

Health and wellbeing campuses as localized multi-organizational networks

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Abstract

The objective of the thesis is to expand understanding on how geographically localized multi-organizational networks are formed and how the value creation in these networks takes place.

A multiple case study was conducted on two Finnish health and wellbeing campuses. These campuses are considered as localized multi-organizational networks that are observed through meta-organizational background. The previous research on meta-organizations is mainly concentrated on how these organizations are designed, why they exist and operate. And therefore, this study focusing on the formation and value creation processes contributes to new knowledge in this literature.

The study used qualitative research methods such as semi-structured interviews and manual coding in the gathering and analysis of data. The analyzed data set was in total 29 different interviews and significant amount of other data such as presentations, meeting minutes and histories. The thesis presents six key findings related to the formation and development of multi-organizational networks as well as analyzing how and where the value creation takes place in the campus context. The six key findings fall into six distinct themes: the role of the architect, membership criteria, collaborative events, system-level goal, integrators and transition of key actors. In regard to emergence of the network and value creation, the findings emphasized the role of architect and system-level goal in the emergence of these networks. Furthermore, the findings suggest that preserving strong system-level goal requires both membership criteria for amongst new members and active communication between old members in order to avoid disruption of the overall concept. Transition of key actors had profound effect on the dynamics of meta-organization. In the process of creating value through meta-organizational context, concrete dyadic and multi-organizational relationships are important for enhanced the value creation: value can and should be created through collaboration (co-sharing, co-developing and co-marketing) between organizations. The overall brand image of the meta-organization was considered valuable especially with public actors.

Based on the empirical study, the formation of such networks will need a strong vision or system-level goal, which should be shared amongst the members. In addition, the role of meta-organization architect is inevitable in facilitating and coordinating activities that are keeping the network functioning. Furthermore, the value can be create through collaboration between organizations inside meta-organization by sharing resources, facilities, creating joint services or integrating marketing efforts in order to attract and serve customers better than before. Multi-organizational collaboration can also be traced to better business performance and more efficient use of resources. The findings from the case study suggest that a more comprehensive cross-industrial case study from different geographical and industrial sectors could be seen beneficial in order to provide more generalized results.

Keywords multi-organizational networks, meta-organization, value-creation, health and wellbeing campuses

Tiivistelmä

Tutkielman tavoitteena on laajentaa ymmärrystä maantieteellisesti lokalisoitujen monitoimijaverkostoiden synnystä ja siitä miten arvonluonti tapahtuu verkoston sisällä toimijoiden ja koko verkoston osalta.

Tutkielmassa keskitytään kahteen suomalaiseen terveys- ja hyvinvointikampukseen, joiden tutkimisessa hyödynnettiin monitapaustutkimusta sekä meta-organisaatioteoriaa. Aikaisemmat tutkimukset meta-organisaatioihin liittyen ovat liittyneet pitkälti meta-organisaatioiden rakenteeseen, olemassa oloon sekä operatiiviseen toimintaan. Juuri siksi tutkimus meta-organisaatioiden synnystä sekä arvonluonnin prosessista on tervetullutta. Tutkimus käytti hyväkseen kvalitatiivisia tutkimusmetodeja, kuten avoimia haastatteluita sekä manuaalista koodausta datan keräämisessä sekä analysoinnissa. Data piti sisällään 29 analysoitua haastattelua sekä huomattavan määrän muita datan lähteitä, kuten esityksiä, tapaamisten muistiinpanoja sekä historiikkeja. Tutkielma nostaa esille kuusi avainhavaintoa liittyen monitoimijaverkostoiden syntymiseen sekä kehitykseen. Tämän lisäksi tutkielma analysoi miten ja missä arvonluonti tapahtuu kampuskontekstissa.

Kuusi keskeistä tutkimushavaintoa pitävät sisällään arkkitehdin roolin, kriteerit jäsenyydelle, yhteiset tapahtumat ja fyysisen kohtaamisen, verkostotason tavoitteet, integraattorit sekä avainhenkilöiden muutokset. Löydökset tukevat näkemystä, että arkkitehdin rooli sekä verkostotason tavoitteet ovat tärkeitä monitoimijaverkostojen synnyssä. Ensiksi, verkostotasotason tavoitteiden pitäminen vaatii jonkinasteisia hyväksymiskriteereitä uusien tulokkaiden kohdalla sekä aktiivista kommunikointia vanhojen jäsenien kanssa, jotta kokonaiskonseptin hajoaminen estettäisiin. Toiseksi, avainhenkilöiden muutokset vaikuttivat syvästi meta-organisaation dynamiikkaan. Arvonluonti meta-organisaatiokontekstissa tapahtui konkreettisten kahdenvälisen tai useiden toimijoiden välisten suhteiden avulla. Tutkimuksen pohjalta voidaan todeta, että arvo meta-organisaatiossa syntyy pitkälti yhteistyön kautta (yhdessä jakaminen, kehittäminen ja markkinointi). Kuitenkin, myös brändiarvo nähtiin tärkeäksi varsinkin julkisen sektorin toimijoiden kanssa.

Monitoimijaverkostoiden syntyminen tarvitsee vahvan vision tai verkostotason tavoitteen, mikä on laajalti tunnustettu jäsenten kesken. Lisäksi arkkitehtien rooli fasilitoinnissa sekä aktiviteettien koordinoinnissa on erittäin tärkeää, jotta verkosto pysyy elinvoimaisena sekä toimivana. Tämän lisäksi arvoa luodaan yhteistyön kautta jakamalla resursseja, toimitiloja, palveluyhteistyöllä sekä integroimalla markkinointiponnisteluja johtaen parempaan asiakaspalveluun ja -määriin. Monitoimijaverkostoituminen voidaan johtaa myös parempaan liiketoimintasuoritukseen ja resurssien tehokkaampaan käyttöön. Tapaustutkimuksesta saadut havainnot indikoivat, että laajempi myös muita toimialoja käsittelevä tutkimus olisi tarpeen yleistettävämpien tulosten aikaansaamiseksi.

Avainsanat monitoimijaverkostot, meta-organisaatio, arvonluonti, terveys- ja hyvinvointikampukset

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1 Introduction

Organizations have natural desire to form multi-organizational networks with partners, customers and even their competitors. This stems from the fact that usually well-structured multi-organizational networks set a solid base for excellent business performance (Priestley & Samaddar, 2007). In addition, Priestley and Samaddar (2007) argued that this business success can be traced to the fact that through these networks organizations can better access and transfer information inter-organizationally.

The dynamics of accessing and sharing information in multi-organizational networks vary depending on whether the members are local or remote. Proximity provides organizations a good opportunity to share information inter-organizationally through physical encounter. In addition, Lemaire & Provan (2011) concluded in their research on multi-organizational networks that organizations that are close to each other or somehow possess the similar status are more likely to cooperate and have higher quality relationships. The study further implies that multi-organizational networks that are not geographically localized need to put more effort on maintaining high quality relationships.

In this study, multi-organizational networks are investigated in two Finnish health and wellbeing campuses, Ruskeasuo in Helsinki and Rehapolis in Oulu. Health and wellbeing campuses provide a relevant and interesting case to study inter-organizational networks especially in Finnish context. Also in health and wellbeing sector the geographical location provide organizations a solid base for collaboration through physical proximity with other members of the network. The growing number of elders combined with the social and healthcare reform led by government indicates that a better understanding of cooperation between private, public and third party organizations is essential in developing the sector further. In addition, interesting topic is the buyer-supplier model that can be found in both of the case campuses. This is a ponderable operating model, which is trying to bring together private and public operators to provide more comprehensive service in a more efficient way. Furthermore, with the increasing competition in Finnish healthcare business environment the market has become more and more volatile. Therefore, these kinds of networks could provide opportunities to mitigate uncertainty related costs and more efficient usage of resources (Priestley & Samaddar, 2007).

Multi-organizational networks are widely studied area of research and have been growing steadily over the years (Bor, 2014). In this thesis these networks are observed through meta-organizational perspective, which can be described as a form of multi-organizational network that is not bound by any authority-based relationships (Gulati et al., 2012). Additionally, descriptive for a meta-organization is some kind of criteria for the membership and an acknowledged common goal or vision might occur amongst the members (Gulati et al., 2012; Ahrne & Brunson 2005). Meta-organization is new and developing area of research and gives a new kind of perspective to approach how multi-organizational networks are formed and operated. Formerly, research on meta-organizations has concentrated on separating it from traditional organizations and trying to illustrate how meta-organizations are structured and who exercise decision-power. In this study, however, the emphasis is on discovering how these localized multi-organizational networks are formed and how the value-creation takes place with individual organizations as well as in the system-level. This certainly adds a new perspective to the previous research and sheds more light on how meta-organizations function.

In this thesis meta-organizational literature is used in establishing a foundation for approaching and conceptualizing the empirical case study. Furthermore, globally meta-organizations have not been studied in the context of health and wellbeing organizations, which further implies that this type of study could be beneficial. The two case campuses provides an interesting point of view how multiple organizations connected geographically to campus setting form localized networks, how these networks evolve over time and how value-creation takes place.

1.1 Objective and research questions

The objective of this thesis is to increase understanding on how localized multi-organizational networks are formed, how they develop over time and the mechanisms behind how they operate in daily basis. In addition, this thesis focuses also on finding out how participating organizations can benefit in taking part this kind of network. Based on these objectives the research questions are as follows:

1. *How geographically localized multi-organizational networks are formed?*
2. *How value-creation with individual organizations and whole network takes place in geographically localized multi-organizational networks?*

These two research questions are addressed through using the concepts of meta-organization literature as well as theory building based on the multiple case studies. As a result the thesis aims to provide comprehensive overview on how these multi-organizational networks emerge and develop over time. In addition, the thesis pursues to descent to micro-level in order to enrich the analysis by concrete examples rather than making high-level generalizations. Through the analysis of data the thesis aims to bring forth issues associated in with joint success in campus context or factors deviating campus thinking from its initial vision. The result should be an objective analysis on the factors affecting to the formation of the network, things integrating the campus vision and possible pitfalls that might occur in the life span of these kinds of campuses. Worth mentioning is that value-creation is here not observed through the wide literature, but rather used as explaining the outcomes of the multi-organizational collaboration.

1.2 Theoretical background and methodology

This section introduces the theoretical background and methodology that the thesis follows when approaching the research topic. The thesis relies on multiple case study approach with two individual case campuses. The academic literature is used to introduce key concepts for the reader.

As a theoretical background this thesis utilizes meta-organization literature in the localized multi-organizational networks context. The rationale behind the selection of meta-organization stems from the appropriate concepts it provides especially concerning the case study in hand. In practice, meta-organizational theory offers a comprehensive set of different concept in identifying how these kinds of organizations operate, the membership process, hierarchy and system-level goals, which all can be considered interesting from the perspective of the thesis and the case study. Furthermore, as meta-organization is a rather new field of study, it also provides a fresh point of view on studying multi-organizational networks.

Meta-organization is used here as a theoretical background through which the two campuses are observed and findings identified. In addition, meta-organization provides the foundation and concepts to academically approach the case study. Furthermore, meta-organization creates an opportunity to contribute academically for the meta-organization study, since it is still quite new area of study with limited amount of academic research. On the other

hand, this creates some limitations in terms of amount academic literature that can be used in theory building.

The theoretical part was constructed through the utilization of different scientific articles, conference papers and appropriate literature of the topic. The material was accessed through academic databases such as Emerald, ProQuest, Web of Knowledge, Scopus and Google Scholar.

In regard to the case selection, two separate case campuses were selected. This was done due to the need for rich data set and although only single case studies can be used confirmation purposes, additional cases will add more credibility for the findings (Barratt et al., 2011). The selection of the campuses was also well thought through. The fundamental idea behind the selection was that Ruskeasu and Rehapolis were identified as diverse enough for research purposes, but still similar enough to draw general and significant conclusions. On top of this, both of the case campuses possessed attributes that served the purpose of the research. Firstly, both campuses are located in Finland, which ensures that the operational environment is more or less identical. Yet, the campuses are still geographically diverse located in the opposite ends of Finland. Secondly, the campuses are both operating in the same field of disabled healthcare that further increases the comparability. Regardless the similarities, the campuses are in totally different phases in terms of maturity of meta-organizational structures. Rehapolis have had fully functioning multi-organizational network for over a decade, whereas Ruskeasu is now phasing the transformation from singular actor campus to localized multi-organizational campus.

Thesis has been constructed as qualitative study with 29 conducted interviews. The study exploited purposeful and theoretical sampling in data selection as a research method, which is one of the common ways to conduct such case study (Barratt et al., 2011). In practice the approach meant that the selection of interviewees was conducted according criteria determined for best fitting the research purposes (Tuckett, A., 2004). Furthermore, the selection of new informants evolved throughout the research project based on the knowledge gathered from the interviews conducted. As an example based on the firsts rounds of interviews the pool of possible informants were identified and from this pool of possible interviewees the most relevant informants from the perspective of the study were chosen to be interviewed. By this way the research group was able to apply knowledge and information already gathered from the preceding interviews.

The interviews lasted on average from 50 to 130 minutes and all of them applied the semi-structured interview methods, where the theme of the interview was predefined, but interviewees were encouraged to talk freely around the topic to ensure unbiased result and relaxed atmosphere (Wahyuni, 2012). During the interviews the main emphasis was to discuss about the campus network not only about informant's own organization. This emphasis was chosen due to the need for ensuring that the scope of the interview would serve the research purposes the best.

All the interviews were recorded and transcribed. The analysis took place by coding quotes from the interviews and categorizing them around different defined themes. In total the number of quotes gathered from the data were 651, where 237 were related to Ruskeasu and 414 related to Rehapolis. This thesis has been reviewed and approved by all the major stakeholders to ensure accuracy and avoid violation of confidential issues.

1.3 Structure

The structure of the thesis follows the standard requirements. Introduction section starts by explaining shortly the scope of the research and narrowing down the topic of the thesis. After introduction chapter follows a literature review, where all the central concepts and academic literature are introduced intending to provide appropriate concepts for the case phase. After this follows the methods and data chapter that explains carefully on how the study was conducted, characterizes data and how the data was gathered and analyzed.

The main contribution of the thesis is the case chapter, which guides the reader through the history and development of both case campuses and identifies the main findings in regard to the set research questions. Finally after throughout analysis chapter, discussion will combine the earlier academic research to this case study and evaluate how the findings from this case study applies in the larger academic context. Lastly, conclusion chapter follows trying to intertwine all the relevant strings together for the final summary and conclusion.

1.4 Contribution

The main contribution of the thesis lies in increasing the understanding on how localized multi-organizational networks are formed and how value creation takes place in health and wellbeing

campus context. In addition, the thesis will contribute to the meta-organizational field of research by utilizing the key concept of meta-organization and complement the overall academic research. The thesis has identified six key findings that are affecting the dynamics of localized multi-organizational networks and the value creation process. The six major findings are:

1. The role of architects
2. Membership criteria
3. Collaborative events and physical encounter
4. System-level goal
5. Integrators
6. Transition of key actors

The importance of key actors relates to the forming of the meta-organization and how such an organization without any authority relationships could be formed and structured. From the case study it came apparent that strong leadership is needed from the key individuals and organizations in order this types of multi-organizational networks to be formed and functioned. The other finding closely related to the design of the networks is the process of deciding and choosing whom to let join the network. In the case of meta-organization this is extremely important since the dispersion of the concept and vision, will create chaos and jeopardize the future of the organization.

Although meta-organization is organization of organizations, the individuals form the organizations and thus human factor should be taken into account. Therefore, the importance of physical encounter and positive events and memories were all significant factors that are affecting the campus setting positively and enhancing synergy within the campus context. Furthermore, multi-organizational networks also need a clear vision or some kind of goal that everyone shares in order to stay stable. Major finding from the case studies was that high-level vision is usually not enough for the concept to succeed, but rather this vision should be actively communicated also to low-level actors such as organizations and individuals. When ensuring that also individuals know and share the same kind of inter-organizational vision in this campus context, the probability to the meta-organization to remain stable increases significantly.

A strong vision is not enough, if the members of the network can't identify and experience concrete synergy benefits through integrating activities that takes place inter-organizationally. Concrete example from the case study was seen as shared resources in terms of facilities,

integrated service chains and joint events. All these created synergy benefits for individual organizations, but at the same time enhanced the unity in the campus context. On the other hand, this thesis identifies also diving forces that are casting a shadow to the campus vision. Oftentimes this was due to alienation of organization from the campus concept. In practice, this meant, that organizations didn't share the vision and couldn't identify how the campus setting would help them to enhance their business.

Lastly, the transition of key actors in the both campuses was identified as critical events that were analyzed in more detail.. In these cases the effect can be seen as positive or negative for the campus network. In some cases the transition left room for new ideas and fresh drive to take the campus further. However, thesis came across a situation, where transition left a void in the center of the campus and created a negative chaos that shed shadows to the future of the campus. In this case the problem stemmed from the lack of willing successors and thus left a prominent void that became a threat to the campus thinking.

2 Literature review

The objective of this chapter is to provide an overview on meta-organizational literature and other related to aspects of organizations. The literature regarding meta-organizations is still developing and amount of research is limited. At the same the area is fruitful as this creates an opportunity to contribute to the overall research based on the findings from the empirical study. Firstly, meta-organization is defined and characteristics introduces. In addition, the chapter will also discuss why such thing as meta-organization exists and how it is structured. Secondly, the thesis will go through how meta-organizations emerge and how they are governed. Then, thesis will discuss over the dynamics of value creation within meta-organization. Lastly, a synthesis chapter will intertwine all the strings together in order to present clarify the scope of the thesis.

2.1 The developing meta-organization discourse

In order to describe meta-organization some core characteristics defined by earlier research must be taken into account. Meta-organization refers to a certain organization that is a network of organizations and/or individuals that are not bound by authority based on employment relationships, but they might have a system-level goal, which corresponds goals of its architects (Gulati et al., 2012). However, Ahrne & Brunsson (2005) takes a more strict stance and defines that meta-organization is solely constituted of organizations. Furthermore, meta-organization can be seen as special form of multi-organizational network with social relationships between members, a defined structure and inter-organizational goals that members are jointly pursuing towards (Bor, 2014). Therefore, one can conclude that in order a network to be a meta-organization it should have: Multiple members, system-level goals, no employment relationships and some kind of constitutional structure that can be also loosely coupled. The following sub-sections will dig deeper in the defining meta-organizations and explaining why these special types of multi-organizational networks emerge and how they are structured.

2.1.1 Meta-organization as a multi-organizational network

The concept of meta-organizations is nothing new and has been around for a long time. However, the number of meta-organizations has been growing rapidly in the present years. Rationale behind of this development is the rise of multi-organizational relationships, strategic partnerships and outsourcing (Gulati et al., 2012; Ettighoffer & Van Beneden, 2000). This type of development has been backed up with the rise of globalization, access to skilled labor,

dispersion of work force and trend of externalization of activities (Gulati et al., 2012). Fundamentally, this all have led to emergence of meta-organizations, special forms associations and coalitions that are constituted of organizations rather than individuals (Bor, 2014). Usually in meta-organization the whole organization constitutes of individual organizations and it is thus dependent on their members. Oftentimes single members can attract other to join and thus making the meta-organization more compelling to newcomers. The downside here is that it seems that usually the most attractive members seems to be the ones that needs the least meta-organization (Gulati et al., 2012).

In meta-organizations there is no formal employment-based authority that will guide the relationships (Gulati et al., 2012). Consequently, in meta-organizations the adherent force holding organizations together is something else. This integrating force can be dependence between members, monetary incentives or inter-organizational goal(s) that the members are sharing (Ahrne & Brunsson 2005; Bor, 2014). Oftentimes individual members might have their own agendas on top of the system-level goal. Therefore, Nuno Gil and Colm Lundrigan (2013) raised a justified question of how stabile and lasting meta-organizations can be, if the variety in expectations, performance indicators and individual goals varies significantly amongst the members. To respond to this argument Solansky et al. (2014) found in their work of researching meta-organization teams that stabilizing acts such as compelling direction and strong leadership will lead meta-organizations away from the chaos. However, the same study concluded that instability of the membership, contextual differences and indefinite structure are in turn leading towards more chaotic and unstable ecosystem, which will jeopardize the stability of the ecosystem (Solansky et al., 2014).

One could confuse meta-organizations to virtual organizations since they potentially might appear the same, but the literature makes a clear distinction here. While virtual organizations are sharing information and resources in highly regulated manner over the Internet and thus can't be localized (Foster et al., 2001), meta-organization can be, however, geographically localized or scattered (Bor, 2014). In addition, interest in inter-organizational networks also existed before the era of information technology and thus this would be too black and white to conclude (Bor, 2014). Furthermore, virtual organization can be also considered as one organizational entity, whereas meta-organization constitutes of multiple organizations. (Wiesenfeld et al., 1998; Ahrne & Brunsson 2005; Gulati et al., 2012)

The theory on meta-organization is not without problems. Bor (2014) highlighted that especially Ahrne & Brunson don't make division between hierarchical and constitutional

memberships and for example calling United Nations a meta-organization is controversial. This stems from the fact that UN has also employees and sub-organizations that are bound by employment based authority. Therefore, one could argue that UN is not meta-organization since it has members bound by employment authority. However, it depends how these organizations are observed. UN is a meta-organization if we solely look at it from system-level perspective as the organization of organizations. Therefore, it is essential always to define the scope of observation in before naming something as a meta-organization.

2.1.2 Characteristics of a meta-organization

At this point it is essential to define what meta-organization is and what it is not. Bor (2014) argued that meta-organization is formal organization of organization that is a special form of association. A special form of an association stems from the fact that in traditional organizations it is apparent that its members are individuals explicitly and implicitly, whereas in meta-organizations members can be organizations and/or individuals (Ahrne & Brunsson, 2005). Furthermore, meta-organization constitutes of multiple organizations and thus can't be solely dyadic relationships (Bor, 2014). Moreover, Ahrne & Brunsson (2005) want to clearly differentiate meta-organization from traditional, individual based organization. They highlight that organizations as the members of the organization differs from individuals in many way. This will explicitly differentiate meta-organization from normal organizations since organizations can't be met whereas individuals can. Therefore, the concept of a member defines meta-organization profoundly.

Intertwining all these different point of views together, the thesis concludes that in order a multi-organizational network to be a meta-organization it will need to fill the following characteristics:

1. Constitutes of multiple organizations
2. Not bound by any employment-based relationships
3. At least some of the members are organizations
4. It beholds some kind of structure and process of decision-making
5. Contains architect(s) that lead and facilitate meta-organization development

2.1.3 Why meta-organizations exist?

Relevant thing to consider is why such a thing as meta-organization exists. What are the drivers for this and how it changes the operating environment for the organizations? It can be concluded that meta-organizations are one radical form of organizing and making something

unorganized to become something more manageable and organized (Ahrne & Brunson, 2008). The fundamental drivers behind such need for organizing stems from the disorder and instability that is present in the environment between organization that are somehow dependent on each other (Ahrne & Brunson, 2008). Therefore, one of the main reasons to form a meta-organizations is to get a higher degree of control over the environment and at the same time raise the predictability, which both are naturally desirable objectives especially in the world of business and trade (Ahrne & Brunson, 2008). Meta-organizations are also valuable in the way of gathering together organizations with same agenda. In this way meta-organizations can appear as significant player in negotiations with for example governmental operators (Bonfils, 2011).

The fundamental driver for an organization to form such special type of multi-organizational networks is usually a common goal that is shared with other organizations. These goals can vary significantly, but in most cases they describe the interdependencies between different organizations. These can be shared activities, business opportunities, knowledge sharing, strategic thinking and common representation (Bor, 2014; Napolitano & Cervero-Romero, 2012). In addition, meta-organization structure helps organizations to share knowledge and identify resources and business opportunities, which in turn had led to better business performance (Napolitano & Cervero-Romero, 2012, Rao, 1996).

2.2 Taking part in the network

The second chapter of the literature review illustrates on the process of taking part in meta-organization. Chapter concentrates on identifying profound reasons that are motivating organizations to participate in meta-organization. Furthermore, the thesis will clarify what makes meta-organization open or closed community and how this affects the dynamics of its existence. Lastly, thesis will discuss the duration and exclusivity of the membership that will guide the overall relationship.

2.2.1 Motivation to join

Decision about participating meta-organization tends to have strategic emphasis in organizations (Viachka, 2013). This stems from the nature of the relationship with meta-organization. The membership of a meta-organization usually requires investing resources in terms of time and human labor and thus belonging to many different meta-organizations can

be seen laborious and is rather rare (Viachka, 2013). The fundamental reason to join meta-organization in many cases comes from the common goal set jointly (Gil & Ludrigan, 2014). Although, organization rarely join meta-organization solely because of monetary issues the effect on business performance can be seen as factor to create motivation to join (Priestley & Samaddar, 2007).

Stronger together also applies to organizations considering in joining meta-organization. The benefits of sharing information, knowledge and resources and enabling interaction can be seen as significant motivating factor for organizations (Ahrne & Brunsson, 2008). In addition, belonging to meta-organization might give individual organization more influence power. Bonfils (2011), concluded in his research that governmental institutions are more willing to negotiate with meta-organizations rather than individual ones. Furthermore, the idea to form meta-organization can stem from external factors. Ahrne & Brunsson (2008) highlighted that need for changing operating environment might create the need for creating a new kind of structure in organizing business or operating environment. In this case something that previously was once seen as environment has taken a structured form of meta-organization (Ahrne & Brunsson, 2008)

Sometimes the motivation can stem from fear of being left out. Ahrne & Brunsson (2005) found in their research on meta-organization that sometimes organizations see the need to join meta-organization although they might not know the concrete benefits in joining, but rather trying to avoid making mistake in not joining. This is closely related to the reputation and external attractiveness of certain meta-organization and the fact that sometimes participating organizations might value just to be part of something attractive or getting certificate (Ahrne & Brunsson, 2005). This reputation is seen as more beneficial than the concrete day-to-day operations (Ahrne & Brunsson, 2005).

2.2.2 Open and closed meta-organization

Meta-organizations can be open or closed depending on how they treat new members and if there are some hierarchical structures or boundaries to entry defined by its members. Most of the time meta-organizations have at least some kind of (formal) set of rules on whom to let join. Therefore, as Ahrne & Brunsson (2005) stated, it is not easy to consider meta-organizations of which anyone could be the member or certain skill would guarantee the membership.

In most cases meta-organization is a type of a network that will need some kind of approval before new members could join (Gulati et al., 2012). This acceptance process demands the decision from the meta-organization authority, which can be dictatorial or democratic decision based on the hierarchy structure (Bor, 2014). Most of the meta-organizations are at least for some extend closed. The idea behind this is that with some kind of approval process meta-organizations are easier to coordinate. In contrary, if the organization is open, it might be hard to fill competence gaps or manage the overall cooperation, since there is no control over the dynamics of the meta-organization (Gulati et al., 2012). Although meta-organization might be closed, the decision to participate is based on voluntarily, which implies that members can leave anytime (Viachka, 2013)

Some important characteristics of closed-memberships are that usually for the members there are specified roles, some indication about the duration of the membership, predefined tasks and relationships to others members of the organization (Gulati et al., 2012). In addition, closed memberships are usually related to fewer numbers of members and active management of the meta-organization environment (Gulati et al., 2012; Bor, 2014).

In contrary to closed meta-organization, it can be also open and thus boundaries can be set more permeable so that basically everyone willing can join. Open membership has its pros and cons. The upsides with openness are that it is easy to lure new members and new stakeholders find the joining easy and effortless (Gulati et al., 2012). In addition, permeable boundaries enhance the openness for innovation coming outside meta-organization (Tushman, et al., 2012) On the other hand, the entry and timing of new members is extremely difficult to control and defining specific roles and the overall management of the meta-organization is somewhat confusing (Gulati et al., 2012).

Open membership might increase the possible input, but the thing to consider is that does this offset the loss of control and thus the loss in efficiency (Gulati et al., 2012)? One possible form of open meta-organizations is an open software community, where joining is made easy, but the administrator can delete content or even members ex-post. This is usually related to user generated sites such as YouTube or Wikipedia, where the admin holds the right to erase unwanted content or members ex-post (Gulati et al., 2012).

2.2.3 Duration and exclusivity of the membership

Duration of the membership is by definition the factual time that the organization spends as a member of the organization (Gulati et al., 2012). Usually closed meta-organizations have more

sophisticated plans to retain organizations as the member of meta-organization. They might require a specific minimum period of engagement to ensure that the specific organization will not leave the meta-organization (Gulati et al., 2012). Other way to see this is that meta-organization might also develop some strong incentives for their members to stay and some disincentives so that they would not leave (Gulati et al., 2012). These incentives can be basically be anything, but the most used are monetary incentives or sanctions and loss or gain in reputation (Gulati et al., 2012)

In open meta-organizations the situation is naturally totally different and ways to manage and coordinate who is joining or leaving are significantly more limited and almost impossible someone to manage. Exclusivity means the degree whether membership in some meta-organization precludes joining some other (Gulati et al., 2012). This is widely used in highly competitive markets and between competing meta-organizations such as the airline alliances (Gulati et al., 2012). Moreover, the exclusivity is also used when the possibility of free riding inside the meta-organization is high (Gulati et al., 2012). Whether meta-organization is exclusive or not, it seems that overall the participation of meta-organization is has strategic sound and joining multiple meta-organization at the same time not common (Viachka, 2013).

2.3 Hierarchy and decision-making

Although meta-organizations lack formal, employment-based authority, it doesn't imply that meta-organization could not have strong individuals or organization that are exercising decision-making power over the others. This next chapter will introduce how meta-organizations are governed and who and how is exercising decision rights.

2.3.1 Governance in meta-organization

When comparing meta-organizations to traditional individual-based organizations, it is apparent that the same governance conditions do not apply (Ahrne & Brunsson, 2005). Usually meta-organizations have relative weak centralized authority compared to traditional organizations, which can be traced to the lack of formal authority (Ahrne & Brunsson 2005). Therefore, the governance and control over members of meta-organization is more difficult (Ahrne & Brunsson, 2005). Nevertheless, meta-organizations have some kind of governance structure that is guiding the structure.

Although meta-organizations lack formal authority, they can't be considered entirely self-organizing, but rather the governance is personified to its architects (Gulati et al., 2012). In this thesis meta-organization architects refer to certain individuals that are exercising decision-making power or in other ways are central to the emergence and development of meta-organization. Furthermore, architects are oftentimes acting as facilitators rather than managers in the traditional sense, since in meta-organizations the goal is to manage diversity rather than establish a consensus (Napolitano & Cervero-Romero, 2012). Thus, architects can be seen as manifestation of loose governance that is essential to provide stability in meta-organization, which also valuable from individual organization perspective (Sharapov et al., 2013; Oliver 1990). Since the formal authority is missing, there must be some other attributes that grant the governance right to certain people. Thus, architects don't possess traditional hierarchy based authority, but rather informal authority that stems from individual attributes such as expertise, status or control over key resources (Gulati et al., 2012). This highlights the individual characteristics of an architect, which further implies that architects usually possess something valuable or have certain personality traits that are connected to leadership skills.

Since, the governance is so closely linked to personal or organization specific characteristics, it is possible and even common that some operators have more bargaining power than the other (Gulati et al., 2012) This can be traced to some informal authority, which can be competence driven or based on popularity of an individual organization or individual (Gulati et al, 2012). Furthermore, when there is no formal authority, the importance of different compensation or incentives rises substantially (Gulati et al., 2012). In case of meta-organization this form of management is known as stratification (Gulati et al., 2012). Stratification refers to the degree of decision power and authority amongst the members (Gulati et al., 2012) Therefore, the members belonging to higher-tier have more decision-making power and authority to coordinate efforts of the lower tier members (Gil & Ludrogan, 2014)

One notable issue with meta-organizations is that usually they are poorer and have fewer resources than their members (Gulati et al., 2012). This might lead to a situation where meta-organization architects have lower hierarchical status than the leader of the member organizations (Gulati et al., 2012). Naturally, this adds complexity for the decision-making and authority between different organizations. Low-level authority does not necessary mean that meta-organizations are really easy to break. In contrary, Ahrne & Brunsson (2005) states that members of meta-organizations have usually a little incentive to leave and as the members are dependent on each other so meta-organizations can be considered pretty stable.

Meta-organizations seem to be stable form of organizing. This can be derived from the fact that meta-organizations are network of organizations sharing common system-level goal, which annex the different organizations (Gil & Lundrogon, 2014). However, the stability of the meta-organization is dependent on how the individual members are positioned amongst each other. If several member organizations are feeling that they are overlapping with each other, this will create atmosphere of competition and thus might be disruptive force and will menace the overall stability of the meta-organization (Ahrne & Brunsson, 2005).

2.3.2 Different ways of choosing members

Even though there is no formal employment-authority based relationships between members, the architects and member organizations of meta-organization are prone to use careful consideration when deciding whom to let join (Gulati et al., 2012; Ahrne & Brunsson, 2008). The method of choosing members differs based on who is exercising decision-making power in the meta-organization. Firstly, there might be some kind of strong player, an architect, in meta-organization that independently chooses the members and thus don't need any approval from the other members (Gulati et al., 2012; Bor, 2014). This is called monopoly decision-making. Alternatively, meta-organizations can exercise democracy-based decision-making allowing all of its members to express their opinion about the new member and making the decisions jointly and honoring the majority's decision (Gulati et al., 2012; Ahrne & Brunsson, 2008).

The decisions can also made bilaterally between the meta-organization architect and the new member, this is seen more collaborative and gives the newcomer chance to express their beliefs and expectations of the membership (Gulati et al., 2012). Lastly, meta-organizations can use some predefined process for letting members to join. This can be seen unbiased decision-making process, but also extremely stiff and does not allow any case-by-case consideration (Gulati et al., 2012).

2.3.3 Criteria for membership

As stated in the above chapter, meta-organizations assess usually carefully before letting anyone to join. Therefore some kind of criteria for membership should be created at least at some level. A simple way to look at how inclusion or exclusion of the membership can be defined is related to either internal resource that the new member possesses and/or external

networks attributes that are beneficial to the meta-organization (Gulati et al., 2012; Ahrne & Brunsson, 2008).

Internal attributes can be technology or some kind of expert knowledge that the organization does not have and is trying to acquire (Gulati et al., 2012). In addition, internal resources can be something complementary that the organization is able to bring or just the fact that the new member is working in the same industry and thus can bring value for the organization. Moreover, internal attribute can also be the similarity of a member with respect to the meta-organization, which can allow new member to join based on similarity (Ahrne & Brunsson, 2008). In addition, it seems that the more similar the members of a meta-organization the stronger the organization is (Ahrne & Brunsson, 2012).

In contrary, external attributes can be as vital criteria for the membership than the internal ones. Here external attributes means that the inclusion of some player will generate positive network effects for the meta-organization, which basically means that they are able to lure more and better members or enhance the image of the meta-organization (Gulati et al., 2012). Furthermore, external attributes are linked to attracting new customers for the members of meta-organization (Ettighoffer & Van Beneden, 2000). This external attribute can be for example excellent reputation (e.g. Linus Torvalds and Linux society) that will eventually affect positively to whole meta-organization although the member will not bring any tangible, internal contribution to the organization. This can be explained in a way that meta-organization is the sum of the statuses of their members meaning that high-level members will also elevate the status of the whole meta-organization (Ahrne & Brunsson, 2008)

2.4 System-level goal

Meta-organization integrates network of individual organizations under a shared system-level goal (Ludrigan & Gil, 2014, Ettighoffer & Van Beneden, 2000). System-level goal reflects the fundamental need for collaboration between organizations and thus can be seen as the genesis of meta-organization (Anand, 2008). However, this doesn't necessarily imply that all the autonomous organizations would share the same goal, but rather the fundamental goal might be to maximize profits (Gulati et al., 2012). This certainly adds complexity, if individual members have own hidden agendas, although the shared goal is acknowledged and approved by everyone (Ahrne & Brunsson, 2005). Therefore, the completion of system-level goal can be seen as complex and dynamic event, which is constant balancing between different

organization and their own perception of the goal (Solansky et al., 2014). In the long-term this differentiation in the fundamental reasons to belong such network, might act as disruptive force and thus jeopardize the future of the meta-organization (Solansky et al., 2014). From this point of view, it seems that organization joining meta-organization “just-in-case” represents real threat of dispersion. These organizations don’t share the same goals and thus the whole base for the meta-organization is redundant from their perspective. Consequently, the importance of choosing the right members can be seen prominent also when trying to achieve mutual goals.

Oftentimes this system-level goal reflects the vision of the architect, which implies that system-level goals don’t just emerge (Gulati et al., 2012). This highlights the importance of meta-organization architect not only in the governance, but also in the emergence of these multi-organizational networks. In addition, stories and symbolic actions around the network development are essential and will contribute to the understanding of the system-level goal amongst the possible members (Sharapov et al., 2013). The story behind the idea or symbolic actions can be seen as traditional marketing efforts to build up the brand of the meta-organizations.

System-level goal in meta-organization can be basically anything, but descriptive for it is to enhance degree of control in the operating environment (Ahrne & Brunsson, 2008). Therefore, the system-level goals usually represents outcomes that stems from transformation from disorder to environment that is more in control and predictable (Ahrne & Brunsson, 2008). Thus it can be argued that meta-organizations are radical form of organizing and the fundamental objective is to enhance operating environment to better suit business purposes (Ahrne & Brunsson, 2008).

2.5 Co-creating value

The idea of meta-organization is to create value for its members through collaboration by utilizing meta-organization type special networks and partnerships with other members (Ettighoffer & Van Beneden, 2000). This collaboration and value co-creation is essential for meta-organization to function. In addition, supporting this is also notion that most of the companies prefer to join forces with competitor rather than seeing both failing (Ettighoffer & Van Beneden., 2000).

Based on earlier research made by Ettighoffer & Van Beneden (2000) and Bor (2014), the thesis was able to combine three different value-creation areas.

1. Co-sharing
2. Co-serving
3. Co-marketing

Co-sharing refers to the collaborative benefits that meta-organization is able to provide its members. These benefits are mainly realized through dividing and sharing different resources such as information, knowledge, facilities or even physical machines (Bor, 2014). The emergence of these clusters of companies allows the growth of productivity without significant investments, especially in small companies (Ettighoffer & Van Beneden, 2000). Moreover, cooperation with other members can be seen as beneficial when the size of a certain investment is so big that the risk associated with it can be bear by single member (Ettighoffer & Van Beneden., 2000). Co-sharing provides organizations a platform to enhance their business performance by utilizing cooperation and win-win situations. Co-sharing makes company to function better and provide better services by providing common platform to companies to utilize. By forming strategic partnerships within the meta-organization, organizations are able to find synergy benefits that will enhance their business performance. In addition, this type of collaboration can be even derived to the genesis of meta-organization (Anand, 2008). This is also closely related to efficient use of resources. Especially in medical and healthcare sector where fixed costs of different equipment and properties are creating main proportion out of all the costs related to the business.

Co-serving offers significant opportunities for companies to gather the best components and modules to offer best possible comprehensive service for the customer (Ettighoffer & Van Beneden., 2000; Bor, 2014). In the example of the healthcare sector this could be dividing the process of doctoral services in different modules and then companies that are specialized in certain act can produce it cheaply and the total customer experience would the sum of the modules. It is also possible that the customer doesn't even know that there are several members providing the medical treatment.

Co-marketing and co-distribution could be helpful way to gain value in such a meta-organization where small members want to form a strategic alliance in order to reach a foreign market (Ettighoffer & Van Beneden., 2000). This basically means that by themselves they would not be ready or strong enough to penetrate foreign market, but together it is made

possible. Furthermore, by integrating communication and marketing efforts, organizations are able to speak with one voice for the customer (Bor, 2014).

When observing how organizations are co-creating value in meta-organization it is notable that in many cases members will contribute unevenly to the organization (Bor, 2014). Consequently, this will lead to a situation where the contribution, but also the power to influence is distributed unevenly. Thus, organization in the center of meta-organization has also more power. Furthermore, in some case these efforts and investments in the network are compensated in monetary terms (Bor, 2014). However, in most cases meta-organizations can also be led by people that are not compensated at all, but are in some way following a certain system-level goal or their own vision.

2.6 Discourses of network research complementing meta-organization concept

Meta-organization theory aims to explain how organizations with no employment-based relationships are formed, designed and structured. Furthermore, since the meta-organizational concept is still a bit vague, similar concepts in the field of organizational theory have been introduced earlier. In fact, several concepts have been introduced by previous literature that can be argued to explain many of the characteristics concerning meta-organization. In the table 1 four major concept in the field of organizational theory are introduced and similarities and differences concerning the characteristics are discussed. As Gulati et al. (2012) argued in their research, there are similarities between these different concepts and it is important to debate on how these different issues are linked together, what are the similarities and differences between different theories.

Virtual organization has variety of similar characteristics as meta-organization. In virtual organizations the network is structured in a way that it is goal-oriented, with predefined procedures and members are somehow contributing to the overall network through their core competencies (Mowshowitz, 1997; Larsen & McInerney, 2002; Jägers et al., 1998). However, virtual organization emphasizes geographical dispersion and ignores the importance of proximity, whereas localized multi-organizational networks as meta-organization, especially in this case study, are relying heavily on physical encounter and close proximity (Travica, 1997). In addition, virtual organization tends to have technology focus in the communication

and meta-organization on the contrary is indifferent about technology innovation (Mowshowitz, 1997).

Business parks and incubators are geographically localized set of organizations trying to enhance business performance by sharing knowledge, information and facilities aiming to create innovations and new business models (Phan et al., 2005; Aerts et al. 2007). Business parks and incubators certainly have some of the same aspects as meta-organizations. However, the idea in these “parks” lies in the property-based thinking and members are seen more of a leaseholders than members of a meta-organization (Phan et al., 2005; Aerts et al. 2007). In addition, organizations might have their own goals (some of them even sharing them with each other), but important thing to remember is that common organizational-level goal is missing in business parks and incubators.

Ego networks are having social emphasis in relationships and it can consist of individuals and organizations just like meta-organization (Freeman, 1982). However, ego networks are extremely single actor centric, which means that inter-organizational collaboration and relationships are left without emphasis (Everett & Borgatti, 2005). In meta-organizational theory this lack of inter-organizational relationship and collaboration can be seen as significant differentiating factor between ego networks and meta-organizations.

Lastly industrial clusters represent transactional-based business networks that rely in collaboration through which they are trying to gain better business performance (Gordon & McCann, 2000; Brenner, 2004). Industrial clusters have clear resemblance to meta-organization including factors such as localization, sharing of knowledge and resources and that it can be open or closed community (Gordon & McCann, 2000). However, industrial clusters tend to have transactional focus rather than some long-term vision or system-level goal. In addition, industrial cluster might require some kind of membership fee that in not as common in meta-organizations. Therefore, the transactional focus that industrial clusters have, can be seen as divergent factor compared to meta-organization.

Table 1, Similar research discourses

Research discourse	Definition	Similarities to meta-organization	Distinction to meta-organization	Sample literature
Virtual organization	An organization of individuals and other organizations that are geographically dispersed, linked via IT and providing their core competencies to the use of the network.	<p>A way of structuring and managing goal-oriented organizations.</p> <p>Loose network with some pre-defined procedures.</p> <p>Members are providing core-competencies for the network.</p> <p>Interdependent and emphasis on inter-organizational stable relationships.</p>	<p>Lack of focus in geographically localized networks.</p> <p>Can be formed through employment-based contracts.</p> <p>Organization relies heavily on information technology in order to facilitate the cooperation.</p>	<p>Mowshowitz, (1997)</p> <p>Travica, (1997)</p> <p>Larsen & McInerney (2002)</p> <p>Jägers et al., (1998)</p>
Business parks and incubators	Property-based networks that rely on leaseholder relationships and common goals are to innovate and enhance business performance.	<p>Sharing knowledge, facilities and resources.</p> <p>Geographically localized network of organizations operating in the same field.</p>	<p>Property-based network with identifiable administration center.</p> <p>Goal is to enhance the business innovation and performance.</p> <p>Members are seen as tenants</p> <p>No specific system-level goal.</p>	<p>Phan et al., (2005)</p> <p>Aerts et al., (2007)</p>
Ego network	Social networks build around single unit – ego. Very single actor centric where others are linked to the ego.	<p>Consist of individuals, groups and organizations.</p> <p>Way to form social relationships.</p>	<p>Single actor centric and thus very little focus on inter-organizational relationships.</p>	<p>Freeman (1982)</p> <p>Everett & Borgatti (2005)</p>

<p>Industrial clusters</p>	<p>Transaction-based network of organizations that are collaborating in order to gain better business performance.</p>	<p>Relies on localized activities between organizations. Enhances knowledge sharing and innovation. Can be open or closed community</p>	<p>Transaction-based logic and more economically oriented than meta-organization. Industrial-level logic of vertical or horizontal supply chains. Lack of focus on individual firms. Might include a membership fee.</p>	<p>Gordon & McCann (2000) Brenner (2004)</p>
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As one can see, the differentiation between meta-organizations and earlier organizational concepts is neither clear nor easy. Many of the above-mentioned concepts have several commonalities that can be argued to overlap significantly with meta-organizational theory. However, some characteristics was also found that indicate meta-organizational theory to be justified and this new and developing area of organizational theory provided appropriate background for the purposes of this thesis. On the other hand, meta-organizational theory could benefit from the earlier research made concerning the above-listed theories. For example industrial clusters or business parks could provide a new kind of view to look at the health and wellbeing campuses studied in the thesis.

2.7 Synthesis of literature review: Central concepts

Research on meta-organizations has formerly concentrated on issues concerning the design and characteristics of a meta-organization. In this thesis, however, the focus is more towards how these multi-organizational networks emerge, function and how the value creation takes place. In order to keep the scope of the thesis narrow, value-creation is observed through the dynamics of meta-organizational collaboration and thus the thesis is not concentrating on value-creation theory as such. The fundamental objective of the literature review can be seen in providing the main concepts and issues for the empirical part to utilize in theory building.

The main concepts and issues regarding meta-organizations are key characteristics, membership, boundaries to entry, architects, governance and system-level goal. By combining different definitions from Gulati et al., (2012), Ahrne & Brunsson, (2005, 2008, and 2012) and

Bor, 2014, the thesis was able to explain the term meta-organization and defining key characteristics. In addition, the distinction between open and closed meta-organization was discussed and the impact to the dynamics of the meta-organization was introduced. Since formalized authority does not govern meta-organization, the governance is somewhat different from traditional organization (Ahrne & Brunsson, 2005). Therefore, literature review highlighted the importance of architects and key organization in the daily management of meta-organization as well as decision-making process concerning new members and membership criteria. Additionally, the question of internal and external attributes affecting the division of the authority was seen significant (Gulati et al., 2012)

The system-level goal can be seen as the genesis of meta-organization and way of bringing different organization under same organizational umbrella. (Anand, 2008; Ludrigan & Gil, 2014; Ettighoffer & Van Beneden, 2000). Through the literature the system-level goal was the biggest influencer in the emergence of meta-organization. Furthermore, the thesis discussed over mechanisms enhancing the value-creation in meta-organization. This provided base to understand where this value-creation takes place and how different members can exploit it.

Lastly, some key areas of similar organizational theories were introduced. The objective was to provide a critical view on how novel meta-organizational theory really is. It is noted that meta-organizational theory includes a variety of similarities with earlier research, however some distinctive factors were also identified. Still, the question of meta-organizational theory remains vague and need for future research is commended.

What the literature review didn't provide is how these multi-organizational networks are actually formed and how they work. In addition, value-creation processes were only touched slightly. Hereby, the rich empirical part of the thesis is aiming expand understanding in this area based on the limited research concerning meta-organizations and thus strives to contribute to the overall theory on meta-organizations.

3 Methods and data

This chapter represents the research methods used in the thesis, explains how the empirical data was collected and how the analysis of the data was conducted. The case study concentrates on two case campuses. Ruskeasuo located in Helsinki and Rehapolis in Oulu. Ruskeasuo campus was established during the Second World War and has long history in treating disabled people. On the other hand, the second case campus, Rehapolis, is fairly young with history reaching to the year 2004, when the campus was opened. The campuses share the same kind of vision in treating disabled people in campus context by providing comprehensive care from the design of prosthesis to post-operational physiotherapy. The next chapter will introduce the collected data and illustrates the key organizations related to the two campuses. In the actual case chapter more throughout introduction about the two campuses will be provided.

3.1 Research methods

The thesis exploited multiple case studies in order to approach the research questions. The two campuses acted as individual case studies and within-case analysis method was applied when familiarizing with the data and building a preliminary theory based on a single case (Eisenhardt, 1989). Thereafter, cross-case analysis was exploited forcing to view the subject through multiple lenses (Eisenhardt, 1989). In regard to sampling the two campuses were selected based on the suitability for the research purposes. Both campuses were similar enough to be compared together, yet different in terms of making generalizations on these two. In addition, the two case campuses provided a rich data set for the analysis and although single case studies can be used confirmation purposes, additional cases will naturally add more credibility (Barratt et al., 2011). However, Gerring (2004) argued that sometimes using more than one case study in within-case analysis might add ambiguity to the research.

The study utilized purposeful and theoretical sampling in data selection as a research method, which is one of the common ways to conduct a qualitative case study (Barratt et al., 2011). In practice the approach meant that the selection of interviewees was conducted according criteria determined for best fitting the research purposes (Tuckett, A., 2004). Furthermore, the selection of new informants evolved throughout the research project based on the knowledge gathered from the interviews conducted. As an example based on the first rounds of interviews the second round informants were selected. By this way the research

group was able to apply knowledge and information already gathered from the first interviews. In addition, in the interviews the thesis applied semi-structured approach to allow the informants to talk freely around the topic and ensure that interviewers would not steer the informant in any way (Wahyuni, 2012).

For data structuring and analysis the thesis applies the manual coding approach. Since the data gathered was textual, non-numerical and unstructured, coding was able to provide a way to analyze the data and make sense out of it (Basit, 2004). In practice this meant that the gathered data i.e. interviews were analyzed by first choosing coding criteria or themes and then extracting quotes related to the predefined themes and adding them to excel. In addition, the timing and defining the themes were before and during the analysis. This ensured that appropriate actions could be taken if it would seem that the predefined themes are not matching the research data. This turned out to be a reasonable approach since there was one additional theme, dividers, included after the start. The additional theme was included based on the high number of quotes related to the theme. Otherwise the selected themes came out to be commendable robust and also fairly well balanced in terms of number of quotes per theme. After the first round of coding, the preliminary results were compared to the quotes gathered around these themes. Then all suitable quotes concerning the six findings were gathered in and analyzed in order to draw more in depth conclusions.

3.2 Data gathering

This section illustrates the process of choosing and gathering the needed data for the study. Furthermore, the chapter goes deeper in explaining the nature of the data and the key organizations related to both campuses and this study.

3.2.1 Interviews and other data

The central part of the study and data is the interviews conducted in Rehapolis and Ruskeasuo campuses (see table 2). The interviews began in October 2014 and the first round interviewees were selected based on initial analysis of people that would be key players in their organization. The organizations were selected based on their close relationship to the campus context. In addition, their relationships to the campus was seen also an important factor. After the first rounds of interviews, a more constructed approach was taken. This time 10-15 informants were selected based on careful consideration on how these people could contribute the overall

research. In addition, this method was used in order to be most efficient in conducting the interviews. In total 29 interviews were conducted from which 21 of the interviews were handling Rehapolis and 13 related to Ruskeasu campus. Some of the interviews talked over both Ruskeasu and Rehapolis. The average duration of an interview was a bit over 80 minutes ranging from 50min to 120min. The interviews were held face to face in semi-structured way meaning that the themes of the interview were predefined, but the interviewers encouraged the informants to talk freely around the topic. This style was chosen since it was seen as the unbiased approach in getting information. The interviewers also had an interview framework that they were following in order to have the similar structure in every interview (see Appendix 3).

The interviewees were selected by following theoretical sampling method. The fundamental idea was to interview individuals that had central role in their organization decision-making and had an ability to see not only their own company, but also the campus as whole. Therefore, most of the informants were executive or managerial level employees in the organizations. The first rounds of interviews were conducted with organizations identified to be the most central in the formation and development of the campuses. Based on the first round of interviews new sets of informants were able to select that would complement the first round interviews. One of the informants was interviewed twice based on the importance of his information and question raised from the other interviews. The set of informants interviewed represented the campuses very well. Out of 21 companies located in Rehapolis 15 were represented in the interviews and in Ruskeasu 7 out of 9 organizations were participating in our research.

In the beginning of every interview the informant was introduced to the topic and research objectives. The topic of the interviews focused on the events, actors and relationships between different actors in the context of Ruskeasu or Rehapolis campuses. In addition, an informal approval of recording the interview was asked from the informant. All of the informants turned out to be open for this and thus all the interviews were recorded for further analysis. In addition, the interviewers made notes during the interview and all the notes were stored for the analysis phase. After the interviews all the recordings were sent to company specialized in transcribing interview records. From there the research group was able to have the interviews in doc-format. In total the number of transcribed pages were around 1400.

Table 2, Interviews conducted in Helsinki, Espoo and Oulu

No.	Informant	Organization	Role	Date	Duration
1	Jari Kannisto	Orton Foundation	Development Manager	21.10.2014	88 min
2	Juha Aarvala	Orton Orthopaedic Hospital	Ex-CEO	21.10.2014	97 min
3	Veli-Pekka Cajan	Respecta	Ex-CEO	27.10.2014	95 min
4	Arja Järvinen	Uniresta	Service Manager	27.10.2014	68 min
5	Jarmo Köykkä	Respecta	Regional Manager	27.10.2014	94 min
6	Malla Björn	Medifys	CEO	28.10.2014	60 min
7	Marja Rahkola	Regional Health Care District	COO	28.10.2014	82 min
8	Timo Saari	Respecta	Regional Manager	05.11.2014	73 min
9	Seppo Rantanen Tiina Petäjävaara	Domedi (ToimivaKoti)	CEO COO	05.11.2014	83 min
10	Miika Keijonen	Orton Pro	Manager	05.11.2014	88 min
11	Sasu Leskelä	Respecta	CEO	05.11.2014	82 min
12	Jukka-Pekka Halmeenmäki	Orton Foundation	CEO	06.11.2015	84 min
13	Heikki Hurri	Orton Orthopaedic Hospital	Interim CEO	06.11.2015	92 min
14	Jussi Lotvonen	Oulu's Disabled Association	COO	08.12.2014	90 min
15	Anneli Nurro	Finnish Rheumatism Association	COO	08.12.2014	52 min
16	Toni Niskanen	Bernafon	CEO	08.12.2014	76 min
17	Ritva Okkonen	Humanopolis	COO	09.12.2014	83 min
18	Esa Kärkkäinen	Tomera	CEO	09.12.2014	77 min
19	Markku Kiviniemi	Medikiinteistöt	CEO	09.12.2014	84 min
20	Mia Runtti-Manninen	NewSec	Service Manager	19.2.2015	103 min
21	Eija Kreivi-Kangas	Attendo	Service Manager	19.2.2015	76 min
22	Veli-Pekka Cajan	Respecta	Ex-CEO	19.2.2015	118 min
23	Matti Pikkuhookana	PT-Keskus	Regional Manager	20.2.2015	74 min
24	Pertti Sankilampi	Oulu's Disabled Association	Ex-COO	20.2.2015	111 min
25	Pekka Jalovaara	BBS Oy	CEO	20.2.2015	62 min
26	Hans Ramsay	HUS Neuro	Director	25.2.2015	51 min
27	Olli Daavittila	Keskuspuisto Vocational School	Ex-Headmaster	03.3.2015	95 min

28	Ann-Marie Krogars	Respecta	Administrative Manager	05.3.2015	84 min
29	Heikki Teittinen	Orton Foundation	Ex-CEO	05.3.2015	97 min

The table 2 above illustrates the basic information about the informants. As already stated the total number of interviews was 29 and as one can see variety different people from different organizations were interviewed. Moreover, the roles of different informants, the date they were interviewed and the approximate duration of the interview can be seen from the table. Only one informant, ex-CEO of Respecta Veli-Pekka Cajan, was interviewed twice. There were two major important factors supporting this. Firstly, Cajan had the single biggest influence in building Rehapolis concept and he had the most of the information concerning the development of the concept. Secondly, he was one the first interviewees and therefore, variety of different central questions were raised upon the interview process. Thus, the second interview was seen highly valuable.

On top of interviews the thesis utilizes a variety different data from multiple different sources. First of all, all the correspondence between key informants concerning the research group (emails etc.) was stored for future reference. A history of Orton foundation and the Ruskeasuo campus was received from the officials of Orton. Overview of Rehapolis' history came clear through multiple documents received from Veli-Pekka Cajan concerning the development of the concept and construction phases. Moreover, news about the Rehapolis construction phase and opening ceremony were exploited in order to complement the big picture of the whole Rehapolis campus. Also a variety of different blueprints were received related to the physical facilities in Rehapolis and Ruskeasuo. One of the data gathering methods was also participating in Ruskeasuo development committee's meetings. By observing and making notes over the issues handled during the meetings, important information was gathered related to the future plans of Ruskeasuo campus.

The objective of the interviews was to get the most unbiased overview based on the relaxed and freely told stories that the informants wanted to share with the researchers. However, this approach has its limitations. The concern that when allowing such a free discussion, the possibility of missing important information or not asking the rights questions. This means that the information through the interviews might be more positive than when asking more strict and closed questions. On the other hand allowing informants to talk freely, the interviewers are guiding the conversations as little as possible, which means that informants share the

information from their own perspective. Data quality wise the used approach can be seen as valid and provides a solid base for analysis. At the same time, the method provides a lot of data for the analysis that is not completely related to the study. Furthermore, when informants are not answering questions directly, this leaves a lot of room for the analysis. Here the problem is that analysis should be made as objectively as possible. Too many assumptions from the researcher would bias the analysis and thus limit the validity of the research.

3.2.2 Key organizations

This chapter provides more insight on what types of companies are located in the campuses and how our case interviews have been conducted.

From the two case campuses Ruskeasuo is a bit smaller what comes to the number of organizations related to its existence. In the below table all the key organizations are introduced and some basic information provided. The company type assort foundations, public operators and private companies. Considerable column is the relationship to Ruskeasuo campus that briefly explains the rationale why such organization is selected in this list. In addition, the length of the stay and relationship to Ruskeasuo has been illustrated in this table. Lastly, the table goes through the informants that were interviewed during the study, if they were selected in the organization. In some cases none from the listed organizations was interviewed. This was mainly due to the fact that schedules were not met or it was quite hard to identify whom to interview.

Table 3, Key organizations in Ruskeasuo campus

Organization	Short description	Relationship to Ruskeasuo	Informant	Time in campus
Respecta (Private company)	The biggest and the most versatile provider of assistive devices in Finland. Key actor in the development and construction of Rehapolis. Formerly known as Prosthesis foundation. Nowadays, owned by German conglomerate Otto Boch.	Respecta has been a long-term leaseholder in Ruskeasuo. Committed to develop Ruskeasuo campus further with no preferences to leave.	Ex-CEO x 2 Account Manager Regional Manager CEO Administrative Manager	1980 -
Terveystalo-Orton Imaging (Private company)	Joint venture to carry out imaging services in Ruskeasuo campus.	Provides imaging services to Orton Hospital.	Not interviewed	2006 -

Orton Foundation (Foundation)	Providing orthopedic, rehabilitation and educational services for disabled people. Part owner of Rehapolis 1 & 2. Former owner of Respecta.	The manager and owner of Ruskeasuo campus. Emphasis on efficient usage of facilities in Ruskeasuo.	Development Manager CEO EX-CEO	1940 -
Orton Hospital (Private company)	Private company specialized in orthopedic healthcare. Part of Orton foundation.	Providing variety of healthcare services only in Ruskeasuo campus.	EX-CEO Interim CEO	2006 -
Orton Pro (Private company)	Providing educational services for people with learning disabilities. Part of Orton foundation.	Separate business unit that provides educational and rehabilitation in Ruskeasuo.	General Manager	2012 -
Domedi/ ToimivaKoti (Private company)	Providing assistive devices for Disabled people. Helping people to turn their homes into more accessible.	Minor leaseholder in Ruskeasuo.	CEO and COO	2014 -
HUS Neuro (Public operator)	Neurosurgical unit of Helsinki university hospital.	Leasing an operating room from Orton Hospital.	Director	2014 -
Keskuspuisto Vocational School (Foundation)	School for disabled and people with learning disabilities. Part of Orton foundation.	Uses significant portion of the available floor space to provide educational services. Moving out in year 2018.	EX-Headmaster	1950 - 2018
Roninworks (Private company)	Management consulting company specialized in business development consulting.	Roninworks is responsible of developing the "new" Ruskeasuo concept further and leading the development committee.	Not interviewed	2014 -
Plusterveys (Private company)	Finnish healthcare provider that is concentrated on dental services.	Part of the new concept in Ruskeasuo trying to attract more senior customers.	Not interviewed	2015 -

The below table graphically illustrates the same information from the Rehapolis key organizations. Notable here is that there are few organizations that can be found from both of the tables. The reason for this is that some of the companies have relations in the both campuses, but they might have different kind of relationships concerning particular campus. Thus it was seen reasonable conduct the tables in a way that they represents the key organizations as accurately as they can.

Table 4, Key organizations in Rehapolis campus

Organization	Short description	Relationship to Rehapolis	Interviewee	Time in campus
Respecta, formerly: Prosthesis Foundation (Private company)	The biggest and the most versatile provider of assistive devices in Finland. Key player in the development and construction of Rehapolis. Formerly known as Prosthesis foundation. Nowadays, owned by German conglomerate Otto Boch.	Key role in the development and construction of Rehapolis concept and building. Long-term leaseholder. Owns the supplementary business name "Rehapolis"	Ex-CEO x 2 Account Manager Regional Manager CEO Administrative Manager	2004 -
City of Oulu Assistive Devices Center (Public operator)	Serving ancillaries and other assistive devices for disabled people. Merged with Assistive Devices Unit in 2008.	One of the first public operators that agreed to commit to Rehapolis concept.	Not interviewed	2004 -
City of Oulu Bureau of P.E. (Public operator)	Provides physical education facilities and maintenance for the city of Oulu.	Moved in the first stage, but left soon after, when was in need for bigger office space.	Not interviewed	2004-2008
City of Oulu Social and Healthcare Unit's Technical Services (Public operator)	Technical maintenance services for social and healthcare unit.	Long-term leaseholder in Rehapolis 1.	Not interviewed	2004 - ?
Fitness Center of Oulu (Private company)	Provided gym services in Rehapolis.	Minor leaseholder in Rehapolis 1.	Not interviewed	2004 - 2006
Oulu's Disabled Association (Foundation)	Representing disabled people in Oulu region. Provides peer support, guidance and organizes events for disabled.	Key role in the development of Rehapolis concept.. Provided consultancy to make the campus fully accessible. Current leaseholder in Rehapolis 1.	COO EX-COO	2004 -
Piko Systems (Private company)	Development and manufacturing of environmental control products. Was formerly owned by prosthesis foundation.	Leaseholder in Rehapolis 1.	Not interviewed	2004 - ?
Capri (Private company)	Providing different natural treatments and massage.	Minor leaseholder in Rehapolis 1.	Not interviewed	2004 - 2006

Medifys (Private company)	Medifys is a company specialized in Rehabilitation services.	Came in to Rehapolis when CEO called Cajan and asked about available office spaces. Nowadays active in taking part in the development of Rehapolis.	CEO	2010 -
Oulu Tours (Private company)	Tour operator also present in the field of event organizing, catering and conference services.	Took care of information desk and leasing the office space for internal or external companies in Rehapolis 1.	Not interviewed	2004 - ?
Terveystalo (Private company)	Privately owned healthcare service provider in Finland.	Major leaseholder in Rehapolis 1.	Not interviewed	2004 - 2014
Bernafon, formerly Oulun Kuuloke (Private company)	Company providing hearing aids and other services for people with hearing disabilities.	Previously owned by Respecta and after the selling the new owner was obligated to stay in the same office space as before.	CEO	2004 -
Humanopolis (Private company)	Providing wellness tourism and rehabilitation services. Owned by Rokua foundation.	Leaseholder in Rehapolis 1.	COO	2004 -
Finnish Rheumatism Association (Foundation)	Representing rheumatic people and providing support and guidance.	Leaseholder in Rehapolis 1. Was actively taking part in Rehapolis concept from the start.	COO	2004 -
PT-Keskus (Private company)	Providing assistive devices for disabled people. Mainly wheelchairs.	Managed by former Respecta employee, which contributed to the decision in joining Rehapolis. Major competitor of Respecta.	Rehabilitation Assistant	2010 -
Uniresta, Restaurant Castanea (Private company)	Providing restaurant, cafe and catering services in Rehapolis. Owned by University of Oulu student union.	Essential factor in enhancing sense of community in Rehapolis. Took care of facility management at first.	Service Manager	2008 -
Tomera (Private company)	Providing medical and social rehabilitation services for disabled people.	Leaseholder in Rehapolis 2.	CEO	2008 -
ODL (Private company)	Provider of occupational health for healthcare district of Oulu.	Major leaseholder in Rehapolis 2.	Not interviewed	2008 - 2010

Attendo (Private company)	Private healthcare operator. Took ODL's place after winning tendering process.	Major leaseholder in Rehapolis 2.	Service Manager	2010 -
BBS (Bioactive Bone Substitutes) (Private company)	Biomedical technology company developing innovative, biologically active medical device implants to be used in orthopedic surgery.	Joined Rehapolis 2 from the start. Was able to design own facilities.	CEO	2008 -
Karelia (Private company)	Rehabilitation and relaxation services for all people.	Minor leaseholder in Rehapolis 2.	Not interviewed	2008 - ?
Rokotetutkimus (Public operator)	R&D unit for clinical studies of vaccination. Part of University of Tampere.	Leaseholder in Rehapolis 2.	Not interviewed	2008 -
Ekokem (Private company)	Company providing environmental and waste handling services.	Leaseholder in Rehapolis 2.	Not interviewed	2008 -
City of Oulu Assistive Device Unit (Public operator)	Serving ancillaries and other assistive devices for disabled people. Merged with Assistive Devices Center in 2008.	Rehapolis 2	Not interviewed	2008 -
Kristiina Savonen (Private company)	Private practitioner for psychotherapeutic services.	Minor leaseholder in Rehapolis 2.	Not interviewed	?
Marjo Valtonen (Private company)	Private practitioner for psychotherapeutic services and speech therapy.	Minor leaseholder in Rehapolis 2.	Not interviewed	?
Marko Kailasuo (Private company)	Private practitioner for physiotherapeutic services	Minor leaseholder in Rehapolis 2.	Not interviewed	?
Medikiinteistöt (Private company)	University Hospital's property management company. Part owner in both Rehapolis 1 and 2.	Medikiinteistöt manages 20% of Rehapolis 1 and 40% of Rehapolis 2.	CEO	2008 -
Orton Foundation (foundation)	Providing orthopedic, rehabilitation and educational services for disabled people. Part owner of Rehapolis 1 & 2. Former owner of Respecta.	Orton manages 80% of Rehapolis 1 and 60% of Rehapolis 2. Fairly passive owner.	Development Manager CEO EX-CEO	2004 -
Newsec (Private company)	Property management company hired by Orton foundation.	Offering property management. Manages 80% of Rehapolis 1 and 60% of Rehapolis 2.	Service Manager	2014 -

3.3 Data analysis

After the above-described process of gathering the data, the process of analyzing the data started. As the study is qualitative research, the thesis applies qualitative research methods in analyzing the data.

For the empirical analysis phase the thesis exploited manual coding approach, where predefined themes are categorized in excel and based on these themes the interviews transcribes were analyzed and from the transcribe, quotes were extracted and merged in excel. In the beginning there were in total eight different themes (see Table 5). The different themes were identified based on earlier research on meta-organization. The idea for the themes was to help categorizing important factors that can be associated with the dynamics of meta-organization and the enhancement of value creation. During the analysis phase, one additional theme, dividers, was added. This was done since the data provided a lot of quotes related to this particular keyword. Otherwise, the eight predefined combined with this one additional theme seemed to represent the data pretty well in the terms of number of quotes and thus gave a robust base for further analysis.

In total the number of coded quotes were 651. Some of the categories seemed more popular than the others. Most of the quotes related to integrating or dividing forces concerning the campus and its vision. During the interviews it turned out that the informants were divided in a way that some of the informants had really negative feelings towards the campus vision and vice versa. This might explain the high amount of quotes in these two categories. On the other hand, the themes “core resources and capabilities” and “customers and networks” provided significantly less quotes than the others. The dispersion of the quotes might be explained in the way that the study was conducted. When allowing the informants to talk as freely as possible, the interviewers were in a way restricted on guiding the interview, as they wanted. It might be that the informants were more eager to discuss about more concrete integrating or dividing issues rather than trying to explain core capabilities such as state of the art imaging machine of certain organization or illustrating the external attractiveness of a campus operator. In addition, the emphasis in the interviews was more towards the campus as whole not individual organizations. This might also explain the low number of quotes in some of the themes.

Table 5, Coding criteria and number of quotes per theme

Coding criteria	Description of criteria	Number of quotes		
		Ruskeasuo	Rehapolis	Total
Membership	How individuals and organizations join and leave meta-organization. Criteria for membership. Reflections on the future.	21	37	58
System-level goal	Own or joint goals, meanings or visions that individuals or organizations are associating with the meta-organization.	32	42	74
Decision-making and hierarchy	The key decisions and decision-makers that are affecting the campus or the actors. Power and hierarchy or the lack of those.	18	43	61
Core resources and capabilities	The core resource or know-how of an individual or organization. The ability to bring something unique to the meta-organization.	21	20	41
Customers and networks	The networks or customer segments of an individual or organizational. External reputation or attractiveness. Ability to attract other actors to join meta-organization.	16	26	42
Integrators	Elements and actors that are enhancing the sense of community in the campus and bringing actors together. Can be also abstract issues such as shared treatment chain.	44	69	113
Dividers	Elements and actors that are scattering the sense of community in the campus and driving off actors or affecting negatively in the future of the campus.	33	72	105
Collaborative activities and events	All the collaborative events and acts that are related to the emergence and development of the campus or concrete the cooperation between organizations.	20	42	62
Contingency	Important findings that can't be classified to above-mentioned themes or that are difficult to categorize.	32	63	95
			Total	651

4 Empirical analysis on health and wellbeing campuses

4.1 Case descriptions

This chapter aims to provide an inclusive introduction of the two campuses, the environment they operate in and the history until the present day is essential. The next two sections will endow an overview of the case campuses and the development of their inherent networks. Detailed timelines about Ruskeasuo and Rehapolis campuses can be found from the appendices (see appendix 1 and 2)

4.1.1 Rehapolis health and wellbeing campus

Rehapolis health and wellbeing campus is located in a physical building complex including different public, private and 3rd party operators mainly specialized in disabled health and wellbeing services. The campus is located in the city of Oulu in the northwestern part of Finland, circa 600km from the capital city Helsinki. More precisely, the campus is situated in Kontinkangas district approximately 4 kilometers from the center of Oulu. Kontinkangas is famous of its purpose in accommodating healthcare operators such as central hospital of Oulu, Oulu university hospital and Oulu University of applied sciences' school of health and social care.

The campus consists of two buildings Rehapolis 1 & 2 and a parking house called Rehapark. The first one was constructed 2004, the second phase was finished in 2008 and the parking house in 2012. Both buildings have in total around 9000m² of floor space and at the moment it is hosting 21 different companies mainly operating in disabled healthcare and wellbeing sector. On top the key organizations Rehapolis accommodates also some smaller actors such as private practitioners in field of physiotherapy and psychology and for example R&D center for developing Bioactive Bone Substitutes.

4.1.1.1 *The initiation phase*

The story behind the campus stems from the late days of the 1990s. During the 1990s there were an active discussion between private and public stakeholders about the disabled healthcare sector and how to carry out these services and logistic processes in the future in Oulu region. This debate originates from the fact that in the 1990s the facilities for serving, storing and distributing ancillaries for disabled people were in poor shape in the Oulu area. Moreover, there were three different storages located in Kontinkangas, which all were owned by different private and public sector actors. Respecta, a private sector company,

acknowledged the troubling situation and was actively looking for more efficient solution for orchestrating the services.

A concrete story related to the birth of Rehapolis concept takes us to the year 1998 and a train journey from Helsinki to Oulu. The key people behind the concept; Veli-Pekka Cajan (CEO, Respecta), Pertti Sankilampi (COO, Oulu's disabled association), Ann-Marie Krogars (Advisor, Respecta) were attending a disabled fair in Helsinki. On the journey back they started to discuss how the services for disabled should be conducted in Oulu area. Based on the discussions during the train journey the idea of Rehapolis concept was born. From this point on Veli-Pekka Cajan started to systematically take this idea further together with Pertti Sankilampi.

4.1.1.2 From idea to a functioning concept

After the starting point in the year 1998, it took almost four years all the way to year 2002 to sharpen the Rehapolis idea to a fully functioning concept. During this concept development phase Veli-Pekka Cajan together with Pertti Pekkala from MCon partners made a feasibility study concentrating on identifying potential key stakeholders that would have a major influential role in the success of the concept. At this first phase these stakeholders were identified as City of Oulu, Hospital District of Oulu and different associations of disabled people such as Oulu's disabled association and Finnish rheumatism association. Through several interviews with above-mentioned stakeholders Cajan and Pekkala were able to identify different short- and long-term expectations of different actors. In addition, all the reflections about the future of the industry were also seen highly valuable, when moving forward with the concept.

Based on the findings of the study Cajan and Pekkala developed the concept further to match the different expectation of various operators. One of the apparent results from the study was that public sector units were in need of new facilities. On top of this the supporting idea in Rehapolis concept was to bring together private and public service providers. This type of buyer-supplier, where public organizations procured from private companies, model was something completely new in this field and turned out to be successful. Furthermore, private operators valued the network effects with other private operators and possible monetary value in operating in the same location with a huge public client. For the 3rd party associations the whole concept was compelling and they could reach more potential customers and be more visible in the eyes of disabled people.

In addition to the feasibility study, Cajan was also actively lobbying the idea for the city officials with Pertti Sankilampi. Together the two men had multiple meetings with the officials explaining the positive effects of the concept. Afterwards this turned out to be essential when persuading the hesitant city officials to participate in Rehapolis. Moreover, marketing material such as PowerPoints and blueprints were generated to help to market and sell the idea further.

In regard to the concept phase was the rather unusual way of financing the construction work and how it was carried out. For the concept it was vital to have major public operator behind the idea. However, the decision-making process for this kind of investment was seen slow and laborious through public money investment. This was something that the city didn't see reasonable and thus other way to conduct the investment was needed. As a solution Prosthesis Foundation (Later Respecta) promised to finance the construction work of the campus, but letter of intent was made between prosthesis foundation and the city of Oulu. In this letter of intent the city promised to buy 20% of shares of the building at cost price. Prosthesis foundation would own the rest of the shares i.e. 80%. In this way the planning of the construction was able to start immediately with no additional bureaucracy. Nevertheless, the letter on intent was seen as significant guarantee for prosthesis foundation that was taking the risk of investing a significant amount of money for this project. The unusual way of financing turned out to be a workable practice to lead through the construction process. However, this could not have been possible without a significant amount of trust between key stakeholders in both public and private sectors as well as warm relationships in the personal level.

During the concept phase it was also identified that the campus would need also a strong and charismatic representative. This was seen important in the creation of the brand and image of the campus. For this role Veli-Pekka Cajan asked Pertti Sankilampi who is a well-known person in Oulu area. Sankilampi was active in politics and former professional athlete with disability and more importantly the public saw Pertti Sankilampi as very likeable person. From 2003 on Pertti Sankilampi started acting as the official representative of Rehapolis, although he was salaried by Respecta.

4.1.1.3 Construction of Rehapolis 1

The plan and final architecture for Rehapolis 1 were completed in 2002 and the actual construction work started in August 2002. This phase took approximately 1,5 years and the

opening ceremony was taken place in the early 2004. During the planning and construction phase majority of the leaseholders were taken along when designing company specific spaces and rooms. This ensured that the facilities serving the right purpose for everyone. In addition, the architect was actively respecting leaseholders point of views on how can one bring accessibility in the center of everything and which kind of furniture should be utilized in the facilities.

The actual construction work was put out to tender and Finnish construction company Rakennus-forum (later Hartela) won the tendering. All in all, the construction phase was carried out sufficiently and the costs fell below the budgeted amount, which is rarely seen with such a big projects. The successful construction project led to an option to extend Rehapolis 1. This option was offered to Rakennus-forum and therefore the possible second phase would not need a public tendering process.

The acquisition of leaseholders was not a problem at any time. Signing few strong players, such as public sector actors and Respecta, worked as a magnetic effect to persuade also other, smaller companies to join Rehapolis concept. Moreover, this was essential risk management wise, since renting most of the floor space to few big operators gave the project the stability it needed. In addition, the concept was well designed and also small companies were taken into account and thus the value in participating such a project was widely acknowledged also amongst the smaller actors. All this together led to a 100% utilization rate of the property.

Creating unique identity for Rehapolis was seen an essential factor. This was also main reason why Pertti Sankilampi was asked by Veli-Pekka Cajan to be the official representative of the concept. On top of this Rehapolis had its own, but small, marketing budget and a website. Rehapolis was not only seen just a physical building, but rather a greater entity with own identity. To support this idea joint seminars and open days for the customers and different stakeholders were arranged. Moreover, in the beginning Rehapolis also had its own Christmas parties that were enhancing the positive atmosphere and sense of community around the concept.

4.1.1.4 Moving to Rehapolis 1 and construction of Rehapolis 2

In this first phase there were in total 13 public, private and 3rd sector actors moving in Rehapolis (See Table 6). The concept took off well; especially the idea of throughout accessibility was really giving added value for the leaseholders. Furthermore, the positive

atmosphere generated by key stakeholders was inspiring and was helping companies to settle in this new campus. In addition, shared conference rooms and lunch restaurant enhanced the sense of community between the operators.

Table 6, Rehapolis 1 leaseholders in the beginning of Rehapolis 1

Rehapolis 1	Leaseholders
1	Respecta
2	City of Oulu Assistive Devices Center
3	City of Oulu Sports Department
4	City of Oulu Social and Healthcare Unit's Technical Services
5	Fitness Center of Oulu
6	Oulu's Disabled Association
7	Piko Systems
8	Capri
9	Oulu Tours
10	Terveystalo
11	Oulun kuuloke (Later Bernafon)
12	Humanopolis
13	Finnish Rheumatism Association

The pleasant experiences with Rehapolis 1 demonstrated that the concept was truly successful and synergy benefits together with positive multi-actor network effects were really existent. Thus, decision about planning and constructing Rehapolis 2 was not a difficult decision to make. Initial demand for Rehapolis 2 came from the public sector that was looking for new facilities for their devices for disabled people unit. Yet again with few committed key stakeholders such as the Hospital District's assistive device unit, it was rather easy to start building the next phase. As explained earlier, Hartela (former Rakennus-forum) hold to option for the second phase and thus was taking care of the construction phase of Rehapolis 2. Similar to the first phase, also the second one was carried out with 100% private money and then sold to Medikiinteistöt (university hospital property management) at the cost price. The ownership was divided as follows: Medikiinteistöt 40% and Prosthesis foundation 60%. The work started in 2006 and building was completed in 2008. The second building raised the number of leaseholders to 21 and gave more variety for the tenants. One can see the Rehapolis 2 Leaseholder list below.

Table 7, Rehapolis 2 leaseholders in the beginning of Rehapolis 2

Rehapolis 2	Leaseholders
1	Uniresta (Castanea)
2	Tomera
3	ODL (Later Attendo)
4	BBS OY
5	Karelia
6	Rokotetutkimus
7	Ekokem
8	Oulu Assistive Device Unit
(9)	Kristiina Savonen (joined later)
(10)	Marjo Valtonen (joined later)
(11)	Marko Kailasuo (joined later)

After the second phase also the floor space was almost doubled to around 9000m² including underground parking spaces for the both buildings. Soon after the second phase, it came apparent that there were challenges in the parking space. To overcome this difficulty, decision was made to construct a parking house, Rehapark, which would serve companies in Rehapolis and other actors in Kontinkangas region. The parking spaces near to main doors wanted to be left for customers enhancing the easiness and accessibility of Rehapolis concept. The Parking house was made totally accessible and was completed in year 2012. Rehapark itself is a five-story building with 355 parking spaces of which 17 is designed for disabled people and three for electric cars.

Most of the new companies that joined Rehapolis had heard about the concept and positive atmosphere. The spread of this positive message was mainly due Cajan and Sankilampi who were actively marketing the concept for everyone interested. The final decision whom to let join was also made by Veli-Pekka Cajan and Pertti Sankilampi. The membership process was not defined and not too strict. For example Cajan allowed PT-Keskus to join Rehapolis although it was a direct competitor with Cajan's company Respecta. The main idea was simply to ensure that the leaseholder candidate would share the same vision for the future and would somehow contribute to the campus.

4.1.1.5 Rehapolis' vision and reflections on future

The idea of Rehapolis was not solely concentrating on establishing new and more suitable facilities, but rather work as a platform for companies working in the same industry to generate

more business opportunities. In addition, a tempting opportunity was to establish buyer-supplier relationships with public sector in the same location that would also generate more business opportunities and synergy benefits inter-organizationally. The advantages can be seen two-folded from the perspective of service providers and the customers. For the service providers Rehapolis acted as a platform to enable cross company cooperation, positive network effects and synergies to ultimately generate more revenue in the long-term. The facilities were designed in a way that would enhance openness and cooperation by bringing down any company specific boundaries and establishing shared catering and conference rooms.

For the customers Rehapolis represented a new way of thinking and providing services. In addition, there were a lot of official quests coming from all over Finland to see the Rehapolis concept and how it works in reality. Therefore, one of the fundamental ideas was to improve services to disabled people with difficulties in moving around. This was the supporting idea when designing the building and how people could move around there. For the customers' added value was that all the necessary organizations and services were available for them in these two buildings. As one of the key players related in the founding of Rehapolis, Pertti Sankilampi, stated Rehapolis keeps people moving and accessibility throughout the building is the most important factor in the design process of the campus.

Today, the vision of Rehapolis is somewhat dispersed and the future seems open and unclear. The two most important persons in the development of Rehapolis, Cajan and Sankilampi, have retired and the campus is now searching its identity and figuring out where to go next in the future. The companies have different perceptions on the future and the shared sense of community is replaced by more diffused cooperation between individual companies not the campus as a whole. In many sense Rehapolis is now facing a new era of transformation and change. It will remain to be seen how the concept will handle this reform.

4.1.2 Ruskeasuo campus, the hearth of orthopedic expertise

Ruskeasuo health and wellbeing campus is located in an old and historic building complex and provides the home for Orton foundation. Ruskeasuo campus is completely owned and managed by Orton foundation. On top of Orton foundation and its subsidiaries there are few private sector operators operating from the campus. Ruskeasuo campus has become especially famous of its expertise in orthopedics and rehabilitation that both have roots in the Second World War.

Orton and Ruskeasuon has been seen throughout the time as the center of orthopedic expertise in Finland.

Ruskeasuon is located in the city of Helsinki, approximately 4 kilometers from the city center. Ruskeasuon is conveniently located next to vivid roads leading to the center, which make the campus easy to reach by car or public transportation. The Ruskeasuon area is lively and surrounded by different healthcare operators such as Meilahti university hospital, Laser-Tilkka hospital and OmaSairaala hospital.

Ruskeasuon campus consists of two buildings. The larger one is mainly used for Orton hospital purposes. Private sector operator ToimivaKoti is located there and public healthcare unit HUS neurosurgery is leasing one of the operating rooms for their neurosurgery operations. In addition, Terveystalo is providing imaging services for Orton Hospital and Orton rehabilitation services are located in the main building. Keskuspuisto vocational school is also located in the main building taking major part of the space in the western wing. In the other building, located opposite to the main building, Respecta (former prosthesis foundation) is the major operator. Moreover, Orton Pro has significant floor space.

4.1.2.1 History of Ruskeasuon – How it all began?

The roots of Ruskeasuon campus and Orton foundation stems from the second world war and from the fact that society had underestimate the amount of injured war veterans, which lead to a significant need for hospital and rehabilitation services for the veterans. The construction of the campus was the single biggest construction project between wars in Finland. The government was closely supporting in the establishment of Orton foundation, but the financing came solely from private fundraising orchestrated by the five founders of Orton Foundation.

The fundamental objective for Orton foundation was to help disabled war veterans that needed special assistance to get back to ordinary life after getting injured in the war. The vision was to provide integrated treatment chains that will combine medical treatment, rehabilitation and educational services. By this Orton aimed to provide a fair chance to disabled war veterans to get back in the society and have a stable, ordinary life. Moreover, the supporting idea was to ensure that the veterans could take care one's own life with no additional support from the society. Back then this was a state of the art solution and even nowadays the Social and Healthcare reform can be seen as retelling the same old idea.

Based on this concept Ruskeasuo campus was constructed during WW2 and completed in year 1943 and for the first years it was solely concentrating on rehabilitation of disabled war veterans injured in the war. Already from year 1945 the campus started step by step serving also civil patients. Keskuspuisto vocational school was also established soon after in year 1952 and was first serving mainly veterans, widows and orphans of the war. The School was formerly known as the school for disabled. Nowadays also the school has been expanded and it has also opened for public offering education for handicapped people or persons with learning disabilities. The size of the school has been growing rapidly since 1990s and currently it is operating in 14 different locations, employing 500 people and serving over 1200 students.

4.1.2.2 From the war era to the frontrunner in support and mobility organs

After the war Orton and the whole Ruskeasuo campus started to concentrate also on rehabilitation and treatment of nonveterans. This transformation has been ongoing all the time and nowadays only a minor part of the customers is veterans. Throughout the history Orton was capable to transform based on the needs of society. For example the polio epidemic in Finland in 1950s forced Orton to concentrate on treating polio patients in Ruskeasuo campus. After this the transformation has been going forward and step-by-step Orton started to focus on the treatment of support and mobility organs. Also the first surgery for artificial joint in Finland was operated in Ruskeasuo in the year 1967 only 6 years after than the first was made in the world. This just highlights how Orton has acted as the pioneer in this area of medical research.

During these Orton focused more and more on mobility and they also had their own research center that provided them academic research. Moreover, during these years the whole process of treating patient transformed and the mobility and immediate rehabilitation came more and more important. The decline in medical treatment and the incline in rehabilitation and mobility resulted in wider emphasis on orthopedic services in Orton service portfolio.

Until the year of 1985 Orton was completely operating with public funding and in a way Orton was acting as prolongation of public healthcare operators. For Orton this type of funding provided stable revenue and made easier to predict future cash flows. After the change in the business environment and Finnish legislation that reduced the amount of public funding significantly, Orton had moved towards acting more as a private operator. This transformation has had its own growing pains and the previously stable economic foundation of Orton has

nowadays changed to more volatile. This has also led to a corporatization of Orton hospital in year 2009.

4.1.2.3 The necessity of transformation (1985 – 2010)

During the past 10-25 years the tendency has been towards cooperation and networking in the healthcare sector. It has been realized that the old way of doing business and dependency of public sector is not economically sound. Example about the pace of this transformation is the revenue generated from public clients. Managing director of Orton Hospital illustrated that when he came to the company year 2009 65% of the total revenue was generated through public sector. Nowadays this figure is a bit over 20%, which leaves a gaping hole in the revenue creation.

Therefore, Orton has been forced to search new kind of ways to make business. Example of this was the outsourcing of imaging services to Terveystalo in year 2006, which objective was to streamline the utilization rate of the facilities. Furthermore, Orton was forced to lay off people to overcome financial pressures in year 2012. On top of the above-mentioned events, Orton integrated Respecta to be a part of their service portfolio in 2009. This was not a long-term solution since Respecta needed more powerful owner and was finally sold to Otto Boch in year 2013. In year 2014 Helsinki's hospital district leased one operating room for their surgeries and nowadays they perform around 50-60 operations per month inside Orton Hospital facilities.

The decision about moving the Ruskeasuo vocational school away from Ruskeasuo is also setting the base and opportunity to develop Ruskeasuo campus towards more health and wellbeing oriented cluster, since the move will release significant amount of space for new actors. For the development of Ruskeasuo campus Orton foundation has formed a facilities board that constitutes of Chairman Juha-Pekka Halmeenmäki (CEO, Orton foundation) and board members: Veli-Pekka Cajan (ex-CEO of Respecta), Jari Kannisto (Facility Manager, Orton foundation), Mika Määttänen (Development Manager, Orton foundation), Heikki Hurri (Interim CEO of Orton Hospital) and architects & designers hired to develop Ruskeasuo further. The main idea for the board is to outline strategic road map for the development project. One enabling factor in this transformation is that Orton has money testament for them to develop the area further. So the investment money is already there to be used. Moreover, there has been general interest in joining Ruskeasuo campus with various different healthcare operators.

4.1.2.4 Current state and reflections on the future

Currently there are following operators in Ruskeasuo campus:

Table 8, Ruskeasuo leaseholders currently

Ruskeasuo	Leaseholders
1	Respecta
2	Orton Foundation
3	Orton Hospital
4	Orton Rehabilitation
5	Orton Pro
6	Keskuspuisto Vocational School
7	ToimivaKoti
8	HUS Neuro
9	OrtonTerveystalo Imaging

At the moment also the concept of Ruskeasuo campus is looking for next steps. The transformation from public sector dependency to operating mainly through private money has not been painless. In addition, Ruskeasuo vocational school will move away from Ruskeasuo in year 2018, which leaves a lot of empty space in Ruskeasuo. The development of new Ruskeasuo has already started and there is a committee meeting on regular bases. The committee consists of present leaseholders and Orton foundation representative as well as new operators that are interested in joining Ruskeasuo in the future. Orton is still perceived as high quality operator and compared to public sector, patients highly value this service and they are seen as a genuinely human operator. This brand is seen highly valuable and around this brand Ruskeasuo tries to build also a new campus brand. Furthermore, the new concept is mainly targeted to senior patients +65 years that are seen highly compelling customer segment that would also match Orton's own core capabilities.

Since Juha-Pekka Halmeenmäki started as the CEO of Orton foundation in May 2012, Orton has moved towards more business-oriented approach. The discussion about developing Ruskeasuo campus livelier has been ongoing for a while and stems from the need for efficient utilization of the facilities in Ruskeasuo campus that are owned by Orton foundation.

The have also been general interest among private companies to move to Ruskeasuo. Discussion with different health and wellbeing actors has been ongoing and maybe the only challenge is to decide what is the focus that Ruskeasuo will have in the future. For example there has been discussion about dentist and pharmacist services that could add value for the

whole concept. Therefore, it is a fair assumption that the Ruskeasuo concept will continue to develop further in the near future.

4.2 Key findings

The purpose of this chapter is to introduce the key findings emerged from the documents, meeting observations and interviews. Through the analysis of data thesis was able to identify six key areas that have had essential role in the establishment and development of these multi-organizational networks as well as in the value creation in the network context.

- The role of the architect
- Membership criteria
- Collaborative events and physical encounter
- System-level goal
- Integrators
- Transition of key actors

The list above illustrates the six different main areas that are explained in more detail in the following chapters. From the initial coding in excel 138 quotes were selected for further analysis based on their linkage to the findings. These quotes all are directly linked to the findings and they are used to concretize the introduced findings and making the reader to easier understand the subject handled. Next six chapters are constructed in narrative matter that is enriched with concrete quotes emerged from the interviews.

4.2.1 The role of architects

Although meta-organization is defined to be an organization of organizations with very little emphasis on individual characters, from the interviews emerged a common trend that people were willing to identify individuals to be significant role in the formation and development of the campus. These individuals are called in this thesis as architects that describes their facilitating role in meta-organization. Both Ruskeasuo and Rehapolis had their own key actors, but some common characteristics describing these architects came out from the interviews. In both cases the energizing maneuvers, strong leadership and long-term focus were seen as attributes that architects possessed.

“CEO of Orton Foundation is active and goal oriented person... he has done this new facility management strategy for future”- EX-Headmaster of Ruskeasuo Campus

“What it comes to this modern Orton Foundation the present CEO has done great job in bringing new fresh ideas and much needed business knowledge” - Manager, Orton Pro

Based on the interviews the transformation and development of Ruskeasu campus has taken steps further with the present CEO of Orton Foundation. He was really active in planning and transforming strategy of the current facilities. On top of the physical facilities, he has brought network thinking to the campus. He sees that the value of Ruskeasu campus is not the physical space, but rather the multi-organizational network that is present in Ruskeasu. To further develop this concept he has hired an outside consultant to conduct a market research to find gain better knowledge on the potential customer segments that the campus should concentrate. In addition, to expand the network multi-organizational workshops have been formed in the campus, where old and new potential leaseholders are brainstorming together to develop the campus vision further.

In Rehapolis the architects were not that related to the development, but rather in the establishment of the campus and the overall concept. Without Mr. Cajan and Sankilampi the Rehapolis campus would not have been possible to form. In addition, some strong individuals from the city side were also needed to forward the Rehapolis concept and to integrate the public operators also part of Rehapolis campus. The importance of key actors from the city side was prominent factor when agreeing on how to construct Rehapolis. Without their innovative way of looking the construction work and the innovative deal of buying the shares after the construction at cost price the construction of Rehapolis would have been significantly less easy.

“Pertti Sankilampi was extremely active in marketing Rehapolis concept... he had wide network of people and he was extremely liked person in Oulu region” –EX-CEO of Respecta

“Pekka Moilanen (deputy mayor) from city of Oulu was progressive person and old-school decision maker who decided that Rehapolis is no doubt a good idea” - EX-CEO Respecta

Other significant factor related to these architects is how they can utilize their own network in forming connections and the ability to get people excited and involved for the process. This one can't be overlooked since the whole relationship with the city stemmed from the warm relationship in personal level and the amount of trust associated with the constructions process proofs that the concept really needed these strong players with wide network of people.

“We had this negotiation board, there were also people from City of Oulu and Hospital district... Without this forum and network the establishment of Rehapolis would not have been possible” - Ex-CEO Respecta

With Rehapolis one should also note the public-private partnership, which meant in practice that getting major public operators participating in Rehapolis was highly valued across potential leaseholders and act as attractive factor. In addition, strategic partnership with public operators acted as a source of competitive advantage in attracting organizations to join Rehapolis campus.

*“If we think about the whole concept the Hospital district is extremely important” -
Ex-CEO, Respecta*

Lastly, although architect(s) are needed, the network can't be a dictatorship. The smaller actors and organization must have their own sense of power in order to keep the meta-organization workable. In addition, the key architects had a strong non-profit mindset and they acted as a servant of community rather than cold businessmen. This was central in gaining trust and positive feeling around Rehapolis and it might be that this wouldn't have been possible with solely concentrating on monetary issues.

4.2.2 Membership criteria

Since meta-organizations are not kept together by some kind of formal authority, the meaning of the concept and perceptions towards it plays an important role. This is closely related to how organizations are approved to join campuses and if there is some kind of strategy or a plan, which kind of actors the meta-organization seeks to add to their operator portfolio. In the case of Rehapolis, the initial concept was concentrating on organizations operating in the field of disabled healthcare. This concept was easily identifiable and at first all the organizations inside the campus were open to share this same vision. However, the construction of Rehapolis 2 brought in several organizations that weren't straightly related to the old concept. This was caused by the significant role of Hospital district, which was major owner of Rehapolis 2. With that ownership the emphasis shift from the initial vision to more practical approach of getting the most efficient usage of facilities. Therefore, the new leaseholders selected by healthcare district didn't share the same vision about Rehapolis, but rather focused on their own business. This increase in heterogeneity had a disruptive effect on the overall concept and shared vision, although the campus itself expanded in terms of facilities and number of leaseholders.

“At first the sense of community was strong... Later on this has changed and also the number of leaseholders have increased heavily” - COO, Rheumatism Association

“When more leaseholders came in the Rehapolis concept expanded and dispersed at the same time” - COO, Humanopolis

The above-mentioned quotes describe well the overall feeling that is present in Rehapolis nowadays. The start of the Rehapolis especially from the Rehapolis 1 leaseholders' perspective was wonderful and the sense of community high. All the organizations knew each other and many of them were in close collaboration with each other. After a while organizations such as BBS, Ekokem and various natural product companies, which were not linked to the initial concept anymore, were joining Rehapolis. This created some confusion inside leaseholders. In addition, it seems that minimal efforts were made in trying to attract the new leaseholders to share the same system-level goals that Rehapolis had. This fundamental shift in the atmosphere resulted in the loss of momentum and once active internal coordination mastered by the architects become replaced by rather impersonal approach, which concentrated on daily issues concerning tenancy or other everyday issues.

In Ruskeasu campus this kind of loss of concept is not present since the campus is still in the phase of sharpening the concept of their own and also the leaseholders tend to be much more homogeneous. Ruskeasu campus is now moving towards situation, where they have to make strategic decisions on whom to let join the campus in the future. For them it is much clearer that the joining organization should complement the overall vision and strategy somehow. The efficient usage of facilities is of course important, but from the campus development committee perspective the more important factor is to form an overall campus identity, brand and concrete processes to acquire customers and create integrated service chains in order to create synergy benefits for all the members. For this vision also the membership criteria plays an important role

“We are looking for partners that could utilize the infrastructure already found in Ruskeasu” - Development Manager, Orton Foundation

“From Orton Oy perspective we should a) have new organization in the campus and b) these organization should be able to supplement the campus somehow and bring synergy benefits” - Interim CEO, Orton Oy

One notable issues emerged from the interviews is the way different informants and organizations reacted on having competitors operating from the same campus. This divided opinions greatly. Some of the companies didn't want to have any competitors and some of them were surprisingly open to have basically any company in the campus context. In this the

most important was the fact that a coming of competitor would somehow contribute the overall campus value creation system.

“I would see that competitors operating from the same location is not a bad idea”

- CEO, Respecta

“I haven’t had any problems with PT-Keskus although they are our competitor and also operating from Rehapolis” - CEO, Respecta

This issue was seen both in Rehapolis and Ruskeasu. For example in the case of PT-Keskus and Rehapolis. Veli-Pekka Cajan (Respecta) offered PT-Keskus the possibility to operate from Rehapolis although they were competing in the field of wheel chairs. This shows how they were able to identify that the joining of PT-Keskus could benefit the whole campus greater than they would create a threat to Respecta

“Although Cajan was CEO of Respecta, he had no problem in taking competitor (PT-Keskus) to Rehapolis” - Ex-COO Oulu’s Disabled Association

However, several informants had dubious attitude towards their own competitors joining the same campus. Here it would also seem that the smaller the company the more they were scared of competitors located close to their business. On the other hand, for example Respecta was really open to have different competitors in the both campuses. The idea behind this could be that when getting all the operators in the same place all the customers would come to the same location, which might increase the total number of customer in the long-term.

“It’s good to have some kind of distance with the competitors... Not in our next door”

- CEO, DoMedi/ToimivaKoti

“The new leaseholders should be somehow supporting the big concept, but not necessarily our competitors” - CEO, Medifys

All in all it came out clear from the interviews that the selection process of the leaseholders is central, the leaseholders are interested in who is joining and thus some kind of structured approach should be used in order to ensure that the concept will not be harmed or dispersed when new organization joins the campus. In addition, some of the informants highlighted the consideration of internal and external attributes, when selecting new members. Internal attributes relates to how well individual organization can contribute to the overall campus context and enhance value-creation with providing for example important link in the

integration of service chains. On the other hand, equally important factor was external attributes such as the ability to attract customers or other organization to the campus and thus provide a base for value creation. External attributes were usually more related to getting competitors to the same location and thus being able to gather different offerings in order to build up better service portfolio for customers.

“For me ideal organizations would be rather small ones that complement the campus somehow” - CEO, Orton Foundation

4.2.3 Collaborative events and physical encounter

When talking about enhancing the sense of community and strengthening the meaning of the concept, shared events and daily encounter were emphasized in the interviews. These both can be argued to be abstract, soft and even naive, but based on the interviews it is easy to argue that these factors should not be overlooked in the process of keeping the concept lively.

Small things such as closing a cafeteria might affect extremely negative to the overall atmosphere. All these kinds of things that increase or decrease the possibility to accidentally encounter people emerged to be significant from the interviews. In addition, things that enhance the openness and diminishing boundaries between different campus organizations can have potentially very positive effect on the overall campus context. Just the option to stop by at some other organizations office can be significant factor in keeping the concept together and enhancing the possibility for cooperation. This can be also a facility issue where the architecture either enhance or discourage this kind of physical encounter.

“Decision to close the cafeteria ... took away the possibility to have morning meetings there that we had already planned” - Regional Manager, Respecta

“People have stopped by at our office to tell us how happy they are that we are in here in Ruskeasuo” - CEO, DoMedi/ToimivaKoti

On the other hand, collaborative and organized events such as shared seminars or summer parties, were seen as integrating factors that played important role in bringing people from different organizations together. It seemed that these soft memories and shared events were actually the ones that people were able to remember after several years, which strongly implies that pure business approach in developing campus further might not be enough.

“We are having shared seminars few times a year... this way we can utilize professional from different organizations” - Regional manager, Respecta

“In the beginning of the 2000-century we had pretty strong sense of community... shared events in the front yard... we ate, drink and had fun together” - Ex-Headmaster, Ruskeasuo Vocational School

“We had these kind of boundaries in the daily business life, however, in the shared events the boundaries were nonexistent and brought people together.” - Administrative Manager, Respecta

These very same findings could also be found in Rehapolis campus. Especially in the beginning of Rehapolis the architects concentrated on creating, planning and organizing events that would enhance cohesion and concretize the shared vision. Also the informants remembered this and valued highly the possibility to encounter people in the daily business life and everything that lowered the boundaries for cooperation between organizations was seen positive. Just a small things as the possibility for a disabled patient to stop by at Oulu’s Disabled Association’s office for a cup of coffee would create a significant amount of value for the patients but also for the association, when they can better reach their members and offer peer support

“There is people coming to my office for a cup of coffee while they come to Medifys for treatment” - COO, Oulu’s Disabled Associatio

“At first we planned and organized the events during our own working time... We were doing these together with positive atmosphere” - COO, Humanopolis

“Pre-Christmas party was really nice in the second year... In my opinion these kinds of events are essential for the concept to carry on long-term”- Regional Manager, Respecta

The dispersion of the concept in Rehapolis was seen also in decreasing interested in these shared events. Formerly the events tended to energize the campus and attract customers to visit campus. Nowadays only few strong actors are still willing to plan and organize events in the campus, but the interest in these kinds of events was not in the same level as in the start of the Rehapolis. The decrease in number of shared events can be argued to have a linkage in the increased heterogeneity and alienation of single organizations.

“I remember we had some kind of event last spring, but the number of people attending was quite low” - COO, Regional Healthcare District

On top of the decreasing amount of shared event, also the daily operations in Rehapolis have been harmed by the dispersion of the concept and losing the sense community. Concrete example how the management of Rehapolis has become more bureaucratic and alienated from the original vision, can be seen how nowadays the daily issues are handled. From the below example it can be recognized how the emphasis from soft values has shifted towards clinical property management.

“We realized that there were no fire detectors in our premises. We were working while fire alarms were going off. We asked the reason and someone decided that by the law Rehapolis is not obligated to provide those. We were encouraged to put fire detectors there, but with our own money” - Service Manager, Attendo

4.2.4 System-level goal

In regard to system-level goals these two campuses are fundamentally different. Ruskeasuo is still in the process of defining the new concept and setting up the concrete vision for future. On the other hand Rehapolis has already implemented the vision, experienced how it works in practice and how it has also changed over the course of time. These both point of views provided an interesting setup for the analysis.

“This was really unique our operating model, it was forward looking and first of its kind in Finland” - Ex-CEO, Orton Hospital

Ruskeasuo campus was established during the WW2 and it had a state of the art vision back then in providing comprehensive medical, physical and educational care for war veterans. Since then the world have changed and as the amount of war veterans is minimal nowadays, Ruskeasuo firstly concentrated on orthopedic services, which has been successful and they have extremely good brand image. However, the campus thinking hasn't been that active and Ruskeasuo is more known about its orthopedic expertise rather than as a health and wellbeing campus. The operational and business environment has changed dramatically over 20 years and today Ruskeasuo is in the edge of biggest transformation in its history.

A well-thought vision and concept is not enough, if the change resistance is strong and communication to stakeholders and individuals is not successful. In case of Ruskeasuo the

attitude towards change has been resistant, which stems from the fact that the campus has such a long history and the change of course can't be done in a second. In addition, doctors have been pretty resistant to change the concept, since they have strongly the operational mindset and some of them have refused to understand the importance of other business things such as marketing and brand building. This change resistance has led to a resignation of a former marketing manager.

"... The main reason the former marketing manager left was the wide change resistance towards the new ways of marketing concept of this campus" - Development Manager, Orton Foundation

"... Doctors are willing to see the operational side, when we would like to concentrate on enhancing the customer experience" - Development Manager, Orton Foundation

"One possible reason why Rehapolis concept can't be found in Ruskeasuo was internal issues and change resistance" - Administrative Manager, Respecta

Although, the change resistance has been present and the transformation has not been without problems, Ruskeasuo has been moving forward with the concept. Even though the concept phase is not by all means ready some cooperation has been already originated. Notable is that this has been also done in grass roots, which means that at least some of the employees have embraced the concept and are willing to work towards it.

"The cooperation with Orton has been good also in concrete level... their employees are more than willing to guide their customers to our services" - CEO, DoMedi/ToimivaKoti

"We have been developing business models with Orton" - CEO, DoMedi/ToimivaKoti

Compared to Ruskeasuo campus, Rehapolis is in totally different phase in regard to concept creation and implementing the vision. The system-level goals and the concept were created in early days of 2000 and have been in operation since then. The concrete vision to organizations was to act as one brand and a platform in order to create synergy benefits, grow amount of paying customers and in the end generate more revenue. For the customers the Rehapolis concept represented a perfectly designed set of services for disabled people that were all accessible via one location.

“My vision was to make the name Rehapolis a bigger identity that would attract people more easily than individual companies” - Ex-CEO, Respect

Especially in the beginning of Rehapolis campus the vision was approachable and could be identified and shared also in the employee level. There was a sense of unity that arise from the small occurrences such as helping customers to find right places or guiding customers to find additional service in the campus.

“I fell it is my responsibility to guide people to right places, although it is not part of my job” - Service Manager, Uniresta

The Rehapolis concept has proven to be successful, but previous success doesn't necessarily mean that the vision would work in the future. Currently, Rehapolis is facing major problems that all somehow stems from the loss of system-level goal and the concept in concrete level. Firstly, as the amount of leaseholders increased, also the variety of organization grew. Major part of this was due to healthcare district joining Rehapolis 2 and gaining power to select members individually. This led to a situation where the initial concept was lost in the process of getting new leaseholders to join. The new members didn't share the same passion towards the concept and this created dispersion of the concept, which was disruptive force to the campus thinking.

“We have limited cooperation in Rehapolis... Rehapolis is not straightly related to our business” - CEO, BBS OY

“The general attitude was that let's go to Rehapolis, but act the same as before... The concept somehow went missing in some phase” - Regional Manager, Respect

The retirement of Veli-Pekka Cajan and Pertti Sankilampi reduced the active management of the concept as well as sense of community in the campus. Formerly, Cajan and Sankilampi were energetic in facilitating and being the interface between individuals, organizations and Rehapolis, nowadays it seems that the campus would require such activities in order to remain lively. Fundamentally this has meant that the vision and concept of Rehapolis has moved further away from the daily life of the campus leaseholders

“We would want more in depth cooperation in terms of marketing and visibility activities... We have had some experiments, but we are lacking shared drive for long-term cooperation” - CEO, Bernafon

“Respecta used to sponsor the marketing committee by providing facilities and coffee and Cajan used to lead it... Nowadays this type of activities do not exist” - COO Oulu’s Disabled Association

Lastly, after Respecta buyout, Orton foundation, a major owner of Rehapolis 1 and 2, lacks strategic focus on Rehapolis from the facility owner perspective. This might influence the development of the concept in the future.

“Rehapolis is not fitting perfectly in our strategy anymore” - CEO, Orton Foundation

4.2.5 Integrators

In this context integrators refers to abstract and concrete things that are related to the positive integration inside the campus. Integrators also describe the concrete benefits organization might have from the campus context. In addition, also dividers are introduced here, which are the events and actions that are affecting the campus vision negatively.

“During the past 10-15 years the importance of cooperation and networking in healthcare sector has grown a lot” - Ex-CEO, Orton Hospital

The search for dyadic and multi-organizational relationships has been a trend in the past years. In Ruskeasuo context the partnership with public organizations has been small, but beneficial. The successful private-public partnership has not been emphasis in Ruskeasuo, but it might grow in the future. This type of cooperation can be seen as strong integrating force and simultaneously enhance the campus service portfolio as whole and through this further improve the efficient usage of facilities and thus synergy benefits for several organizations.

“We leased an operating room for neurosurgery. Orton had some spare capacity and right type of expertise... we made a real win-win contract with them”

“We would be open also to discuss more about possible cooperation with Orton and Ruskeasuo campus” - Director, HUS Neuro

Although, some interesting cooperation has already seen in Ruskeasuo campus, there is lot to do in order to integrate the whole campus. From Respecta’s side the cooperation with Orton is seen beneficial, but the concrete results of the dyadic relationship have been disappointing. This has let them to question, if Ruskeasuo would be the right place for them to stay or would they be better off somewhere else.

“In perfect world Orton would be a great partner, but in reality the business is still in the development phase with them” - CEO, Respecta

The physical location and close proximity came out from interviews as one strong integrating force for cooperation. Although we are living the era of information technology and cooperation has been made easy with organizations operating from far away, still the proximity was seen as important factor especially in this campus context. All the organizations operating away from the campus were seen about the same no matter what the distance was. Therefore, the probability for cooperation lowered significantly if we moved from the campus.

“Synapsia is not that far away, but far enough that there is no continuous cooperation with them” - CEO, Respecta

In the case of Rehapolis the overall cooperation has developed to be significantly mature. The concept has proven to be successful and organizations inside the campus have especially valued the public-private partnership. Locating in the same place has given a natural way of cooperating with different organizations. Moreover, this cooperation has been real win-win situation where the service providers are located right next to their biggest public customer in the region. This has been also beneficial for the customers, since the all the services are located in the same place, which has been especially important for disabled customers.

“With Respecta we have developed a cooperation model... With PT-Keskus and Medifys we have some kind of cooperation... the cooperation is natural because we are located in the same place” - COO Regional Healthcare District

“I truly feel that being in the same campus with public operators have enhanced the cooperation” - CEO, Respecta

Besides the private-public partnerships, Rehapolis has offered platform for private and 3rd party organizations to build relationships together to enhance the collaboration. This was seen as valuable aspect for the whole campus as this concretizes the vision and enhances the sense of community in the campus.

“We have this concrete goal to increase the amount of self-pay customers together with Respecta” - CEO, Medifys

“We have cooperation with Medifys” - Service Manager, Attendo

“We are cooperating with Respecta and Medifys... e.g. we were organizing shared events, but lately this has been decreasing” - COO, Rheumatism Association

However, it seemed that the cooperation is mainly dyadic in nature. Some of the companies are more eager to search for cooperation than the other and most of the times the cooperation comes out as between two individual organizations. In the campus-level the cooperation appears in scattered way and systematic system-level integrated cooperation in the campus hasn't come into existence. Although, in perfect world campus would be a great place to integrate resources and come up with innovative ideas. Somehow organizations have been surprisingly inactive in exploiting this opportunity, but rather concentrating in their own business.

*“With private actors the synergy benefits could be utilized way better than currently”
- CEO, Respecta*

The Rehapolis identity could be improved to enhance the integrating forces. The message from interviews was that Rehapolis brand and identity could be utilized better and investing in Rehapolis chokers or even a shared help desk would improve the overall atmosphere significantly. Individual people such as Pertti Sankilampi has been acting as the CEO and representative of Rehapolis and thus actively enhanced the Rehapolis feeling. This kind of interface between the concept and the organizations was seen essential and valued highly. Unfortunately after the retirement of Sankilampi there hasn't been successor for his work. Therefore, the small gestures such as walking around and discussing with people are now missing, which was remembered warmly and seen as enhancing factor for campus thinking.

*“Help desk would be more than beneficial for the whole concept” - Service Manager,
Uniresta*

“A choker of some kind could be nice. That would help to identify people inside Rehapolis” - Regional Manager, Respecta

*“I walked around Rehapolis and discussed people, asked if they need anything, told them that they could call me anytime... this was a warm community” - Ex-COO Oulu's
Disabled Association*

4.2.6 Transition of key actors

The last major finding relates to the transition of key actors in the campus context. These actors can be organizations or individuals that are closely related to the emergence and development of the campus. The transition creates always some kind of way to change things, and as it can be seen in Ruskeasuo and Rehapolis the change has positive and negative aspects. If we look at Ruskeasuo, it came apparent from the interviews that the new CEO of Orton foundation has brought great deal of new drive and energy to develop the Ruskeasuo campus. Formerly, the development of Ruskeasuo was focused on internal structures and the level of change resistance was fairly high. The transition of one key individual in this context has now move things towards more agile way of working, which is noted and highly valued also for other organizations operating in Ruskeasuo.

“Halmeenmäki became the CEO of Orton foundation and a lot of things have changed... He is really active in managing facilities and developing them” - Ex-Headmaster of Ruskeasuo Vocational school

“What it comes to this modern Orton Foundation the present CEO has done great job in bringing new fresh ideas and much needed business knowledge” - Manager, Orton Pro

In the case of Ruskeasuo the change can be seen mostly as positive and has created a new kind of movement that truly believes that Ruskeasuo can be a major healthcare and wellbeing campus in the future. Furthermore, the strong vision and concrete development plan has had energizing effect on also other individuals and the change in the dynamics of the campus has move towards more business oriented approach.

Rehapolis however, can be seen as even more interested in the name of transition of key players. There were few extremely important individuals that took the responsibility of developing the whole Rehapolis concept and building up the brand and image. All the same, these two central actors have now retired and this loss of two central individuals has affected negatively the development of the campus. A vacuum of some kind has been left since no one is taking strong responsibility of representing Rehapolis and acting as an interface between organization and the concept.

“Since Sankilampi retired the Rehapolis cooperation has faded slowly away” - Ex-CEO, Respecta

“After Sankilampi and Cajan retired there have been none taking care of the coordination of cooperation in Rehapolis” - CEO, Medifys

The genuine concern of Rehapolis’ future due to the retirement of Cajan and Sankilampi came up during most of the interviews. These two individuals have been so important for the whole concept that the Rehapolis concept was almost completely personified to these two. This was also seen as a problem from the leaseholders’ side. There were opinions arguing that the transition should have been smoother and more organized, but no one really took the responsibility of mapping out and selecting the successor for the representative of Rehapolis.

“...Sankilampi was leading Rehapolis a long time... He was about to retire and we had no one to continue the work” - CEO, Respecta

Naturally there has been discussion about the individuals or organizations that would take the lead from now on. Although there has been some active organizations such as Medifys, Oulu’s Disabled Association and Respecta, the drive for the leadership have been missing and these organizations and their individuals have not had enough time to concentrate on the ownership of the concept.

“In the last meeting we agreed that the CEO of Medifys will take the lead in the marketing efforts of Rehapolis” - Ex-CEO, Respecta

“The new task force was formed after Cajan and Sankilampi retired... There were representatives from Oulu’s Disabled Association. Respecta and Medifys.” - CEO, Medifys

Furthermore, there has been some discussion that the new facilities management company NewSec could have a more active role in developing Rehapolis further. However, this might not be the right path to follow since the Rehapolis concept was built on soft values and inter-organizational goals that were not linked straightly to monetary rewards. In this light outsourcing the important role of Rehapolis representative sounds like going further away from the initial vision.

“The CEO of Medifys asked me to be the representative of Rehapolis since I’m also managing the contracts” - Service Manager, NewSec

Additionally, the initial visionaries and establishers of Rehapolis acknowledge the challenging situation and the fact that no strong individual has stepped up to fill the shoes and taken responsibility to represent and lead Rehapolis further. Therefore, the transition of the key

individuals and the shortage of possible successors pose a real challenge for the future of the campus.

“It is unfortunate that no one in Respecta has not seen the value in Rehapolis concept and there has been no one stepping up to fill my shoes” - Ex-CEO, Respecta

“The concept would need the right kind of Rehapolis spirit... There is no representative after I retired... The concept could be working way better than at the moment” - Ex-COO, Oulu’s Disabled Association

4.2.7 Synthesis of the main findings

The table 9 intertwines together the six findings presented in the previous chapters. The important role of the architects and establishing some kind of system-level goal were seen as critical factors in the emergence of multi-organizational networks. In addition, Membership criteria will concretize the vision and thus some kind of process of choosing and approving members to join should be formed in order to manage and keep stable these networks.

Proximity and sharing the same facilities provided an opportunity for organizations to utilize collaborative events and physical encounter in order to establish meaningful relationships with other organizations in the campus context. This together with integrators such as integrated treatment chains and co-sharing and –development of services provided a platform to create synergy benefits in the network. Lastly, transition of key actors had a positive or negative effect on the dynamics of the whole network. This emerged from the analysis as a significant factor related to the future stability and success of the networks.

<i>Table 9, Areas of interest and findings</i>	
Area of interest	Finding
The role of the architects	Architects had a profound influence in the emergence and development of the two campuses.
Membership criteria	Boundaries to entry and criteria for membership are critical to the stability and success of overall concept.
Collaborative events and physical encounter	Shared events and day-to-day encounter enhances the sense of community and integrates the campus actors together.

System-level goal	Shared vision acknowledged by the organizations will set a fundamental base for the whole existence of these networks.
Integrators	Integrators are bringing actors together and enhancing the cooperation that is leading to synergy benefits and better business performance. In contrary, dividers are diffusing the campus thinking.
Transition of key actors	The transition of key actors in the campus context can be seen significant. Can have positive or negative effect on the campus dynamics.

5 Discussion

The purpose of the thesis was to expand understanding on how multi-organizational networks are formed and how the networks function based on earlier rather limited literature on meta-organizations. The recent research on meta-organizations emphasizes the organizational design and meta-organization characteristics. However, the thesis concentrates on researching how these multi-organizational networks are formed and how the value creation takes place.

Meta-organization architects act as facilitators rather than strict managers and thus are trying to manage diversity rather than consensus. This was strongly implied by the case studies. Without key architects in the emergence and development phases, meta-organizations would not have been as successful. Furthermore, this also denoted that, when losing key architects the dynamics of the whole meta-organization changed. The case strongly implied that the transition of key actors (architects or organizations) have major impact on the dynamics of meta-organization. In the case of Rehapolis the effect was negative when two main architects were retiring and no one was there to replace the vacuum of facilitation and coordination. On the other hand, the emergence of new architect, the new CEO of Orton foundation, had energizing effect to the development and integration of Ruskeasuo campus. Therefore, the importance of key actors is inevitable and the transition phase can be seen adding uncertainty in meta-organization, which was also highlighted by the meta-organization literature (Gulati et al., 2012).

System-level goal is something that keeps the meta-organizations together and it gives in a way vision about where the meta-organization is going and reflections on future. Surprisingly, strong system-level goal was not seen enough in the case study. Strong system-level goal fails to succeed, if it is not maintained with old members and ensured that also new members joining meta-organization will share the same vision. System-level goals were also acknowledged as the fundamental base for meta-organizations existence by earlier research (Anand, 2014). This was seen especially in the case of Rehapolis, where the emergence of new members were at the same time expanding the meta-organization in terms of members, but simultaneously working as a disruptive force towards the defined system-level goal. Furthermore, this intertwines together the question of closed or open meta-organization introduced in the literature review. The thesis found that somewhat closed and manageable boundaries should be established in order to control the development of meta-organization. Moreover, membership criteria should be clearly defined and followed in order to avoid

situation where the initial reason for the meta-organization is lost somewhere on the road. This was something that the earlier literature didn't discuss in detail. Gulati et al. (2012) argued that open boundaries would eventually lead to loss of control, but linkage between open community and disruption of system-level goals wasn't discussed. Therefore, the thesis will strongly imply that this might be an interesting topic to research further.

One thing that has been overlooked by the meta-organizational research is collaborative events and physical encounter. This was not addressed in the literature review mainly because the lack of relevant research. However, this was emerging strongly from the case studies. It seems that in order to keep meta-organization lively and coherent one should not forget the importance of daily encounter that was illustrated in this thesis as informal discussion in corridors, stopping for coffee or more organized shared events arranged by architects or central organizations. Physical encounter is closely linked to the proximity of members. From the analysis emerge the remark that close geographical proximity enhance the collaboration and in contrary even short 400m distances will dilute possible cooperation. These same observations were acknowledged by Lemaire and Provan (2011) that highlighted the importance of proximity in quality relationships in their research.

In addition to physical encounter, small gifts such as Christmas bread or fish were seen minor, but extremely important issues when remembering something nice and collaborative concerning the meta-organization. Additionally, the academic literature also emphasizes the importance of symbolic gestures in order to enhance the understanding on the sense of community and system-level goal (Sharapov et al., 2013). Furthermore, it seems that organizational boundaries tend to diminish in this shared events and people are feeling that they are attached to the meta-organization. This can be seen as highly valued from meta-organization perspective and might increase the sense of community experienced by the individuals of different organizations.

Lastly, the value creation processes in meta-organization was one of the key areas of interest in this thesis. In this thesis the value-creation is the common nominator for the outcomes of multi-organization collaboration and dynamics of the relationship inside meta-organization. There three different areas of value creation were highlighted first from the literature. By combining earlier research of Ettighoffer & Van Beneden (2000) and Bor (2014), thesis was able to identify three different value creation areas (Co-Sharing, Co-developing, Co-marketing). Remarkably, these same three processes were also identified from the case study. In both case campuses the co-sharing and co-developing were seen as vital part in enhancing

their service to the customers. In addition, efficient usage of resources further implied that meta-organizations genuinely create value through collaboration. Co-marketing efforts were also seen extremely important in the process of attracting paying customers. It was observed that many of the companies were collaborating in different ways to market their products and services to the customers. Some of the relationships were dyadic, but more wide collaborations were also seen between multiple organizations. In addition, it was observed that meta-organizational brand might be valuable from the marketing perspective. It emerged from the analysis that even government officials were eager to pay a visit in Rehapolis, when it was branded as meta-organization although private companies managed it. Also Bonfils (2011) found that governmental actors are more prone to negotiating with meta-organizations rather than individual organizations. This certainly gives an interesting perspective on how meta-organizations can have their own brand image that can be more valuable than individual member's. Consequently, meta-organization's brand image could be seen as integrating and attracting force for old and new members.

Large number of interviews and thus rich set of data provided a solid ground for this type of narrative analysis on how multi-organizational networks were formed and developed. Moreover, findings from the case study can be seen in line with previous research. However, some supplementary issues such as collaborative events and importance of membership criteria for the overall concept came out from the thesis that was not discussed in detail in the previous research. The linkage between open community and disruption of the system-level goals as well as the importance of collaborative events and physical encounter emerged from the empirical data and thus further research in these themes might be beneficial. Furthermore, due to the lack of academic literature the definition of meta-organization is still vague and the shortage on literature concerning the formation of meta-organization suggest that further research is advisable.

This study had two case campuses and both operating in the same industry. This means that cross-industrial generalizations should still be avoided. For example, little can be said about appropriate membership criteria if we compare health and wellbeing campuses for example with fully open android communities. However, thesis implies the importance of architect(s), system-level goal and collaborative events can be seen universal things that are strongly affecting the formation and dynamics of a meta-organization. Furthermore, the purpose of this study was to expand the understanding by exploiting the rich data set and narrative illustration in order to shed light on how localized multi-organizational networks can

be considered as meta-organizations. The strong empirical data contributed to the fairly limited amount of meta-organizational literature. Therefore, the findings suggest that further research concerning meta-organizations as multi-organizational networks is advisable.

6 Conclusion, limitations and future research

The fundamental objective of this thesis was to increase understanding on how localized multi-organizational networks are formed, how they develop over time and the mechanisms behind daily operations. Furthermore, thesis aims to provide more understanding on how the value-creation process takes place in the network. For the theoretical part, thesis utilizes meta-organization theory, which provides the concepts and basic theory for the thesis. Although, meta-organization can be seen as rather immature field of study, it seems to provide appropriate concepts for the thesis purposes. After the theoretical part thesis introduces methods and data gathering techniques utilized in this study. The thesis utilized multiple case study with 29 interviews and rich use of other available data such as meeting minutes, presentations, histories etc. The data analysis was made through manual coding around predefined themes of interest. Then, both of the case campuses were presented thoroughly and findings based on the analysis introduced. Lastly, discussion and conclusion chapter intertwined the thesis together. Coming back to the initial objective of the thesis and the research questions that are formed are as follows:

1. *How geographically localized multi-organizational networks are formed?*
2. *How value-creation with individual organizations and whole network takes place in geographically localized multi-organizational networks?*

Through narrative illustration and careful analysis of the qualitative data the thesis was able to fulfill its objectives and answer the above research questions. As a recap six key findings emerged from the case analysis were the role of the architect, membership criteria, collaborative events and physical encounter, system-level goal, integrators and transition of key actors. Firstly, it seems that meta-organization architects combined with strong system-level goal are prominent factors, when we look at how these multi-organizational networks are formed. In both of the case studies the multi-organizational network needed a shared goal that at least most of the members acknowledged. However, it seemed that a mutual goal alone couldn't form such networks. The formation needs strong organizations and individuals that are willing to sacrifice significantly time and resources in order to establish a functioning network. Furthermore, criteria for membership are also essential aspect from the development perspective. Without some kind of boundaries to entry and membership criteria the meta-organization might lose its momentum and the system-level goal becomes meaningless and at some point will create confusion and disruptive forces around the concept.

The second major question proposed by the thesis was to identify how the value-creation is proceeding in these multi-organization networks. In connection to value creation, the notion of individual organization establishing dyadic or multiple relationships with other organizations is an important finding rising from the analysis. These collaborative relationships enhance the service creation, business performance and the value added for the customers. Sharing information, resources and facilities help organizations to better serve their customers but also allow the more efficient usage of resources and thus lead to a better business performance. This value creation process can be amended by establishing open atmosphere and adding physical encounter and amount of collaborative events. From the case study it was apparent that these soft values and activities performed jointly, were raising the change of collaboration and thus provided a better ground for better business performance through meta-organizational collaboration. Interestingly, the transition of key actors emerged as significant factor from the case study. The transition phase is able to enhance or decrease the value-creation seen in meta-organization. Since meta-organization architects act as facilitators bringing organizations together it seems that depending on sole architect it could be successful or not.

Based on the implications from the cases, can be concluded that these types of multi-organizational networks can be seen as a beneficial form of organizing inter-organizational collaboration and thus create an opportunity to enhance also business performance. Furthermore, thesis demonstrates the key dynamics that have positive or negative effect on meta-organizational context. This can be seen valuable from the organizational perspective, if a new meta-organization is to be established.

As the previous research has mainly emphasized organizational design and characteristics of a meta-organization, this thesis was able to demonstrate how these meta-organizations actually emerge and what the key elements in it are. Furthermore, the value creation process has been overlooked by the previous research and thus the thesis sheds a light on this matter also.

Since meta-organizations are fairly new area of research, the academic literature on the topic is fairly limited and it is mainly concentrating on the design of meta-organization and the distinguishing it from the traditional organizations. Furthermore, the previous research was mainly used for providing concepts and issues regarding meta-organization for the thesis to utilize. Thesis focuses on health and wellbeing campuses as the main observable object. This naturally means that in order to make more generalized conclusion, a more comprehensive

cross-industry study could be beneficial. In addition, the thesis presents two different campuses as the case objectives and although they provide a good base for purposes of this study, further research is recommendable.

More in depth analysis on meta-organizational architects and their importance could benefit the overall research area. Findings from this thesis suggested that this is definitely a prominent factor in dynamics of the whole meta-organization and thus should not be overlooked. Interesting area would also be to compare lessons learned from traditional business parks and industrial clusters in order to compare how meta-organizations function in relation to other concepts acknowledged by organizational theory. This would also benefit the cross-industry analysis. Lastly, the linkage between open community and system-level goal is interesting. The analysis suggested that allowing basically everyone to join meta-organization the loss of control will increase significantly and thus the strategic aspect and system-level goal are in jeopardy.

A comparative study with similar organizational concept might be also helpful. Utilizing the rich data set one could analyze the data through different theories such as industrial clusters, business parks, or virtual organizations. Through this the research could benefit from other point of views provided by organizational theories.

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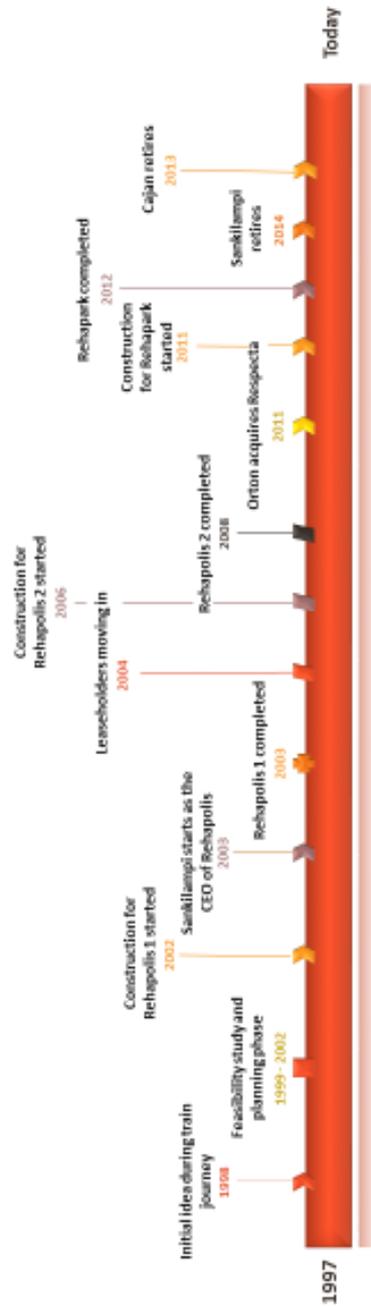
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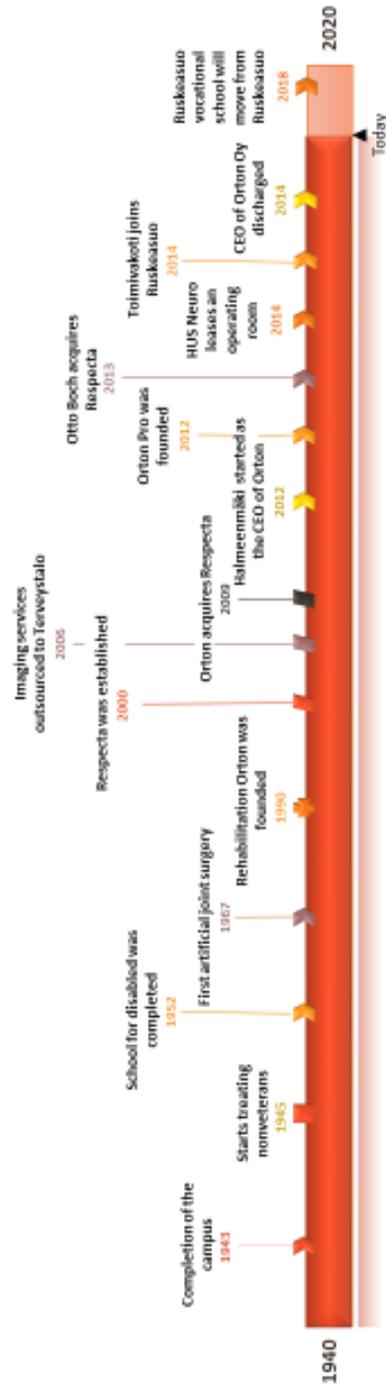
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Appendices

Appendix 1



Appendix 2



Appendix 3



Tutustutaan ja esitellään aihe joka orientoi haastateltavan

- Kysymme kuka paljon aikaa haastateltava on varannut haastatteluun (oletus 1,5 h).
- Haastattelijat kertovat nimensä, tittelinsä ja mistä tulevat (lyhyesti: vain nimi, tehtäväalue, ja yliopisto). Päähaastattelija kertoo että kaikki on BBE:n samaa asiaa tutkivia sakkia: Kerromme, että olemme kaikki Business in Built Environment –hankkeen tutkijoita.
- **Esitelmämme aiheen**, joka sisältää napakkana ja lyhyenä ”teemana” haastateltavan mieleen (tämä lauseohje kannattaa ainoa selvääMIELISESTI JA SELVÄTELEISESTI ja painokkaasti, niin että ajatus on mukana)
 - ”Olemme ensisijaisesti kiinnostuneita tapahtumista, toimijoista ja toimijoiden välisestä yhteisestä Ruokasuon/Rehapolien historiasa. Erityisesti meitä kiinnostaa konkreettiset tapahtumat joilla on ollut merkitystä 1) Ruokasuon/Rehapolien hyödyntämisessä (tai 2) siihen liittyvien toimien tai toimijoiden kehittämisessä, ja 3) toimijoiden tai joidenkin toimijoiden tekemät toimenpiteet (kuka, mitä, koska). Tähän liittyy 4) olemme myös kiinnostuneita siitä keitä ulkoiset osapuolet/toimijat/sidosryhmät ovat. Kerromme Sinua kertomaan vapaasti Ruokasuon/Rehapolien ja sen kehittymisen, tapahtumien, tekemien, toimijoiden liittyviä asioita niillä kuin itse näit, ja mielellään konkreettisesti niin että mekin ymmärrämme mitä käytännössä tapahtui tai mitä tehtiin tai saavutettiin, ja koska, ja kuka, ja kuka osaan liittyvät ja miten.”
- Kerromme myös, että Orton on mukana tutkimushankkeessa yrityskumppanina. Korostamme, ettemme kuitenkaan tee tutkimusta Ortonin toimeliansannosta, vaan Orton tarjoaa ainoastaan mielenkiintoisen tapaus tutkimuksen (eli hyvinvointikampukset).
- Kysymme sopiiko haastattelu aamupalan.
- Korostamme, että kaikki haastatteluaineisto käsitellään luottamuksellisesti, ellei se tule antamaan tallennetta tai siitä tehtyä lähtöintia haastateltavalle tai hänen kollegoilleen, tai ylipäätään kenellekään. Sen sijaan valmiin artikkelit- tai raportititeksit Ortonin/Rehapolien yhteyshenkilöt saavat nähdä ikään ennen julkaisua.
- Toivoisimme aamamme pitävä mahdollisesti haastattelun aikana jaetaan kirjallisen materiaalia (esim. haavikeskusta, polykopiointustuksia).

Haastateltavaa pyydetään kertomaan itsestään:

- Ammatillinen – ja koulutus tausta
- Rooli organisaatiossa
- Mahdollisesti se, miten ollut mukana hyvinvointikampuksen tai oman yrityksen kehittämisessä

Toiminta

TOISTO EDELLISELTÄ SIVULTA: SANOTAAN TÄMÄ AIHE VIELÄ KERRAN, JOLLA ORIENTOIDAAN HAASTATELTAVA JUTTELEMAAN AIKA ITSENÄISESTI HALUAMAAMME TARINAA:

“Olemme ensisijaisesti kiinnostuneita tapahtumista, toimijoista ja toimijoiden välisistä yhteyksistä Ruskeasuon/Rehapoliksen historiassa. Erityisesti meitä kiinnostaa konkreettiset tapahtumat joilla on ollut merkitystä 1) Ruskeasuon/Rehapoliksen- hyvinvointikampuksen tai 2) siihen liittyvän jonkun toimijan tai toimijajoukon kehittämisessä, ja 3) toimijoiden tai jonkun toimijajoukon tekemät toimenpiteet (kuka, mitä, koska). Tähän liittyen, 4) olemme myös kiinnostuneita siitä keitä ulkoiset ja sisäiset toimijat/sidosryhmät ovat. Kannustamme Sinua kertomaan vapaasti Ruskeasuon/Rehapolikseen ja sen kehittämiseen/tapahtumiin/tekemisiin/toimijoihin liittyviä asioita niinkuin itse ne näet, ja mielellään konkreettisesti niin että mekin ymmärrämme mitä käytännössä tapahtui tai mitä tehtiin tai suunniteltiin, ja koska, ja kuka/ketkä asiaan liittyivät ja miten.”

- Mistä kaikki on lähtenyt liikkeelle?
- Mitä kampuksella on tapahtunut vuosien varrella?
- Miten teidän organisaationne on päätynyt kampukselle?
- Miten te (henkilökohtaisesti) olette päätyneet kampukselle?
- Millaista toimintaa täällä on nykyään?

* Haastattelija voi halutessaan huomauttaa, että tarkoitus on keskittyä 2000-luvulle.

Liiketoimintamalli*

Mitkä ovat tuotteenne ja/tai palvelunne? (tästä tuote-/palvelukysymyksestä voi olla hyvä aloittaa, mutta aika nopeasti kääntää tämä koko Ruskeasuon/Rehapoliksen tuote/palvelukysymykseksi – kaikki toimijat – tässä voi tulla kivaasti ja konkreettisesti jo ensin yhteisiä asiakkaita, resursseja, yhteisiä kilpailijoita, mitä puuttuu kampukselta, ja tila-asiotakin)

- Keille näitä tuotatte (= 'asiakkaitanne')? Miten?
- Miksi nämä tuotteet/palvelut (YKSILÖIDEN jokainen tuote & palvelu)?
- Miksi nämä (YKSILÖIDEN) juuri täällä (Ruskeasuon/Rehapolis)?
- Oletko aina toimineet näin? Historia? Tapahtumat? Toimenpiteet? Valinnat?
- Kehin muuhin toimijoihin/sidosryhmiin (sisäiset & ulkoiset) teillä on yhteyksiä Ruskeasuolla/Rehapoliksessa toimiesiänne? Millaisia yhteyksiä? (haastattelija voi turvittaessa avartaa näkökulmaa, että esim kilpailutilannekin voi olla 'yhteys')
- Miten erottaudutte muista? (oma organisaationne, mutta myös esim koko kampus ja sen org.joukko)
- Onko tämä toimintatapa (tai: samanlaiset tuotteet/palvelut) tyypillistä muille? Näinkö muuten toimivat – ketkä esim?
- Miten "alalla" kilpaillaan? Ketkä ovat kilpailijanne? Miten he toimivat? Miten poikkeaa teistä?
- Avainresurssit? Avainkyvykkyydet? Menestystekijät?
- Ansaintamalli? Kuka maksaa, millä periaatteella?
- Epävarmuudet? Riskit?
- Kerrova vielä konkreettisesti summeeraten että "miten arvoa luodaan ja keille" (yhdessä/esikseen, solid value creation = asiakkaalle, ja value capture = palvelua/tuotetta toimittavalle yritykselle)

* välttää sanaa 'liiketoimintamalli' haastattelussa

Toimijat

Mitkä ovat keskeiset toimijat/sidosryhmät (sis. & ulk.) **kampuksella** (tarvittaessa täsmennys: tarkoitamme toimijoilla/sidosryhmillä yrityksiä, organisaatioita, yksiköitä, ryhmiä, ja MYÖS ennekaikkea henkilöitä – eli rohkaisemme kertomaan konkreettisesti ihan henkilönimillä – nimiä ja henkilöiden tekemisiä haastattelijoiden kannattaa aina lypsää esiin jos mahdollista)

- Kerro näistä sidosryhmistä (**ERITELLEN**): miten toimivat, mitä ovat tehneet (tapahtumat ja toimenpiteet), ja millaisia yhteyksiä (yhdessä tekeminen) on ollut muihin tai keskenään – ja painota tosiaan konkreettisia tapahtumia tai tekemisiä historiasaa tai tällä hetkellä)
- Miten ja miksi suhde/yhteys (keiden kesken) on muodostunut? (painota tapahtumia/tekemisiä)
- Kuinka kauan suhde/yhteys on kestänyt? – ja miten se on muuttunut (painota tapahtumia/tekemisiä)
- Mitä arvoa samalla kampuksella toimiminen on tuonut suhteeseen? **Miten arvoa luodaan ja keille?**
- Entä miten **eri toimijoiden tavoitteet** (historiasaa, nyt, tai tulevaisuuden suhteen) ovat rakentuneet: ovatko tavoitteet olleet 'ristiriidassa' tai ovatko 'yhdensuuntaisia' – kerro miten se on ilmennyt – kerro esimerkkejä – millaisena toimintana se on ilmennyt?
- Entä onko **koko kampuksella** /toimija-joukolla ollut (tai onko nyt) **joku tavoite?** Tai suunta? Kerro lisää.
- Onko joku tärkeä toimija jäänyt vuosien varrella pois? Miksi? Keitä tullut lisää? Miksi – tai miksi ei? (painota tapahtumia/tekemisiä)
- Puuttuuko joku, kaipaattako kampukselle jotain tiettyä/tietynä yppistä toimijaa? – Kerro esimerkkejä esimerkiksi muista vastaavista kampuksista painottaen sille havaittuja tapahtumia

Tilat ja ympäristö

Kerro tiloista ja ympäristöstä (myös tilojen ominaisuudet ja sijainnilliset tekijät, ml. toimijoiden keskinäiset sijainnit, asiakkaat ja asiakasvirrat yms.) (- tarvittaessa täsmennys: kerro tarvittaessa myös ympäristöön liittyvistä ulkoisista toimijoista tai vastaavista kampuksista, joiden kanssa tämä kampus kilpailee [miten?], tai joiden kanssa on yhteistyötä [mitä?]). Miten tiloissa ja ja keskinäisissä sijainneissa toimitaan, ja miten toiminta vaikuttaa tiloihin ja päinvastoin, eri toimijoiden joukossa (painota havaitsemiasi asiantiloja, tapahtumia, sattumuksia ja tekemisiä konkreettisella tasolla: kuka/ketkä, mitä, miten, koska)? (- tarvittaessa täsmennys: kerro myös kampuksen ja sen tilojen kehittämisestä – historiasta ... miten tähän [ja mihin?] on tultu)

- Rajoittavatko tilat (tai sijainti – myös sisäiset sijainnit) toimintaa jotenkin?
- Millaisen toiminnan tilat (erityisen hyvin) mahdollistavat?
- Mahdollistavatko tilat niiden monipuolisen ja monitoiminnallisen käytön?
- Entäpä mahdolliset muutokset toiminnassa?
- Voisitko nähdä kampuksen (tilat + toimijat) kokonaisuutena (esim tuotantolaitoksena tai markkinapaikkana), tavallaan verkostona, joka luo arvoa – miten/ketkä ja keille?
- Tarjoaako kampuksen sijainti jotain lisää? Mitä? (kerroile konkreettisia havaintoja, myös muista kampuksista, esimerkkejä, tapahtumia, toimijoiden/sidosryhmien muodostamia toiminnallisia kokonaisuuksia, kilpailuasetoimia)
- Suikkaako sijainti jotain toimintoja tai toimijoita pois?
- Entä asiakkaiden (tai mahdollisten asiakkaiden) näkökulmasta?
- Onko kampukselle helppo tulla?

Bonukset

- 1) Mitkä ovat Sinulle henkilökohtaisesti mieleenpainuvimmat asiat Ruskeasuon/Rehapoliksen historiassa – esim. joku tapahtuma? Kerro ihmeessä lisää siitä.
- 2) Keitä muita olisi hyvä haastatella? Miksi?
- 3) Niin, ja ihan vihoviimeinen kysymys (jos vielä aikaa): onko vielä jotain mitä emme huomanneet kysyä, mutta josta olisit halunnut kertoa meille?

Odotamme riittävän myöhään, ennen kuin sammutamme nauhurin, emmekä lopeta kuuntelemista sen jälkeenkään.