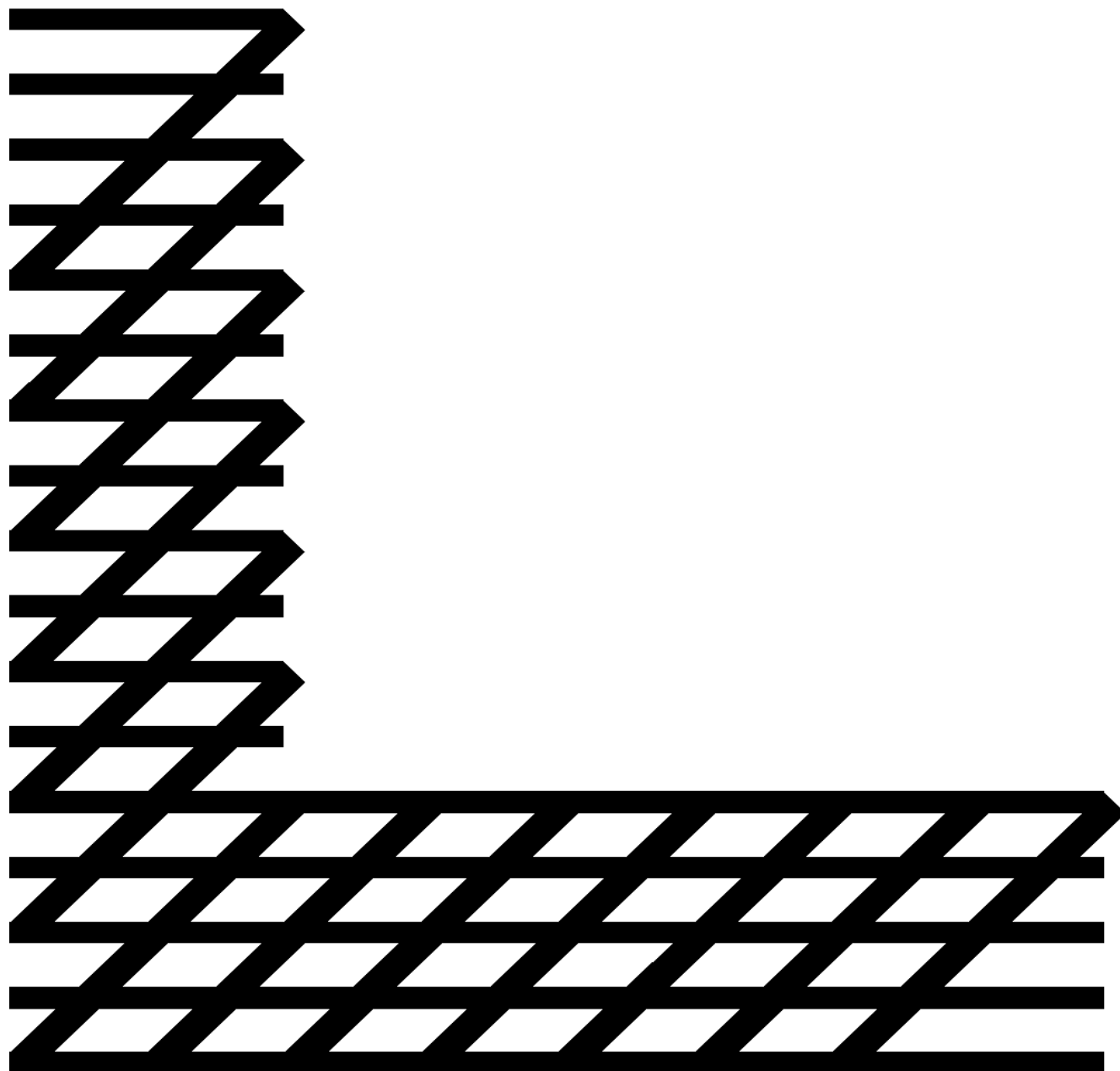


L(A)UNCH WITH US

*Activating Collaboration
between actors in Larsboda
and Telestaden*

R.19:01



Belenn Rebecka Bekele
Emmanuel K. Kokumo
Kseniia Zlygosteva
Mikaego Dingalo
Sara Hedman

Preface

The report that you are about to read is the result of a creative and in some ways chaotic project, where students from different disciplines and universities worked with challenges that Stockholm, as a county and a city, is facing.

The city is our lab! - is the motto for Openlab. Students worked with challenges provided by Stockholm City and Stockholm Council in a wide range of areas. Within the framework of a 15 credits master-course, students worked in project-groups of 6-8 persons for one semester. To develop an understanding of the issue at hand, students engaged with the set challenges through the use of various research methods such as interviews and observations, as well as literature studies. Students then developed a number of proposals for solutions, one of which has then been pursued to create a more concrete solution that is tested within real-world situations.

Whilst working together at Openlab, students from different disciplines met and interacted with each other – not always without complications.

However, in these meetings something new and exciting can emerge. Students carry with them experiences of interdisciplinary discussions and solutions - a very important competence for meeting challenges of the future.

The result of all discussions, analysis, and synthesis's is here documented in the report. Of course the report can only cover some parts of this dynamic and creative process. We who have worked as teachers in this course have our main function as coaches, providing tools during different phases of the project. The students work according to a process model based on *Design Thinking* and *SCRUM*. Creative ideas and systematic thinking merge together to a final project.

For us this is learning at its best – Freedom, Creativity, Social interaction, Engagement and FUN! But it is also based on real challenges in society – the idea is that Openlab's project should contribute to a better Stockholm for its inhabitants. **The city is our lab!**

Ivar Björkman,
Executive Director

Liv Gingnell
KTH Royal Institute of Technology

Magdalena Holdar
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Martin Jonsson
Södertörns University

Sofia Vikström
Karolinska Institutet

The Openlab Master's Course Report Series

13:01

Hitta rätt i vården
Ett värdigt åldrande

13:02

Vårdombud och Vårdagram
Rätt bil i rätt ruta
Hem & Vision

14:01

Levande stadsrum
LivsLabbet
Alla kan falla

14:02

Spira
Södersken
Zon 164

15:01 (English)

Increasing Patient Involvement in
the Healthcare System
Stockholm in Motion
Green Power of the Ecoflower

15:02 (English)

Grassroots Movements & Stockholms
Stad: Bridging the Gap
BikeMeSTHLM
The Step-Up! Planning Tool

16:01 (English)

Inside out
Elderly people & warmth
EduAction

16:02 (English)

Jobbtorg
Helping Hearts
Inspiring the Youth of Husby

17:01 (English)

The process wheel
Childish solutions
MindTrip-Making nursing homes more like
homes

17:02 (English)

Cykelbanan+
Finns I Sjön
Culturama
Stockholm Water Tap

18:01 (English)

The Dinner Dome
The Magic Button

18:02 (English)

Revival
SpiderWoman 2:0
Fireplace
Smart Square
DiContrast

Abstract in English

The report details the challenge given on cluster building in Larsboda from Farsta District Administration and Farsta business association. The problem was mainly defined as a cluster development challenge but was by the working team later re-defined to focus on activating collaboration between existing business and organizations in Larsboda and Telestaden area in order to attract new actors to the area. In this report, the reader will be presented with the development of ideas through the Design Thinking process – Empathize, Define, Ideate, Prototype, Test – and the process until the final concept. The final concept L(a)unch with us, which is a monthly lunch concept, was chosen as an effort towards building a strong community among actors residing in Larsboda and Telestaden to strengthen and vitalize the current relationships among the businesses and organizations, and create a natural meeting place to invite new actors to the area.

Sammanfattning på svenska

I denna rapport presenteras utmaningen av klusterbyggande i Larsboda området. Uppdragsgivarna är Farsta Stadsdelsförvaltning och Farsta företagsförening. Problemet definierades huvudsakligen av uppdragsgivarna som en utmaning för klusterutveckling men arbetsteamet reviderade problemformuleringen i ett senare stadie till att fokusera på hur man kan aktivera samarbeten mellan befintliga företag och organisationer i Larsboda och Telestaden området för att locka till sig nya aktörer till området. I denna rapport presenteras läsaren till idéutvecklingsprocessen som skedde genom designtänkande vilket innefattar stegen empatisera, definiera problemrymden, generera idéer, ta fram prototyper och testa – samt processen fram till det slutliga konceptet. Slutkonceptet L(a)unch with us är ett lunch koncept som ska anordnas månadsvis. Detta koncept valdes som ett första steg i att bygga en stark gemenskap bland aktörer i Larsboda och Telestaden området, för att stärka och återuppliva relationer mellan verksamma företag och organisationer samt skapa en fysisk mötesplats för att bjuda in intressenter till området.

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1. Introduction

1.1 Background

The course, Challenges for Emerging Cities is a challenge driven course where students apply 'design thinking' as a tool to understand problems and find solutions to specific real-world challenges¹. Farstabilab's project is based on developing Farsta business area and more specifically Larsboda. The challenge givers consist of representatives from the Farsta District Administration and the Farsta Business Association.

Farsta was developed as one of two ABC-cities² within Stockholm municipality at the end of 1950s³. Today it has a centre with shops and different kinds of services, 57 800 residents of which 6.5 % are unemployed and looking for work (compared to 4.8 % for Stockholm as a whole). The businesses in Farsta are mainly small businesses with 6.1 employees per company (Stockholm 8.2 %). 75 companies are present in Larsboda and Telestaden areas where approximately 30 of these are part of the business association Företagsgruppen⁴.

There are two major business areas, as illustrated in Figure 1: Larsboda and the former Telia buildings, now called Telestaden. Apart from these two areas there are a number of different companies spread out over other parts within Farsta. In general, the vacancies in buildings dedicated to business is quite high (15 % compared to 6 % for Stockholm). A large part of this is due to the Telia buildings that are to a large extent still empty.



Image 1: A Map Showing Farsta Business Areas

Even though there has been a growth in many indicators, Farsta is always below the average in Stockholm as a whole. The goals for Farsta is now to increase the number of workplaces with 8 %

¹ Hasso Plattner. (2009). Design Thinking. Available at: <http://creativecommons.org/licenses/by-nc-sa/3.0/>. (Accessed: 28 May 2019).

² ABC-city: (Arbete-Bostad-Centrum)-city is a suburb designed to offer its residents everything they need.

³ M. Norrlander, (2016). "ABC-stadens återuppståndelse?" *Fastighets Nytt*, <<https://fastighetsnytt.se/2016/05/abc-stadens-ateruppstandelse/>>

⁴ <<https://fgs.nu/farsta>>.[27 May, 2019]

during the coming three years. While doing this there is a wish to increase the number of different industries (number of ISIC-codes) to facilitate more residents having the opportunity to work in Farsta.

Both the business association and the Farsta District Administration intend to grow Farsta with new resident buildings and workplaces. As part of this effort they contacted Openlab to help with ideas on how this could be achieved.

1.2. The Original Challenge

Our challenge givers; Farsta Business Association and Farsta District Administration wanted us to help them come up with ways to create a business cluster in Larsboda industrial area, located in Farsta. The challenge givers emphasized the need for businesses in their region to come together and create opportunities that could strengthen the industrial business sector but also be of value for the local residents and the entire district of Farsta with the creation of more job opportunities.

From these the enumerated challenges, the following questions and needs were imposed:

- How can businesses in Farsta strengthen through clusters? In what way can the city contribute?
- How can a cooperation model between companies, the city and universities be organized?
- Where is the biggest development potential between companies and the city?
- How should tomorrow's company group be shaped to enhance knowledge and cooperation between companies and the city and for the cluster as a whole?
- How can Larsboda attract more companies and businesses?

The official original challenge provided to Farstalab was then summarized as follows:

“How can we, through clusters, create a cooperation among companies within Larsboda - so that businesses can grow and find new partners, generating more job opportunities in the Farsta area.”

The Team - FarstaLab

In the first part up until the Concept Delivery the FarstaLab group consisted of team members Belenn Bekele, Emmanuel Kokumo, Maikaego Dingalo, Kjell Rodenstedt, Sujoy Lee and Klara Berggren. However, in the second part some changes in the team occurred in which Klara, Sujoy and Kjell left and Sara Hedman and Ksenia Zlygosteva joined the group. The team members of FarstaLab come from different professional and academic backgrounds and also from different parts of the world. Below is a brief presentation of us.



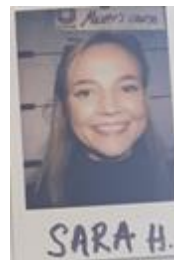
Belenn R. Bekele has an interdisciplinary background in economics, politics and African diaspora studies (Lund University and University of California Berkeley). Her current interest is in the role of innovation for development impact.



Maikaego Dingalo is a bachelor student in Network Security and Computer Forensics from University of BOTHO, Botswana and an exchange student at KTH University.



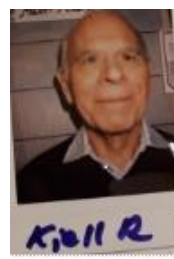
Emmanuel K. Kokumo is a master student in Telecommunications Engineering from University of Dar es Salaam, Tanzania and exchange student at KTH University. His research interest is in signal processing.



Sara Hedman holds a bachelor in Business and Economics from Uppsala University and is starting her master's at KTH this fall in Sustainable Urban Planning and Design. Her particular interest lies in the impact of the physical environment on various society functions.



Ksenia Zlygosteva is a Master student in Human Geography at Stockholm University. She has background in regional and nordic studies and is passionate about urban and regional development.



Kjell Rodenstedt is a master student in Art History and has a MBA in International Management and a BA in Business Administration and IT.



Sujoy Lee has an interdisciplinary background in Arts, Humanities and Social Sciences (University of Edinburgh, Stockholms Universitet, HDK / Konstfack). Her current research interest is in the field of Participatory Design with focus on commoning practice.



Klara Berggren is enrolled in her master's programme in Sustainable Technology at KTH. With her bachelor in Political Science and Statistics she is striving for sustainable development with a transdisciplinary approach.

2. Design Thinking Process until Concept Delivery

In order to clearly understand and come up with solutions for the given challenge the group had to undergo five steps of design thinking according to the Stanford Model which included Empathize, Define, Ideate, Prototype and Test.

2.1 Empathize: Gaining Insights

In the empathize phase, we wanted to form our own understanding of the challenge and the needs of the businesses and organizations in the given area. We therefore started the phase by visiting Larsboda and Telestaden. During our first visit we met with representatives from the Farsta District Administration and Farsta Business Association. After our first visit we decided to create a stakeholder map which contained actors representing the private, public and citizen perspective of Larsboda, Telestaden and the greater Farsta area. From this map we decided to interview several actors from all perspectives in order for us to gain a broader understanding of the given challenge. These actors included our stakeholders but also visitors, workers and residents of Farsta, an urban planner, youth residing in Farsta, the owner and developer of Telestaden, as well as business owners and organizations located in the Larsboda and Telestaden area. During the extensive interview period, we gained insights related to the stakeholders' needs, wants, thoughts and feelings. The gathered information was then grouped into three categories: observations, needs and insights - which are shown in the table below.

From the interactions, as presented above, we understood that the residents of Farsta, both young and old, have developed a great sense of belonging to the area despite expressing a scarcity of relevant and engaging public places. However, the Larsboda area, and to some extent Telestaden is for both residents and visitors an area which is not well known. Businesses and organisations from both areas expressed a great need for meeting places in Telestaden and Larsboda area, both formal and informal, as well as, collaboration and communication tools.

From the meetings with representatives from the Farsta District Administration we realised that despite that there is a vision of what is needed and wanted to create an attractive region for businesses, future employees and residents, there is a lack of tentative plans. We also noticed that the district administration does not have a clear understanding of the current planning process of Farsta. We understood that the developer of Telestaden is highly engaged and in close dialogue with the city planners, which has resulted in a high level of knowledge and influence by the developer in the planning process of the Farsta area.

These insights allowed us to realize that the potential image of Larsboda and Telestaden as competitors may not be accurate but created due to a lack of knowledge from the businesses and business association in Larsboda, and a lack of transparency by the city planners of the future plans for the area. We also identified that there are shared needs and interests between business and organizations located in both areas that we believed deserved more attention.

Tables 1 and 2. Summary of needs and insights from interviews.

	Residents and visitors	Urban planner and municipality	Businesses in Larsboda and the business association	Youth
Facts and observations	Expressed mainly positive things about the area.	Most of the regional development is located in the waterfront. Not much is happening in the centre.	Vacancies in Larsboda and Telestaden.	Restlessness due to lack of engaging activities in the area.
Needs	Safe environment and engaging activities.	New residents houses and accommodating services such as schools, elderly homes, hotels, restaurants and parking.	More business in the area and ways to engage with nearby business and organisations.	Awareness of the possible work and leisure opportunities in the Larsboda and Telestaden area.
Insights	Proud of farsta and a general feeling that farsta is a good place.	The city planning process is not transparent to concerned actors.	There is a lack of communication channels + platforms for collaboration.	There is no platform for the youth to find out about available resources and work-related opportunities in the area.

	Business owners of Telestaden	Cultural institutions	Thomas Kultti, Farsta District Administration
Facts and observations	A lot of empty facilities needs to be filled in order for a vibrant area to be realised.	"We're already here take care of us first and we will stay".	Keen on developing the Farsta area due to the increase in population density.
Needs	New tenants in the Telestaden area, preferably authorities.	Neighbours to keep the place alive and bring basic services to the area. There is also a need for meeting places for informal hang outs.	To attract business to the Larsboda industrial area and in turn increase employment opportunities.
Insights	Telestaden AB and the planning department of the municipality has been involved in the Telstaden area.	They are committed to join any collaboration in the area.	A vision exists but there is a lack of tentative plans. There is also no comprehensive understanding of the future city planning process of Telestaden.

2.2. Define: finding Focus

In this phase, we developed a point of view (a reframing of the challenge into an actionable problem statement) based on the results from the empathize phase presented in the previous section. In order to obtain good concepts and ideas we created personas characterized by their geographical location. This resulted in one persona for Larsboda and one for Telstaden. The two personas and their needs are described in the table below.

Table 3. Group personas

Persona	Profile	Need
Larsboda industrial area	Diverse businesses (small and mid-sized)	Service from the administration Get to know the neighbours Grow businesses Attract new businesses to the area Self-sufficiency within the area Collaboration platforms
Telestaden	Head of the area is a business development planner Area is developed by Rikshem and Ikano Bostad Have a diversity of tenants Have buildings with cultural historical value Holds more agency in planning process of the area	Meet social and cultural demands of the public Provide service Create neighbours Attract more diverse tenants

The POV we defined after having done our two personas is: *How to activate collaboration between Larsboda and Telestaden to generate benefits from having a common identity while respecting useful existing structures?* With the POV we decided to look at the area of Larsboda and Telestaden as a combined area within the Farsta district. The intent is not that it should compete with Farsta in general, but that these two areas may have interests and challenges that are unique and may differ from the overall Farsta. By combining these two areas we believe that it can be profiled to attract more businesses and other types of organizations, as well as increase both the attitudes to commuting and working in the area. This POV were the basis to proceed further to the ideate phase.

2.3. Ideate: Generating Concepts and Ideas

In this phase, we wanted to transgress into ideating possible solutions to our re-defined challenge, expressed by the POV. We conducted several workshops to facilitate our ideating process. We came up with several interesting ideas, each worthwhile to develop.



Image 2: Generating Ideas

This resulted in a timeline with all the ideas and could be regarded as a ‘program’ with the ideas as separate projects. The timeline is shown in Figure 3 on the next page. The ideas are arranged in increasing time from left to right, meaning that the one that can be done now starts on the left-hand side while the long-term plan idea is placed on the right-hand side. In fact all the ideas may be implemented from time to time. For now, we decided to start with “*L(a)unch with us*” idea due to the fact that, it is easy to implement, cost effective, sustainable and more focused to our point of view.

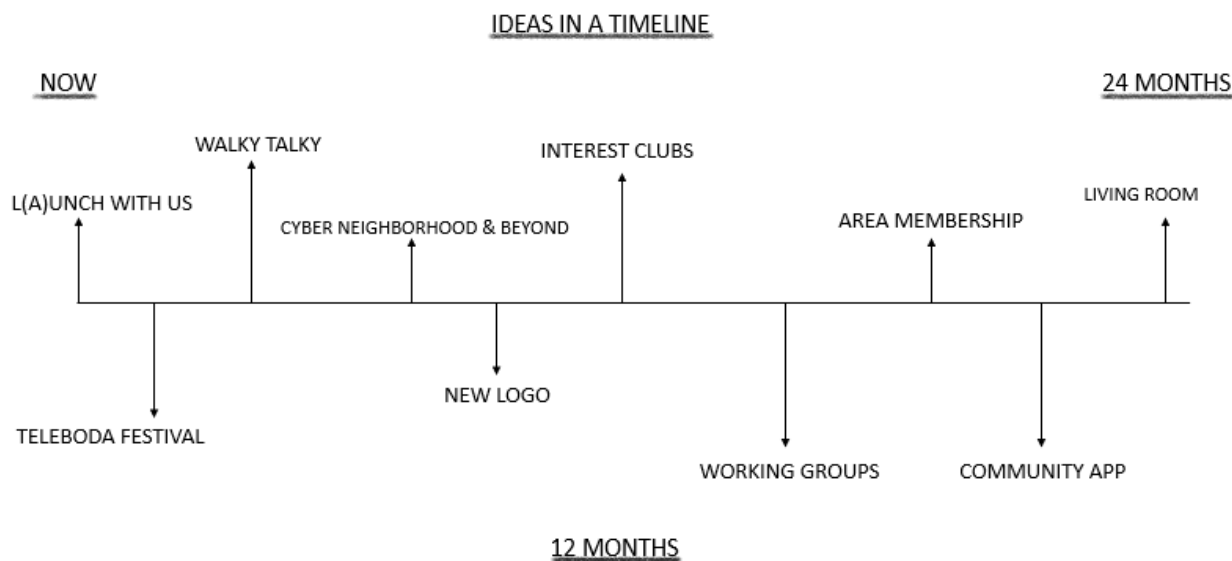


Image 3: Ideas in the Timeline

To simplify the process and the program we chose five ideas that may be developed into actual projects, and which are not dependent on other ideas. These five concepts are presented in the next section.

2.3.1. L(a)unch With Us

The first concept we presented was called launch with us. The idea was developed around the fact that mostly everyone needs to take a break during the day to eat. Eating is also a traditional way to work on your social network skills and exchange both small talk and ideas with your peers and work group. Usually this is an intra-organizational event, but why not at least monthly extend it to an inter-organizational activity?

The concept L(a)unch with us is a lunch event that will be hosted each month by different companies and/or organizations within the Larsboda and Telestaden area. The hosting-actor will provide lunch and the process may look like the following: the hosting actor for the respective month will send out an invitation to organizations and companies in the area through a

suitable platform, for example via email or Eventbrite. Figure 3 demonstrates how a potential invitation could look like. Participants will be able to spread the word and bring potential prospects. For each season, there will be a theme that the hosting actors can use in order to create a suitable lunch-topic for participants.

The main purpose of the lunch concept is to create an informal and recurring platform for networking, collaboration and to increase awareness of existing activities in the area. It also provides a space where the hosting actor can raise topics they believe are important, such as new business ventures and express different needs that could possibly be met by other neighboring companies or organizations. In addition, the lunch also provides branding opportunities for the host-actor. L(a)unch with us is an easy concept to implement. If it is implemented right now the invitations could be spread through the network of Farsta Business Association and Farsta District Administration. This solution is foremost directed towards the current businesses and organizations within the area, as well as a tool to reach out to possible prospects.

2.3.2. Walky Talky

The second concept that was presented was a facilitated walk, which we named “Walky Talky”. The idea was developed after we asked ourselves the question, what better way to get to know your neighborhood than taking a walk through it? The facilitated walks can be a way of getting to know the surroundings of Farsta and a way of networking/meeting people. The walks can be self-organized or facilitated but the idea is that there should be themes for every walk to attract people in joining the walks. The topics can range between just showing the topography and geographical area, to show where the city or other actors plan new developments to proactively engage and inform potential prospects.

The concept is believed to help workers and business owners to get to know their area, and in particular receive a better understanding of what kind of organizations and businesses that are located in Larsboda and Telestaden. Another potential benefit is that walking may break down the normal workplace formality and foster relationship building. Metaphorically, we view participating in the walks



Image 4. Prototype of a lunch invitation

as a way of ‘walking towards a common identity through sharing common experiences and collective memories’.



Image 5: Facilitated Walk

2.3.3. Teleboda Festival

The third concept that was presented was a festival collaboration, which we named “Teleboda Festival”. The name “Teleboda” refers to a speculative name for Telestaden and Larsboda as a combined area. “Festival” is intrinsically an outreach, participatory, transdisciplinary activity through which a diversity of stakeholders can alternate roles of collaborators, creators, performers/exhibitors and audience.



Figure 6. Festival collaboration

The idea is directly inspired by the concepts in our point of view, namely, (1) “respecting existing structures” through further developing CCAP’s existing plan for a culture festival in August and utilizing the local networks and resources in the process; (2) “activate collaboration between Larsboda and Telestaden through making it a common project that would potentially generate impact in Farsta and beyond, and thereby function as ‘a fireplace’ or an invitation for all willing businesses, organizations and residents alike, which may (3) “generate benefits from having a common identity” as a result.

The following can be potential benefits for such festival collaboration:

1. Getting to know the neighbors: networking and finding potential collaborators in the process of mapping, reaching out to and co-creating a common festival with a diversity of stakeholders
2. Finding the commons: learning what resources are available in the area through testing and exemplifying what participating actors/organizations are willing to share with each other for a common good.
3. Towards a new community: strengthening relations and generating new methods in the process of ‘working together’ as a team, which could potentially lead to future business collaborations.
4. Branding and advertising: showcasing what each company can contribute for a public event like this to introduce what is already being produced in the area.

5. Activate life between buildings: making Teleboda a vivid place through a temporary intervention, which could help stakeholders envision the possible future other than the current condition of a desolate industrial area.

2.3.4. Cyber Neighborhood and Beyond

The fourth concept that we presented was a digital platform, which we named “Cyber Neighborhood and Beyond”. This concept was developed around the need expressed for communication and collaboration platforms. The idea is that effective communication tools nowadays almost always involves a digital platform of some sort. Therefore, the plan is for the businesses and organizations in Larsboda and Telestaden to have a digital platform which they can use in communicating to each other, as well as in communication with other relevant stakeholders of the area, such as real estate companies and the district administration.

The platform could either be a website, a mobile application or both. The criteria is that, it should be easy to use and engage with, for people in all ages. This platform can be used for; communication between businesses, employees, creating events and invitations, as well as providing information concerning business opportunities and job vacancies in the area.



Image 7: Digital Platform

This idea can best solve the need of information sharing and virtual collaboration. It can be use in parallel with other ideas to enhance organization of physical events, such as monthly lunch, festival collaboration and walky talky.

2.3.5. Living Room

The fifth concept was a common house, which we named “living room”. The idea of a common house is inspired both from the former hotel that was located in Larsboda and from the response we received during the interviews with workers in the Larsboda and Telestaden. At several occasions people expressed that they wanted a physical meeting place. The common house can therefore be seen as a ‘visiting center, which can be used for both formal and informal meetings, and is thought of as a space that can allow interactions to happen more organically and frequently.

Our proposal is to establish a common house in future (long term plan) with the following facilities, but not limited to: Restaurant with a bar/café, place for after work activities, meeting rooms for hire, ballroom for hire for the public, open co-working place with a kitchen facility and overnight accommodation.



Image 8: Common House.

Generally, common house is a space designed for starting and building relationships. We therefore believe that common house can be used as a center of exchanging ideas, enhancing collaboration and building common identity which may result in stirring social and economic development of Farsta.

The hard part of this idea is the huge implementation cost, but once done it would meet almost all the needs since almost all the other ideas can be implemented within the common house, except facilitated walk. The specific need which could be perfectly attained by having a common house is to have a common meeting place for both formal and informal events.

2.4. Prototyping and Testing

In the prototype and test phase, we wanted to create a physical representation of our five concepts in order to receive feedback from our coaches and peers. To prototype our ideas within the limited time frame we used Legos. We developed a Lego prototype in which we incorporated the five ideas and showed the combined Larsboda and Telestaden area. Figure 7 shows the combined area with all the concepts. The common house is showcased in the middle of the Lego creation as a bridge to symbolize not only the geographical location of a potential common house but also a visual representation of bringing these two areas together.

In the figure below, we can see that there is a lunch activity in both areas, this is because we thought that the lunch can be hosted in both areas, but interchangeably to give each business from the areas a chance to be able to go to the other area and familiarize themselves with the area. The “Walky Talky” as explained earlier will help people in the Larsboda and Telestaden area know more about their area and can be the “long walk” to the festival that is taking place in Telestaden, the festival can also be used as chance (by the businesses) to showcase or advertise their services and products. The prototype phase helped us share our ideas and collect valuable feedback from our peers and coaches.

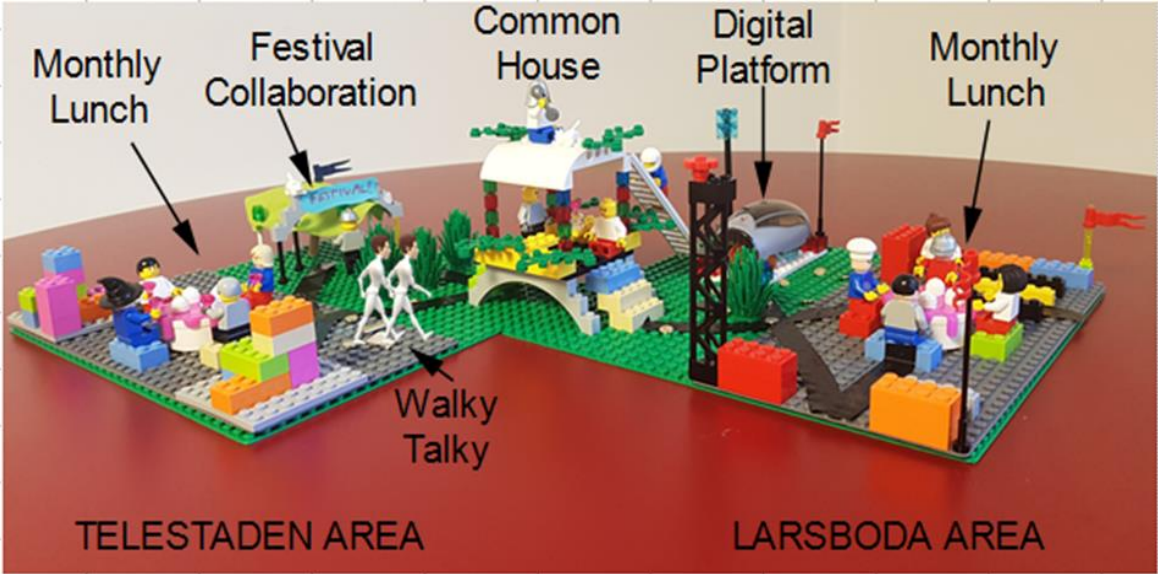


Image 9. First prototype of all concepts

4. Concept Delivery

After we prototyped and tested our ideas, we had the concept delivery. This was a 15-minute presentation where we were asked to present 1-6 ideas/concepts that we had come up with so far. The presentation was given at Openlab in front of students, the coaches, and the challenge givers. The five ideas were presented as five individual concepts that belonged to a great vision but could and should still be implemented separately. From the delivery, we were advised to select one idea that can be implemented now since all the ideas cannot be implemented at once. We acknowledged the feedback we received and decided to think about the ideas in the program individually in order to later choose one concept that we would want to develop further.

4.1. Design Thinking Process until Final Concept

In the second cycle the group constellation changed and the group from now on consisted of Belenn Bekele, Ksenia Zlygosteva, Emmanuel Kokumo, Maikaego Dingalo and Sara Hedman. We started this phase by focusing on the new group dynamics and together evaluating the existing concepts to decide which one to continue working with. Ksenia and Sara also visited Larsboda and Telestaden area to contribute with fresh new insights to the team and project.

4.1.1. Choosing the Final Concept

During the second cycle of the design thinking process we evaluated all our concepts using matrices. The evaluation criteria's we used were: Implementation (is it easy or difficult to implement), Sustainability (will the concept survive a long time after we're gone), Exciting (is the idea exciting/engaging to implement), Cost (how expensive is it), Test (are we able to test it) and P.O.V. Focus (how does the concept connect to the point of view). We then ranked the importance of each criteria using 5 as highest (see e.g. Sustainability) and 1 as lowest (Cost got the lowest score of 2 e.g.)

Criteria → /Concept ↓	Implementation	Sustainability	Exciting	Cost	Test	P.O.V	Total score
Monthly Lunch	4	5	5	4	4	5	102
Digital Platform	3	3	4	3	4	4	78
Facilitated Walk	5	2	2.5	5	4	3	71,5
Common House	1	2.5	4	1	3	5	66,5
Festival Collab.	3	3	3.5	3	2	3	65,5

We continued using the scale 1 to 5 where 1 represented the lowest score (bad) and 5 represented the highest score (good). We then assigned each concept a number and multiplied it by the importance ranking. Through this and further discussions we concluded that the monthly lunch concept was the strongest one, which you can see got a total score of 102. This concept is in our view easy to implement, doesn't cost much and if well implemented has the prospects of lasting for a long time and can result in further bigger initiatives.

We realized that one difficulty with the concept was that it might at first sight not be very exciting. This was however an obstacle we believed we could overcome through ideating around the idea and coming up with additional elements, hence the high score on that criteria.

After choosing the final concept *L(a)unch with us* we needed to collect feedback from the stakeholders involved in the development of Larsboda business area. We aimed to consider different perspectives and in order to do so presented and discussed our concept with the three following stakeholders: a real estate agent, the developer of Point Farsta and other vacant facilities in Larsboda, *Stendörren*⁵ and Thomas Windhal, operations developer (verksamhetsutvecklare) of Farsta Business Association. Before this we also created video prototypes and different scenario prototypes to test on people around campus to visualize our solution better and test it.

4.1.2. Clarification of Concept Using Video Scenarios

To envision more clearly what the problem in the area is and how our solution improves chances of progress we created a video as a prototype. We did this to establish a common view within the group as well as to provide deeper insights for external interested actors to the problem. The first sequence shows the fictional business owner Nils in the area of Larsboda. He is ambitious about his business and wants it to stay in the area. However, as is shown in the second sequence, Nils is disappointed when he walks out in the streets of Larsboda and Telestaden as he realizes that he doesn't know the people and businesses around him and feels like there is a lack of community. FarstaLab then enters in the third sequence to mend the problem through creating monthly themed lunches where people can meet and get to know more about each other's challenges and prospects. The setting is relaxed and fun and it is considered an enjoyable event that Nils and the other people want to attend recurrently. A community is created where future development for the area and businesses is enabled. External stakeholders and future stakeholders are also invited to the events in order to spread the word that something is happening in Farsta.

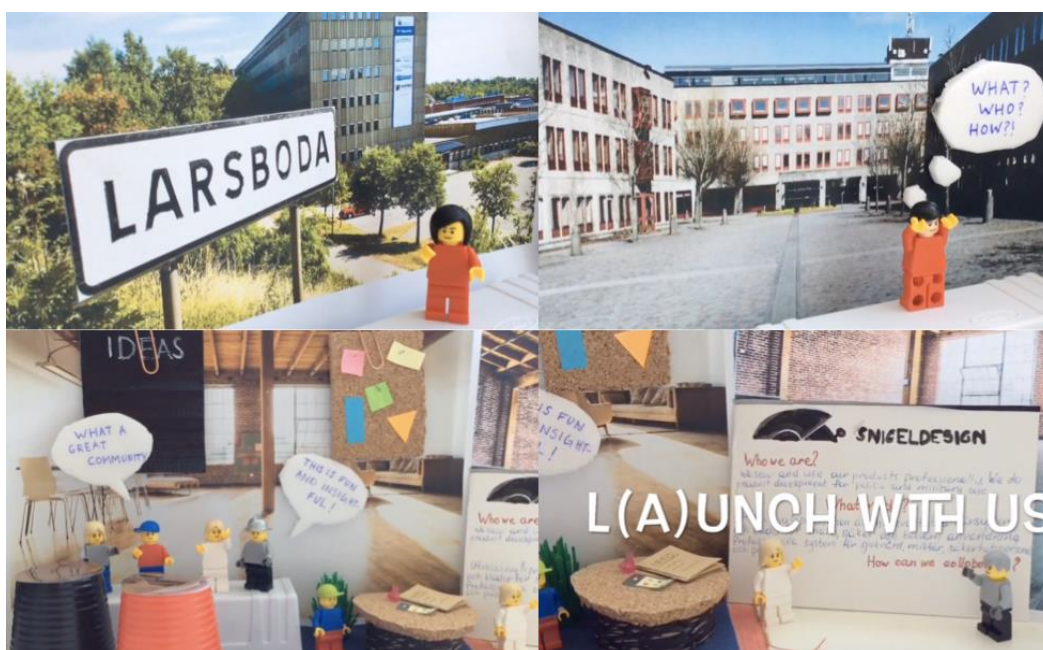


Image 10:⁶ “L(a)unch with us” video prototype.

We presented this video to the teachers and students of the Openlab course and some of the feedback that we got was that the video provides deeper insight into what is the actual problem and why our solution is suitable. The transition from the “grey and boring area” where Nils is frustrated to the “lively and colorful area” where people are socializing was appreciated. However, the prototype did not give deeper insights into how these events should unfold specifically and how it is different

⁵ “Stendörren Fastigheter AB.” (n.d.). . Retrieved from <<https://www.stendorren.se/en/>>

⁶ Link to full video “L(a)unch With Us.”, *Farstalab.*, 2019.. <<https://www.youtube.com/watch?v=AL-tlqjGWk&feature=youtu.be>>

from “just another business lunch”. Therefore we decided to create more prototypes to test on people around campus regarding event structure.

4.1.3. Selecting Best Implementation Idea



Figure 11: Lunch and Learn Idea

In order to get more information regarding how these lunch events should play out more specifically we took to the streets around KTH Campus to test three concepts with different directions. The first one, *Lunch and Learn*, had a more informative and structured theme where the idea was for the hosting company to hold a presentation throughout most part of the lunch where attendees do not have to interact much. Most people we talked to found this idea to be the least attractive option, since the social component is largely faced out. One person also pointed out that it might be difficult to focus on eating and listening simultaneously.



Figure 12: Meet and Eat Idea

We then proceeded to present a contrasting option, *Meet and Eat*, where the lunch would be more of a mingle and the structure would be very loose. Perhaps some activities could be organized to facilitate conversation but the core of this event structure is the social factor. Being able to network and get to know the people in the area and through this reach possible further cooperation and trust. The people we met were fond of this option since the social component was empathized which they found to be very important. One person had some doubts regarding whether people who have never met before would find it easy to socialize in such a relaxed setting. From a company's perspective, it might also be difficult to see what the gain is on a business level. Whether the events would be sustainable, i.e. that people would attend more than one or two meetings, was also a concern.



Image 13: Breaking Bread Breaks Barriers idea

The last option, *Breaking Bread Breaks Barriers*, was explained as a combination of the two previous event concepts where the informative and interactive elements are empathized equally. We also discussed whether attendees could be divided into groups and hold shorter table specific discussions to facilitate conversation. Shorter presentations from the hosting company would be held in order to generate clear value from organizing one of these events. Out of the three concepts this was found to be the most attractive one by the majority. Especially in the starting up phase of the event people believed that it is a good idea to have both structure and an undemanding setting.

4.1.4. Real Estate Agents Need to Fill Their Premises

We decided to meet with Stendörren because one of the central ideas of our challenge and concept is to attract new businesses to the area and they provide a lot of space for this to happen. We wanted to know why the premises were empty and why nobody is moving in. We also wanted to see how interested they are to take part in initiatives for a livelier Larsboda. A walk and a conversation with representatives of Stendörren gave an understanding of what kind of vacant facilities there were in Larsboda business area and what kinds of business could possibly occupy them. Stendörren's main property in Larsboda, Point Farsta, provides larger and smaller spaces for different needs. There is a renovated space with walls painted in white that is ready to be adjusted to the needs and preferences of particular companies; a raw space where any kind of renovation can take place; ready office spaces with cubicles, bathrooms and kitchens, and an office that can be used as co-working area. This was interesting to us since one of our ideas was to pitch a co-working area with smaller actors occupying the buildings.

The company has around 100 properties in Stockholm region that are handled by approximately 1,5 employees running all the facilities daily. Stendörren explained that creating a co-working space in Point Farsta would be difficult since its maintenance and support would require extra employees. They would ultimately prefer a larger tenant. The idea of a co-working space still remains attractive because of the active and diverse community that it can create and contribute to community development in Larsboda and Farsta, but the implementation would require an "umbrella organization" taking care of the logistics. For now, medium-sized companies that could occupy greater spaces have to be prioritized.

Together with Stendörren representatives we agreed that, in order for Farsta to become a successful and attractive point common activities, networking and collaboration have to start happening in the area. Despite attractive geographical location and good transport connections and infrastructure the region does not seem to be welcoming enough to catch new interest. They seemed eager to be part of a solution that could potentially attract new tenants to their facilities. We kept these insights in mind when developing our concept further. Finally, we also discussed our solution with Stendörren and got valuable feedback to keep the event structure simple and clear and find a 'motor' to inspire all stakeholders to come to lunches regularly and take active part in them.

4.1.5. Business Consultant Empathises Need for Community

We decided to meet with Thomas Windahl to discuss some of the logistics about organizing events in the future as well in order to get some feedback and new insights regarding our concept. Thomas is an MBA graduate, experienced leader and Chief Financial Officer as well as an independent business consultant. He works as a consultant for Farsta Business Association a few hours a week in connection to their website. His experience and professional perspective related specifically to our challenge and made a valuable contribution into our concept development.

We discussed the role of business associations and regular meetings. We realized that companies should be proactive in developing business associations. Bottom-up collaboration based on common needs and ambition to grow can lead to significant changes for the region and businesses. Entrepreneurs often face similar challenges on their way - why not support each other and learn together? An established business association with a recognizable name can create interest around its members.

One of the greatest challenges of “La(u)nch with us” concept according to Thomas was that some business owners may not see the value of collaboration, especially if it does not produce immediate result or economical profits. At the same time, everyone would like to find themselves in a flourishing and well-known business cluster. Cluster creation requires a great input from its participants and it is important to realize that if we do not increase collaboration between actors the transfer of knowledge will remain stagnant and limited. In other words, if one continues to do what we they do today, one will stay where they are. With this principle borne in mind, we can conclude that regional development requires proactivity from those who reside and work there.

Private businesses are dynamic and undergo changes every day - writing a long-term plan for business collaboration may not justify itself. For this reason, moving in small steps, starting with a monthly meeting and increasing the scale of collaboration gradually, following stakeholders’ needs and building on common potential is the best solution according to Thomas. This validated that we are on the right track with our solution. He did however empathize that he wants to be a bit more “shook” with our concept delivery, since he believes it is important to establish interest for the idea and a motor for the companies to pursue it.

From the meeting with Thomas we further realized that “La(u)nch with us” should be an easy-going event. It should not rely on single companies presenting themselves, rather create dialogue and solve challenges. Participants can invite interesting speakers to learn together and enhance interest for the area. Thomas supported our idea of creating a common identity for Larsboda and Telestaden. Business clusters exist in the context of their region and that is why “the Greater Farsta” should be borne in mind. While Farsta may not provide socio-economic features and infrastructure to meet demands of large companies, it can be a fertile soil for medium-sized companies that would grow together and establish themselves.

4.1.6. Challenge Givers Believe in Community and Structure

Thomas Kultti works at Farsta District Administration as a Development Manager and is as previously mentioned one of our challenge givers. We met with him at multiple occasions during the process, but decided to meet with him again to inform him about our work progress and test our concept ideas in order to enable further development.

Thomas was positive about our progress with the chosen concept. He believes as us that it is a good idea to start rather “simple” and small and then build up to larger changes in the area. FarstaLab’s aim is to create a spark for further development but the future of the area lies in the hands of driven actors on the property grounds. He also gave us the feedback that his wish for the area is to create a well-functioning community platform and that we could expand our concept to include a communication app or other tool where companies can have fast direct communication.

We then continued to test our three event prototypes and he preferred the third concept, *Breaking Bread Breaks Barriers*. He however empathized that the events need to be undemanding for people to want to attend. They are taking time out of their day to have lunch and meet people and even though there needs to be a clear “what do I get out of this”-agenda we should also focus on enabling

relaxed social interaction. A combination of the two is therefore the preferable structure. Thomas suggested that the lunches should be divided into three parts, for example:

1. Hosting Company Presentation
2. Lunch and Conversation - perhaps we can facilitate conversation through innovative tools
3. Area Specific Information/Discussions - e.g. "how can we make the east entrance more attractive and welcoming?" or "how can we collaborate regarding parking spaces in the area". Both Thomas and Carl want to create something similar to "Gnosjöandan"⁷ (source), where smaller companies help each other and strive towards common improvement

4.1.7. Community Manager Empathises Core of Concept

"The core of the concept is not about lunch, but rather about *community*"

Finally, we decided to meet with Rebecka Witten-Leo, Community Manager at Openlab, to gather some final direction based on our collected data, insights, prototypes and event ideas. Since our concept is greatly based on social interactions and events, areas which Rebecka is an expert in, we believed she could offer us some great advice for the sprint of our concept building. We presented our material from the work process and she gave us valuable feedback that the core of our concept is ultimately about community building and not specific lunch events. The lunches are rather an example of how this community could be built and expanded into further solutions. Reflecting on our work process we realized that she was correct in her insights and that community building is something we need to communicate properly in presenting our concept for the businesses in the area and at final delivery at Openlab. Our work process has been majorly focused on connecting with a lot of different stakeholders and the solution is a service through which a sense of community can be enhanced. However, in order to build a strong community and flourishing business area, further actions in the area are needed by existing actors. Our role in the process is to light a spark.

Rebecka also advised us to focus on communicating to the businesses what unexpected collaborations could be found in the area as well as specific benefits of collaborating. She also empathized that there needs to be a common goal in a community and that one way of achieving this is by building a *manifesto* with common values and objectives. She believed that the lunch could serve as a great first step in the process but that we have to be very clear in how the events will fold out. Perhaps we could provide a "starting kit" or list of activities to pursue at each meeting. The deeper the understanding of the businesses about the solution, the bigger the chances are of them pursuing the events and developing the community even further in the future.

Finally, we altered our P.O.V. slightly after the meeting with Rebecka to better reflect that we are not only focusing on enhancing collaboration between Larsboda and Telestaden but also attracting new actors into the area. The altered P.O.V. is stated below.

"How do we activate collaboration between existing businesses and organizations in Larsboda and Telestaden in order to attract new actors into the area?"

4.1.8. Developing and Expanding the Selected Concept

"The Core is the Community"

In developing and expanding our concept further we gathered our new insights and feedback and also reflected upon the strengths of previous concepts. At its core all concepts have been focused on facilitating a sense of community and therefore none of the solutions are necessarily excluded from future initiatives. From our feedback we are however still convinced that the lunches constitute the best starting point given current conditions. One concept that we included directly into the L(a)unch with us-concept however is the digital platform. This followed from our meetings with Thomas Windahl and Thomas Kultti that stressed an urgent need both for physical and virtual meeting places. Since

⁷ "Gnosjöandan." (n.d.). . Retrieved from <<https://www.gnosjoregion.se/>>

our feedback was also to clearly communicate how the lunches should be organized and the purpose for them we believe a digital platform that facilitates this could be suitable. Below are some prototypes. One of the main strengths of our concept is its flexibility. While the long-term future image of monthly meetings will be defined by stakeholders, we discussed what kinds of activities can be included at first stages. The first lunch event will be organized by us, members of Farstalab, and will include a presentation of our project. We will inform attendees about our journey to defining the Point-of-View and finding a solution for it. We will also provide an organizational structure for collaboration and monthly lunches and present the digital platform.

Flexibility of the concept addresses existing needs and preferences and can refer to food, location, attendees and other. With regards to food, it is possible to have a thematic meal (Italian, Mexican or Japanese), to have a single host who would provide food or for everyone to contribute. Meals can also be purchased from a local catering service or restaurant. During summers, lunches can become picnics with sports activities. Training and active games prove to be attractive to many office workers and contribute to team-building and could also be part of the event structure. Lunch events can include elements of education in a form of lectures or workshops. Separate meetings for different groups of professionals, such as marketing managers, designers or CEOs can be more attractive and useful for knowledge and experience exchange.

To showcase the flexibility of these events we concluded a “starting kit” or list of activities that could be part of the monthly lunches. This will be handed out to the listeners on the final presentation.

Finally we also took Rebecka’s feedback into consideration and wrote a manifesto for stakeholders in Larsboda and Telestaden to follow as they are embarking on the journey towards a stronger community for Farsta business area. This will also be presented on the final presentation and handed out to stakeholders after.

4.2. The Ultimate Test - FarstaLab Hosts the First Event

“If you don’t do things differently now, things will remain the same as they are”

The final and ultimate test of our idea was to host the official first event of L(a)unch With Us in the Larsboda. We invited stakeholders in the form of businesses, organizations, city administration, Farsta business district among others and a total of 30 people attended. Representatives from Farstalab introduced the challenge, work progress and pitched the final solution. The event was both informative and interactive and we had a lot of interesting dialogues with the people listening. They seemed eager to build a stronger community in the Farsta area and agreed with our insights from the working process.

We had one interactive component where attendees were asked to answer three questions: are you part of a community (pick one)? What’s the best part of that community? How can you build a community here in Farsta (Larsboda + Telestaden)? This activity spurred some vivid conversation between stakeholders and us in the team. We were glad to realize that our work progress and our solution is on the right track. A lot of the ideas from the stakeholders were similar to those we had already included in our final concept. We proceeded this activity by presenting the solution and the attendees seemed positive and interested in pursuing it. We were also happy to see that there are a lot of potential ambassadors in the area that can continue with this project after we are gone.

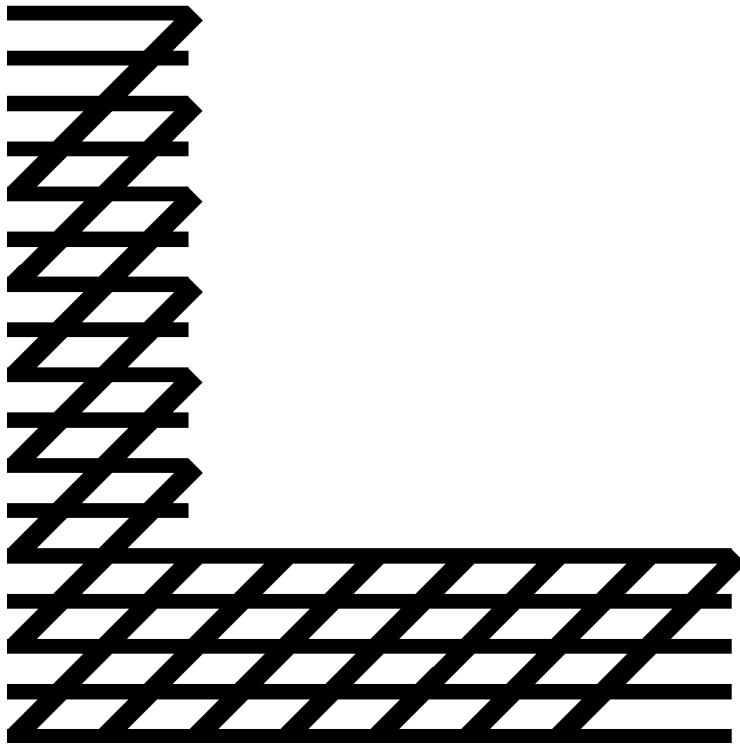
To conclude this report, Farstalab is positive about the future outlook in the area of Larsboda and Telestaden and we believe that a future cluster for collaboration is possible. It is however dependent on engagement from motivated actors in the area - our role has been to spur excitement and call for action. Hopefully Farstalab has succeeded in doing so.

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L(A)UNCH WITH US

The report details the challenge given on cluster building in Larsboda from Farsta District Administration and Farsta business association. The problem was mainly defined as a cluster development challenge but was by the working team later re-defined to focus on activating collaboration between existing business and organizations in Larsboda and Telestaden area in order to attract new actors to the area. The final concept L(a)unch with us, which is a monthly lunch, was chosen as an effort towards building a strong community among actors residing in Larsboda and Telestaden. The concept is believed to strengthen and vitalize the current relationships among the businesses and organizations, and create a natural meeting place to invite new actors to the area.



Openlab is a creative centre that provides opportunities for finding solutions to challenges in society. In cooperation with our partners and other actors, we create proposals for innovative solutions for the Stockholm region. We do this across the lines between different disciplines and professions. The reports from Openlab are results from student's interdisciplinary cooperation within the framework of a 15 ECTS master course.