

CO-CREATION GUIDE FOR SPORTS CLUBS

Empowering the community
through experimental culture

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XAMK INSPIRE 51

South-Eastern Finland University of Applied Sciences

Mikkeli 2022

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Printed by: Grano Oy

Layout: Noora Lamponen, Rui Lobo

ISBN: 978-952-344-471-3 (printed)

ISBN: 978-952-344-472-0 (PDF)

ISSN: 2489-2475 (printed)

ISSN: 2489-6764 (online)

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To the reader

The purpose of this guide is to help sports clubs to develop their activities in the spirit of experimental culture. The guide provides answers to the following questions:

What do experimental culture and co-creation mean?

How can sports clubs benefit from co-creation?

How does co-creation work in practice?

What good co-creation practices were available?



This guide helps sports clubs to implement co-creation in practice. The material is based on relevant literature and practical experiences gained from the Villages on the Move (VOMGO) project.

What are experimental culture and co-creation?

The rapidly changing operating environment urges us to undertake experimental development. Experimental culture is strongly associated with learning as well as tolerance of failure. Experimenting can help us to gather important new knowledge while we develop operating models, products or services. Experimenting can start as a small-scale activity. It provides information on the benefits, effects and practicality of the changes before implementing them on a larger scale. Experimenting helps to make choices and find solutions that enable commitment to further development.

RULES OF EXPERIMENTAL CULTURE

- 1** Create experiments!
- 2** Grab a promising idea and test it in practice on a small, limited scale.
- 3** If the idea works, prepare a more thorough plan for its actual implementation.
- 4** Don't be afraid of failure at the experimenting stage – actually, that's how you learn the most.

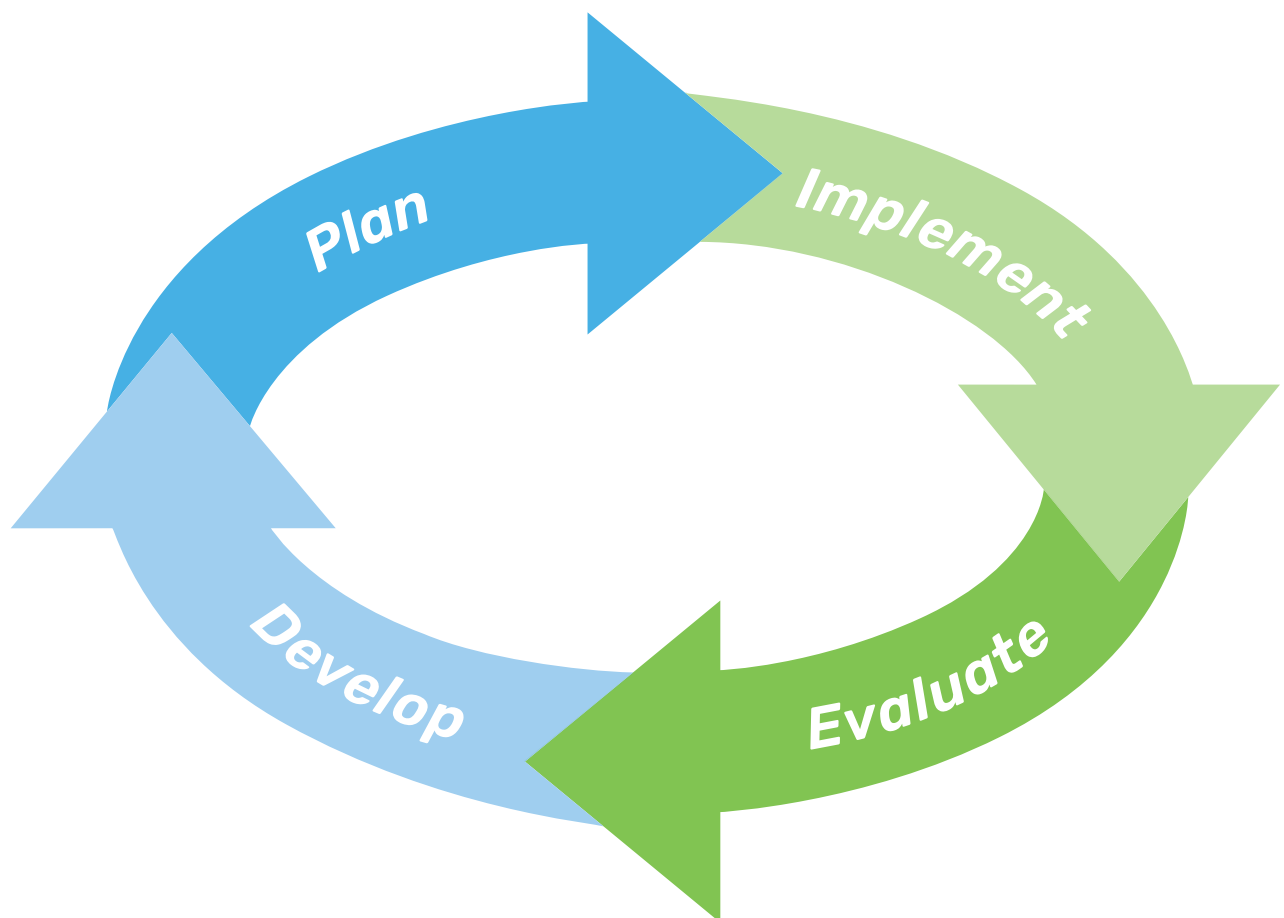


Co-creation is a tool used in experimental culture to develop ideas and 'material' for the experiments. Co-creation is carried out by peers working together at the same time, providing those involved with value and benefits. The value may be financial, operational, emotional or symbolic. Together, the participants create something new that has value.

Creating together always requires interaction between the participants. It can be face-to-face interaction or involve the use of technology on a platform. Co-creation is based on simultaneous activity. Working alone without the help of enriching interaction is not co-creation.

Anyone whom the chosen theme concerns may be asked to participate in co-creation. These persons may include members of the club, others involved in the activities, fans, opinion leaders, experts, partners or anyone interested.

Experimentation and co-creation are associated with innovation and renewal. By working together, it is possible to develop ideas, evaluate them and choose the best ones for further development. Co-creation may also be used in preliminary testing and piloting. The purpose of piloting is to ensure that the idea works as planned.



The development process

Plan – implement – evaluate – develop: experiment, pilot

What skills does co-creation require?

Co-creation requires various skills and know-how to make the process efficient and smooth. Co-creation is a creative activity, and creativity is promoted by a relaxed and inspiring atmosphere. Successful co-creation is an empowering experience for the participants, in addition to the actual achievements. Below are described some key skills of co-creation.

Working and interacting in a team

Co-creation usually involves working in small groups of three to five persons with different perspectives. Teamwork is based on listening to others and conducting constructive discussions that promote the goal. The participants do not always know each other beforehand. However, they usually start adopting roles in a natural manner as the team progresses in its work. It is particularly important for the participants to trust their skills and the strength of the team

Think

Have you participated in an event or meeting that involved teamwork?

Did you find good methods for launching the team?

Apply those methods in your sports club or look for new methods, such as:

<https://www.smartmoves.fi/toiminnalliset-opetusmenetelmat/ryhmayttavat-aktiviteetit/>
<https://www.scienceofpeople.com/meeting-icebreakers/>

Creative idea generation

Creativity is linked to innovation and the diversity of perspectives. Co-creation is nourished by the participants' ideas. The goal is to elicit as many different ideas as possible. At the idea generation stage, even the craziest ideas are recorded for everyone to see, and they are not criticised or evaluated at this point. Brainstorming and creative problem solving are tools for the creation, evaluation and choosing of ideas.

Think

Remember to clearly explain the rules of idea generation at the very beginning and make sure that no one starts shooting down other people's ideas.

Problem solving skills

Problem solving is a way of thinking that can be promoted by means such as phrasing. It does not mean finding an immediate simple answer to a question or experiencing an instant Aha! moment. Problem solving is made easier by breaking the process into phases: defining the problem, generating ideas, hatching the ideas, finding a solution and formulating an implementation proposal..

Think

Have you ever considered how a particular problem was detected and solved in your sports club?

Sometimes, defining the problem is the hardest part, as matters are interconnected in many ways.

You may use the "Five Whys" technique:

Five Whys is a technique for studying the cause-and-effect relationships underlying a particular problem by repeating the question 'Why?'

You pick the first 'Why?' question that comes to your mind about the problem and pose it to a person who is in some way familiar with the problem.

For example: *'Why is the locker room so noisy?'*

After the person has answered, they are asked the same 'Why?' question again, five times altogether. The next answer must always be associated with the previous one. The technique is also suitable for a more thorough survey of the values or motives of a particular user group. The questioning is done in pairs. First, you choose an observation to discuss. Then you ask your partner five times why the observation is as it is.

After the fifth answer, you generate 20 ideas together: 'How could we solve...?'

IT and digital skills

These skills include the ability to apply and use various digital tools for different purposes, such as communication. In co-creation, IT skills are needed for information acquisition, joint preparation and sharing of documents, communication within the team, presentation of the results, etc. Advanced skills are particularly needed when working via remote connections

The art of execution

In order to achieve your goal, you must be able to execute. The ability to execute is the ability to maintain efficient work and direct your efforts in the right direction. It is based on your personal belief that the goal is achievable and you or the team can reach it. The ability to execute is emphasised under time pressure.

THE PHASES OF GOAL-ORIENTED WORK



**Understanding the
content and meaning
of the goal**



**Ability to achieve the
goal and the opportu-
nity to contribute**

**Mental resources
and environmental
factors**



**Efficiency-
maintaining
process**

**Motivation
alone is
not enough!**

**Discover
your potential!**

**Commit
or consent?**

The art of execution (adapted from Parppei 2018).

What is required for success

Successful co-creation requires that the participants want to achieve a joint goal. The list below summarises the key factors of success that are also discussed in this guide:

Each participant is committed to the development work.

The participants want to develop a picture of the future.

The participants represent different perspectives.

The challenge is inspiring.

The co-creation atmosphere is relaxed and promotes creative and goal-oriented work together.

Experiments and failures are allowed.

New ideas are welcomed.

Discuss these keys to success in the executive committee.

How to make the event appealing?

You may consider inviting a visitor to the event or advertising attractive lottery prizes for the participants.

Share the responsibility for recruiting participants.

For instance, ask everyone to bring a friend to the event.

Think

Benefits of co-creation for sports clubs

The methods of co-creation help sports clubs adapt to ever-changing, sometimes fast-paced competitive situations in their operating environment. Together with the coaches, athletes (competing and non-competing) and partners, you can generate ideas and work on initiatives and methods that promote the growth and effectiveness of the sports club. Working together is also empowering for the sports club people. It promotes a sense of community and engages the people to work towards the jointly agreed goals. A sports club that gives a strong and harmonious impression of itself also attracts the interest of potential partners.

Remember that old solutions and methods produce old results, while new solutions and methods produce new results. Consider what is working well in the club and what should be changed. Many sports clubs have long traditions.

Conscious renewal of the club's activities is the best way of paying respect to the traditions and the valuable work of the clubs.

All sports clubs should act responsibly towards their community and members. It is advisable to choose the club's development initiatives so that they promote the club's responsibility.

The Finnish Olympic Committee has specified the following five responsibility criteria: Good governance; Safe and healthy operating environment; Gender equality and non-discrimination; Environmental responsibility; and Anti-doping activities. These criteria are also in line with the EU work plan for sport 2021–2024.



Illustration courtesy of the Finnish Olympic Committee.

Responsibility criteria and examples of improvement by means of co-creation

Good Governance

Good governance creates confidence and satisfaction, promotes engagement and ensures the quality and continuity of the activities.

EXAMPLE

The sports club increases its members' engagement through inspiring meetings and by providing more opportunities to give feedback.

Safe Space and Safe Environment

Ensuring a positive sports experience for everyone. Keeping children, adolescents and adults safe from bullying, harassment and other inappropriate behaviour.

EXAMPLE

The club investigates bullying cases and prepares instructions for the coaches and athletes.

Ensuring that the operations and conditions are safe.

Promoting health and encouraging a healthy lifestyle in the environment of sports.

EXAMPLE

The club arranges an idea contest for healthy snacks.

Equality and Equal Opportunity

Everyone feels welcome to play sports and exercise, regardless of gender, ethnic background, disability, sexual orientation or financial situation.

EXAMPLE

The club arranges a brainstorming session on how to encourage everyone to exercise. Representatives from school and day care are also invited to participate.

The ideas are analysed, and the best ones are developed further in a hackathon.

Equal opportunities to participate in sports, exercise and related decision-making are actively and concretely promoted.

Environment and Climate

Reducing the environmental impacts of sports and taking measures to curb the climate change. Identifying the most significant environmental impacts of sports and taking measures to reduce them. Setting an example in taking the environment into account.

EXAMPLE

The sports club invites other sports clubs to co-operation and prepares an environmental plan for sports with the members and partners.

Anti-Doping

The sports club is committed to clean sports – no forbidden substances or methods

EXAMPLE

Members can report any detected use of doping anonymously through feedback surveys.

If the sports club decides to carry out corporate responsibility work, co-creation enables generating concrete measures to be used as reference when looking for new partners. When the club finds external resources who help cover the costs of the club's activities, the club can offer the joy of sports and exercise equally also to special groups and those of limited means.

Let's get going!

Plan



It takes time to plan and organise a co-creation event, and you must decide on many details. Start planning at least 2–3 months before the event. During the planning stage, you decide on questions such as the following:

What are the sports club's goals for co-creation?

What is the most suitable model or format for the event?

Who will be invited to take part?

For what roles do we need participants?

How should the challenge be formulated?

What are the costs of the event?

How should we inform about the event and provide instructions?

How should we decide on the proprietary rights to the results?

Goals

The sports club may set many goals for co-creation. The goal of a single co-creation event must be clearly specified. The participants must know the goal of the event, and the goal must be realistic and measurable.

The goal and challenge are linked to each other. The choice and formulation of the challenge are discussed in this guide in chapter 'What is a suitable challenge?'. Goals are also discussed in chapter 'Benefits of co-creation for sports clubs'.

EXAMPLE OF A SPORTS CLUB'S CHALLENGE:

Recruitment of volunteers is a frequent, even permanent, challenge for sports clubs.

New solutions for recruiting volunteers could be found by looking for answers to the following questions:

'How can we make it easier for volunteers to join the sport club?'

'Which dimensions of the club's social impact could be used in a volunteer recruitment campaign – how could we use this perspective in marketing?'

'How should we lead the work of the volunteers and what benefits can we offer them?'

Appendix 1 includes a template for preparing the challenge.

Some existing formats are available for co-creation events. Depending on the needs of the club, an event may be a larger hackathon or smaller brainstorming event, or something between these two. The purpose of the event is not to produce final solutions but ideas, inputs and proposals for the development of the club's activities. The most promising ones are then chosen for further development.

Hackathon – a contest for teams

Hackathon, or hacking, means co-development, originally in an open technology culture, but the model has expanded into a number of different fields. The basic idea is people's desire to participate, generate added value as part of the community and learn. The term is a combination of 'hacking' and 'marathon'. 'Hacking' has evolved to refer to any type of co-creation, even when an event is not actually a hackathon in the original sense of the word.

In a hackathon, teams get together to resolve the challenges assigned to them. The goal is to quickly create ideas in a particular place or on an online platform, maintaining an intense focus. The further development of the results into innovations, inventions or startups is a natural continuation to the event.

Hackathons are arranged as in-house development events by companies as well as open events in various industries and fields – companies, organisations and the public sector.

Typical characteristics of a hackathon:

- The challenges are in some way related to technological development.
- The duration varies from a few hours to overnight or a few days.
- Competitive nature: the teams compete with each other.
- The outputs are typically demonstrations or prototypes that are suitable for further processing.
- The number of participants may range from dozens to hundreds.
- The events are relaxed and informal.
- At longer events, food and beverages are served, entertainment is provided and the participants have the opportunity to relax and rest.

During the COVID-19 pandemic, sports clubs have also taken a great digital leap. They have offered remotely instructed exercise for groups as well as coaching programmes. Co-creation is a great way to invent new ideas to improve the quality of these digital implementations.

Brainstorming for ideas

Brainstorming is a basic method of creative problem solving. It ensures that a large number of ideas are generated. Brainstorming is often included as part of a hackathon event or workshop. However, a brainstorming session may also be an independent small-scale co-creation event with only a few, maybe six to ten, participants.

The method provides a safe environment that encourages everyone to contribute. The goal is to create as many ideas as possible, among which the most feasible ones will probably be found. Before starting a brainstorming session, the team must have a clearly defined problem for which they start generating solutions.

Typical characteristics of brainstorming:

- The goal is to generate a large number of ideas.
- The session lasts a few hours, and the process consists of several phases.
- A leader or facilitator manages the process and its pace.
- The atmosphere is positive and permissive.
- The goal of the warm-up phase is to become free from prejudices and limitations.
- During the idea generation phase, the leader writes down all the ideas and encourages the participants.
- During the idea generation phase, the ideas are not criticised.
- The phases of generating, evaluating and choosing ideas are kept strictly separate from each other.
- The resulting heap of ideas is evaluated using the specified criteria, resulting in a small number of ideas picked for further processing.

It is important to inform the participants about the further processing of the ideas. The most enthusiastic participants can be asked to take part in this work.

Timing

The **timing and format** of a co-creation event depend on the goal. The participants should be informed about the date and time as early as possible. When they know the schedule and expectations, it is easier for them to commit themselves to the goal.

- What is the most suitable schedule for the participants?
Is there a possibility of timetable clashes?
- Will the session be a short event of a few hours, or should the work continue through a weekend, for instance?
- How will the further processing and development of the ideas be scheduled?
- Will the event be arranged during the day or in the evening, or should the hackathon continue through the night?
- Will the event be arranged on-site, fully online or as a combination of the two?

EXAMPLE OF AN EVENT OF A SPORTS CLUB:

In Lithuania, Kaunas University of Applied Sciences (Kauno Kolegija) arranged an event during which students of sports management worked to resolve a challenge familiar to many sports clubs: how to motivate working-age and elderly people to exercise more and join in the activities provided by sports clubs. At first, the participants received background information (research data) and listened to different sports clubs' opinions on the subject.

The main solutions developed by the small working groups were as follows:

- 1. Arrange 2–3 gatherings per week for the elderly with the opportunity to exercise and socialise, with coffee or tea served after the exercise. This gives the elderly also an opportunity for social interaction.*
- 2. Arrange a walking challenge campaign of one week or month for the working-age and elderly population, with the idea of aiming for a certain number of steps taken during the day.*
- 3. Arrange special meets for children's groups run by sports clubs, inviting also the children's grandparents to participate in sports.*

The organisers found that they had succeeded in choosing inspiring speakers, creating a nice atmosphere and gathering background material. The formulation of the challenge, composition of the teams, encouragement for innovation and application of the NABC model were mentioned as areas of development.

It is important to evaluate the success of the hackathon afterwards. In Lithuania, the organisers made the following conclusions:

Successes

*Finding inspiring speakers
Creating an inspiring atmosphere
Gathering a wide variety of high-quality background material to resolve the challenges.*

Areas of development

*Formulating the challenge – clear and solvable
Compilation of multisectoral teams
Inspiring creativity and an unbiased attitude in the participants
Applying the NABC model and instructing in its use*



Co-creation event arranged by Kauno Kolegija in Lithuania. Photos: Laura Žlibinaitė.

Participants and different roles in the event

The success of a co-creation event depends on the participants' motivation to develop the sports club's activities. Anyone whom the chosen theme concerns may be invited to participate.

Participants



The participants may include members of the club, others involved in the club's activities or persons whom the club would like to participate in the activities, students of the field, fans, opinion leaders, experts, partners or anyone interested.

The participants to the actual event form small groups or teams. The teams generate proposals on how to resolve the challenges presented. The work is more successful if the participants know the rules of the event in advance, are familiar with co-operation methods and have studied the content of the challenges.

Partners



The partners of a sports club may include companies, other organisations, associations or projects. The objective of co-creation may be to engage new partners in the activities of the club or to maintain and strengthen the relationship with existing partners. Co-creation may provide added value for the partners, and they may also provide resources for the event.

Coordinator



The event must have a coordinator (or two): a person who takes care of the practical arrangements, is in charge of the event as a whole and informs those involved before and during the event.

Speaker or moderator



The atmosphere of the event should be relaxed and promote creative work. The speaker has an important role leading the event, binding the programme together and helping the participants to relax. The speaker may be someone from outside the organisation or someone involved in the arrangements.

Facilitators or mentors



The teams often need support with their work, provided by a facilitator or mentor. Facilitators are neutral with respect to the content and the generation of solutions; their job is to promote the team's progress. During brainstorming, the facilitator guides the team's work and challenges the participants to think from new perspectives. During a hackathon, facilitators may rotate between the teams as necessary.

Jury or judges



At larger events, a jury may evaluate the results of the teams. The jury applies criteria that should be explained to the teams beforehand. The jury should consist of persons who have insight in the topic but do not participate in the teamwork themselves. The jury should have a chairperson who presents the results of the evaluation. The jury may perform the evaluation at the end of the event or afterwards.

IT support and technical support



If the event is arranged fully online with a large number of participants, the functioning of the connections and availability of technical support should be ensured. At on-site events, it is also important to ensure the functioning of technical equipment during the presentations.

Sponsor



It is possible to find sponsors for co-creation events. The sponsor provides resources for the event, such as a venue or catering.

Evaluation of costs

When evaluating the costs, you must take into account the venue, date and time, duration of the event, number of participants and any special needs.

- What kind of premises do you need?
- What kind of materials, catering services, programme for inspiration, speaker's services, IT support and prizes do you need?
- Is transportation needed?
- How will informing and communication be arranged?
- If the event continues overnight, how will cleaning, security and resting be arranged?
- Who will participate in the costs?

Programme and communication

Prepare the programme, timetable and instructions and update them as necessary. Inform the participants about the planned programme and timetable in the invitation well in advance. Ask the participants to confirm their participation and send them a reminder before the event.

When communicating about the event, it is best to use a few different channels that most people use and through which you can reach the people you want (such as WhatsApp, social media, email). If it is a long-lasting event, it is a good idea to choose one channel through which you communicate to the participants.



Xamkin yhteisöpedagogiopiskelija Hanna Kurronen vetää 7 Mikkelin seudun urheiluseuralle ideariihä ajankohtaisten haasteiden ratkaisemiseksi. Nyt työstetään ideoita temoihin: Lisää nuoria, Viestintä kuntoon + Vapaaehtoisten löytäminen. Mukana liiketalouden opiskelijat #cocreation

[Translate Tweet](#)



Above is shown an example of a posting on social media during an event.

The programme of the event

- aims to ensure goal-oriented work in a relaxed atmosphere
- inspires working together
- reserves enough uninterrupted time for the teams; their work should not be unnecessarily disturbed
- ensures that the participants' basic needs are met (food and drink, etc.).

The instructions explain

- what is expected of the participants and what they should bring with them
- what equipment will be used at an online event (computer, application, camera, etc.)
- how the participants get to the venue (possible transportation and timetables).

The structure of a brainstorming session of a few hours may be as follows:

- welcome the participants, describe the programme and goal, explain the principles of co-creation
- introduce the participants to the theme and inspire them
- explain the challenge
- explain the rules of brainstorming (facilitator)
- start working in teams (work led by the facilitator)
- generate ideas
- combine and refine the ideas generated
- prepare the presentation
- present the results for further evaluation and development

The structure of a **hackathon-type event of two days** may be as follows:

Day 1

- welcome the participants, describe the programme, explain the goal and the principles of co-creation
- introduce the participants to the theme and inspire them
- describe the challenges
- introduce the facilitators
- start working in teams
- provide evening programme (if the event continues overnight)
- continue working; the facilitators rotate between the teams

Day 2

- continue working in teams
- prepare the presentations
- present the results (pitching by the teams)
- give feedback or perform evaluation (the jury)
- award prizes (if applicable)

Before a large event, you should check the practices and division of responsibilities, test the functions and ensure that everything has been taken care of.

Intellectual property rights

Intellectual property rights (IPR) to the results must always be agreed on beforehand, ensuring that everyone concerned understands their significance. Appendix 2 includes a template for the specification of intellectual property rights.



Co-creation provides experiences of success. Photo: Laura Žlibinaitė.

What is a suitable challenge?

You may start formulating and defining the challenge by analysing feedback surveys or studying the basic operations of the sports club, such as sports activities, various sports offered to different age groups, volunteer activities, coaching, finances, communication and marketing.

Include a responsibility theme (see Benefits of co-creation for sports clubs) and consider whether the proposed solutions could also increase the club's effect on the community.

Example 1

The club needs more volunteers to work as assistant leaders for child groups. Planning of a recruitment campaign is chosen as the challenge.

The responsibility criteria Gender equality and non-discrimination and Safe and healthy operating environment are incorporated into the planning of the recruitment campaign.

The challenge: Plan a campaign to recruit volunteers to children's groups for the Village Sports Club. In your campaign, apply the responsibility criteria *Gender equality and non-discrimination and/or Safe and healthy operating environment.*

Example 2

The sports club wants to increase co-operation with other clubs and the school for more efficient use of resources. Increasing co-operation is chosen as the challenge

The responsibility criteria Good governance and Environmental responsibility are incorporated into the planning of increased co-operation.

The challenge: Prepare an action plan for the Village Sports Club on increasing co-operation. You may apply the responsibility criteria *Good governance and Environmental responsibility* in the planning.

Let's get going! Implement



Atmosphere and communication

At events, inspiration and motivation are passed from one person to the next through mirroring. During the event, promote team spirit and a relaxed and permissive atmosphere. Encourage the participants and strengthen their personal belief in their skills and performance. At online events, require the teams to use camera while they are working.

At longer events at which the teams work independently, the participants should be informed and reminded about matters such as deadlines and the programme. Agree on a communication channel, such as WhatsApp or Slack.

It is also wise to document the event with photographs, notes, etc.

Inspiring start

The participants come to the co-creation event with different backgrounds. An inspiring start motivates them to work together. Remember to reserve enough time for launching the event and getting the teams working.

At the opening of the event, a keynote speech by an inspiring speaker may provide a good introduction to the theme. The purpose is to stir thoughts in the participants, motivate them for co-creation, provide them with added value and promote the goal of the event. The duration of the speech is adapted to the duration of the event. For instance, 15–20 minutes and 30–45 minutes may be adequate for a short and long event, respectively. An 'icebreaker' is useful for getting the teams started. Its purpose is to create a relaxed atmosphere, help the team members become acquainted with each other and provide a good start for their work.

EXAMPLES OF AN ICEBREAKER:

Example 1

Speed dating is a quick icebreaker.

The participants are divided into two lines facing each other. During the course of one minute, the two persons facing each other name the team they represent and explain what they love the most about exercise/sports. When the minute is up, one of the lines moves one step to the right and the 'extra' person at the top of the line joins the line at the other end. Then the same discussion is repeated with the new partner.

If time allows, the lines can be arranged so that the participants are randomly divided into two groups at first. Then each group is asked to form a queue according to the month of birth, from January to December. The queues are then asked to turn to form two lines facing each other.

Example 2

The icebreaker can also be a sports activity, such as the tug-of-war at an event in Cyprus.



Photo: Efstathios Christodoulides.

Example 3

This is an example of an icebreaker for an online event.

Ask the participants in advance to bring a coffee mug with them. During the icebreaker session, everyone introduces their mug, explaining 'why this is the best coffee mug ever' or 'what this coffee mug tells about me.' The facilitator may go first and show how humorous the answers can be. At large events, this can be done in breakout rooms.

The basics of teamwork

At co-creation events, the teams are often composed of people who have not met each other before. It is advisable to go through the basics of good teamwork at the very beginning of the work.

- Getting to know each other.
- Listening to each other.
- Focusing on the work and being actively present.
- Providing added value to the work of the team.

- Showing support to the opinions and ideas of others.
- Taking responsibility for the team's performance.
- Maintaining a relaxed atmosphere.
- Offering criticism in the form of a question.
- Applying the 'hamburger model' when giving feedback: give positive feedback first, then constructive feedback and, finally, one more positive comment.

Challenges, teams and facilitation

In a co-creation event, the number of challenges may vary. In events with a large number of participants, it is possible to offer a larger number of different challenges. There are a few ways of enhancing the results.

- Give the same assignment to more than one team to get alternative solutions.
- Let the teams themselves choose the most interesting challenge or assign the challenges to the teams.
- Depending on the theme and content of the challenge, you may suggest possible methods and tools, such as service design, brainstorming or the canvas model. This, of course, requires that the team knows how to use the method in question.
- Inform the participants about the topic or theme of the challenge already at the registering stage.

FACILITATOR'S WORK DURING A HACKATHON



Usually, a team consists of three to five members. It is advisable to assign the participants to teams either in advance or on site, making the teams as diverse as possible. It may also be possible to register for a hackathon as a team.

At longer events, the support provided by facilitators or mentors can be arranged in different ways:

- Making an appointment to get support.
- Visiting 'open clinics' for support as necessary.
- The facilitators or mentors may rotate between the teams during the event.
- Team-specific facilitators may be assigned to the teams (this binds resources).

Presentation of the teams' results

Presentation of the results is part of the work of the teams. The format or method of presentation should be agreed on together when the assignments are given. The entire team should preferably participate in the presentation of the results.

At larger events, the usual presentation method is pitching (3 to 5 minutes). Pitching is a 'sales speech' with which the team 'sells' its ideas or proposed solutions to the audience. It is a structured model for providing the essential information in a compact form. It is possible to use written, auditory or visual material to support the pitching and deepen the content of the presentation. Compact PowerPoint presentations are frequently used.

The NABC model developed by Stanford University is a popular pitching model. In this model, the first step is a needs analysis (Need), followed by the team's proposal for a solution (Approach), and the benefits of the solution (Benefit). Finally, the pitcher explains why this proposal is better than the competitors (Competition).

NEED

Customer-driven description: whose needs are being addressed and what problem is being solved.

APPROACH

What is the benefit for the customer? How does it meet the customer's needs?

BENEFIT

Value and benefit created by the change. What is the value of the benefit compared with the cost?

COMPETITION

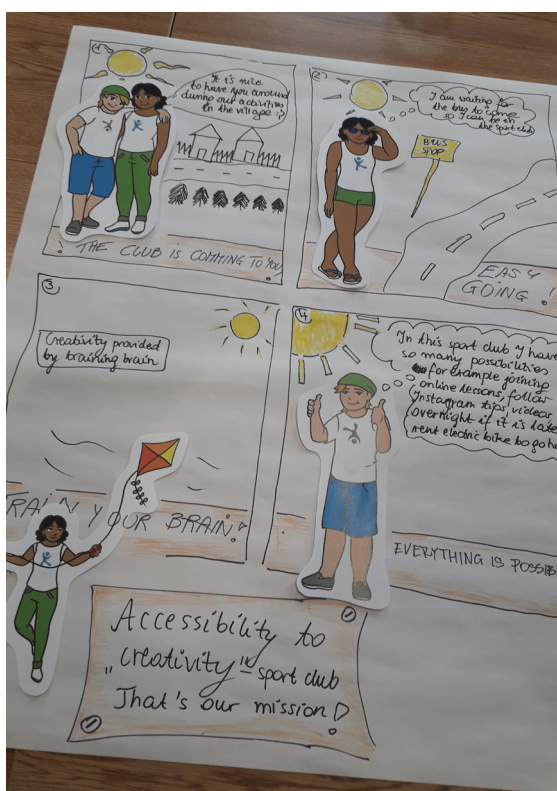
Alternative solutions, standing out from them, risks. Why will the customer choose the solution proposed?

EXAMPLE OF PRESENTING THE RESULTS:

South-Eastern Finland University of Applied Sciences arranged a hackathon for Civic Activities and Youth Work students, with a challenge that is familiar to most sports clubs: How to motivate more young people to exercise and participate in sports club activities?

At this event, the results were presented as comic strips/pictorially. The teams discussed young people's participation in sports club activities from different angles, such as:

- access to information
- accessibility
- time management
- costs
- digitalisation
- COVID-19
- co-operation with schools
- participation in sports club activities (coach, organiser or volunteer).



More information about the event and its results: <https://www.facebook.com/villagesonmove>.
Photos: Marita Mattila.

Let's get going!

Evaluate, test, pilot



Co-creation generates ideas and inputs that need further development or can be tested in practice using the agile piloting model. Further development, piloting and related responsibilities are questions that should be agreed on already in connection with the co-creation event.

If a specific jury evaluates the teams' outputs, enough time must be allowed for this. The evaluation criteria are specified in advance.

Evaluation criteria

Examples of criteria for the evaluation of the outputs:

- **Usability of the idea:**
how easily or quickly can the idea be put into practice?
- **Cost-effectiveness:**
what is the level of efficiency of the idea put into practice, the input-output ratio
- **Human resources required:**
how many working hours must be allocated to putting the idea into practice; does it require more persons?
- **Necessary technology:**
does the technology exist, or does the idea require investment in technology?
- **Reception capacity:**
how easily will the idea be adopted as a new routine?

- **Risk coefficient:**
when implemented, what is the probability of positive or negative effects of the idea on the current situation?
- **Novelty value:**
how much added value will the idea generate for the target group; will it increase loyalty, etc.?
- **Image value:**
how strong is the effect on image?
- **Rate of added value:**
how soon will the expected benefits be realised?

The evaluation criteria can be applied to the ideas by scoring the ideas as follows:

- 0 points = The idea does not meet the criterion at all
- 1 point = The idea meets the criterion to some extent
- 2 points = The idea meets the criterion satisfactorily
- 3 points = The idea meets the criterion excellently

Experimenting or piloting?

Experimental development is based on continuous learning. Ideas can be tested on a small scale at first, learning from the experiences before further development: How is this working? What can we learn from this? In this way, the possible failure of an idea or experiment can be quickly detected, while successes are incorporated as part of everyday routines.

After refining of the idea, the new operating model can be piloted to ensure that it is working as planned.

Testing the results

- Start from measures that can lead to results most easily and quickly.
- Assign duties and responsibilities to others.
- Implement the change gradually and with patience.
- Every now and then, stop to ensure that the change is leading to the right direction.

Co-creation online?

Successful co-creation events can be arranged online. This also provides opportunities for international co-operation. Particular attention must be paid to creating a feeling of working together, as the participants are sitting at their computers alone. In addition, the delay caused by technology reduces spontaneous interaction.

The participants working in small teams at an online event should be instructed to use a computer, camera and cloud services, and produce joint documents. Participation via a smart device only, such as a phone or tablet, limits the work considerably.

Those engaged in the arrangements should have a 'dress rehearsal' before the event to test and check that everything is running smoothly and everyone knows their responsibilities.

A larger event may also be led from a studio, using visual landscape and soundscape to get close to the participants, creating a pleasant atmosphere and a sense of community. A fluent speaker is important for leading the event forward. Assign persons to monitor the chat and provide technical support.

The participants are given instructions on the use of camera, microphone and chat during the programme. The speakers and presenters should switch on their camera, at least for a while.

The participants are sitting at the computer alone, which is why the possibilities to 'mirror' the other participants' emotions are minimal. Frustration and uncertainty develop easily. The teams should agree on the use of camera during their work.

During a remote event, concentration often starts to slip, which is why it is a good idea to always take a break of 10–15 minutes after 45 minutes of work. The breaks are included on the timetable, so that the participants know about them beforehand. During teamwork, the teams can independently decide on their own breaks.

The timetable should allow room for possible technical problems. Online work in small teams also usually involves delays that do not occur when working face to face.

A sense of community can be promoted in many ways. Before the programme starts, the participants may be helped to orientate themselves to the theme by means of music, videos, pictures, quizzes or other similar stimuli. During the programme, participants may be activated through voting or by arranging anonymous polls to let off steam.

If the event includes a final evaluation of the teams' work by a jury, the participants may meanwhile be provided with entertainment or asked to fill in a feedback questionnaire.

Appendices

APPENDIX 1 Challenge description template

Title of challenge

here Tags / Keywords

List the most important keywords

Challenge

A compact and comprehensible description of the challenge: what is the problem to be solved, or which opportunity should be studied in more detail?

Do not describe the background of the challenge or the reasons for choosing it; just explain it as clearly and briefly as possible, preferably with one or two sentences.

Description and background

Describe clearly the background, environment, target groups and effectiveness of the challenge as well as any other necessary background information.

Explain why the challenge needs to be resolved or why future opportunities should be studied in more detail. The objective is to provide enough information about the challenge to make it comprehensible and solvable.

Divide your text into paragraphs to make it easier to read. Make your text concise and easy to understand.

Recommendations and conditions

Here you can describe any conditions or restrictions that must be taken into account in the proposed solution (laws, regulations, costs, target groups, etc.).

If there are certain recommendations that the work should start from, they can be described here.

The purpose of the section is to help getting started, prevent reinventing the wheel and provide the facts. The purpose is NOT to set a strict framework for the solution but to help target the work to the essential.

Materials

List the materials available, such as publications, reports, statistics – anything that might be useful for the planning of the solution. Include a link to all of these.

Technology and tools

List suitable technologies and tools (if relevant for the challenge). Include a link to all of these.

APPENDIX 2 An example of the agreement text (intellectual property rights)

The intellectual property rights to the outputs and concepts generated during the hackathon (hereinafter the 'Material') belongs to the participant (hereinafter the Participant), regardless of whether the Material is copyrighted or not. Any Material created through co-operation is the property of the team that created it, unless the participants have agreed otherwise.

The Participant grants the club (hereinafter the Club) the non-exclusive right to use and modify the Material regardless of whether the Material is copyrighted. The free, permanent, temporally and geographically unlimited access concerns the use of the Material by the Club's organisation. When the Club uses the Material, it must respect the copyright. Handing over the results to a third party is subject to an agreement between the Participants and the Club.

The Participant warrants not to deliberately use any material that infringes the rights of another party. When using images and text under the quotation provisions of the Copyright Act, the Participant shall specify the author, photographer and source of the original work.

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The partners of the Villages On The Move Go project developed tools for rural sports clubs in the spirit of experimental culture.

01 January 2020–31 August 2022.



*The other publications produced by the product are available at
www.villagesonmove.com/handbooks*

*Handbook for sport clubs on the move
Evaluation tool for sports clubs on the move*

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