



# 2018

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DEMOS  
HELSINKI

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# Crucial 12 years

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PROFILE PHOTOS:  
HELI BLÅFELD

JUHA LEPPÄNEN  
CHIEF EXECUTIVE OF DEMOS  
HELSINKI

**2**018 was a year of change for Demos Helsinki. Our new strategy became a reality at the beginning of the year. Our six teams are now working in different parts of the world in order to achieve more sustainable and more democratic societies. After the first year I am confident that the decision to actively work outside Finland and Scandinavia was both the right one and the only possible one.

Change is easy only on rare occasions. I am extremely proud of the work done by the more than 50 Demos employees in 2018. We set up six new teams, and the daily life of basically everyone at Demos changed with the new team mates. The increasingly challenging projects forced each and every one of us to learn something new every day. We recruited 12 new employees, and one fifth of our work was done outside of Finland. In addition to our project work, two Demos employees currently also live outside of Finland, one in Berlin and the other in Paris.

Last year, we worked in almost 20 countries and with more than 130 projects. We planned a new mobility vision for RATP, the fourth largest public transport operator in the world, led a consortium which, for the first time in the world, evaluated the ability of a nation state to achieve sustainable development (Agenda 2030), supported the international Red Cross in the preparation of its new strategy and helped Finland in the preparations for the EU chairmanship. And most importantly, we brought several large organisations to work with new partners and, above all, with people. Our cooperation with the City of Helsinki is a good example of this, leading to the participation of more than 1,000 people in the preparation of the future vision for the centre of Helsinki.

The IPCC report published in October was one of the most important events in 2018. Its central message was that the warming of the climate must remain at 1.5 degrees. Climate change became a subject of conversation for the entire public and, luckily, also partly turned into action. From November on, the French yellow vest protesters made it clear to the entire world that climate change cannot be controlled without ensuring that the solutions are just and fair to all.

We have time until 2030. That's 12 years. During these twelve years, we will have to transform the very foundation of our industrial society. Production, work, consumption – the cornerstones of the past decades – have all been founded on fossil economy that cannot continue any longer.

*The time is at hand for creating new  
partnerships, business models and  
attitudes that allow living on this planet in  
the future.*

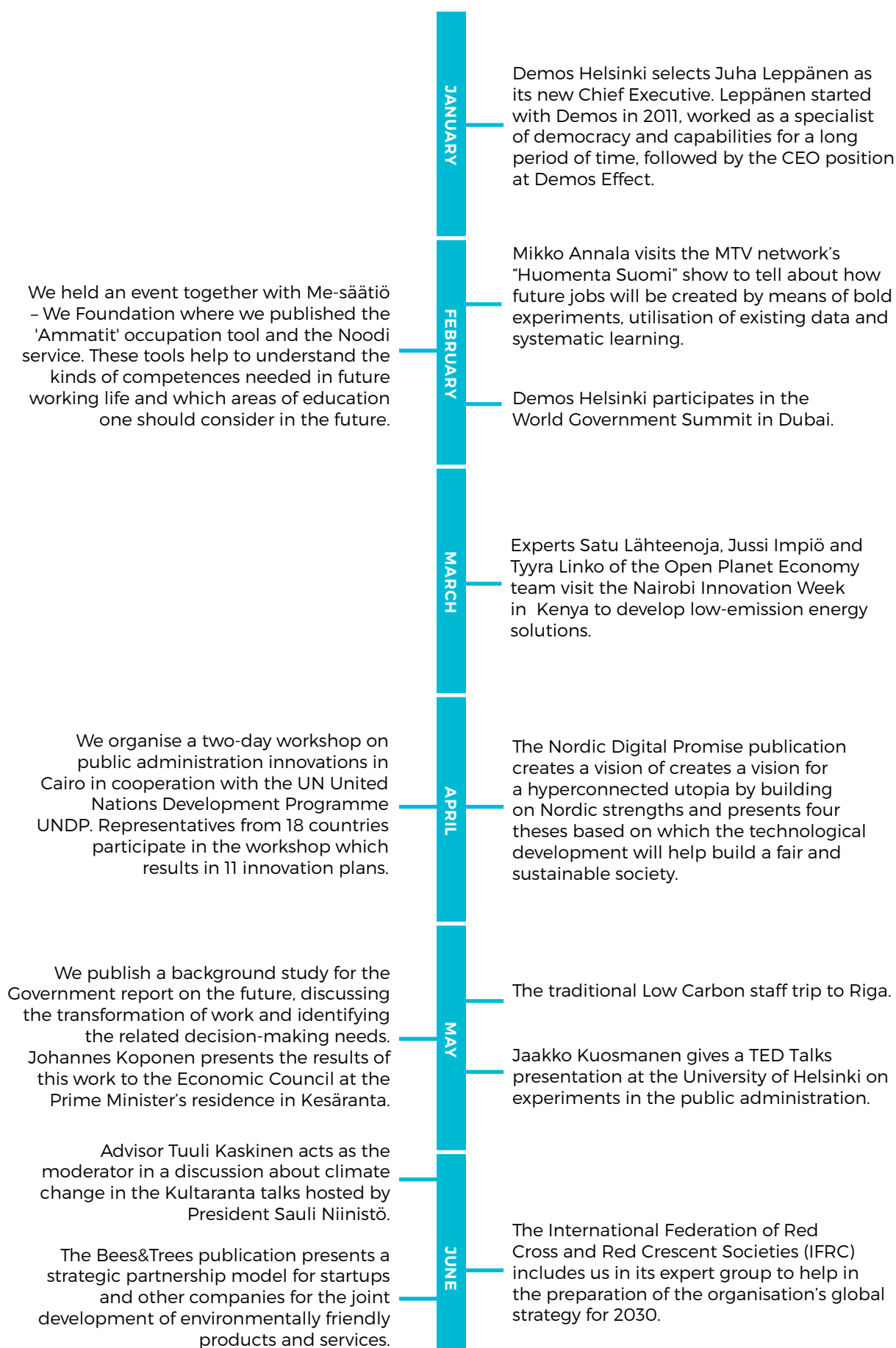
This transformation will not be an easy one. We must be able to transform the industrial society into such a post-industrial society that is socially just and that is not built on fossil fuels. This is the world's most difficult task.

In practice it means that all the major industries will have to undergo a major change within the next twelve years. Properties, mobility, energy and farming, for example, will not continue on the familiar trails. Mobility is a good and concrete example of the discord faced by the various sectors of our society. Our entire urban structure is based on cars as the superior technology for mobility. The world's second biggest industry is built around this technology, and no one knows how to turn this industry into a zero-carbon one without unacceptable social cost. At the same time, we have no alternative. The time is at hand for creating new partnerships, business models and attitudes that allow living on this planet in the future. It is absolutely sure that those who are able to solve this equation will prosper.

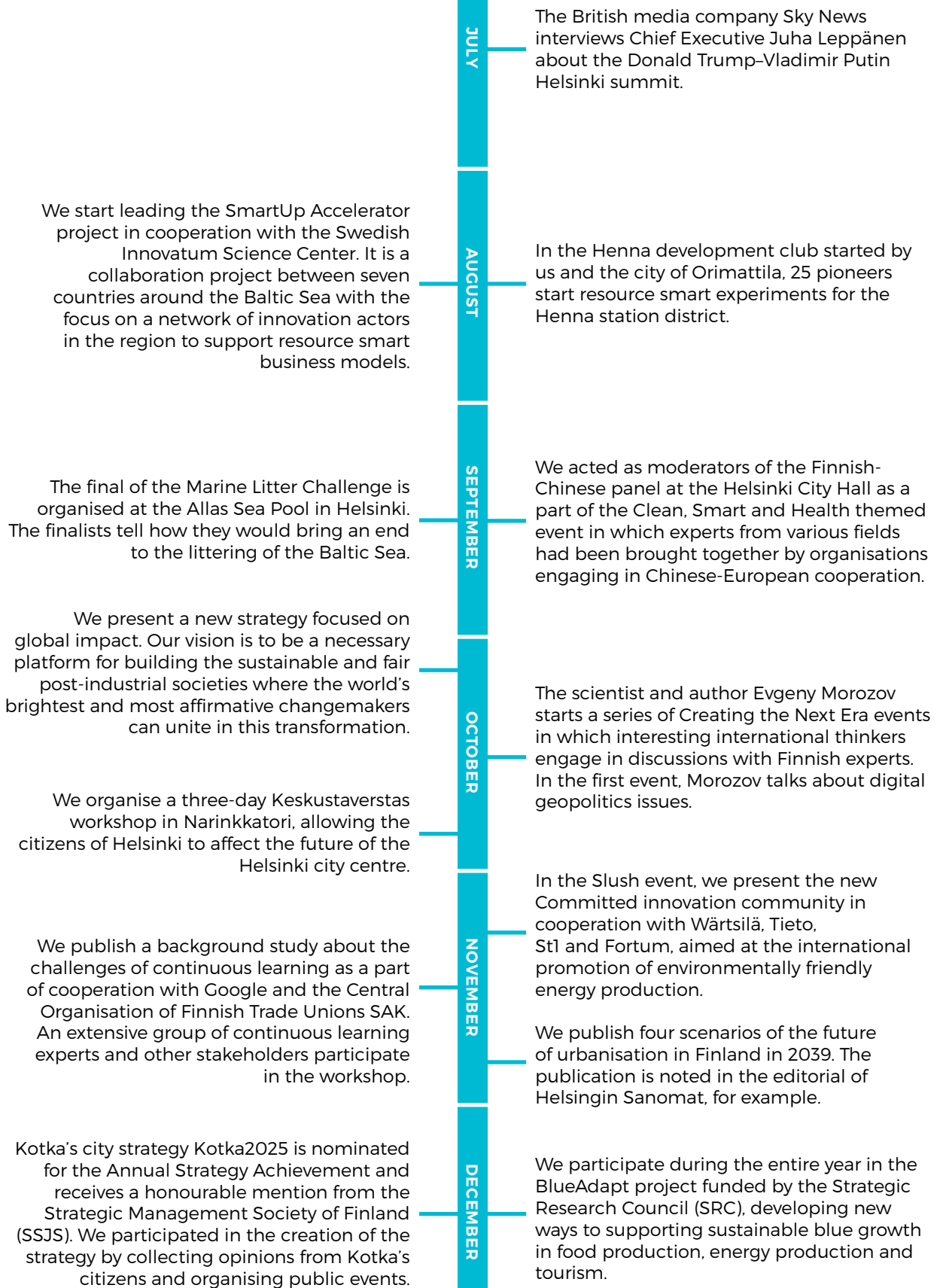
The next 12 years mean that we will be doing increasingly difficult things. We will probably also fail more often than before. We will be working with organisations that we currently disagree with, but whose change creates the biggest potential for a positive effect.

The next 12 years won't be easy for anyone. We will only succeed if we have the courage to break down old barriers and admit that no one has the answers yet. We at Demos will try to help administrations, cities, universities, companies and organisations alike in this transformation.

# Demos Helsinki highlights 2018









Cities of the urban era are founded on large-scale solutions implemented centrally from top to bottom. Traffic and housing production of current cities heavily rely on private car use. We are faced with a situation in which we need to rapidly decrease emissions caused by housing and traffic. New digital solutions allow us to design cities based on the needs of people, generating less emissions. Citizens and experts must be consulted extensively in urban planning. Participation experienced by people must be brought to the centre of urban development.

## URBAN TRANSFORMATIONS

# Attractive cities will be created together

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Moving to the post-industrial era forces cities to change. We participated in the creation of vision for the centre of Helsinki and the strategy for the City of Kotka. We invited people to share what kind of a city they would like to live in.





SAKARI PÖNNIÖ

Kotka is Finland's 19th largest city with an important export harbour.

**W**ith a population of approximately 50,000, Kotka is located in the delta of Kymijoki River by the Gulf of Finland, 135 km from Helsinki. Kotka hosts Finland's largest general port, a vital route for Finnish export industries. In January 2019, 1.5 million tonnes of goods were transported via the port.

Kotka, like many other medium-sized Finnish cities, is undergoing a powerful change in the trade and population structure. Jobs are lost in traditional industries, and new ones created in services, among others. **Esa Sirviö**, Mayor of Kotka, says that the biggest challenges in the future years are related to the city's population structure.

– The population is decreasing and ageing as young people move away to study. Kotka has no educational institutions higher than University of Applied Sciences, which is a pity, because companies in the area need skilled workforce, says Sirviö.

The City of Kotka asked Demos Helsinki to help them to create a new strategy until 2025. The purpose was to bring an external perspective into the strategy work, create a strategy that looks like the citizens of Kotka and to ensure that the citizens are able to influence the strategy work.

– It is important that the ideas that end up in the strategy have been created by Kotka's citizens themselves, not dictated by an outside party. When people feel that the idea is their own, it is also easier to promote, says **Louna Laurila**, Senior Consultant.

The strategy work was based on the citizen survey executed by the city in 2017. The survey was complemented further during the project. A popup office was opened in the Pasaati Shopping Mall in January with city employees providing information about the strategy work and asking the citizens how they felt that the city should be developed. Citizens also had the opportunity to send questions and comments using the strategy game published on the project website.

– People in Kotka wished that the new strategy would discuss education more prominently. Developing competence in a city burdened by structural change was found to be important in many comments, Laurila says.

Kotka has a large Russian-speaking minority that the city wanted to take into account in the strategy work. The Cultura Foundation representing Russian speakers in Finland helped us reach



LOUNA LAURILA  
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KAISA SCHMIDT-THOMÉ  
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Russian speakers in Kotka. Young people were reached through the Youth Council.

Demos Helsinki also organised workshops for Kotka City Council members and city administrators. Future megatrends and their effect on Kotka were discussed in a two-day seminar held at the Hämeenlinna city hall. We wanted to organise the seminar in Hämeenlinna, because the people in Kotka thought it is a good example of a well-functioning city.

– The seminar was an important part of the process in terms of project spirit. Council members got to stay outside of Kotka for a while and get new ideas, says **Kaisa Schmidt-Thomé**, Senior Expert.

Kotka's new strategy aims at year 2025. It is spearheaded by three buoys: Kotka for learning and businesses, Kotka of magnificent living environment and our shared Kotka. In addition, the city aims at increasing digital solutions to serve companies, visitors and Kotka's e-citizens living elsewhere.

The City Council of Kotka approved the new strategy in May 2018. The project was nominated for the Annual Strategy Achievement of the Strategic Management Society of Finland (SSJS) and finally made it to the top three projects. It received an honourable mention from the SSJS, based on an exceptional strategy implementation on a Finnish scale.

Mayor Esa Sirviö says that the strategy is already showing in the daily life of the citizens. Some aspects of the strategy were observed in the budget for 2019, and the entire city celebrated a Love Week around Valentine's Day.

– We have been especially inspired by the communal strategy preparation process that boldly challenged normal citizens and many important stakeholders to participate, Sirviö says.

### **Vision for Helsinki City Centre**

The centre is the heart of the city that must be accessible for all. The city centre of Helsinki reflects the various phases in the city's history. The centre is present in everyday life and in celebrations. It lives in the same rhythm with the citizens, in accordance with the day and seasons.

– A good centre is an easily accessible, shared space where people come for different reasons: to spend money, to spend time, to get experiences and to work. And whenever people come together, it generates new activity and trust, says Kaisa Schmidt-Thomé.

Several projects transforming the city centre will be started in Helsinki in the next couple of years. These include the new pedestrian cen-

tre, the development of the Kauppatori Market Square and the bicycle tunnel passing under the railway will turn Helsinki into a very different city. Helsinki's Urban Environment Division turned to Demos Helsinki to ensure that also people who don't normally take a stand on urban planning would participate in the vision work. We sought to create a shared vision of the city with the help of the citizens and the experts invited by Demos Helsinki, a vision that views the city centre more extensively than what can be done in separate projects.

– The goal of the centre vision is to glue together the various projects of the city and ensure that the maximum possible number of different stakeholder groups are consulted in the preparation of the vision. Urban planners acknowledged that they do not hold all the information of what is needed now and in the future, says Senior Consultant **Henrik Suikkanen**.

In addition to citizens of Helsinki, the views of people living elsewhere were collected so that the new city centre would also serve them as well as possible. Open surveys were published in social media, and in October, a Keskustaverstas workshop was set up in the Narinkkatori Market in Kamppi, hosting panel discussions, live music and exhibitions.



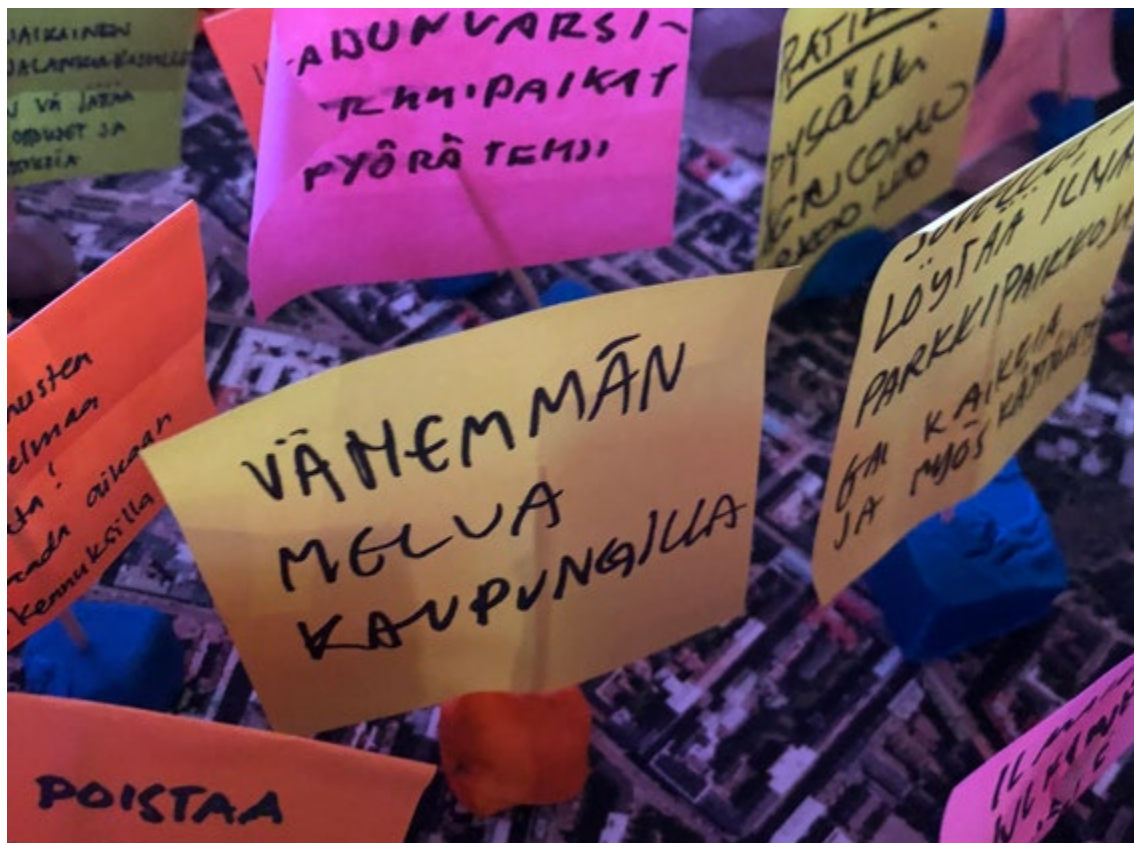
**HENRIK SUIKKANEN**  
SENIOR CONSULTANT  
DEMOS HELSINKI



RIKU MATILA

Project Coordinator Otto-Wille Koste of Demos Helsinki chairing a panel in the Keskustaverstas workshop in Narinkkatori Market, Kamppi.





RIKU MATTILA

The Keskustaverstas workshop gave the citizens the opportunity to tell how they would like to change the Helsinki city centre.

The panel discussion covered, among others, the history and future of Helsinki and the possibilities to develop the city in a comprehensive manner so that the different backgrounds and restrictions of different people would be taken into account. Participants discussing the city identity included, among others, **Laura Kolbe**, Professor of History at the University of Helsinki, and **Pekka Sauri**, a former Vice Mayor of the city.

The central location of the workshop enabled encounters of highly varying sorts. Reaching so-called silent groups, such as first-generation Finns and young people.

– We wanted to give everyone the chance to become heard in the development of the centre. I feel that we were able to avoid unnecessary confrontations. An attractive city is also an interesting place to move to, work in and set up companies in, Suikkanen says.

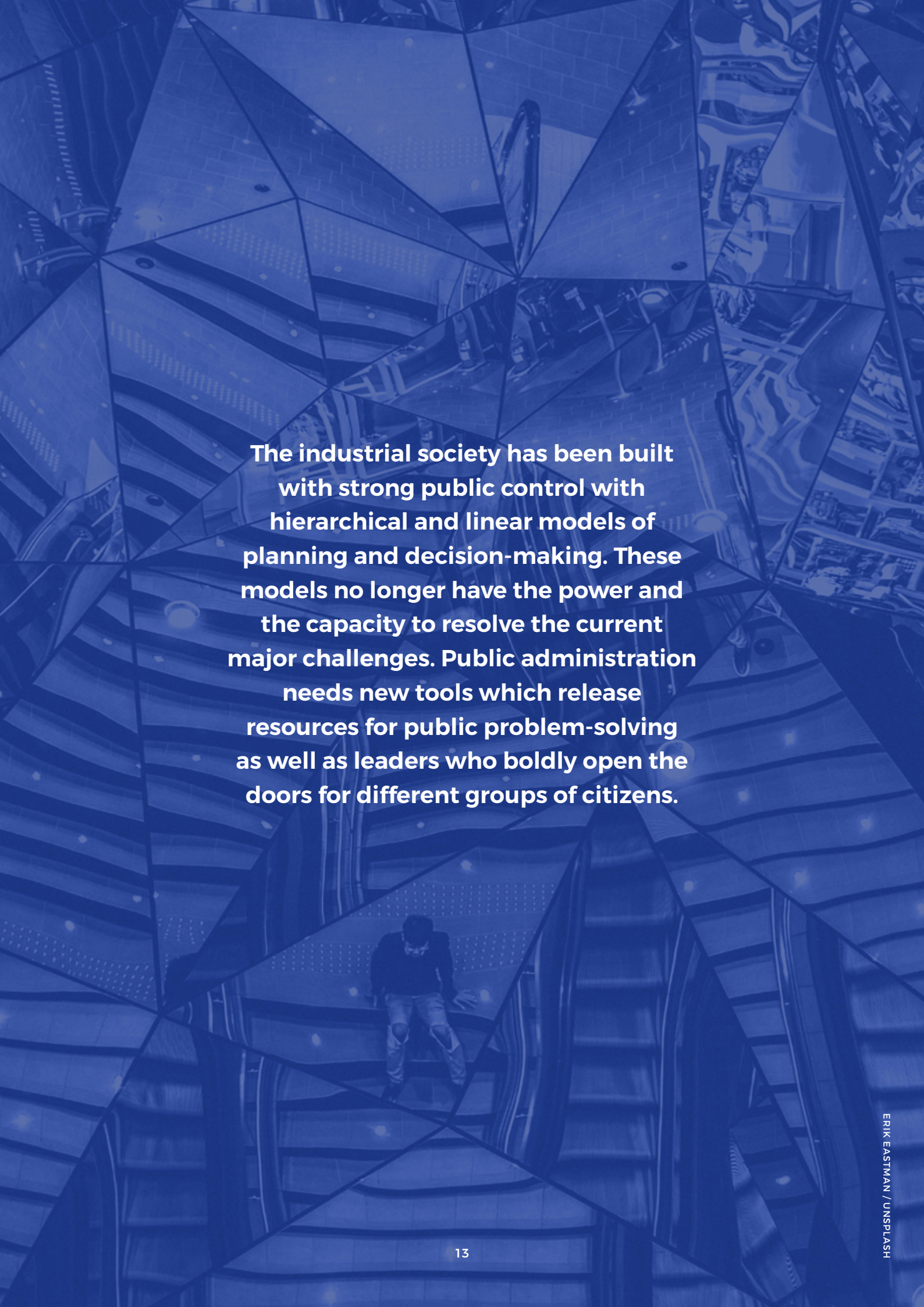
A dynamic capital brings benefits for the entire Finland. Helsinki's primary competitors are Stockholm and Copenhagen. The vision work was a big investment from the city in a new way of creating future cities.

– Democracy is more than just voting. We need interactive democracy, providing people with new ways to have an influence on their living environment, Suikkanen says.

**Kerttu Kurki-Issakainen**, Urban Planner at the City of Helsinki, says that arranging extensive interaction in cooperation with Demos Helsinki brought new perspectives to the development of the centre and also created an atmosphere of discussion that made it safe to also express differing opinions.

– The round table discussion for businesses in particular was a productive event with participants genuinely jointly contemplating the direction of development and the entire work. The panels included a good mix of representatives of various fields from the city centre, and we were able to utilise the networks of Demos Helsinki, Kurki-Issakainen says.

The interaction phase of the Helsinki city centre vision project ended in the beginning of 2019. During 2019, the materials collected will be analysed and refined into a comprehensive whole, a vision for the entire city centre.



**The industrial society has been built with strong public control with hierarchical and linear models of planning and decision-making. These models no longer have the power and the capacity to resolve the current major challenges. Public administration needs new tools which release resources for public problem-solving as well as leaders who boldly open the doors for different groups of citizens.**



## GOVERNANCE INNOVATION

# **Future leaders are meeting the challenges of the post-industrial world**

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One of the focal points of our work is to develop the competence of public administrators and improve the ability of future leaders to innovate and create new through experimenting.



In February, Demos Helsinki's Governance Innovation team participated in the World Government Summit in Dubai.

**T**rust on political decision-making and the public administration is wavering in Western countries. An increasing proportion of us have lost the faith that their generation will have better opportunities for a good life than the previous one. People's dissatisfaction is reflected in the decreasing voting percentages and the increased popularity of populist extreme movements. How could the competence of public administration be strengthened in different countries and updated to provide answers to the major challenges of the 21st century? How could politics and the public administration regain the citizens' trust?

A part of this challenge comes back to how public administrators view the post-industrial society and are able to act on the challenges presented by it. During the past year, Demos Helsinki has participated in several projects in which public administration staff and leaders have been encouraged to act in a new way.

In May, Demos Helsinki organised a training in Cairo discussing these challenges and opportunities in cooperation with the UN United Nations Development Programme UNDP. The participants represented 18 different countries with highly varying starting points. Some countries were already starting an innovation unit for the public



**KATRI SARKIA**  
SENIOR CONSULTANT  
DEMOS HELSINKI

administration (innovation lab), whereas in some others, different approaches to the work of public administration were entirely something new.

**Katri Sarkia**, Senior Consultant says that the diversity of the countries which participated in the training required that the organisers had the competence and the ability to customise the contents.

– We changed the original plan to some degree. We focused on the characteristics of the participating countries and identified the approaches to innovation that would bring the most benefits to each administration, Sarkia recounts.

Instead of discussing individual projects, public administration innovations were processed as a comprehensive whole in the workshop, including the creation, development and implementation of new practical ideas for the public good, for example. The innovations may be technological or social ones. They are often initiated by bold, sometimes unsuccessful experiments. At best, innovation work forms a part of the long-term development of administration.

All innovation starts with a goal specifying the desired effects of the new innovations.

– Innovation is development work, so you have to know the direction in which you are going. An innovation lab, for example, is a tool for gener-

ating innovations, not an innovation on its own. You should not set up an incubator if you don't know what to do with it. Otherwise, it's just an empty buzzword without any concrete contents, Sarkia says.

### Capabilities of future directors

In addition to the UNDP innovation training, Demos Helsinki has participated in the training of public administration directors in Finland and in Estonia. Both projects aim at the development of competence of public administration staff. When modern work methods are used, also the work is often more inspiring.

*Tulevaisuuden johtajat* (Future Directors) is a programme for public administration directors funded by the Finnish Ministry of Finance and other participating parties. The average age of directors selected to participate is approximately 50 years, and they already hold prominent positions in the Finnish society. HAUS Finnish Institute of Public Management Ltd is in charge of the execution of the programme. It has ordered – three times already – an innovation module from Demos Helsinki in which the directors are challenged to fight the challenges of the post-industrial world for one week.



SHATHA ALHASHMI

Mikko Annala and Katri Sarkia told about the promotion of public administration experiments in Dubai.

**Ari Sihvola**, Director of Development of HAUS, says that future leadership must be bold and ethically responsible. A good director must be able to manage large projects and be prepared to agile movements between different job descriptions.

– The course helped us jointly sketch out the kinds of skills needed at this time so that the directors can prepare for the future. We also emphasised the additional value created by co-creation and a culture of experiments in the management of public administration, Sihvola says.

The participating directors considered, for example, how the silo structure of the ministries can effectively participate in the resolution of climate change, what the role of public administration is in the management of innovation development and how artificial intelligence can aid in the organisation of services around life events. The directors can use trials, long-term policy preparation and co-creation as their tools.

– The directors have an excellent opportunity to learn new methods and take them back to their daily work. For many directors, the teachings of the camp have turned into trial projects, new work methods or practices of co-creation, Sarkia says.

Estonia is an internationally renowned pioneer in digital innovations for public administration. In December 2014, Estonia was the first country to establish an e-residency, allowing everyone free access to public digital services regardless of their geographic location. Last year, Demos Helsinki organised two training events focused on trial methods for Estonian public administration staff.

**Mikko Annala**, Senior Expert at Demos Helsinki says that the most important objective of the training was to renew the traditional ways of thinking of public administration employees. The first step was to adopt causality-based thinking and translate the administration's objectives to the language of hypotheses.



**MIKKO ANNALA**  
**SENIOR EXPERT**  
**DEMOS HELSINKI**


– If I, for example, had a feeling that changing an employment service into a digital one would result in more satisfied customers, I would have to think of a way to test this hypothesis before implementing the change, Annala says.

In the simulation exercise, the participants were organised around real-life problems instead of the organisations they represented. The groups searched for solutions to challenges related to, for example, the pensions, extreme weather phenomena and traffic safety.

In addition to Demos Helsinki, the organisers included an Estonian training centre for top leaders and Praxis, a local think tank. The programme funded by the European Union forms a part of a more comprehensive training programme aimed at the strengthening of competences of individuals and the development of public administration services.

– In the future, the administration will have to be able to move from slow operating methods based on planning to lighter, more flexible and experiment-based innovations. In the Tallinn workshops, we used simulations to practice what the experimental culture promoted by the Finnish government means in practice, Annala says.





**The industrial society has relied strongly on rigid educational channels and institutions of the working life in which a degree earned in the youth will guarantee you a job and an income. These institutions are now undergoing a transformation, and the working life requires continuous learning. In order to create a fair and just transformation into the post-industrial age, we must offer people ways for the agile development of their competence in various life stages. This ensures that there are meaningful ways for everyone to participate in the construction of the society.**



NEW HORIZONS

# **The right to continuous learning belongs to all**

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Google and the Central Organisation of Finnish Trade Unions SAK are looking at the same challenge from different directions. We joined forces to find solutions for continuous learning.



RIKU MATTILA

Leena Alanko of Demos Helsinki telling about the challenges of continuous learning.

**T**he transition to the post-industrial society is changing how we think about work. The Ministry of Economic Affairs and Employment of Finland has estimated that up to 900,000 Finns will have to be re-educated by 2030 as technological development is changing the working life.

It's not enough anymore that you learn a profession and continue in it until you retire. Degrees quickly become outdated in the middle of technological transformation, and an employee will have to continuously update their competence in order to be able to respond to the new challenges. With the rapidly changing requirements, the ability to learn will become more important than specific individual skills or general subject matter competence.

Finland's largest employee organisation SAK and one of the world's largest technology companies Google sat down to think about how continuous learning could be developed in all sectors. Discussions about continuous learning often only concern information workers with university education, but the transformation concerns all sectors alike. How do we ensure that there will be something worthwhile to do for everyone even when old jobs disappear and new ones emerge?

– This project is one of the best examples of how we build cooperation between actors who are



**LEENA ALANKO**  
**SENIOR CONSULTANT**  
**DEMOS HELSINKI**

viewing the same issue from different perspectives, Senior Consultant **Leena Alanko** says.

SAK wants to develop the skills of employees and Google has started to develop various continuous learning tools through digital platforms. The discussion was based on a report prepared by Demos Helsinki experts, identifying three burning questions with regard to future competence.

The costs of continuous learning should be divided fairly, and the learning should be made more equal so that everyone would have the opportunity to develop their competence. Many employees with little education may have negative experiences from school, which in part describes their professional orientation.

It is therefore important that we also acknowledge competence acquired outside of the formal educational system. You can develop your competence outside the school as well.

– We must understand learning in a new way. The working life is transforming into a direction in which what you do continuously teaches you to cope and creates relevant basic skills. Doing is an essential part of learning, says **Hannu Jauhki**,

Director of Growth and Communications at SAK.

Education has a tendency to pile up in Finland. Children of parents with high education are more likely to study in the university, and someone who has completed a Bachelor's degree will also aim for a Master's. Providing learning opportunities to also those people who started working straight after comprehensive school is a major challenge.

– In the best case, technological development will create genuinely new opportunities to improve the equality of education, Jauhki says.

Demos Helsinki organised a workshop on continuous learning for its own stakeholders as well as for those of Google and SAK. According to Google, cooperation with SAK has demonstrated that very different actors can share similar ideas and find common ways to respond to complex societal questions, such as the challenges of continuous learning.

The results of this cooperation have been summarised in a discussion paper presenting recommended actions for issues which must be resolved on the journey towards a society of continuous learning. The publication suggests, for example,



RIKU MATTILA

Antti Järvinen, Country Manager at Google Finland, at the publication of the discussion paper.

that good basic skills should be defined as a fundamental right. Hundreds of thousands of working-age people are currently suffering from poor basic digital skills. A comprehensive programme for the development of these skills will be necessary during the next Government's term.

– These challenges must be resolved first in order to create the foundation pillars for a society of continuous learning. We are likely to have even more extensive and fundamental discussions in the coming years and decades of what learning and work even are, where learning takes place, who make it possible and how continuous learning is steered on the society level, Senior Expert **Julia Jousilahti** says.

The discussion paper was published before the parliamentary elections in spring 2019 to make continuous learning a central theme in election discussion panels and government negotiations. Furthermore, Google and SAK want to support small and medium-sized companies in particular in order to improve their opportunities to promote the learning of basic digital skills, the combination of work and learning as well as the recognition of competence.



**JULIA JOUSILAHTI**  
SENIOR EXPERT  
DEMOS HELSINKI



RIKU MATILA

Julia Jousilahti of Demos Helsinki hopes that continuous learning is included in the programme of the next government.





The role of science as a cornerstone of the economy and civil progress increases as we move towards the post-industrial era. The old monopolies to information, professions and a place in the elite held by universities are unravelling everywhere in the world as digital communications have made information more easily accessible. Science is also challenged more and more as research information fights for attention with those presenting competing truths. Universities must be more international and more transparent actors to be able to create research that considers matters on the long run and provide critical understanding of worldwide issues.



SCIENCE IN SOCIETY

# **Increasing the impact of scientific knowledge in decision-making**

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We promote the societal impact of science, research and universities. In 2018, we participated in the strategy work of many universities and partnered in projects of the Strategic Research Council (SRC) of the Academy of Finland.



ROLF NISKANEN

Students enjoying the spring on the terrace of Café Arken in Åbo Akademi.

A fairer, more sustainable society is built on scientific knowledge. Decision-making must utilise research data more diversely, if we want to rise to the major challenges of the millennium. Correspondingly, close cooperation with the users of data may give researchers and universities new ways of looking at problems and increase the scientific quality of research.

Universities have traditionally had an important position in the production and distribution of information, but their role is currently changing. Technology is developing, international competition increasing and public funding decreasing. At the same time, the old monopolies to information, professions and a place in the elite held by universities are unravelling everywhere in the world. Digital communications have made information more easily accessible, but they have also weakened the special position of competence in the public discussion.

The need for critical thinking continues to increase, and we therefore must actively defend scientific knowledge. How could we strengthen and diversify the significance of universities and their role in the society?

Demos Helsinki decided to tackle this question with the researchers and directors of Åbo Akademi when the experts participated in the creation of the guidelines for impact that would be utilised in the development of Åbo Akademi's future strategy. The objective was to find new ways of interaction with the society and consider the possibilities for Åbo Akademi to succeed in the global academic world and the fierce competition for research funding.

Two study trips were made during the project. In Brussels, the group met with members of the European Parliament and other central influencers of European research in order to determine the ways for a Finnish university to succeed in the European Union framework programme for research funding which is currently being renewed. The other trip took us to Amsterdam, because Dutch universities are forerunners in the development of Open Science. Open Science is also mentioned in Finland's university visions for 2030, seen as a primary means of increasing the impact of universities. The group sought ideas for how to promote the realisation of open science principles on a local level.

– We want to discover how universities could open up to the society, increase interaction and engage more in cooperation with people and organisations. A significant part of research is currently held behind paywalls, which reduces the impact of science. We therefore need new incentives to openness, interaction and communications, Senior Expert **Mikael Sokero** says.

The final report of the cooperation, *Guidelines for impact*, includes recommendations that Åbo Akademi can use to increase its impact in the society. Vice Rector **Niklas Sandler** says that the report is an excellent summary of megatrends affecting universities and a snapshot into the future.

– The report contains good insights into how universities could engage in interaction with the society. We obtained a lot of input for our new strategy that will enter into force in 2020. Cooperation with Demos Helsinki has encouraged us to think in new ways in addition to providing an outside perspective, Sandler says.

According to Sokero, the final report will help build a strategy which identifies new ways of communications and interaction and creates incentives for researchers for making an impact in addition to obtaining scientific merits.

– Researchers are often far too focused on how to promote the science. We want to bring the society to the same level and ask what the impact of the study is in terms of the society and how the information created could be utilised, Sokero says.

## SRC projects in which Demos Helsinki is an interaction partner

Demos is a communications and interaction partner in research projects funded by the Strategic Research Council (SRC) of the Academy of Finland. The BlueAdapt project started in 2018 explores the possibilities to utilise Finnish water systems as a source of sustainable growth while also improving the ecological state of the water systems.

In this project, Demos Helsinki plans and implements cooperation with stakeholders, interaction and communications in cooperation with the project researchers by, for example, producing a podcast and organising events. Continuous interaction between stakeholders promotes the impact of research and helps researchers to find new solutions.



**MIKAEL SOKERO**  
SENIOR EXPERT  
DEMOS HELSINKI



KIRSI-MARIA LONKILA

Finding solutions for a global food crisis was a part of the Winland project.





MARKO KESKINEN

Outi Kuittinen and Ira Ahokas are contemplating how emergency supply would be ensured in Finland in case of an energy crisis.



VILJA PURSAINEN

KIRSI-MARJA LONKILA  
SENIOR EXPERT  
DEMOS HELSINKI

– We have created a good framework and a safe environment for communications and interaction. This project has also helped myself to understand that there is a way suited to the personality and strengths of each researcher to communicate their research, Sokero says.

Winland is another SRC project in which Demos Helsinki has participated. The final seminar of the three-year project took place in April 2019. Winland studied Finland's water, food and energy security, and comprehensive security in general. The purpose is to expand the traditional concept of security and ensure that Finland will be Winland instead of Failand.

– Traditionally, security has been understood in quite a restrictive way, but also questions related to the natural resources and the use thereof form a part of security. Winland brings energy, food and water

themes into the security discussion. Finnish food production, for example, is linked to other countries and climate change in many ways. It needs imported feed and fertilisers, for example, says Senior Expert **Kirsi-Marja Lonkila**.

Together with the National Emergency Supply Organization, Winland organised an exercise *Will there be enough food in case of an energy crisis?* with almost 70 experts discussing the effects of a possible energy crisis on food production and its various parts. This exercise showed that Finnish food production is well prepared to different challenges, but a sustained energy crisis would restrict the range of goods and increase the price of food substantially.

Winland is a multidisciplinary research project promoting co-creation. Researchers work in cooperation with the parties that will utilise the information in practice. With the utilisers of information participating in the research project, the information produced is better suited to their needs and in a format that they can understand. Lonkila says that the co-creation model is an excellent way to increase the impact of science in the society.

– Increased interaction between researchers and stakeholders is the answer to many problems. Researchers understand that just communicating the results in one direction is not enough. Scientific knowledge can only resolve wicked challenges if it reaches the parties that apply the information and put it into practice, Lonkila says.



**Globalising market economy, technological innovations and affordable raw materials have provided many companies with a straightforward route to growth. We have now reached the end of this development. With the global competition driven to its limits, companies will have to find new ways to stand out and redeem their place in the society. Just understanding megatrends is not enough anymore. Future successful companies provide people with a vision of the kind of society they want to be building.**



## **RADICAL STRATEGY**

# **A successful company works proactively in society**

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With its 5.5 billion euro sales and more than 50,000 employees, RATP Group is the fourth largest public transport provider in the world. Our Radical Strategy team started working with RATP in Paris in 2018.



RODRIGO KUCNHARSKI

**Y**ou get into the metro at Charles de Gaulle Étoile, Paris, and travel five stops to the Louvre art museum. This trip favoured by tens of millions of tourists and locals is made possible by the French RATP Group that provides public transport solutions to subways, trams and their systems, for example. Besides France, the company operates in 45 countries.

RATP is *Radical Strategy* team's first partner in France. The team helps leading European companies to understand the more extensive changes in their sector and find new roles at the transforming market. This team works in three countries: Finland, France and Germany.

– The operating environment is undergoing a very rapid change. Companies need to understand the events of the society in a much wider and detailed sense, says International Markets Lead **Johannes Nuutinen**.

Nuutinen mentions the 1.5-degree climate goals and the powerful urbanisation as examples of the changing operating environment. The Radical Strategy team works with companies who wish to change their sector into a low-carbon one and actively promote a societal transformation.

– How can mobility be environmentally friendly? How can mobility resolve the polarisation of



**JOHANNES NUUTINEN**  
LEAD, INTERNATIONAL  
MARKETS  
DEMOS HELSINKI



OONA FRILANDER  
SENIOR CONSULTANT  
DEMOS HELSINKI



RISTO LÄTTI  
SENIOR CONSULTANT  
DEMOS HELSINKI

people in cities? How is the transformation of mobility linked to the transformation of cities? As a public transport operator, RATP participates in major themes, Senior Consultant **Oona Frilander**, giving a couple of examples.

– Our partners want to work proactively in the society. They naturally also have a clear goal: defining the market and one's position in it is commercially reasonable, Nuutinen adds.

### **Foundation of the strategy: an accurate, shared analysis**

Subway, buses and trams are a means to an end for millions of people in the city; a way to get from A to B. This is the impact image of an operator such as RATP when viewed at a close range.

The situation changes when you approach the matter from a longer distance and in more detail.

By 2050, two thirds of the world's population will be living in cities. Even now, cities are responsible for 70 per cent of the global CO2 emissions. Polarisation between city regions is increasing, and the population is becoming increasingly divided according to their socioeconomic status.

– RATP wanted to find its role in the transformation of mobility. We helped them understand and clarify a picture future scenarios, says **Risto Lätti**, Senior Consultant at Demos Helsinki.

Strategic recommendations were made and the direction built in extensive cooperation with the various divisions of RATP, including, for example, the strategy and innovation, digital, international, social responsibility and communications teams.


– A transformation with an impact starts with an understanding of the most important issues as widely as possible within the organisation. It requires an accurate analysis that has to be prepared jointly. This is one of the starting points of a successful project for us, Oona Frilander says.

– For a long time, companies only reacted to societal change. More and more companies are now understanding the need to proactiveness, and this requires the participation of the entire organisation, Risto Lätti adds.

Understanding changes outside one's own sector also means redefining one's own competitors. Grocery stores are expanding into health operations and health operators into groceries.

We have to find the ways to move an entire sector from A to B.





Until now, the growth of well-being has largely relied on the consumption of energy and natural resources. We are now faced with a situation where this level of consumption and the resulting climate emissions must turn down rapidly. We must find solutions that allow the current well-being at significantly lower emissions and consumption of resources. We need entirely new kinds of technologies, services and infrastructure. The change of attitudes must turn into a change in actions.



ONE PLANET ECONOMY

# **Task for the next government: meeting the Sustainable Development Goals**

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In autumn 2018, the Prime Minister's Office ordered an overall assessment of the status of and politics regarding sustainable development in Finland. The Polku2030 project was executed by Demos Helsinki, Helsinki Institute of Sustainability Science HELSUS and the Finnish Environment Institute Syke.



KRISTAPS GRUNDSTEINS

**A**ll UN member states are committed to achieving the 17 Sustainable Development Goals (Agenda 2030) by 2030. The goals include, among others, combatting climate change and increasing gender equality.

Until now, not a single country has presented a credible plan on how to achieve the goals of Agenda2030. In a comparison between UN member countries, the Scandinavian countries, Finland included, are among the best. Sustainable development, however, has proven to be something where even the best in the world is not good enough.

Could Finland be the first country to draw up a roadmap on how to achieve the goals?

– Finland has every opportunity to lead the way. We have lots of national goals and action programmes leading us in the right direction, but we are currently lacking an overall view and an attitude of real ambition, says the leader of the assessment project, **Satu Lähteenoja** of Demos Helsinki.

The POLKU2030 project assessed the current status and politics of sustainable development in Finland and provided concrete policy recommendations to improve them. The work was divided into three parts; the evaluation of indicators, the policy model and foreign policy.



**SATU LÄHTEENOJA**  
SENIOR EXPERT  
DEMOS HELSINKI



VILJA PURSIAINEN

KIRSI-MARJA LONKILA  
SENIOR EXPERT  
DEMOS HELSINKI

Sustainable development has become a widely accepted goal in the Finnish society, and Finland has excellent opportunities to achieve it. A high-quality educational system, strong institutions and a stable society create a solid foundation for the implementation of sustainable development policies.

– Also the citizens support the idea widely. But when we start to get into specific solutions, we are faced with lots of differences of opinion, Lähteenoja says.

**Planetary boundaries are cracking in all sectors in Finland – the 1.5-degree goal and the transformation of work must be defeated at the same time**

Finland has achieved high social well-being, but at the same time outsourced some of the environmental effects of consumption and production outside the boundaries of Finland.

– Finland currently exceeds almost all planetary boundaries heftily, such as the carbon emissions as well as the ecological and material footprints, says **Kirsi-Marja Lonkila**, who was in charge of communications of the Polku2030 assessment.

The greatest challenges are associated with climate change mitigation, consumption and state of the environment, and growing social inequality.



SILVA MERTSOLA

Satu Lähteenoja of Demos Helsinki presented the final report of the POLKU2030 project.

– Breaking planetary boundaries requires urgent action, but we need to implement the reforms justly because we do not want to see movements such as the French yellow vest protesters in Finland, Lonkila explains.

Instead of the three pillars of sustainable development (economic, social, ecological), the POLKU2030 assessment adopted a stronger interpretation of sustainability, based on the Doughnut Economics model presented by economist Kate Raworth. This model would enable us to achieve an adequate level of societal and social well-being without exceeding the planetary boundaries set by the carrying capacity of the environment.

The planetary preconditions are found in the outer circle of the doughnut, the social ones in the inner circle. With the exception of employment, Finland has reached all the goals of the inner circle, but on the outer circle of the doughnut, Finland exceeds almost all the planetary boundaries.

The next government must urgently meet the 1.5-degree goal for combatting climate change and, at the same time, ensure that the transformation of work is fair.

– Just a carbon-neutral and resource-smart Finland is not enough. We also need an equal, democratic and competent Finland, says Lonkila.

### A wide and joined front of decision-makers to guarantee success

The POLKU2030 report includes recommendations on how the next government should incorporate sustainable development as a starting point of all policies. This means that suitable and measurable goals are specified for all the 17 goals.

Success requires a unified front to advance these goals, surpassing the traditional boundaries between ministries and committees.

– Silo thinking and weak resourcing can still be observed in Finnish decision-making related







TYRÄ LINKO

Four committee chairs participated in the presentation of the POLKU2030 report in the Finnish Parliament. From left to right: Satu Hassi, Stefan Wallin, Anne Kalmari and Matti Vanhanen.

to sustainable development, while sustainable development should be put on the table in all in all central ministries and committees, Satu Lähteenoja says.

– And at the same time, Finland has a coordination model of sustainable development evaluated as the best one in the world, intended to resolve interest conflicts. Sustainable development should be brought more exactly into the most central decision-making bodies, such as government budget preparations, Lähteenoja continues.

Demos Helsinki, Syke and Helsus offered lots of participation opportunities to stakeholders in the POLKU2030 assessment. In total, 130 people participated in the workshops of the project and 80 people were interviewed. 238 answers were received in the survey.

No fewer than four committees participated in the presentation in the Parliament: the Foreign Affairs Committee, the Agriculture and Forestry Committee, the Committee for the Future and the Environment Committee.

– This event was a great example how sustainable development brings parliamentary committees together. I think this was some kind of a record, Lähteenoja says with content.

And records are needed, indeed. Within a decade, Finland will have to reach 17 main goals and 169 subgoals. Sustainable development must now be brought from the headlines into legislation and into mainstream foreign policies.

In order to meet the recommendations, achieving the Agenda 2030 goals should be incorporated as a goal in the next governmental programme.

# Facts from 2018

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Demos Helsinki's annual report covers both Demos ry and its subsidiaries Demos Helsinki oy (Demos Effect oy until 25 October 2018) and Demos Research Institute oy.

## Financial year

The financial year of Demos ry, Demos Helsinki oy and Demos Research Institute oy is the calendar year. This annual report covers the year 2018.

## Company structure

Demos Helsinki is comprised of four units: Demos ry is the parent unit of the entire group, responsible for Demos Helsinki's think tank operations and agenda. Until the end of October 2018, Demos ry also provided consulting services for public and third sector clients. In a business transfer executed on 1 November 2018, the public and third sector services previously provided by Demos ry were transferred to Demos Helsinki oy.

Demos ry's subsidiary, Demos Helsinki oy, provides consulting services based on the think tank operations to companies. With the business transfer executed on 1 November 2018, Demos Helsinki oy also provides consulting services to public sector clients, organisations and foundations. Demos ry owned 89.3% of the company before the business transfer. After the business transfer, the holding of Demos ry is 95.5%. Additional owners include a group of Demos Helsinki employees and advisors.

Demos ry's other subsidiary, Demos Research Institute oy, specialises in research and its social interaction. Demos ry owns 100% of the non-profit Demos Research Institute oy.

Demos Helsinki oy has a subsidiary, Demos Effect Ab. Demos Effect ab had no operations in 2018.

Demos ry bought 100% of Demos oy's share capital at the beginning of 2018. Before this, Demos oy was a company outside of Demos Helsinki with no business operations in recent years. Demos ry acquired it from the previous owner in order to obtain the rights to the Demos names. Demos oy also had no operations in 2018.

## Organisation

The organisational structure of Demos Helsinki was changed in 2018 as a result of the strategy work done in the previous year. We divided ourselves into six independent teams, each with their hypotheses on how to best build the post-industrial society.

The **Governance Innovation** team is the international spear of Demos Helsinki, and it works with developing experimental and inclusive governmental organisations with partners all over the world. Another spear driving global impact is the **Radical Strategy** team, which has already challenged some of the world's biggest companies to redefine their strategies to fit the future better. **Science in Society** works for strengthening the role of science and research in society to solve the world's most significant problems. The **Urban Transformations** team works towards carbon neutral and democratic cities. The **One Planet Economy** team develops solutions that enable resource-smart lifestyles and societies. The **New Horizons** team supports our society's central institutions from public organisations to labour unions and companies to respond to the post-industrial transformation, from the perspectives of work, health and digitalisation in particular. At the same time, it is on the lookout for new areas where Demos Helsinki can use its expertise.

Besides all this, Demos Helsinki's Next Era think tanking work gathers together the teams' thinking into world-class publications and makes sure that Demos Helsinki remains in the forefront of understanding the big societal transformations of our time. The Enablers team supports the other teams and ensures that Demos has a competent, motivated staff, fluent operative and administrative processes as well as appropriate systems and tools.

## People

### **Demos ry's employees**

At the end of 2018, Demos ry had **13** permanent employees. A total of **24** man-years of work was recorded for 2018.

### **Demos Helsinki oy's employees**

At the end of 2018, Demos Helsinki had **25** permanent employees. A total of **14** man-years of work was recorded for 2018.

### **Demos Research Institute oy's employees**

At the end of 2018, Demos Research Institute had **4** permanent employees. A total of **5** man-years of work was recorded for 2018.

### **Demos ry's Board of Directors until 17 May 2018**

Tuija Talvitie, Chair  
Mikko Annala, Vice Chair  
Roope Mokka, Secretary  
Tuomo Pentikäinen  
Bo Harald

### **Demos ry's Board of Directors from 17 May 2018**

Tuija Talvitie, Chair  
Roope Mokka, Vice Chair  
Oona Frilander  
Tuomo Pentikäinen  
Bo Harald

Louna Laurila started as the external secretary of the Board of Directors of Demos ry on 19 June 2018. Johanna Lampinen worked in this position before her.

### **Demos Helsinki oy's Board of Directors until 19 November 2018**

Aleksi Neuvonen, Chair  
Tuuli Kaskinen  
Torsti Tenhunen  
Matti Hautsalo

### **Demos Helsinki oy's Board of Directors from 19 November 2018**

Tuuli Kaskinen, Chair  
Aleksi Neuvonen  
Tuomo Pentikäinen  
Hanna Sievinen

Katri Sarkia started as the external secretary of Demos Helsinki oy's Board of Directors on 15 June 2018. Johannes Nuutinen worked in this position before her.

### **Demos Research Institute Oy's Board of Directors until 17 May 2018**

Tuuli Kaskinen, Chair  
Mikko Annala  
Roope Mokka

### **Demos Research Institute Oy's Board of Directors from 17 May 2018**

Juha Leppänen, Chair  
Oona Frilander  
Roope Mokka

### **Associate group**

Antti Hautamäki, Senior Associate,  
Professor Emeritus  
Peter Ache, Professor in planologie, Radboud  
University Nijmegen  
Juha Huuskonen, Curator, Helsinki International  
Artist Programme  
Airi Lampinen, University Lecturer,  
University of Stockholm; Docent, University of  
Helsinki  
Seungho Lee, Doctoral Student, Researcher,  
Aalto University, School of Arts, Design and  
Architecture  
Sari Stenfors, Doctor; Strategy, business  
technology, organisation and management  
studies, Aalto University

## Key figures

### **Demos ry**

Sales: €2,147,499.97

Profit: €55,079.57

### **Demos Helsinki Oy**

Sales: €1,354,554.58

Profit: €41,479.74

### **Demos Research Institute Oy**

Sales: €522,167.62

Profit: €1,748.53

Transfers between Demos ry, Demos Helsinki Oy and Demos Research Institute Oy have not been deducted from the above sales figures. After deducting these transfers, the total sales of the Demos Helsinki were ca. 3.7 million euros in 2018.

## Administration

- The Board of Directors of Demos ry had 10 meetings.
- The Board of Directors of Demos Helsinki oy had 11 meetings.
- The Board of Directors of Demos Research Institute Oy had 2 meetings.
- Financial administration and accounting were performed by Marika Lohi of Osuuskunta Multiprofessio / Osuuskunta Ehta Raha until 31 May 2018 and by Tilipalvelu Rantalainen oy from 1 June 2018.
- The revisor was Risto Ekholm of BDO Oy.
- The offices are located at Mechelininkatu 3d, Helsinki.
- Demos ry is a member of the Climate Leadership Coalition ry and the Institute for Deliberative Democracy (DDI).
- Demos Helsinki oy is a member of the Association for Finnish Work, Helsinki Region Chamber of Commerce and World Benchmarking Alliance.



## Publications 2018



### **Kaupungistumisen käännekohdat: Skenaarioita Suomen kaupungistumisen tulevaisuudesta 2039**

[www.demoshelsinki.fi/julkaisut/kaupungistumisen-kaannekohdat-skenaarioita-suomen-kaupungistumisen-tulevaisuudesta-2039/](http://www.demoshelsinki.fi/julkaisut/kaupungistumisen-kaannekohdat-skenaarioita-suomen-kaupungistumisen-tulevaisuudesta-2039/)



### **Google Suomi & SAK taustaselvitys: Jatkuvasta oppimisesta totta – kolme ratkaistavaa haastetta**

[www.demoshelsinki.fi/julkaisut/google-suomi-sak-taustaselvitys-jatkuvasta-oppimisesta-totta-kolme-ratkaistavaa-haastetta/](http://www.demoshelsinki.fi/julkaisut/google-suomi-sak-taustaselvitys-jatkuvasta-oppimisesta-totta-kolme-ratkaistavaa-haastetta/)



### **Bees and Trees – Unique Partnerships to Co-create Sustainable Business**

[www.demoshelsinki.fi/julkaisut/bees-and-trees-unique-partnerships-to-co-create-sustainable-business-2/](http://www.demoshelsinki.fi/julkaisut/bees-and-trees-unique-partnerships-to-co-create-sustainable-business-2/)



### **A Handbook for the Experiment Co-Creation Platform**

[www.demoshelsinki.fi/en/julkaisut/try-out/](http://www.demoshelsinki.fi/en/julkaisut/try-out/)



### **The Nordic Digital Promise: Four Theses on a Hyperconnected Society**

[www.demoshelsinki.fi/en/julkaisut/the-nordic-digital-promise-four-theses-on-a-hyperconnected-society/](http://www.demoshelsinki.fi/en/julkaisut/the-nordic-digital-promise-four-theses-on-a-hyperconnected-society/)



### **Tulevaisuusselonteon taustaselvitys: Pitkän aikavälin politiikalla läpi murroksen – tahtotiloja työn tulevaisuudesta**

[www.demoshelsinki.fi/julkaisut/tulevaisuusselonteon-taustaselvitys-pitkan-aikavalin-politiikalla-lapi-murroksen-tahtotiloja-tyon-tulevaisuudesta/](http://www.demoshelsinki.fi/julkaisut/tulevaisuusselonteon-taustaselvitys-pitkan-aikavalin-politiikalla-lapi-murroksen-tahtotiloja-tyon-tulevaisuudesta/)



**Työvoima- ja yritys-  
palvelujen alueellisten  
kokeilujen toiminta- ja  
arviointitutkimus**

[tietokayttoon.fi/julkaisut/  
raportti?pubid=URN:ISBN:  
978-952-287-627-0](http://tietokayttoon.fi/julkaisut/raportti?pubid=URN:ISBN:978-952-287-627-0)



**Lupaus jatkuvasti oppivasta  
digitaalisen aikakauden  
julkisesta hallinnosta  
- Mahdollisuuksia  
viranomaistoiminnan  
kehittämiseen**

[www.demoshelsinki.fi/julkaisut/  
lupaus-jatkuvasti-oppivasta-  
digitaalisen-aikakauden-julkisesta-  
hallinnosta-mahdollisuuksia-  
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kehittamiseen/](http://www.demoshelsinki.fi/julkaisut/lupaus-jatkuvasti-oppivasta-digitaalisen-aikakauden-julkisesta-hallinnosta-mahdollisuuksia-viranomaistoiminnan-kehittamiseen/)



**Vapautta, robotteja &  
empatiaa - Tulevaisuuden  
johtajien näkemyksiä  
tulevaisuuden työstä**

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**Täydellinen myrsky -  
PAMin toimintaympäristö  
2020-luvulla**

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materiaalipankki-tiedostot-  
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cc-88ydellinen-myrsky-final-  
122018.pdf](http://www.pam.fi/media/1.-materiaalipankki-tiedostot-nakuvat-julkisessa-materiaalipankissa/materiaalit-ammattiosastoille/pam-ta-cc-88ydellinen-myrsky-final-122018.pdf)



**Kymenlaakso.ai - Selvitys  
tekoälyn vaikutuksista  
yhteiskuntaan ja Kymen-  
laakson elinkeinoelämään**

[www.kinno.fi/sites/default/files/  
kymenlaakso-ai\\_1.pdf](http://www.kinno.fi/sites/default/files/kymenlaakso-ai_1.pdf)



**Monipuolinen Portland.  
Maailman parhaat  
kaupungit - Kolmannen  
kurssin raportti.**

[http://kuntasaatio.fi/wp-content/  
uploads/2018/04/Monipuolinen\\_  
Portland.pdf](http://kuntasaatio.fi/wp-content/uploads/2018/04/Monipuolinen_Portland.pdf)

**Annual report of Demos Helsinki**

**2018**

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**DEMOS  
HELSINKI** 