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Smart Tools and Service Opportunities for Child Protection Ecosystem in the Future: Case Family View.

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This paper will focus on the future alternatives of child protection ecosystem with various services in different cases. Four alternative scenarios for the child protection to 2035 were formulated: 1. Promotive 2. Primary 3. Secondary 4. Tertiary. The context of this paper is the changing landscape of societies because of megatrends like digitalization, urbanization, individualization and polarization. These development trends will promote smart but cost effective solutions which can be reached by everyone. Our study will focus on Promotive scenario in child family case in Porvoo region developed in workshops with child protection ecosystem actors during the autumn 2015 and the spring 2016.

1. Introduction: Views to the Future

The concept of megatrend was first time presented by John Naisbitt in his first book (Naisbitt1982). According to him a megatrend is a long-term development that affects societies, economies and governments and companies broadly and continuously over time.

The changing landscape of the society is a worldwide phenomenon, where several megatrends can be recognized. Digitalization and globalization will play an important role. Other megatrends like urbanization and polarization will strengthen the development and form new groups called haves and have nots, which is no more defined by nation or country, where you are born but by skills and competences you have.

This development has been seen also in Finland during last decades since the great depression early 1990's. The youth and even younger children from that time have had difficulties to find their place and position in society where their parents probably have lost not only their jobs and money but their self-respect, too. The same development path has been going on since the global financial crisis in 2008 and the new families are now in the so called poverty cap. In Finland the youth guarantee law has been regulated for this, but it is only first aid help to the child families, not the final solution to this problematique. This development is continuing because of the new deal in the economy, where the low skill jobs are replaced by automatization and

human labour force jobs will require more sophisticated and skillful people with high level degrees and life-long learning (see e.g. WEF, 2016).

Future-orientation means focusing on early warning signals, even on weak signals telling the development paths and directions in society not only at meta-level based on statistics but also at national, regional, local as well as at family and individual level, too (see. e.g. Lesca & Lesca, 2014).

The definition of data to use as a basis for decision-making has to be changed (Meristö, 1982): the documented information is not enough, but the information needs also the expressions of worries throughout the whole ecosystem with all its actors. In manual systems and in separate data base systems this is possible only in limited scale. In integrated systems where all the actors have smart devices and access to the shared database including also worries and weak signals from forthcoming events and expectations the proactive and even promotive work is an opportunity to all the professionals and semi-professionals from different backgrounds.

Based on this, one of the key results from our case workshops in Porvoo region is the concept *worry management*. It is similar to the concept of *visionary leadership* (e.g. Nanus, 1992) used in the business context, but in our case the focus is not only in organisations or eco-systems, but especially in individuals and in the signals anticipating their future behaviour examined and discovered by various actors in the (child protection) eco-system (Meristö et al 2016b).

The best opportunities for the worry management in our alternative scenarios are in the Promotive scenario with proactive perspective and online services. That's why we have selected that Promotive scenario as a base line for our visionary concept design in this paper (Leppimäki et al., 2008).

The smart tools and service opportunities will be described based on case work in Porvoo region (Case Porvoo) in the workshops having as participants different actors from institutional and civil society side as well as from NGOs and semi-professional individuals with experience. The Case Porvoo is a part of the larger multidisciplinary research project called MORFEUS (01/2015–06/2017) run by Aalto University and Laurea University of Applied Sciences, aiming to study and develop wellbeing services' multi-actor ecosystems. The project is financed by Tekes – the Finnish Funding Agency for Innovation.

The project is citizen-led by nature, and the service ecosystem is studied and developed by looking into the set of services that a specific case example family reconstructed for the project is using. The research partners comprehensively represent wellbeing service actors in Uusimaa region in Finland from the municipality sector and the producers of wellbeing services from the private sector and from the third sector as well. In the project, actors of the ecosystem i.e. companies, public and third sector organizations offering wellbeing services are mapped and the relations between them will be explored – in this paper especially in services and service network related to child protection in Porvoo region in Finland.

The focus of the content is on preventive child protection with the help of the methods on future studies, especially with scenario methodology called action scenario approach (e.g. Meristö, 1989, 1991). In this paper, Case Porvoo will use the future-oriented workshops to produce the information needed not only today but for the future service requirements concerning the service ecosystem, its actors and hubs as

well as the relations between them. Also, the alternative future scenarios are used as a platform to create visionary concepts for future wellbeing services and business models in the child protection sector, but also in order to create flexibility to the service design to meet the challenges in the rapidly changing world. The main research problem in the Case Porvoo is how the scenario planning can support the development of service ecosystem and the future-oriented child protection services and how to implement the results to the practice not only from the service providers' viewpoint but especially from the case family's viewpoint, too.

The objectives of the paper are as follows:

- 1) To present alternative future scenarios for child protection ecosystem,
- 2) To describe benefits and pitfalls in each scenario,
- 3) To describe the relationships between different actors in the ecosystem, including bottlenecks and success factors
- 4) To promote smart tools and solutions which help the case family and the family members to get support and empowerment in various phases in the virtual world from the ecosystem actors.

2. Action Scenario Approach as a Methodology

Methodological framework consists of futures research, action scenario approach and visionary concept design combined to participatory design process based on action research paradigm. Our visionary framework will bring a unique perspective to the ecosystem development and to the information modelling in child protection in the context of Tekes funded MORFEUS project run by Aalto University and Laurea University of Applied Sciences together with several public, private and NGO actors.

Scenario working is a method within the field of futures research (Masini1993; Bell1997). Scenario working includes mapping alternative futures, identifying factors and development paths leading to different future outcomes. The action scenario approach incorporates also the evaluation of the significance of the scenarios for the user. Finally, based on the evaluation necessary actions are suggested (Malaska et al., 1984; Meristö, 1989)

The quality of scenarios is not measured by the ability to reveal the future outcomes but by the ability to affect the decisions that are made. Even good scenarios will not be useful if no actions will be based on them. Scenarios are a part of the strategic planning process that has to be an on-going activity (Meristö, 1991).

The action scenario approach is a result of several decades of work with different companies' strategic planning. The framework has been built by Tarja Meristö based on experiences from numerous case studies during 1979-2016 (e.g. Meristö, 1983, 1991). Scenarios are descriptions of different futures. Besides including the description of the competitive environment with factors like economy, politics, and technology etc. the approach also incorporates the process of development. Scenarios are different from forecasts, as scenarios are usually not measured by their probability of occurrence. Scenarios are not either exact descriptions of the future; they are rather

verbal descriptions of both qualitative and quantitative nature. Our framework is based on a multiple scenario approach i.e. at least two alternative scenarios are constructed. Furthermore, each scenario leads to various possible choices of strategies.

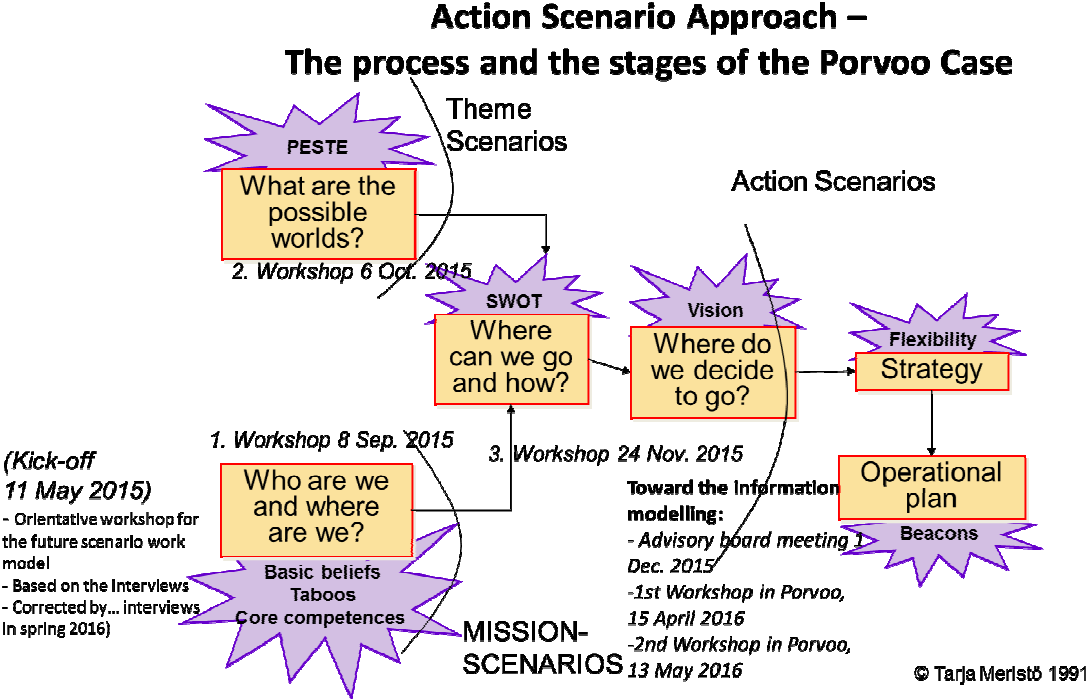


Figure 1: Stages and Timing according to Action Scenario Approach in Case Porvoo.

The action scenario approach (Meristö, 1991) consists of six consecutive stages: Who and where are we? What are the possible worlds? Where can we go and how? Where do we decide to go? Choice of strategy. Action plan.

The process is carried out in the following order. First, the basic beliefs, general assumptions, and taboos of the actor are identified. After the first stage the mission scenarios are constructed. The mission scenarios describe the mission and the vision of the actor. Second, the driving forces are collected by using a PESTE-analysis, where PESTE stands for Political, Economic, Social, Technological, and Ecological factors (e.g. Meristö, 1983).

Based on the second phase, issue scenarios are constructed. Issue scenarios picture the external events in the future, which will have an effect on the actors' future outcomes. In the third phase, the actor decides where they want to go and how. After the third phase the issue and mission scenarios are extended into action scenarios. Action scenarios bind the external future events and their consequences to the actor by using scenario descriptions and navigation marks. A SWOT analysis can be used in this phase. Fourth, the target group considers its risk profiles and visions the probable and preferable futures. Next, the action scenarios and strategic tools are used to choose a certain strategy. Then, actions are taken based on the chosen strategy. Finally, follow-up of the process is done by barometers, in order to ensure the conti-

nulty of the process. As a result of the follow-up, chosen strategies can be changed or the entire process can be started again from the beginning.

The action scenario process is always subjective to its nature. Generalized scenarios cannot be done in the action scenario process. Action scenarios need to have an actor, which participates in the process of scenario development. The actor will have an effect on the selected topics, issues, and variables. The objective of the process is not to create scenarios on a special issue but to accomplish decisions and strategy formulations as well as encourage actions based on the scenarios.

The choice of a sufficiently long time scope is important in action scenario process. The time scope in scenario planning is clearly longer than in normal strategic planning. A longer time horizon enables a view "beyond". Changes that do not even show weak signals yet should be included in the model. However, the time scope must not be too long either, the relevance to business shall remain all the time.

3. Context of the Case - Child Protection Ecosystem

The context in the Case Porvoo is an **illustrated child family**, which was constructed for the case family by the project team in the very beginning. The case family has a 39 years old mother suffering from mood disorder, 30 years old father living at the moment in another city and suffering from drug addict and mental health problems and five children (two daughters 23 years and 4 years and three sons 17 years, 13 years and 2 years). The two youngest children were born in the marriage, common mother and father. The four youngest children are living at the moment with the mother and the oldest daughter lives on her own. The child protection reports, taken into custody, the problems with police, and worry expressed by the day care and the maternity clinic are familiar in this case family with only a few supportive friends and relatives.

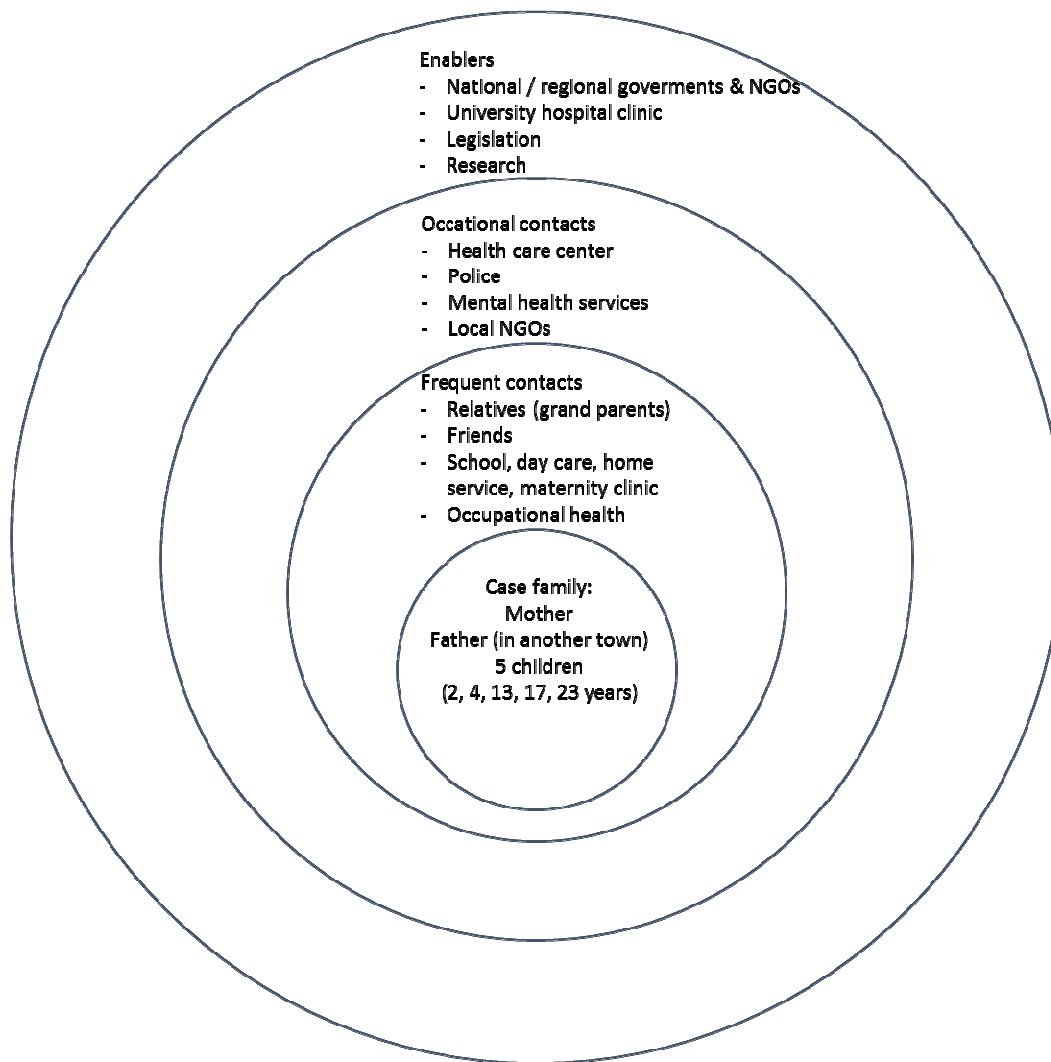


Figure 2: Child protection ecosystem with its actor groups and positioning for the illustrated case family.

The case family in real life context consisted of a father with two children from previous marriage (a daughter 10 years living with her mother and visiting the family every 2nd weekend and adult son), a mother 40 years (currently pregnant) with 3 children from previous marriage (sons 9 years, 13 years and 14 years living with their father and visiting the family every 2nd weekend) and their common 2 year old son. The parents had been together four years and married two and half years before the interview.

The parents belonged to the low-education and low-income social class. They had no permanent jobs and as a result had financial difficulties. The family had only a few supportive friends and relatives. The parents considered their family as a quite normal and they described their everyday life as peaceful and filled with basic routines. The child protection customership began as a result of mother's ex-spouse's announcement and led to mother's three sons being taken into custody and consideration of charges. At the moment of interview the sons were living with their father, the child protection customership had been valid for two years and was about to end.

The child protection system for the case family parents showed up as a multi-actor ecosystem with no clear lead or co-ordination. The ecosystem working with case family in Porvoo consisted of several circles around. By using the stimulated interview (Cicourel et al., 1974; Jokinen & Pelkonen, 1996; Kantola, 2010) the parents were asked to place all the actors in the circles, starting with their family members in the middle. The parents placed frequent contacts such as day care, maternity clinic and occupational health care and closest relatives especially father's brother and sister in the first circle. Grandparents and friends were placed in the second circle. Their role was essential for empowering especially the mother but also all the family members to strengthen them as subject in their own life. The next circle consisted of regularly basis actors with various roles such as social security centre, health care centre, school health and school as such and child protection unit. The outermost circle included multiple local, regional and national organizations such as police, family counselling, youth counselling and University Hospital clinic. These all can be seen as enablers for the wellbeing ecosystems and services.

The case family had not received other help except income support before child protection intervention. Their understanding and attitude towards the child protection system was very negative in the beginning but turned to more positive during the process. Especially the mother was happy with the mental support given to her and she didn't want to end the relationship with the child protection.

As mentioned by the parents the preventative measure could have been a health clinic parental-type activities, family coach or other support person to provide mental support, advice and tips on everyday practices. Also someone seeing the whole picture with all different problem areas and providing low-threshold help early enough to one of the areas could have saved the family from child protection customership.

Their own understanding of possibilities within the ecosystem was limited to the current organization model. The parents couldn't imagine any other way to organize the support and help. Also, their attitude towards outside help was negative, they felt that they should stand on their own. As an improvement their idea was to bring together different actors to entities that are managed through a single contact. They also pointed out the need for a smooth flow of information between different actors in the ecosystem.

Digitalization and smart services could ease up the information flow within the service ecosystem. The e-services and support could overcome the emotional and attitudinal barrier that occurred also with the case family. The help could be reached whenever they felt for it. It could lower the threshold to seek help, and on the other hand act as preventive method for the heavier forms of service. However, the level of involvement e.g. in the e-services could be low for the case family due to the fact of low education and income level followed by lack of suitable e-devices and e-skills.

4. Data collection and analysis

Data produced during the research process is qualitative and quantitative by nature. Thematic interviews among regional actors in Porvoo from child protection field were run in spring 2015 by research group. Series of future-oriented workshops with representative actors from child protection were facilitated. Visionary knowledge was

completed by web-surveys among participants and project's board members. Research data includes also the constructed ecosystem for a family being a customer in a child protection process.

Four alternative scenarios for the child protection were formulated: 1. Promotive (proactive, virtual), 2. Primary (proactive, face to face), 3. Secondary (reactive, face to face), 4. Tertiary (reactive, virtual). SWOT analysis and action alternatives for each scenario were constructed, too.

By using visionary concept design, smart services and tools have been developed for the case family for the living in the scenario 1. Flexibility for the other scenarios will be generated through what if -questions.

The primary data collection comprises the well-documented discussions of the future-oriented workshops based on documented work in small groups and written memos from the facilitated sessions. Also the web-based surveys to the participants between every future-oriented workshop will form a part of the primary data. Background data for the work will consist of well-documented interviews among the actors in the Porvoo region before the series of intensive future workshops. Complementary data collected from the Steering Group of the entire research project MORFEUS both through web-surveys and in one mini workshop was used, too. The timetable for the data collection is as follows.

- An Orientative Workshop, focus on the shared vision: 11th May 2015 (three hours)
- The First Future Workshop, focus on the present situation: 8th September 2015 (three hours)
- The Second Future Workshop, focus on the alternative scenarios: 6th October 2015 (three hours)
- The Third Future Workshop, focus on action alternatives in each scenario: 24th November 2015 (three hours)
- Two Conclusive Workshops: One with MORFEUS Steering Group, focus on information modelling, 1st December 2015 (one hour), another one with preventive child protection actor from Porvoo city, 15th April 2016 (two hours).
- Interviews of the child protection experts (special kindergarten teachers and school social workers) at the City of Porvoo were made during the spring 2015. The interviews were audiotaped and written to memos.
- Group theme interview of the Director of Social and Health Care at the City of Porvoo and the Development Manager of Social and Welfare at the City of Porvoo, 5th March 2015
- Theme interview of the Manager of Child Family Work at the City of Porvoo, 29th April 2015
- Theme interview of the Planner of the Competence Center of Social and Welfare in Porvoo area, 6th May 2015.
- Thematic workshop 13th May 2016 in Porvoo – focusing on service opportunities from different viewpoints and from various customer groups.

- An interview of the child protection family, focus on a child protection service ecosystem from their own viewpoint, Spring 2016. The data analysis includes different methods depending on the nature of the collected information, including qualitative and quantitative approaches as well as facts and visionary knowledge that were e.g. used as a basis for the visionary concept design when developing new concepts and services for proactive child protection in Porvoo ecosystem.

5. Results: Smart Tools and Service Opportunities in Alternative Scenarios

The ecosystem working with case family in Porvoo consists of several circles around. In the middle of the circle are the family members with their friends and relatives. Their role is essential for empowering especially the mother but also all the family members to strengthen them as subject in their own life. In the following circle there are multiple public and third sector services with various roles. First, daily contacts such as day care and school and on regularly basis actors like maternity clinic and other specialized support activities. The outermost circle includes multiple local, regional and national organizations. These all can be seen as enablers for the wellbeing ecosystems and services. In the present transformation phase their role as enablers is complex.

The information modelling for the child protection ecosystem was constructed based on the data produced during the scenario process including workshops and web surveys as well as interviews among local actors. The workshops consisted of multiple actors of child protection services in Porvoo including the Manager of Child Family Work in Porvoo City, the Planner of the Competence Center of Social and Welfare in Porvoo area, the Experience Expert and the various workers from the Substance Abuse Treatment Unit, the Manager of Maternity Clinic, the School Social Worker, the Specialist Psychiatric Nurse from Porvoo Hospital, HUS (The Hospital District of Helsinki and Uusimaa) and the researchers and students from Laurea UAS. In the final session one student from Aalto University participated to the workshop as well.

The Wellbeing Service Information Modelling (*WIM*, see Meristö et al., 2016b) for child protection ecosystem includes four phases, each focusing on the perspective of their own (compare to BIM, Building Information Modelling, Kerosuo et. al., 2012; see also Miettinen & Paavola, 2014). The first phase in the WIM extends until the pregnancy, even the time before that including the forthcoming parents' childhood experiences as well. The second phase focuses on the early warning signals and worries threatening the wellbeing of children without customer relationship with official child protection. The critical issue is on one hand the fear of losing a child and on the other hand on the professional side the privacy policy is an obstacle for information exchange between different actors. The third phase is an official child protection process includes the child protection report, estimation of protection needs and finally the actions for supporting the wellbeing of family with children. The critical point is to maintain the family relationship in spite of the child protection situation. Finally, the fourth phase includes check points for progress of empowering and wellbeing as a family and as individual family members. The lifelong wellbeing path without worries is the vision including hope for the future. WIM makes visible all the actors involved the child protection, relationships and information flows between different actors and

the bottle necks still waiting for solutions. WIM provides an open and shared context for all actors to support families with children. WIM will base on weak signals and preventive worry expressions and will help in decision making under uncertainty. The flexibility needs for the uncertain future will be covered by what if questions based on alternative scenarios.

We will provide a future-oriented framework for ecosystem development and data modelling. The uncertainty concerning the future will be presented in the form of alternative scenarios for the next 20 years, having in the focus wellbeing services for the families with the need of child protection. The main focus is in Promotive scenario, where the child ecosystem operates proactively and virtually. Smart tools and services for the case family and for the actors in the ecosystem have been illustrated in the workshops during the scenario process.

Scenario 1. called Promotive is proactive and mostly network based scenario. Service supply and demand as well as all service activities will happen here virtually. Virtual city Porvoo uses as a main tool the wellbeing map in the net. That will help all the citizens to estimate their own wellbeing position and situation, including the benefits and pitfalls concerning their wellbeing at the moment. The need for the services and products to improve the wellbeing of each individual will be mapped. Also for the guidance activities there is an App, too. Each person will have a wristband on his or her arm to control the physical health and wellbeing. If needed, the system will remind them from the support needed. The message will reach not only the person needed help, but those actors guiding and caring in the ecosystem, too. First aid call button is also in the use and easily available: How can I help you today? There is always a real person who will answer the questions. This App is a real enabler for the help 24/7 anywhere, anytime.

All the family members in our specific case family will have the solutions of their own. E.g. **for the youth** in the family there will be a wellbeing game set, where they can win movie tickets, if they are succesful enough in following the wellbeing game and find the right solutions and behave as the circumstances require. They can also win virtual money for the other games, where the young people have an opportunity to practise their skills e.g. for health living and living habits or to learn carrier planning or any other useful skills and competences fort he everyday life now and in the future. **Smaller kids** have also in use very useful virtual tools for their speech training and other activities to support their upbringing and education.

For the parents like for tired mothers and for long-distance fathers there will be also different kind of services online. E.g. peer support for mothers and fathers but also for reconstituted families (or stepfamilies) will be provided in the form of net-based groups, often supported by the elements of gamification. In our case family the father lived in another city, and in the virtual world the communication not only with the professional actors, but also with the children and mother is more fluent with less bad feelings and emotions compared to the face-to-face situation with the mother.

For the professional and semi-professional actors from public, private and from the thisd sector this Promo scenario include a seamless proactive path to take care of the customer family and ist individual members. Just on time, just for the right purpose and need the services will be provided and coordinated, in keen co-operation with the customer, who is an active subject with the right to be selective, too. The network meetings among different professionals will be arranged in co-

operation with the customer. The customer does not have to run from the meeting to meeting, but she or he will meet all the professionals at the same time, not necessarily in the same place, when working virtually. (Worth to notice: the real-time service guidance in the net is working already today, see www.koppari.fi//porvoo.)

Promo scenario is very strong in many ways. It is cost effective, works over municipality barriers and it exploits the third sector, too. For the families it is open 24/7, it is low threshold activity and individual, too. It also leaves the role of subject to the family members themselves. Weaknesses include to this scenario, too. If the family is not active, the service providers might have difficulties to contact and help them. Also for the family and its individual members this promo scenario might automate the contacts too much and there will be a lack of the personal communication. If the family is not very used to virtual communication and tools, they can drop out of the system. Threats in this scenario are related to the decrease of the wellbeing not only in the family but also in the region. Real time services on demand as well as community based co-operation are the opportunities that should be developed further to reach all the benefit from this scenario.

Shared vision for all the actors including the family in the scenario 1 Promo is: The wellbeing of the families with the children is guaranteed proactively in the net-based ecosystem. In the ideal case, there will be not at all the signals of bad being or at least the early warning signals will work like worries as data to improve the situation before the signals will strengthen or lead to the catastrophe. Steps towards this vision are as follows: 1. Motivation and education for virtual life and work at all levels in the society. 2. Service providers developing their services and guidance at network basis together with all the actors and customers, too. 3. Proactive, health-oriented and empowering approach at all levels. 4. Real-time guidance and impact estimation, too. 5. Self-responsibility as a goal in education from the very beginning. The working group in the case work estimated that it will take time approximately one generation i.e. 18-20 years to reach these steps towards the vision described above. Meanwhile, the development work for smart tools will continue to meet then the new world. In the next Figure is the summary of those characters and features that are essential in different scenarios, when preparing smart tools for service opportunities recognized and needed in these possible worlds. Focus in our paper is in the scenario number 1 called Promo scenario.

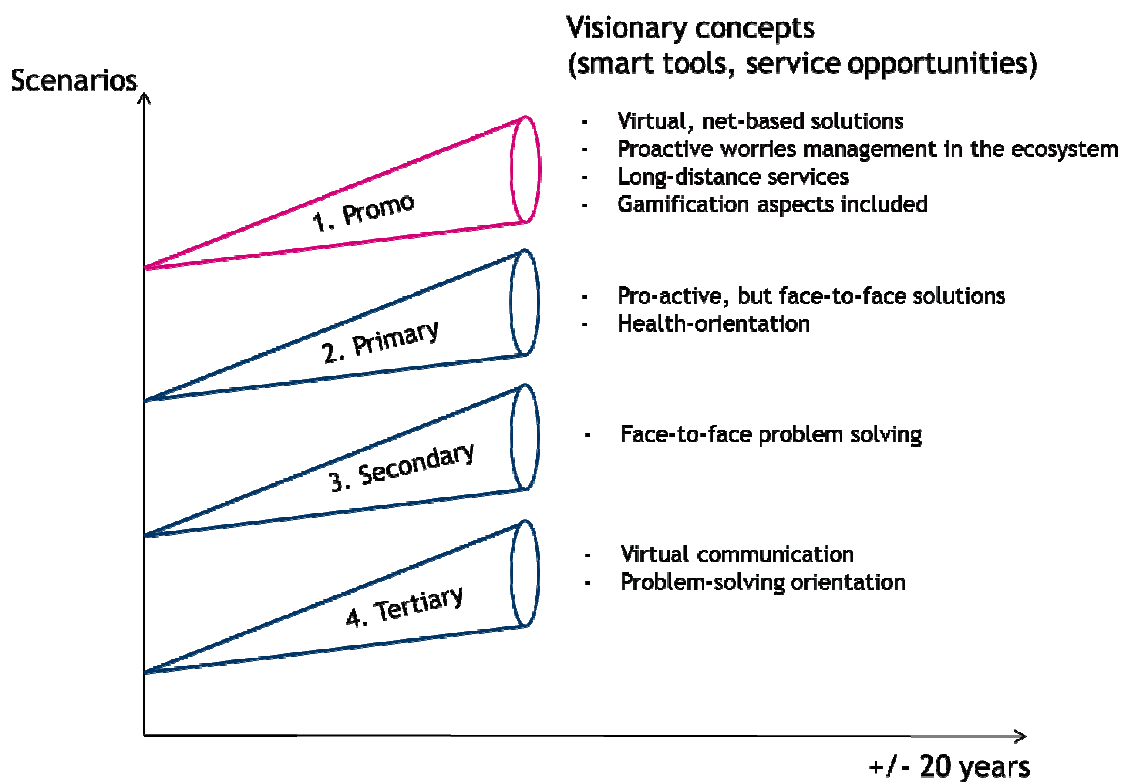


Figure 3: Service opportunities in alternative scenarios, focus on Promo scenario with smart tools.

The ecosystem for the real case family is described (see Figure 2 with ecosystem for illustrative case family). Based on the stimulated interview of the real family the ecosystem consists of several circles around. In the middle of the circle there are the actors of occupational health care, child health clinic, day care and the relatives. In the following circle there are friends and grandparents. The second outermost circle includes the actors from social and health care services such as child protection, school, health care center and school health care. The medical specialist, youth services, family counselling and police were placed into the outermost circle. If all the actors in the ecosystem will have an access to the data base including real-time weak signals i.e. worries about the family and its individual members, the promotative and proactive approach will work virtually in practise, too. In our terms, the *worry management* will work then over the whole ecosystem fluently. All the motivation tools and alternative devices for different users and user groups are needed, of course. Access, skills and motivation (Viherä, 1999) are the key elements of the citizen –centric information society and they are a key for the successful and continuous work in Promo scenario world, too.

6. Conclusion / Discussion

Our paper focuses on multidisciplinary and multi-client participatory work done in the field of child protection in the City of Porvoo in Finland during the years 2015–2016. The aim of the study was to create alternative future scenarios for the seamless child

protection path among public, private and NGO actors as well as the individual citizens. The collaboration across the boundaries between different organizations but also between different disciplines was established in the series of facilitated futures workshops. Participants represented local organizations in Porvoo region from different viewpoints concerning child protection and wellbeing of child families, including preventive work in this field, too.

Three gaps in real life work were recognized, namely knowledge cap (rational/data), understanding cap (wisdom) and attitude cap (emotional/emotions, behaviour). Linking these three together with smart devices and by building trust throughout the whole ecosystem will bring us closer to the Promotative scenario world, where families and their individual members are subjects of their lives and where professionals really can act proactively based on worries and weak signals expressed by anyone in this network. Visionary leadership called in this context as worry management will really bring futures research and future oriented thinking a living part of everyday child protection ecosystem and it's proactive management. When the description of the whole ecosystem is in the net, all actor can easily imagine new opportunities and co-operate in new way not yet known.

The future-oriented workshops in the Case Porvoo have has an essential role for creating shared future scenarios and the vision, too (Meristö, 1991) in multi-voiced (Kantola, Lassila, Mäntylä et al., 2010; Kantola, Lassila, & Sipilä, 2011) way in the child protection ecosystem (see Kantola, Hirvikoski et al., 2014). Nevertheless, not enough attention has been paid on facilitating the multivoicedness of collaboration (Johansson et al., 2010) between the various project partners as well as the researchers in the context of developing activity and practices in child protection sector in the region.

In this presentation we will focus on how the wellbeing ecosystem and its information in the field of child protection can be made visible by modelling this complex system by using future oriented scenario approach as a methodological framework for participatory design. As one result, this participatory process with facilitated workshops including visionary elements has strengthened the commitment to the future-oriented co-operation between different actors. Also, the voice of the final customer has heard in the way that will help them to involve the wellbeing service process proactively and thus to involve boundary spanning activities as complex innovations (see Tuohimaa, Ranta & Meristö, 2015).

The future oriented scenario approach taking care of weak signals can also be seen as an enabler in listening *worries as a knowledge* and perceiving information modelling also from the viewpoint of *worry management* (Kantola & Meristö, 2016).

The interdisciplinary future oriented work done in child protection ecosystem in Porvoo area became significant in its situational and temporal context. The new Social and Welfare Act (1301/2014) and the Act for Changing the Child Protection Act (1302/2014) emphasize a benefit of the customer and a proactive way of child protection activity. All this is happening in the advent of a Finland's social welfare and health care reform. Committing of the everyday actors to the multidisciplinary and bottom-up and local development together with new boundary conditions is necessary. It is question of knowing in practice and co-creating knowledge in/of/for practice (see e.g. Nicolini, 2011; Orlikovsky, 2000, 2002) and learning in/as/between networks, as well (see Alasoini, 2008).

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