.

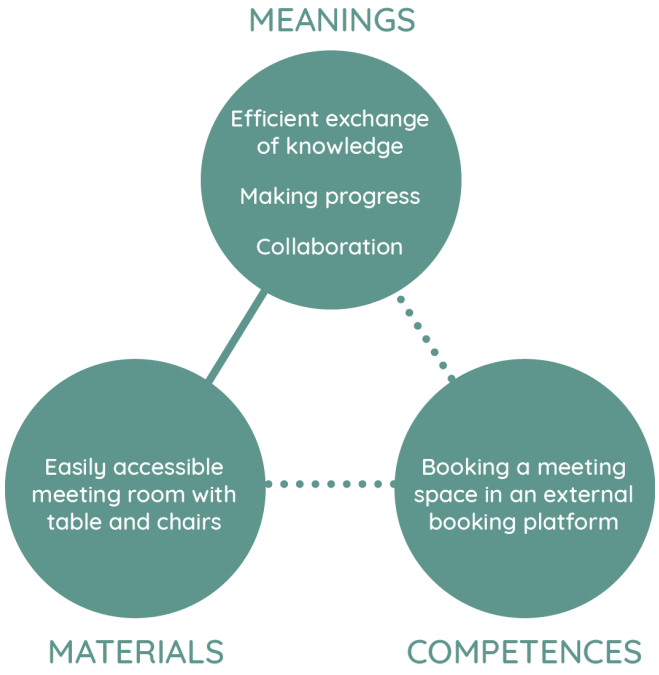

Figure 19: Inability to book a space from an external booking platform prevents the ad-hoc meeting from being carried out in the shared space

5.1.2 Pre-planned meetings

Pre-planned meetings are organised by a person or a small team for 15-50 participants who do not meet regularly or know each other from before. The participants can work in the same field but not necessarily with the same project. The aim of pre-planned meetings is to share and gain new knowledge, and to create new connections by meeting and networking with other participants. The programme is prepared well beforehand and lasting for 3-6 hours, includes presentations, discussions and additional activities. Pre-planned meetings are usually organised in internal or external venues in private or public premises with the capacity for a larger group and the possibility to modify the space according to need. Spaces are booked through a person responsible for the space. Coffee and catering are ordered before the meeting and the organiser sends out invites to all participants and instructs them to reach the location.

It was mentioned by the meeting organisers at Kalasatama Urban Lab that external spaces are needed especially for organising pre-planned meetings for larger groups of participants. Information of suitable spaces is usually obtained by searching online or asking from colleagues. Although the essential meaning of the practice remains the same regardless where it is organised, a space and its materiality can support obtaining it by providing possibilities for creativity as seen at Kalasatama Urban Lab which was recurrently complimented being 'inspiring' and a 'special' space to organise an event. Thereby, although the meaning in itself does not change, materials have the potential to elevate it to another level by influencing the mindsets of those engaging with the meeting practice.

Pre-planned meetings are typically more complex to organise because the practice consists of multiple performances by multiple practitioners. Unlike in a known setting, complexity increases through the independent feature of the practice since many uncertainties emerge through multiple sub-practices that the practitioner is expected to be able to carry out without support. Consequently, competences are challenged throughout the user journey from the moment of finding and booking a suitable space until leaving the space tidy after the meeting. Challenges vary according to instructions provided and to the practitioner's competences shaped by previous experiences from similar practices. Therefore, the lack of links between competences and meaning as well as competences and materials risk disturbing the practice. The elements and links of the pre-planned meeting practice are illustrated in Figure 20.

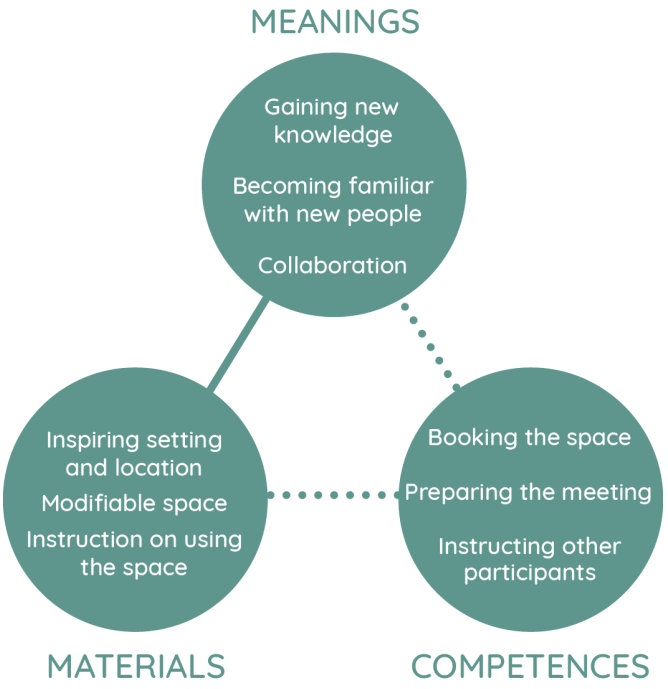

Figure 20: The instructions provided and the meeting organiser's previously acquired competences are crucial for organising a pre-planned meeting in an independently used space because they also affect other participants involved

5.2 Deconstruction of meeting practices in independently used spaces

In the previous section, I summarised my fieldwork findings into two different types of meeting practices and outlined how the practice is transformed when enacted independently in a shared space instead of a more traditional setting by pointing out the main challenges in the practice elements and links between them. My observations and interviews implied that most practitioners were already used to booking and using shared spaces independently to some degree in their own organisations. Yet, why do uncertainties grow when leaving the familiar premises and the meeting organiser is expected to book and use an external space independently?

Although several types of performances can be recognised as something that can be characterised as a meeting practice, it is clear that the elements of ad-hoc and pre-planned meetings need to be configured differently when enacted in an independently used space. Applying the model developed by Kuijer (2014), Figure 21 represents how a meeting practice is transformed when moving from a known meeting practice to two different meeting practices performed in an independently used shared space. As mentioned, practice-as-entity consists of several performances which introduces new elements to the configuration. In this case, the independent feature of the practice requires supporting, or 'unfamiliar' competences to be added to the configuration in order for it to be successfully performed by practitioners.

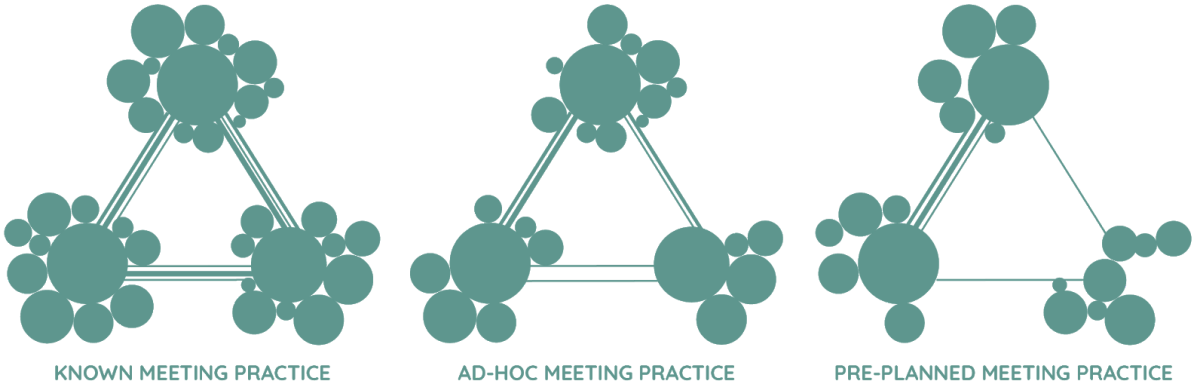

Figure 21: Although recognisable as a meeting practice, the elements and links between are shaped when ad-hoc and pre-planned meetings are performed in an independently used space. Especially competences require recruitment of 'unfamiliar elements' in order for the meeting practice to be reconfigured.

The essence of ad-hoc and pre-planned practices remains the same: at its core, the achieved outcome of people gathering together in a professional context is exchanging knowledge in order to gain progress in one's work which forms the overarching *meaning* element of both meeting practices. However, some meanings connect with the meeting room's *materiality* better: for a more routinised meeting, the space does not play a significant role in enabling the meeting to happen. In contrast, materiality influences the meanings of pre-planned meetings more because they are often considered special occasions involving multiple participants who do not meet each other frequently. Therefore, materials have the potential of creating the desired 'special' factor for the meeting, as is the case in Kalasatama Urban Lab:

"It's nice that an effort to how the space looks like has been made with plants and decorations so that there's more than just the necessary stuff. Although many see that as a minor detail, I think that affects the comfort and overall, people's concentration." (User 3)

This implies that meeting organisers could actually be interested in available customised services supporting independent use of the space as long as they are made aware of them. The location of the space, outside of the usual organisational premises, also influence the meanings of pre-planned meetings by providing an appealing interruption to daily routines, whereas in ad-hoc meetings, this can disturb the meeting practice by bringing in an undesired hinderance for enacting it.

As mentioned, pre-planned meeting practice is complex which can be underlined by comparing it with ad-hoc meeting practice (Figure 22). In ad-hoc meetings, new *competences* required for carrying out the practice concentrate on the early stages when a space for the meeting is to be secured. In pre-planned meetings, however, the amount of competences required increases significantly throughout the practice besides than just booking the space. While there is a pressure for the practitioner to be able to carry out the practice independently, others also rely upon the practitioner to instruct them in performing certain sub-practices. Competences and the entire practice are, therefore, challenged if the meeting organiser is not equipped to enact the practice.

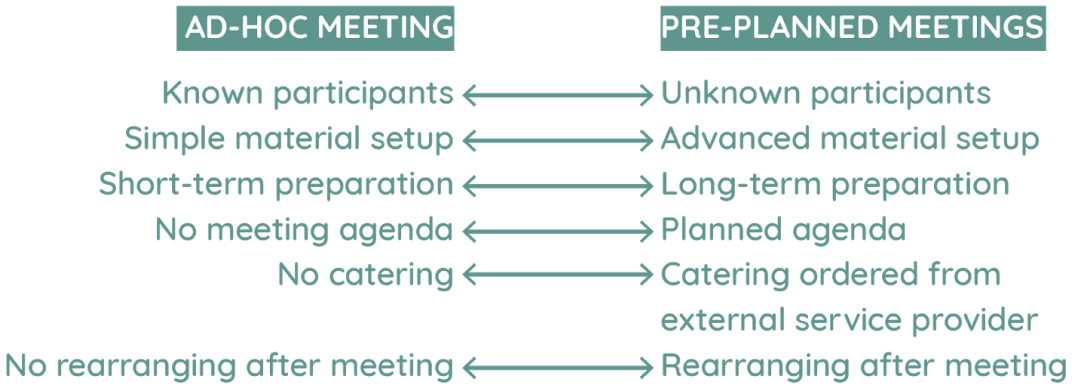

Figure 22: Comparison of the elements linked with competences required in ad-hoc and pre-planned meetings organised in an independently used shared space

5.3 Crafting links between booking and using a space

The potential for uncertainties when organising pre-planned meetings in an independently used space is higher as the demand for various competences increases. If the meeting organiser does not embody these competences, the practice is at risk. This notion actually makes the pre-planned meeting a more interesting meeting practice to focus on as it provides more opportunities in terms of design and therefore, zooming into the pre-planned meeting practice is necessary.

As brought up by several meeting organisers at Kalasatama Urban Lab, there is a very essential connected practice that has to be understood in order to understand the independent meeting practice itself – booking. Separating *booking* and *using* the space as different practices puts their relation under the loop. First, booking is a critical step for organising any kind of meeting: regardless of the meeting practice, a space has to be secured in order for the meeting to happen. This is the first step in the meeting organiser's user journey when the organiser is required to independently make a decision of completing the booking with the information provided. Secondly, using the space, including all meeting activities carried out inside the physical space, should seamlessly follow the booking practice. If this fails, the meeting fails. In a broader sense, if links between meanings, materials, and competences of both the meeting practice and the booking practice are not correctly configured to fit together (Figure 23) to enable using spaces independently, there is a risk of this specific meeting practice not being reproduced and therefore, disappearing. In this case, the materiality provided in the booking phase allows supporting competences required to use the space.

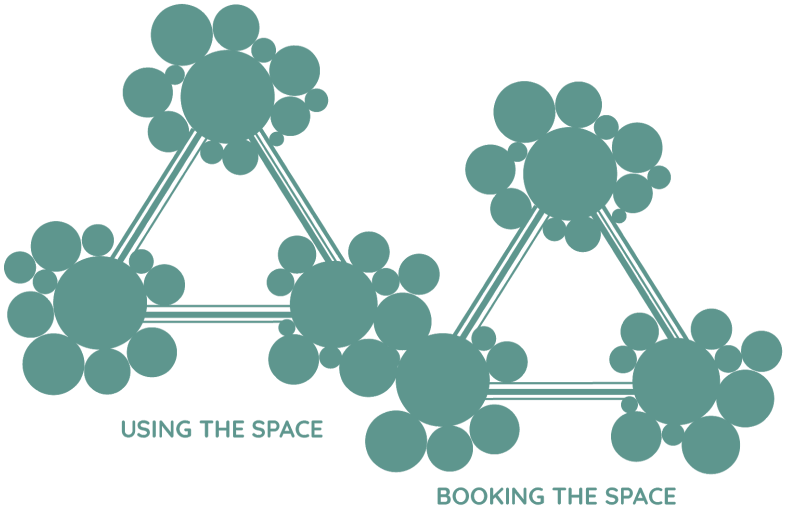

Figure 23: Using and booking the space are distinctive practices that have to fit together. Material elements in the booking practice can support the competences required for using the space.

At the moment, booking a meeting room in an external booking platform is perceived as a nuisance by pre-planned meeting organisers as it requires several new competences. My experiences as the space provider at Kalasatama Urban Lab proved that booking the space by themselves was not simple for meeting organisers. The several steps that had to be taken before the booking could actually be done for the first time confused some, and although the description of the space was constantly revised based on user feedback, organisers were unsure of the space and its suitability for their meeting which prompted them emailing me with additional questions or with inquiries of completing the booking in their behalf.

It was also easy to see the limitations of the chosen booking platform as the space provider. The platform allowed modifying the description of the space or booking confirmation only to some extent. In the booking platform, the space can be described with photos and a list of its features with the user guide and arrival instructions linked as separate files. The files could not, however, be attached in the booking confirmation that is sent to the organiser's email but were included as links that were not easy to notice. Therefore, the constraints of the booking platform make the current booking practice not supportive for independent use of the space because the users' competences are not supported when attempting to complete the booking. On the other, it does not support the space provider's ability to communicate about the space either as well as it could.

Incomplete information about the space, its features and how its is used directly reflects on performing the pre-planned meeting: using an unfamiliar space without proper descriptions and instructions challenges the meeting organiser's ability to prepare the meeting beforehand in terms of arriving, arranging the space and setting up presentations. This is crucial especially because in pre-planned meetings, participants are in need of instructions by the meeting organiser. However, information as such is not enough. This was made clear by the users ignoring the user manual that was made available for them when making a booking. Consequently, organisers asked me several questions that could have been resolved by simply

reading the user manual. It is also evident that the user manual failed to provide answers to all questions raised when preparing a pre-planned meeting, as pointed out by one of the users interviewed, User 2:

"Although the written user manual was ok, I would have been mentally more secure with video instructions – the same instructions but shown on video. I think that would increase trust, or even courage, when someone's thinking if I should book this space or not."

This is crucial especially on the meeting organisers' point of view because after all, their main motivation is to enable other participants' engagement in the meeting practice without distractions. In order to strengthen the relation between booking and using the space, the organiser's expectations and uncertainties should, therefore, be managed before already using the space in order to support their competences while using the space for a meeting. It is interesting to look at the personal strategies of meeting organisers for coping with uncertainties here. For example, User 1 considered seeing Kalasatama Urban Lab and its technical equipment in person before making the decision of using the space for meetings a dealbreaker. User 2, in turn, went and checked the route from the metro station to the front door of Kalasatama Urban Lab by herself a day before the meeting in order to ensure the meeting being successful for other participants.

It is true that everything cannot be anticipated and unexpected issues always arise, as mentioned by some of the meeting organisers. However, the better equipped and the more the organisers can have trust in the information provided when booking the space, the more they can focus on the essential meaning of the meeting – efficiently carrying out the planned meeting agenda to allow meeting participants to be updated on the work they are involved in – instead of being distracted by challenges caused by materiality. Through this, they are able to provide a better experience for everyone else participating in the meeting:

"The more I can anticipate things, the easier it is to focus on the matter at hand, to focus on the people that are coming in instead of those physical or technical aspects of the space. It also creates a good atmosphere for the meeting." (User 2)

Therefore, ensuring the interplay between booking and using the space is essential if we want to steer the users reproducing meeting practices in independently used spaces instead of abandoning them. My experience from coordinating the bookings at Kalasatama Urban Lab invites reflecting also the key role of the space provider. Simply offering a space for independent use through an online platform is not enough to actually enable meetings being performed in the shared space. Instead, specific performances of meeting practices should be carefully considered when designing the usability of the space and deciding how and what kind of information about the space should be communicated to the user in order to instruct them about its use within the constraints of the chosen booking platform. Because of these reflections, the space provider is included in the following illustration.

As a conclusion for the analysis, I propose a stronger coupling of booking and using the space: in order to make meeting organisers gain positive experiences from independently used shared spaces, these practices must fit in together. Instead of writing user manuals that meeting providers cannot conveniently access, space providers should be able to provide information in a visual and accessible format that allows users easily internalise how the space is equipped and used already at an early stage of the user journey, so that uncertainties are minimised and the level of expectations will be better aligned with reality. Referring again to Airbnb as an existing service that successfully facilitates communication between the user and space provider, it seems that this approach would ensure positive user experiences and consequently, reproductions of the independent meeting practices in shared spaces.

In Figure 24, I visualise how through the admin user interface, the space provider is able to provide information about all features of the space and any available supporting services. Equipped with enough information through a clear user interface, the user is confident to complete the booking. Every piece must fit in with each other because they are dependant on each other.

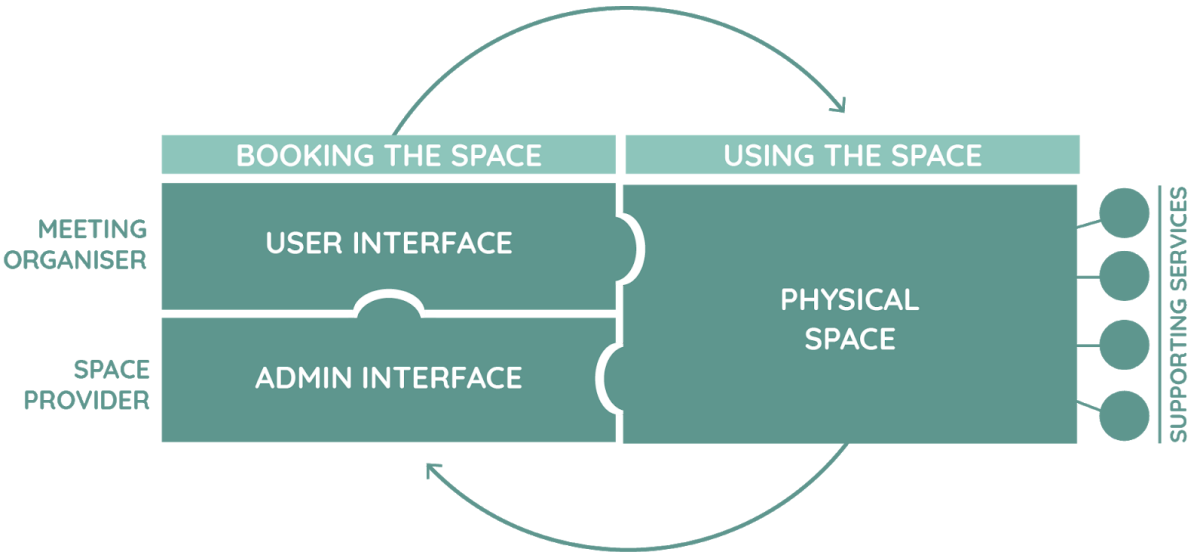

Figure 24: Every piece counts – the relation between booking and using an independently used shared space is the key in enabling the meeting practice to become performed and reproduced

6 Design concept

Many employees are already accustomed to using shared spaces on some scale as companies have their own practices for using shared meeting rooms. However, when they are expected to turn to external booking platforms to independently secure shared spaces for their meetings, something changes. From the user's point of view, the main complications are caused by the expectation of carrying out both booking as well as the entire meeting practice independently. Therefore, several uncertainties arise already in the beginning of the user journey if the booking is not interlinked with the meeting practice properly.

Acknowledging that the main challenges culminate in competences being challenged when they are not configured correctly in relation to materials and meanings raises a question. How can booking be better linked with meeting practices with the help of design? After formulating the problem and reaching the develop phase in the Double Diamond model, it is time to create and prototype potential solutions. Taking the meeting practice as a point of departure is utilised when addressing the challenge. Framing the question from changing individuals to shifting everyday practices (Spurling et al., 2013), I propose an outline for the design concept that can be utilised when developing the model for independently used shared spaces further.

6.1 Parameters for design

Simplified, independent use of a shared space means that the user books the space through an online platform and without the space provider or a host present, independently enters the space, uses it, and leaves it (Figure 2). With the space provider or a host taken out of the picture, the service should, therefore, be designed to eliminate uncertainties and make the user confident about making the decision of booking the space and using it without seeing it in person. This is crucial but challenging especially when the user has no prior experience from the space in question as the expectation of being able to carry out the necessary activities in the space may cause the user withdraw already in the booking phase. As mentioned before, the core technical requirements for enabling the independent use of a shared space include an online booking platform, payment solutions, and a smart lock. These solutions provide a framework for the independent use of spaces but by themselves, they do not equip users with enough information to encourage them to book and use spaces independently.

The analysis based on the empirical data suggests that bridging the gap between booking and using the space is vital in order to manage the users' expectation in independently using a shared space: when convincing someone booking a space on a booking platform, minimising uncertainties is in a key role. Therefore, the challenge here is how translate the physical space into the digital space, i.e. the booking platform, in order to support the meeting organiser's existing competences by providing tools for imagining what the space is like and information about how it is used. As shown, a separate text-based user manual was found insufficient to address potential problems indicating that information in itself is not the answer. Therefore, the information should be available in an alternative for the user to take advantage of before and during using the space. In relation to the most commonly asked questions at Kalasatama

Urban Lab that could have been solved by reading the user manual as well as the recurring inquiries about seeing the space in person, the design concept should address the following concerns by providing an alternative to text-based instruction:

- How the space looks like
- Materials and technical equipment
- Location of the space
- Solving practical and technical issues

6.2 Bridging the gap between booking and using

From the meeting organiser's perspective, it all starts with the booking platform. The space provider is in a key role here for establishing the conditions for the user to be able to make the booking while being informed of the actual space. The booking platform should, therefore allow informing the organiser of these aspects accurately in order to minimise uncertainties. In order to prototype solutions, a quick brainstorming round was carried out. By utilising my experiences from coordinating Kalasatama Urban Lab as well as examining the meeting organisers' personal strategies of coping with uncertainties as shown in the fieldwork, ideas for solving the concerns mentioned in the previous section were generated in order to expand the possibilities for conceptualisation. The most pertinent ideas from the brainstorming round were categorised according to digital and physical space and are presented below in Table 2. Next, the ones to focus on are chosen and visualised.

Table 2: Ideas from brainstorming

CONCERN	DIGITAL SPACE	PHYSICAL SPACE
How the space looks like	Video of the space embedded with interactive content about its features Photos of the space: - empty room - examples of meeting types - no photos of irrelevant use purposes (e.g. parties in a meeting room) - 360-photos	
Materials and technical equipment	Clear template for features and services available Icons explaining what is included Video of the spaces embedded with interactive content about its features Examples of use cases: - Visual and written list of technical equipment for bigger events - Visual and written list of supplies for workshops	Signs for explaining where things are placed Floor plan with icons on the wall Information about wifi and laptop connectivity on the wall
Location of the space	Map with Google streetview feature, also indoors Video of arrival from diffent directions	Visual representation of the space and what it is about in the front door
Solving practical and technical issues	Visual FAQ categorised according to topics Chatbot	Tablet with informative content Visual FAQ, 'troubleshooting' Chatbot Check-out terminal

Emphasised by several meeting organisers, the first impression of the space and its atmosphere is usually provided with photographs. However, close attention has to paid to what the photos represent: accurate depictions of potential meeting types assist in imaging how the space could fit the needs of the individual organiser. Examples and suggestions could be provided through images of 3-4 different setups of the furniture, thus communicating the idea how the space can be used and how it can be modified. Photos can be supplemented with an image of the floorplan with 360° photos in order to expand the user's understanding of the real-life dimension of the space. (Figure 25) In addition to photos, features of the space and available supporting service could be simply described as icons so that the user can see what the space includes in one glance.

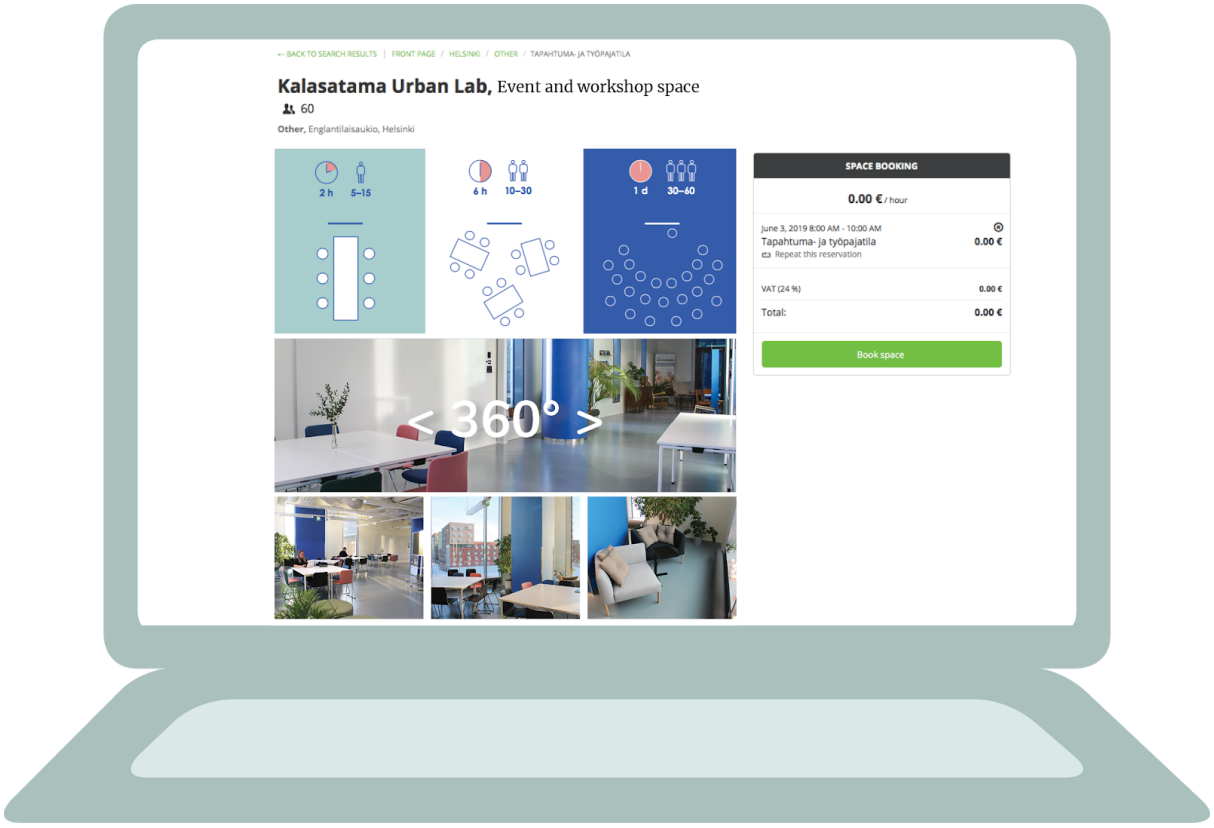

Figure 25: Photos give the first impression of the space. A 360° photo provides a better understanding of its dimensions in real life.

The location of Kalasatama Urban Lab caused some challenges in its users and some meeting organisers insisted on seeing the space before the meeting, partly because they wanted to be entirely sure about its location. Flextila platform already includes a map of the location but if the map could be zoomed into visual directions, e.g. through a video or a 3D model, the meeting organiser would be able to get familiar with the location from anywhere, and be able to instruct others to arrive too. The video could also continue all the way inside the space istead of stopping at the front door, and interactive content could be embedded to it. (Figure 26)

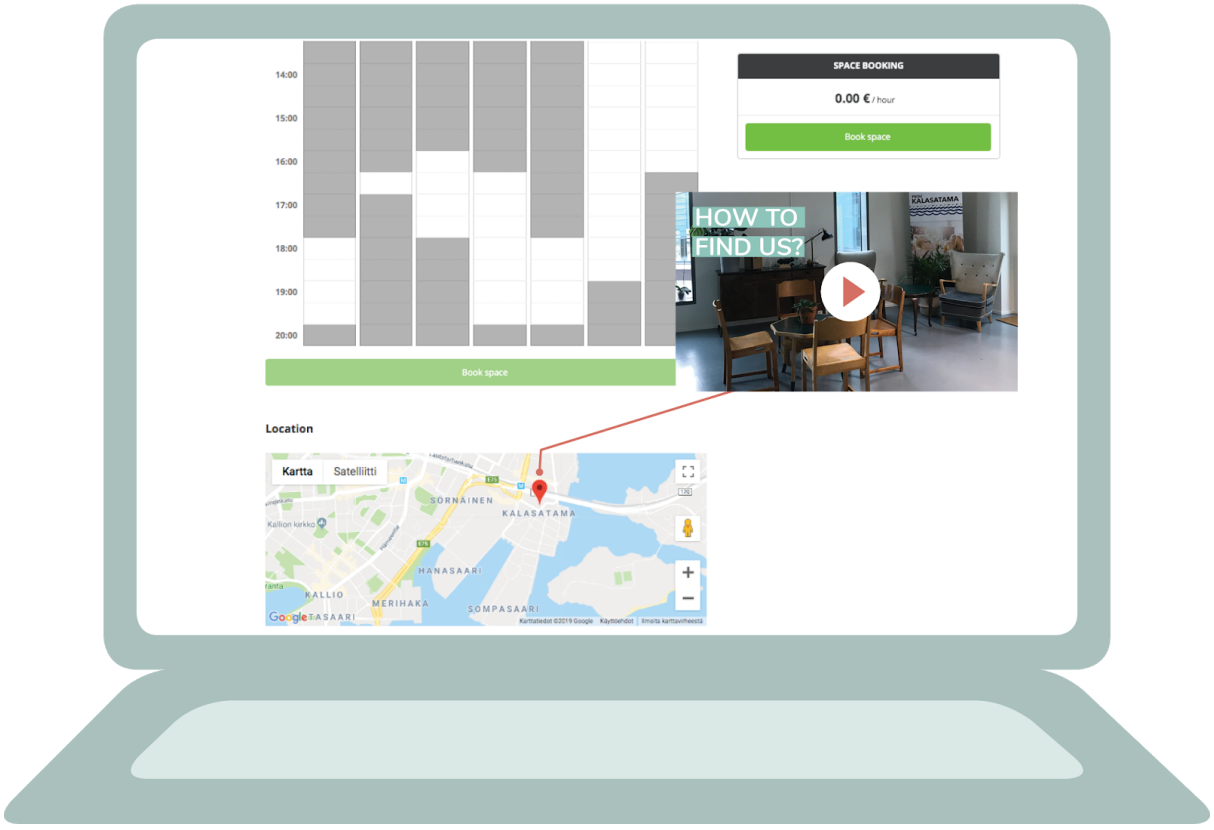

Figure 26: A map could be supplemented with arrival instructions in a video format to ensure becoming familiar with the route before the meeting

Frequently asked questions (FAQ) could be categorised according to topic and provided to the meeting organiser in the booking phase in order to answer to any preliminary concerns. However, it is essential that the FAQ is in a visual format, intuitive to use, and easily accessible. FAQ is provided both in the booking platform, and can be embedded in some of the previously mentioned image or video content. It is still important to be able to send it along with the booking confirmation so that the meeting organiser has it at hand and can retrieve information anytime in order to quickly solve any issues arising in the middle of the meeting.

After making the decision about booking the space and preparing the meeting, the meeting organiser's journey continues all the way to the physical space and, therefore, the flow between the two phases should be as fluent as possible. Many of the concerns to be addressed should already be taken into consideration when designing the space so that its independent use can be supported. Similar graphic elements as used in the booking platform and arrival video have the potential to provide a visual cue which provides reassurance and guides the meeting organiser to the space. Signs and infographics should be consistent with the booking platform and are used to assist the user navigate the space in order to find all necessary materials and supplies. Although the user can anytime check the FAQ for any concerns, the most relevant information should also repeated in the physical space in order to relieve the user's pressure especially in the beginning of the meeting.

6.3 Reflections on the conceptualisation

When promoting the use of shared spaces through independent use, it is not enough to create a shared space if its features cannot not communicated well enough for the potential users on the booking platform and, on the hand, it is not enough that the space can be booked from an online booking platform if the space itself does not support the user. The conceptualisation attempts to bring booking and using the space closer together by addressing both sides. Although not a final, concluding result, partial solutions can be used as next steps in developing the model for independent use of shared space further with the main goal of eliminating uncertainties from the user's perspective.

As seen at Kalasatama Urban Lab and especially with one of the interviewed users (User 1), repetition in booking and using the space made meeting organisers more familiar with it and they were content to continue booking and using the space. The aim of the conceptualisation is to minimise the need for repetition and make organisers confident to book the space from the first time around. The objective of the conceptualisation is not to create another mobile application but to point out the elements that a booking platform could be supplemented with in order to ensure a good experience for the user. Airbnb is a good benchmark of an existing service for sharing spaces that might be used as an inspiration with its easy-to-use, visual tools for finding, booking, and paying for spaces. If similar features could be implemented in the booking platform in this context as well, the space provider would probably experience less inquiries made about the space by new, potential users.

Yet, the question remains whether the person that is responsible for the space can be completely removed from the picture or if the users still require as much assistance and support as this far. Testing the prototypes of the partial solutions with real users would be a follow-up measure in order to be able to answer the question. On the other hand, it is up to the space provider to decide how much support they want to provide and some shared spaces might easily have staff present with the resources to support meeting organisers. However, enabling meeting organisers independently book and use shared spaces offers flexibility for both, the space provider and the organiser.

The goal of the conceptualisation was to address the most critical aspects in booking and using Kalasatama Urban Lab, as brought up by its users. As such, it is not a final design concept since the partial solutions are yet to be tested and iterated for refining the final concept, described as Deliver phase in the Double Diamond model. However, the conceptualisation thus far suggest ways to provide the meeting organiser with more certainty by supporting their competences which was identified as the most challenged element of meeting practices.

7 Conclusion

The way we live, consume, and work is constantly changing and increased demands for more efficient resource consumption calls for new solutions to help steer people towards more sustainable alternatives for consumption. Underused spaces in new and existing buildings can be considered resources that should be utilised more efficiently. One approach to increase utilisation of spaces in order to decrease the carbon footprint of their entire lifecycle is to share them with multiple users with the help of digital solutions. Through independent use of shared spaces, space providers can enable their use without excessive human resources required to maintain them. Consequently, more flexibility is provided for those using the space.

This thesis project was carried out as a part of the Smart Flexi Spaces Network project and through a real use of a shared space, Kalasatama Urban Lab, it attempted to understand the practices involved in booking and using the space independently. Positioned as the space provider myself, I put specific focus in the practitioner responsible for ensuring the meetings go as planned – the meeting organiser – and formed an understanding of how independent use of shared spaces transform meeting practices. By analysing and conceptualising findings from the fieldwork, I suggested recommendations for space providers to be better equipped in enabling meeting organisers to successfully book and use shared spaces for independent use.

One of the main findings from observing users and interviewing meeting organisers of Kalasatama Urban Lab was that the space provider should not make the mistake of thinking that all meetings are organised in a similar manner. The independent feature in the meeting practice reconfigures the entire practice, and different practitioners carry out meetings differently based on their existing skills and competences. Therefore, different meeting practices have to be taken into consideration already when designing a shared space to be used independently by multiple users. Consequently, the specific features of the space should be efficiently communicated to the meeting organiser through the online booking platform and by carefully choosing the format for sharing that information, the meeting organiser can be enabled to complete the booking independently without further concerns. Allowing the meeting organiser to independently proceed from booking to using a shared space is vital for scaling up and expanding the model.

Services that are easy to use do not interrupt people's everyday routines which allows steering them towards more sustainable practices. Therefore, for the concept around independent use of shared spaces to be scaled up, more attention should still be paid to the user experience. As a result of this project, it became evident that the meeting organiser's competences were challenged from booking until using the space. In order for the independent meeting practice not become abandoned over time, the entire chain from booking the space until using it must work. The conceptualisation draws from real experiences of using a shared space and answers to some of the concerns expressed at Kalasatama by prototyping them. Next step is to proceed testing the prototypes in order to see their impact on meeting organisers and meeting practices and move onto the next round of iterations before reaching a final design concept.

Some identified challenges in independent used shared spaces were left unanswered by the conceptualisation. For example, concerns of liability issues were expressed in an earlier project around the same these as well as by some of the users of Kalasatama Urban Lab: who is responsible for compensating for broken or stolen equipment? At Kalasatama Urban Lab, using the space is largely based on trust but what happens when a space is shared with a larger amount of users, or if the same provider operates several spaces? As a part of the Smart Flexi Spaces network, the ecosystem around shared spaces was studied by another researcher and some of the concerns are addressed in her work and therefore, left out of the scope of this project. However, more work needs to be carried out in order to find all answers.

7.1 Reflections on future work

Within the scope of this project, the meeting practices and practitioners were always associated with Smart Kalasatama programme or the City of Helsinki. Therefore, most meetings were work-related and attended by a very specific group of participants instead of being open to anyone to attend. It would be interesting to understand how different type of participants from different backgrounds would shape the dynamics of meeting practices. After all, it is highly likely that citizens in urban areas demand spaces for other purposes than just meetings – they want spaces for arts and crafts, sports, and playing music, among other things.

While the City of Helsinki is already involved in facilitating the shift towards sharing resources through its own Varaamo platform, multi-actor collaboration is needed to turn the vision of sharing more spaces into reality. More space providers should be enrolled in sharing their spaces to create a larger mass of spaces available in the network which is critical for developing business opportunities around shared spaces. Companies are needed for bringing new digital solutions to the market. Taking booking platforms as an example, the lack of fully developed concepts foster the lack of awareness around them: when potential users are not aware of such services, they do not fully comprehend the idea behind sharing spaces or how they can be used independently. Therefore, the visibility of booking platforms and users' awareness of them should be increased by developing them to meet the needs of the user and as well as by communicating about and marketing them. Booking platforms are also in an essential role in addressing liability concerns when developing their services.
A multi-actor approach also introduces new networks of practices to be fitted in with practices involved in independently used shared spaces.

The model for independent use of shared spaces is scalable and could be implemented in many different locations and purposes. It is especially important to take a look at existing, underused buildings and how they could be utilised more efficiently to meet the goals of carbon neutrality. It is tempting to think that by exploiting existing resources through sharing economy, the utilisation rate of underused buildings would increase and the demand for new construction could be slowed down in dense urban areas. However, besides technical solutions, developing the concept around independently used shared spaces requires more

efforts from designers. By designing human-centred solutions in both the digital and the physical space, the uptake of independent practices can be enabled by materials elevating meanings and competences of the users. In a broad sense, supporting a shift towards sharing spaces on a practice level has the potential to be scaled up and applied in other sharing economy concepts too, which is crucial when transitioning to a future, where resources have to be shared and utilised more efficiently.

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Photo credits

- Figure 2: Jenni Kuokka, Hahmo Design Oy
- Figure 12, 14: Ruska Tapiovaara, Forum Virium Helsinki
- Figure 13: Leena Raudaskoski, Yesper Oy

Appendix
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Period 1.11.-21.12.2018					
Present					
Date of event	**Type of event**	**Description of event**	**Organiser**	**Participants**	**Present**
2.11.2018	Presentation	Cēsis municipality visitor group	Smart Kalasatama	5	
6.11.2018	Event	Kalasatama Wellbeing project event	Smart Kalasatama	20	X
7.11.2018	Presentation	Hub.brussels visitor group	Smart Kalasatama	20	X
8.11.2018	Presentation	Finnish honorary consuls in Germany	Smart Kalasatama with the Ministry for Foreign Affairs of	15	X
9.11.2018	Meeting	Smart Flexi Space Network steering group meeting	Smart Kalasatama	5	
16.11.2018	Presentation	Enedis and City of Paris visitor group	Smart Kalasatama	20	X
20.11.2018	Meeting	Forum Virium Helsinki steering group meeting	Forum Virium Helsinki	25	X
20.11.2018	Presentation	Innogy visitor group	Smart Kalasatama	7	
21.11.2018	Event	Kalasatama Wellbeing project event	Smart Kalasatama	50	X
21.11.2018	Event	Kalasatama Urban Lab opening event for Kalasatama Innovators'	Smart Kalasatama	60	X
28.11.2018	Workshop	Green infrastructure audit workshop	Smart Kalasatama, WSP, City of Helsinki	25	X
4.12.2018	Meeting	Smart Kalasatama steering group meeting	Smart Kalasatama	5	
4.12.2018	Presentation	Slush 2018 Side Event: Smart City Tour	Smart Kalasatama	25	X
5.12.2018	Event	Kalasatama Urban Lab opening event for internal use and intro on	Smart Kalasatama	30	X
7.12.2018	Presentation	Singaporean, Indonesian, and Fukuoka Smart City visitor group	Smart Kalasatama	20	
9.12.2019	Event	Event for an external visitor group	Development Director at Forum Virium Helsinki	30	
17.12.2018	Workshop	Flexispace workshop: RESPA API	Smart Kalasatama	8	X
18.12.2018	Workshop	Climate KIC: Scaling up Kalasatama pilots workshop	Smart Kalasatama, Ethica Ltd.	18	X
			Total	**388**	**12**
SEMI-INTERNAL USE					
Date of event	**Type of event**	**Description of event**	**Organiser**	**Participants**	**Present**
14.11.2018	Presentation	City of Helsinki visitor group	Project Manager at the City Executive Office	20	X
22.11.2018	Event	Development day of Shared ICT Application Services	Head of Shared ICT Application Services at the City Executive	60	
10.12.2018	Workshop	Planning workshop of Myllypuro campus	Senior Planning Officer at the City Executive Office	30	X
18.12.2018	Meeting	MySMARTLife coordination meeting	Project Expert at the Urban Environment Division of the City of	40	X
			Total	**150**	**3**
EXTERNAL USE					
Date of event	**Type of event**	**Description of event**	**Organiser**	**Participants**	**Present**
26.11.2018	Meeting	Meeting of Kalasatama residents' association	Chairman of Kalasatama residents' association	7	
29.11.2019	Workshop	Helsinki EU Office workshop with Helsinki-Uusimaa Regional Council	Senior Advisor at Helsinki EU Office	12	X
12.12.2018	Event	Strategy day of Helen Ltd.	Project Manager at Helen Ltd.	38	X
12.12.2018	Event	Event for WeFood	Press Officer at Finn Church Aid / WeFood	33	
			Total	**90**	**2**

Total All Users	**628**

Period 1.1.-28.2.2019					
INTERNAL USE					
Date of event	**Type of event**	**Description of event**	**Organiser**	**Participants**	**Present**
10.1.2019	Meeting	Communications planning day	Forum Virium Helsinki, Communications team	5	
21.1.2019	Workshop	Smart Flexi Space Network workshop	Smart Kalasatama	12	X
22.1.2019	Presentation	Last Mile morning event	Smart Kalasatama	15	
24.1.2019	Meeting	FABULOS steering group meeting	Forum VIrium Helsinki	10	
24.1.2019	Workshop	Workshop for sharing economy solutions to residential	Smart Kalasatama, Ethica Ltd.	15	X
29.1.2019	Meeting	Project meeting with partners and contractors	Forum Virium Helsinki	15	
30.1.2019	Event	Smart learning environments of the future	Forum Virium Helsinki	30	
1.2.2019	Presentation	Dutch visitor group	Smart Kalasatama	10	X
4.2.2019	Meeting	Internal IoT team meeting	Forum Virium Helsinki	10	
5.2.2019	Meeting	Smart Kalasatama steering group meeting	Smart Kalasatama	5	
11.2.2019	Presentation	Ilmastoviisaat taloyhtiöt project info session	Forum Virium Helsinki	15	
13.2.2019	Event	CoHeWe info event	Smart Kalasatama	50	X
14.2.2019	Meeting	Jätkäsaari Smart Mobility steering group meeting	Forum VIrium Helsinki	10	
27.2.2019	Event	Kalasatama Urban Lab Day	Smart Kalasatama	60	X
			Total	**262**	**5**
SEMI-INTERNAL USE					
Date of event	**Type of event**	**Description of event**	**Organiser**	**Participants**	**Present**
11.1.2019	Meeting	Meeting for the Urban Environment Division of the City of	Architect at the Urban Environment Division of the City of	20	
23.1.2019	Workshop	MaaS services and city development workshop	The Finnish Association of Building Owners and Construction Clients	50	
8.2.2019	Workshop	Edtech ecosystem workshop	Project Manager at the Education Division of the City of Helsinki	15	
20.2.2019	Meeting	Digitalisation Committee meeting	Special Planner at the City Executive Office	8	
			Total	**93**	
EXTERNAL USE					
Date of event	**Type of event**	**Description of event**	**Organiser**	**Participants**	**Present**
13.1.2019	Meeting	Planning meeting	Kalasatama group builders	40	
20.1.2019	Meeting	Planning meeting	Kalasatama group builders	40	
23.1.2019	Meeting	Planning meeting	Kalasatama group builders	10	
28.1.2019	Meeting	Occupational Health and Safety team meeting	Kesko Ltd.	10	
28.1.2019	Workshop	Workshop	Kalasatama group builders	8	
1.2.2019	Presentation	Info session for volunteers	WeFood	20	
10.2.2019	Meeting	Task group meeting	Kalasatama group builders	5	
11.2.2019	Workshop	World Green Building Council, NetZero project	Helen Ltd.	15	
18.2.2019	Presentation	Digital City Development course	Laurea University of Applied Sciences	12	X
19.2.2019	Presentation	Digital City Development course	Laurea University of Applied Sciences	12	X
24.2.2019	Meeting	Planning meeting	Kalasatama group builders	20	
28.2.2019	Meeting	Planning meeting	Kalasatama group builders	10	
			Total	**202**	**2**

Total All Users	**557**

Interview guide 1: Potential users of Kalasatama Urban Lab

The aim of the interview is to collect information from potential users of Kalasatama Urban Lab and on a general level, to shed light on their awareness around shared spaces or booking platforms, and to explore their perceptions on using shared spaces independently. If they already have experience of using an online service, I want to hear about the overall experience and know what worked and what did not. The interview is supplemented with a user journey map.

The main areas to cover in the interview are 1) The motivation to book a space, 2) Awareness of booking services/available spaces, 3) The booking process, and 4) The space and its functionality.

- Do you have the need/how often do you need to book a space for an activity? If so...
    - What kind of activity do you need the space for?
    - Do you need to book the space for a regular or temporary use?
    - If you do not have to book any spaces, for what use could you imagine booking a space for?

- Have you experienced difficulties in finding a suitable space or has it been easy?
    - Where would you look for a space?
    - What have been the main obstacles in finding a space?
    - Do you have experiences in using any online booking service?
    - Any good examples of websites/services/etc. that work well?
    - Would you be willing to use that for work-related purpose?

- If you have booked a space through an online service, can you walk me through the process of booking the space?
    - Were you happy with how it worked or could the process have been improved?

- Did the space you booked fulfill your requirements?
    - Did you receive sufficient information and instructions beforehand?
    - Did everything go as planned?
    - Was all you needed available for you (depending on the activity, e.g. printer, office/workshop supplies, dishes, etc.)?
    - Did you need to ask any additional information or help and who did you ask it from? Did it work?

- What do you think are the five most essential features of an independently used shared space?
    - Would you need any supporting services, e.g. catering, cleaning?
    - How would you prefer to receive instructions and information (e.g. sms with booking confirmation, digital info screen, etc.)?

Interview guide 2: First users of Kalasatama Urban Lab

Interviewees have booked and used Kalasatama Urban Lab for their meetings independently and are interviewed after this experience. The interview focuses on the practices involved, and especially on understanding the competences, meanings, and material aspects in connection to booking and using Kalasatama Urban Lab in order to understand how independent use of a shared space differs from their typical way of booking and using spaces.

1. Why did you book this space and for what purpose? Please describe the event?
    a. When did it take place?
    b. How many people were present and did they know each other?
    c. Which pieces of furniture and other equipment did you use?
    d. How did you arrive to the space? Did everyone find their way?

2. How have you booked any spaces before?
    a. What kind of a space did you need and for what purpose?
    b. How did you book it: where did you find an available space and how did you make the booking - please describe?

3. Describe the process of booking Kalasatama Urban Lab?
    a. Did you make the booking yourself?
    b. What did you notice first when you landed on the booking website?
    c. Was a sufficient amount of information provided about the space on the website? What was missing?
    d. Did you face any difficulties in making the booking? What was easy?

4. Describe your experience at Kalasatama Urban Lab from arriving to the space until leaving?
    a. What was the first thing you noticed when entering the space?
    b. What kind of expectations did you have and were those expectations met?
    c. Did you face any difficulties in using the space? If so, how did you deal with them?
    d. How did the space fulfill the requirements for your use purpose? Did you face any challenges with arrival/technical equipment/etc.?
    e. What are some of the features of the space that work well/need to be improved? What would you improve and how?

5. When looking at this experience, is there a difference compared to how you typically book and use spaces (for your purpose)?
    a. What is the main difference?
    b. How do you perceive the difference: does it make booking and using the space convenient, non-convenient, etc.? Why?

KALASATAMA URBAN LAB

Kalasatama Urban Lab sijaitsee kauppakeskus REDIssä, Skönen kolmannessa kerroksessa. Kalasatama Urban Labia käytetään omatoimisesti ja mahdolliset tarjoilut tilataan ja järjestetään paikalle itse. Tilan sujuvan omatoimikäytön varmistamiseksi tila palautetaan varauksen päätteeksi samaan kuntoon kuin sinne tullessa.

SAAPUMINEN JA POISTUMINEN

Kalasatama Urban Labin omatoimikäytön sisäänkäynti on Skönen kolmannessa kerroksessa lokkihissin läheisyydessä olevan huoltokäytävän kautta. Tilaan pääsee sisään varausvahvistuksessa lähetetyllä PIN-koodilla, joka on voimassa koko varauksen ajan. Sisäänkäynniltä vasemmalla on valokatkaisin, josta saa päälle ns. kulkuvalot. Tilan yleisvalaistuksen saa kytkettyä päälle tarvikehuoneen sähkötaulusta "myymälän valaistus" -kytkimestä.

Mahdolliset vieraat voi ohjata talviajan ulkopuolella sisään REDIn ulkoportaiden puolella olevan terassisisäänkäynnin kautta. Terassin kaksi sisempää ovea saa avattua kulkemisen ajaksi laskemalla lukon pieni väkänen alas, mutta portaiden puoleisen oven sivuovi on jätettävä auki, jotta ovesta pääsee kulkemaan vapaasti. Käytössämme on menuständejä, joihin voi vaihtaa oman tilaisuuden tiedot varauksen ajaksi.

On erittäin tärkeää, että varauksen päätteeksi kaikki ovet lukitaan ja suljetaan huolellisesti sekä tilan valot sammutetaan. Auki jääneistä ovista lähtee hälytys kauppakeskukselle. Mahdollisen turhan hälytyksen kustannus laskutetaan tilavarauksen vastuuhenkilöltä.

KALUSTEET JA TEKNIIKKA

Kalasatama Urban Lab on kooltaan 215 m^2 ja se muodostuu isommasta tapahtumatilasta sekä pienemmästä neuvotteluhuoneesta. Tilan kalusteet mahdollistavat erilaisten tilaisuuksien vaatimat järjestelyt. Kalusteet palautetaan tilaisuuden päätteeksi omille paikoilleen.

Tilassa on käytettävissä:

- 60 kpl tuoleja
- 14 kpl siirreltäviä pöytiä (140 cm x 70 cm)
- 4 kpl korkeussäädettäviä apupöytiä (45 cm x 34 cm)
- Nojatuoleja ja raheja
- Kolme piirtopintaa
- Materiaaleja työpajatyöskentelyyn

- 55" Flip-kosketusnäyttö (HDMI-kytkentä)
- 65" 3D-näyttö (HDMI-kytkentä)
- Äänentoistolaitteet ja kaksi mikrofonia

Laitteiden käyttöohjeet ovat tilassa niiden vieressä.

Muistathan järjestää tilan varauksesi lopuksi samaan kuntoon kuin sinne tullessasi ja ottaa omat tavarasi mukaan.

KEITTIÖ JA CATERING

Kalasatama Urban Labissa on käytettävissä pieni keittiö, jossa on kahvin- ja vedenkeitin, mikro, jääkaappi ja astianpesukone. Astioita on noin 20 henkilölle. Käytetyt astiat laitetaan astianpesukoneeseen ja ne pestään, mikäli kone täytyy. Pesukonetta ei saa jättää käyntiin tilan jäädessä tyhjilleen.

Kalasatama Urban Labille voi tilata tarjoiluja ulkopuolisilta toimijoilta, mutta parhaiten tilaan soveltuvat lähinnä kahvi- ja välipalatarjoilut. Kahvitilaisuuksiin suosittelemme REDIn ensimmäisessä kerroksessa sijaitsevaa Sokerileipuri Aleniusta, joka tuo tarjoiltavat suoraan tilaan sovittuna aikana. Tilaukset voi osoittaa suoraan kahvilalle viimeistään kaksi päivää ennen tapahtumaa. Välitäthän omat laskutustietosi ja mahdollisen viitteen yritykselle, sekä sovit tilausten toimitus- ja noutoajankohdan siten, että se tapahtuu oman varauksesi aikana.

Sokerileipuri Alenius, REDI 1. krs
p. 050 470 2902
sokerileipuri@sokerileipuri.fi

Kauppakeskus REDIssä on lisäksi useita ravintoloita, joita voi hyödyntää ruokailua varten, ja joihin voi tehdä pöytävarauksia.

Tilan sujuvan omatoimikäytön varmistamiseksi kalusteet järjestellään tilaisuuden päätteeksi alkuperäisille paikoilleen ja roskat lajitellaan roska-astioihin. Panttipullot voi palauttaa K2-kerroksen pullonpalautusautomaatteihin, joille on suora yhteys lokkihissillä. Siivoustarvikkeita löytyy tarvikehuoneen siivouskomerosta. Toimitamme tilaan mahdollisesti jääneet löytötavarat viikon kuluessa REDIn infopisteelle kauppakeskuksen ensimmäiseen kerrokseen.

VIESTINTÄ

Jos tilaisuutesi on yleisölle avoin, kerromme siitä mielellämme viestintäkanavissamme. Voit lähettää tapahtuman tiedot ja kuvauksen Fiksun Kalasataman viestintäasiantuntija Juha Jäppiselle:

juha.jappinen@forumvirium.fi

#fiksukalasatama #kalasatamaurbanlab

FIKSU
KALASATAMA

PALAUTE

Haluamme saada palautetta, jotta voimme kehittää Kalasatama Urban Labin käyttökokemusta.

Kerrothan siis meille, mikä onnistui ja mitä voisi vielä parantaa. Ilmoitathan myös, mikäli jokin ei toiminut tai tilasta puuttui jotain. Kyselylomake löytyy täältä.

Ongelmatilanteissa voit olla toimistoaikana yhteydessä Fiksun Kalasataman Living Lab -suunnittelijaan Mette Hiltuseen:

p. 040 743 6550
mette.hiltunen@forumvirium.fi

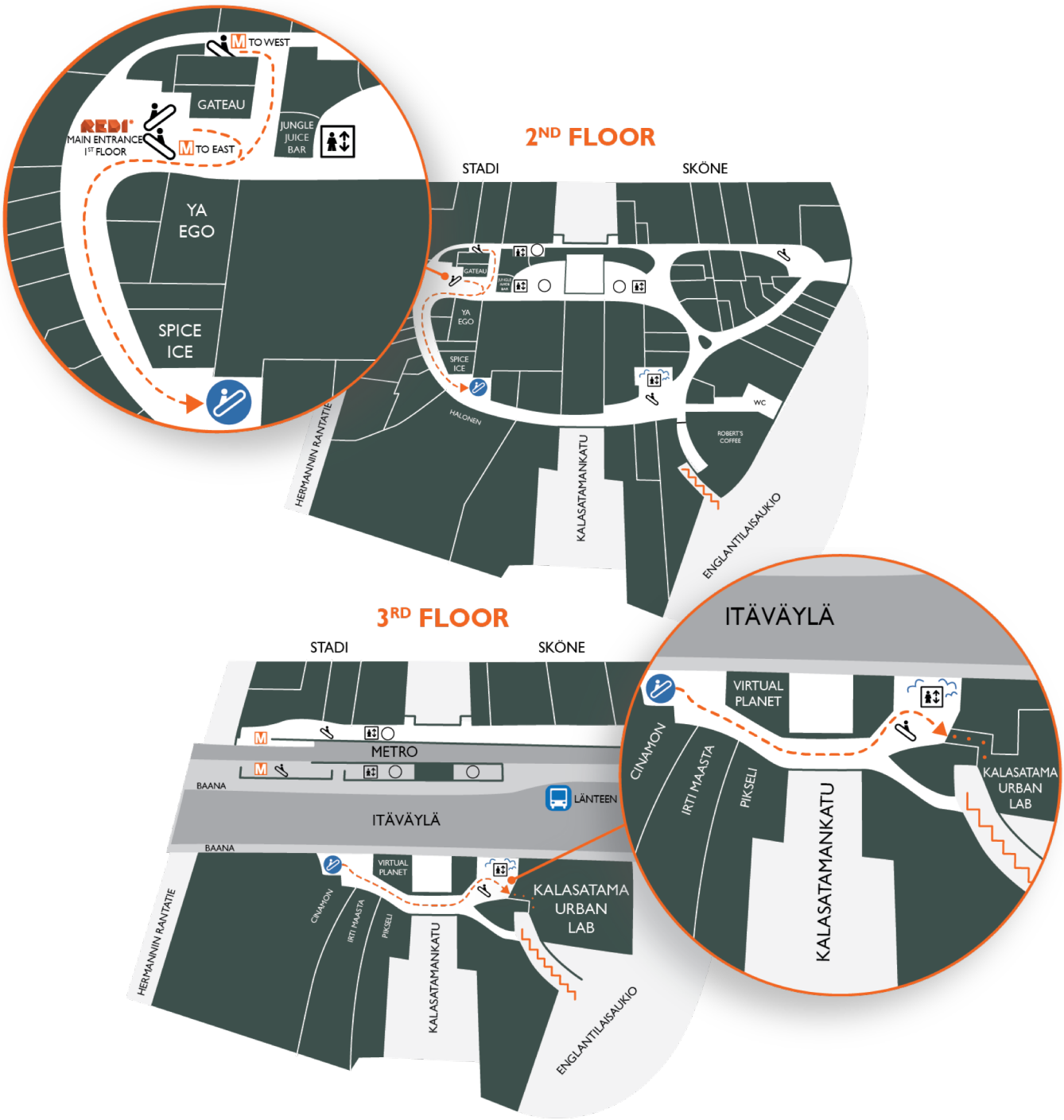
Kalasatama Urban Lab is located in the shopping center REDI, in the third floor of Sköne. The entrance is next to the elevator marked with bird symbols.

Arriving from the main entrance of REDI (Hermannin rantatie) OR metro platforms

- From the main entrance, take the escalator up to the second floor.
- From the metro platform, take the escalator down to the second floor.

From the escalator, make a sharp U-turn in front of the YA Ego store towards right. Follow the corridor curving to the left until you reach Spice Ice and the escalator on the left-hand side. Follow the Cinamon movie theatre sign up to the third floor and walk past Cinamon until you see Sköne signs. After reaching another set of escalators, walk past them as well as the elevator marked with bird symbols.

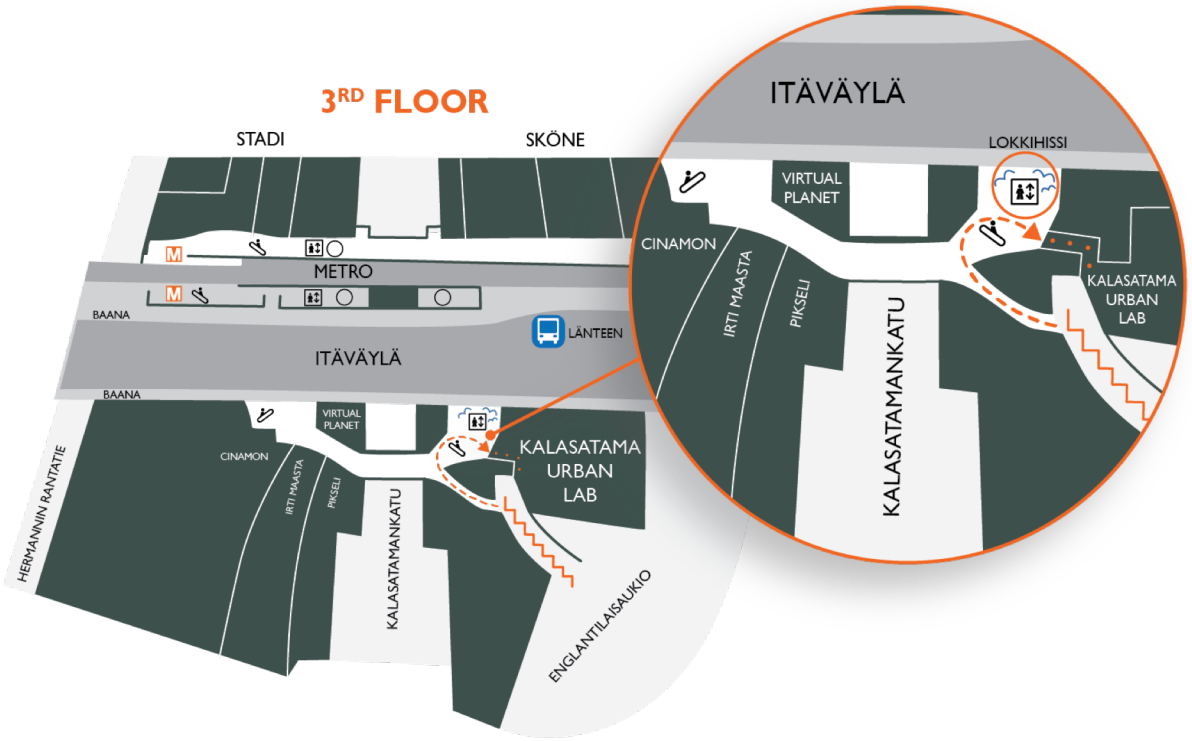
Enter the gray door on the right and follow the corridor towards service elevator C. Kalasatama Urban Lab is located on the right.



Arriving from Englantilaisaukio

Outdoors: Take the outdoor stairs to the third floor and step through the Sköne door on the left. Follow the corridor until you reach a set of escalators and the elevator marked with bird symbols. Enter the gray door on the right and follow the corridor towards service elevator C. Kalasatama Urban Lab is located on the right.

Indoors: From Sköne entrance, walk towards the escalator and the elevator marked with bird symbols. Take the escalator or elevator to the third floor. Enter the gray door and follow the corridor towards service elevator C. Kalasatama Urban Lab is located on the right.



Arriving from the parking garage

Drive to the A/B area of K5 or K6 parking garage and take the bird elevator to the third floor. Enter the gray door on the left and follow the corridor towards service elevator C. Kalasatama Urban Lab is located on the right.