THE 7 PRINCIPLES OF COMPLETE CO-CREATION

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PRINCIPLE 1
TOGETHER

Complete co-creation is based on equal collaboration between all relevant internal and external parties.

Co-creation follows from the premise that organizations, end-users and other relevant parties need each other to get to the ideal output. That is because everyone has complementary skills and knowledge. Only a concerted effort o*f all* directly and indirectly involved parties leads to completion of the entire puzzle. We call this the 'puzzle principle'. The rigorous application of this principle results in productive collaboration between the initiating organization, end-users, and all involved parties, such as suppliers, sales channels, experts, and possibly even competitors.

An ever changing co-creation team guided the development of JIP Noord [15]
The co-creation team that guided the development of JIP Noord changed size and make-up throughout the development process. Still, there was a fixed core of 'die-hards', consisting of the external Co-creator, the manager of the Parent & Child Center Amsterdam-Noord [16] , the policy advisor Youth & Family, the policy advisor Youth 12+, a junior policy advisor (who was detached as JIP Noord employee after launch and later became JIP Noord's manager), a managers and a youth worker of the local youth work organization DOCK, a manager and an employee of the welfare organization Spirit, a youth worker of Streetcornerwork, and four local youth.

End-users in the co-creation team

In order to realize the optimal solution, it is important that the co-creation team exists of players that will influence the performance of the solution after launch. It seems obvious that the intended end-users should be among them! Chances that the solution will be of real value for them will increase dramatically when end-user perspective is leading throughout the development process. [17]

This may sound like an open door, but the reality is that project managers often choose to stay within the comfortable walls of their own organization. This way, everyone's role is clear up front, and meetings are simply planned in the internal calendar. Such processes are often referred to as co-creation, because a group of people created something together. However, since end-users and other relevant parties were not added, this is *incomplete* co-creation at best.

Another possibility is that end-users do actively participate, but that some important groups were left out – with a sub-optimal solution as the result. This regularly happens in the development of products for children. Often, these are either tailor-made to the kids' needs and wishes, overlooking the parents' perspective. Those are the types of products that children nag about, but parents hate to spend their money on. The opposite happens, too, resulting in products that parents like to buy, but get neglected by their children.

Online job-platform developed in co-creation with one of two user groups
Following the success of online platform Peerby, which enables neighborhood residents to borrow each other's stuff, a large publisher developed a conceptual platform that allowed youth to post jobs that they could do for their neighbors. Think walking the dog, mowing the lawn, washing the car, or watching the kids. Because the concept was developed in co-creation with youth it matched their needs and wishes in terms of look and feel, as well as functionalities and usability.
When the beta-version was launched in a Dutch neighborhood, this quickly became popular among the local youth. Lots of jobs were published online, but the intended customers remained passive. Were adult residents of the neighborhood able to find the platform at all? Or was it somehow not attractive to them? In order to check existing hypotheses about the drivers and barriers of the group potential grown-up customers, the publisher organized a session with several involved employees, the platform designer, and a group of potential customers within the age range of 30 through 60 years. This revealed several barriers regarding quality control, safety, and usability. Had the group potential customers been involved in the co-creation trajectory right from the start, this 'loop' back into concept development would have been prevented.

Other relevant parties in the co-creation team

Failing to add end-users to a development process is a pitfall that should be prevented – that much is clear. At the same time, other relevant parties should not be overlooked either. When the initiating organization involves plenty of end-users, but no other relevant parties, it is not co-creating, but conducting market research. [18]

Diversity as a formative principle for the co-creation team

In assembling the co-creation team, diversity is an important aspect. Diversity – as in background, age, lifestyle, experience, expertise etc. – stimulates out-of-the-box thinking. [19] Moreover, diversity increases the likelihood that all puzzle pieces necessary for an optimal solution will be brought to the table. Despite the proven advantages of diversity, the pitfall to involve only similar people in the co-creation team is big. People tend to feel more comfortable in a homogenous setting, and this is also less work to organize.

15.   This case was introduced in the introduction of this book.

16.   During the period that JIP Noord was developed, Amsterdam had so-called "OKC's": Parent and Child Centers. In the rest of The Netherlands these centers were referred to as "CJG's" (Centers for Youth and Family). Nowadays, Amsterdam has mobile "OKT's" (Parent and Child Teams).

17.   Principle 2 (with end-users) deals with where to find and how to motivate end-users to participate in complete co-creation"

18.   Principle 2 (with end-users) discusses conducting market research instead of co-creation.

19.   More information about the importance of diversity in innovation can be found here: Phillips, K. (2014). *How Diversity Makes Us Smarter: Being around people who are different from us makes us more creative, more diligent and harder- working.* Scientific American. And here: http://bit.ly/2h0Aahr

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I teach students with significant special needs. I need to be able to create my own boards (e.g. memory, sentence builders, graphs, question

I teach students with significant special needs. I need to be able to create my own boards (e.g. memory, sentence builders, graphs, question of the day, etc.) using pictures specific to my required curriculum. I found a memory board for your own content but it doesn't let you use pictures. Please consider adding activities that would allow us to use pictures instead of words, letters, numbers, or sentences.

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48 votes

Vote

Reading skills and famous people

I think more literary material and historical figures would help round things out. My students need a lot of help with reading skills.

9 comments · Instruction* · Flag idea as inappropriate…

Co-creation as an experiment

Many organizations perceive co-creation as an experiment or temporary project. When the intended outcome has been manifested, the collaboration is aborted. Although limited pilot projects can be necessary to introduce the benefits of co-creation into an organization, it is best to not linger in project thinking. Co-creation only leads to value creation when all players embrace it as a shared way of thinking and doing, which has no beginning and no end. In other words: complete co-creation is never an experiment, but always a *structural* approach of reality.

CASE 15

Limited collaboration within a large government institution resulted in disappointment

A process manager within a large government-related organization shared his experiences with limited collaboration in an interview with TheCoCreators: "For an organizational innovation trajectory we identified a latent need of the target group youth and young adults. I got the opportunity to find a solution in co-creation with this target group – an entirely new approach for our organization. Some colleagues were enthusiastic about it; others skeptical. Personally, I was convinced right of the bat that this approach would yield a concrete solution with real value for the intended end-users.

We gathered a group of youth for a few brainstorm sessions, during which they developed their ideas and presented these to stakeholders. The process yielded very diverse concepts, much further

developed than I had expected. In this phase, I was in a flow and saw lots of opportunities for implementation, but unfortunately the organization was not ready to commit. The ideas were too far out of the box and the management dismissed them as unrealistic. The process was abandoned as an unsuccessful innovation experiment and never had a follow-up.

Afterwards I felt exhausted and disappointed, not taken serious by the management. The involved youth were disappointed, too, and broke contact with the organization – such a shame, because there were real talents among them who could have been of great value.

Evaluating, I think that I was seriously lacking support, as well as freedom. Everything had to happen according to tight organizational guidelines, and failing was not an option. Moreover, the internal knowledge specialists that I wanted to involve didn't want to commit. I had no means to break through the organizational paradigms and more than once, I hade to ignore the rules in order to proceed. I also inadvertently got mixed up in power play between departments, and felt continuously alert. I learned the hard way that time, commitment from all involved players, and a safe experimentation space are very important if you want to start co-creating in a large, established organization. In hindsight, none of these prerequisites was fulfilled."

Risks of halting co-creation

Halting or aborting a co-creation process comes with three risks.

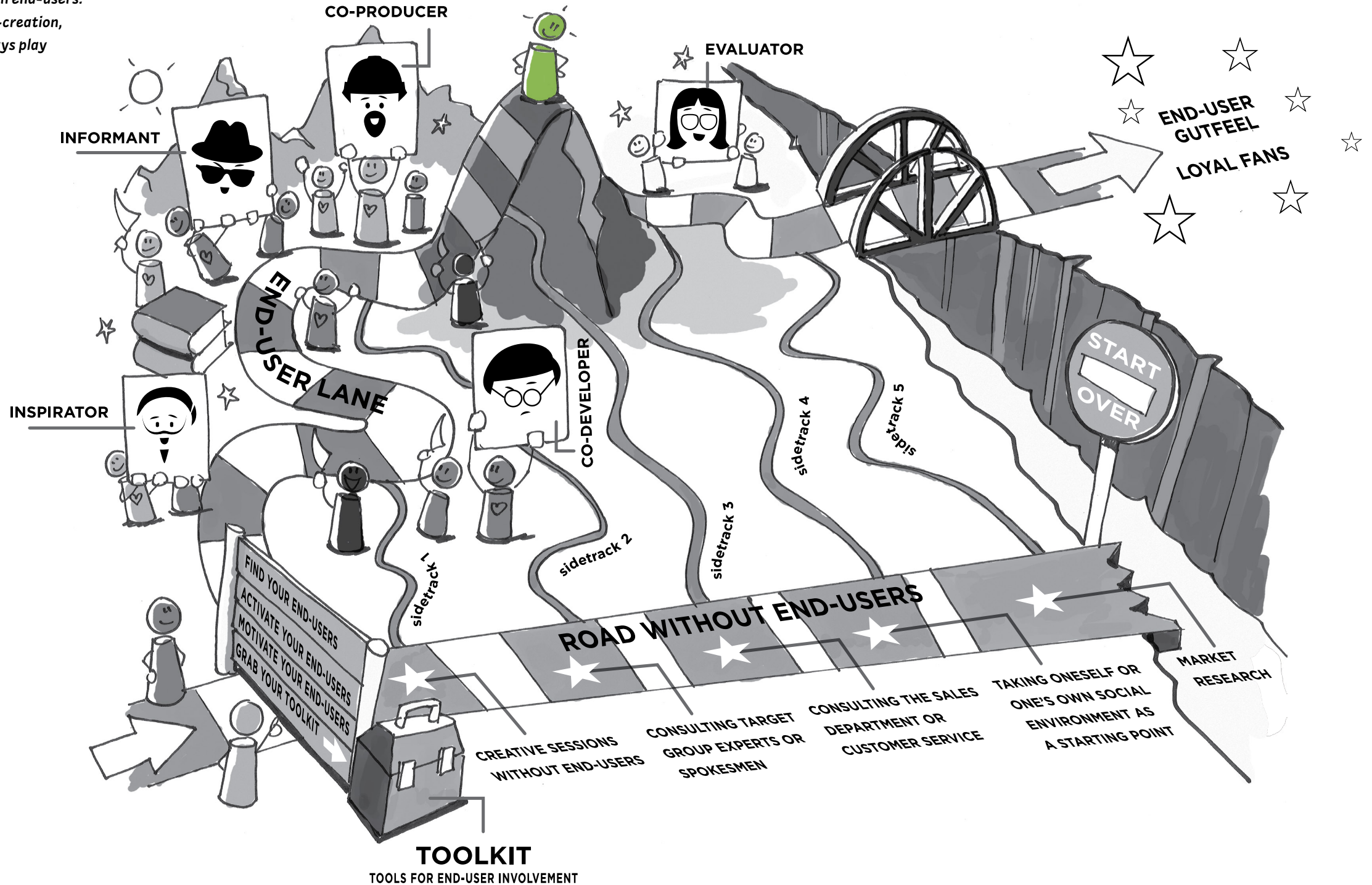**1. Involved players break contact with the initiating organization**

Involving end-users and other relevant parties creates expectations. Even if they are officially outsiders, they feel valued and taken serious because they are part of an important process. Typically, they will find their own input relevant and will expect action resulting from it. Based on their invested time and energy, they will expect to stay involved – or at least receive regular updates. When this does not happen, they may no longer feel part of the process and may cut the relationship with the initiating organization.

> ❝ *If you go out and say to people you want to involve them and then you don't act up on it, you begin to lose credibility very quickly. [...] In a community you are asking for people's time and contribution. What they expect in return is for things to be better and you therefore have to be able to prove that what they have said made a difference."*
> *Rick Jenner, Head of New Product Development Insight, Virgin Media*[31]

31. From: Ind, N., Fuller, C., Trevail, C. (2012). Brand *Together: How Co-Creation Generates Innovation and Re-energizes Brands*. Kogan Page Limited. London

Principle 2: With end-users. In complete co-creation, end-users always play a central role.

CO-PRODUCER

INFORMANT

EVALUATOR

END-USER LANE

INSPIRATOR

CO-DEVELOPER

END-USER GUTFEEL LOYAL FANS

START OVER

sidetrack 1

sidetrack 2

sidetrack 3

sidetrack 4

sidetrack 5

FIND YOUR END-USERS
ACTIVATE YOUR END-USERS
MOTIVATE YOUR END-USERS
GRAB YOUR TOOLKIT

ROAD WITHOUT END-USERS

CREATIVE SESSIONS WITHOUT END-USERS

CONSULTING TARGET GROUP EXPERTS OR SPOKESMEN

CONSULTING THE SALES DEPARTMENT OR CUSTOMER SERVICE

TAKING ONESELF OR ONE'S OWN SOCIAL ENVIRONMENT AS A STARTING POINT

MARKET RESEARCH

TOOLKIT
TOOLS FOR END-USER INVOLVEMENT

Philips Lighting actively involved end-users in the development of a new product[5]

"For the creation of a new product in the Philips Hue connected lighting range, the project team wanted to prevent getting stuck in our own tunnel vision, not putting the consumers first", says Niek Janssen, Global Product Marketing Manager, in an interview with TheCoCreators. "Even though we have lots of insights on similar products, you can't just use those exact insights for different use-cases and applications," André van Dijk, End-to-End project leader adds. "Experts and colleagues tend to push their own opinions, so direct customer connection is what we need if we want to continue offering the very best light experience."

Thus, Philips Lighting organized several brainstorm sessions with end-users and a multidisciplinary Philips team, representing product design, product lead, marketing, mechanical and optical engineers. "The engineers were specifically invited to participate, in order to make sure that they, too, would put themselves in the shoes of the customer while working on the product," says Miel Wellens, Industrial Product Designer.

The brainstorm sessions were conducted by an independent moderator with an experienced visualizer making sketches on the spot. The sessions yielded plenty of concept starters. "These first brainstorm sessions were very relevant," says Miel. "That is why we were motivated to keep involving consumers throughout the remainder of the project to make sure we were making the right choices. Because the whole team had been present during the brainstorms, everyone really wanted to work this way."

After evaluation on central parameters, Philips Lighting picked one of the concept starters as a starting point for the development of a prototype, which was then optimized in close collaboration with existing and potential HUE-customers in several countries.

The optimization sessions took place in end-users' homes to really understand how the product might add quality to people's lives. End-users were encouraged to play around with it so as to see the different light effects in their own environment, as well as identify potential practical barriers. Miel, André and Niek were present at these sessions, which were moderated by experienced local facilitators to guarantee a proper approach, structure and tools. "Even though the participating customers came from widely varying backgrounds and living situations, to our surprise their core motivations, needs, and expectations with respect to our prototype were very similar," Miel remarks. "This made it easy for us to make the right choices in finalizing the product."

The close collaboration with end-users had a strong impact on the final product. Niek explains: "End-users talk and think really different about products than someone who is involved in product development. This means that we had to leave some of our earlier assumptions behind, and that actually saved us money. For instance, one of our convictions was that we should produce two varieties of the product in order to appeal to the end-users' needs. However, they only needed one of these options, which allowed for a nice cut in production costs. We also learned that we have a

tendency to make things rather complex for our end-users, simply because we have the technical capacity to do so. However, consumers really want things to be simple, and what is simple for us as experts, may still be complex to them." He adds: "We also learned about use-cases we didn't think of as important before, which for instance impacted the International Protection Rating of the product. This makes a huge difference! Also, the consumers' input helps us in developing our marketing strategy and tactics, such as how to use photography, video, description of the benefits, and other activation elements. We now know the words used by our target group. That makes it much easier to communicate. And finally, because of our direct experience with customers, we are well able to explain the choices made to our colleagues."

In effect, co-creating with end-users led to a doubling of the projected sales compared to the earlier stage business case. "Expectations are a lot higher now!" exclaims Niek enthusiastically. As a last tip, he adds: "It really helps to start involving end-users as early as possible, even before any product development has taken place. That simplifies the strategic decision making at the start of a product development process, has a strong positive effect on the quality of the first product propositions, and it makes the overall process more efficient, and also, more pleasant. It is a lot of fun working directly with end-users, and getting a peek into their lives!"

Examples of ideas visualized during the brainstorm for Philips Lighting
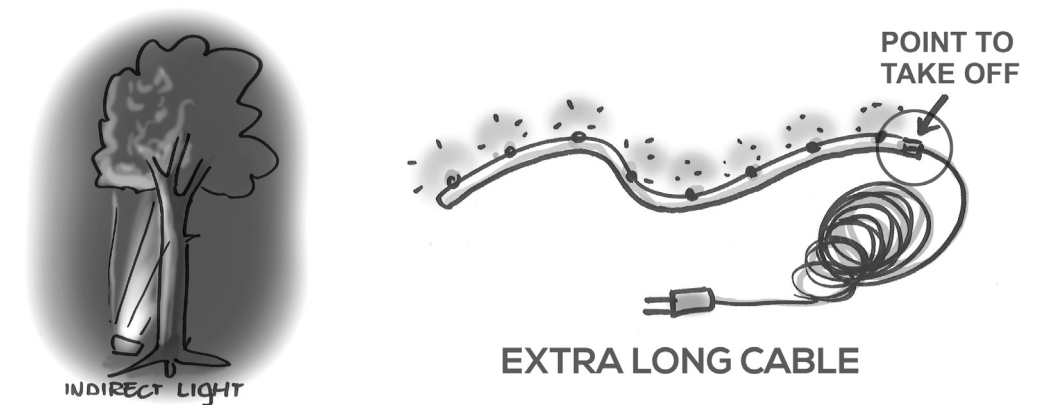
INDIRECT LIGHT

POINT TO TAKE OFF

EXTRA LONG CABLE

Multidisciplinary opportunity work groups with youth in action: briefing the architect and co-creating a logo for JIP Noord
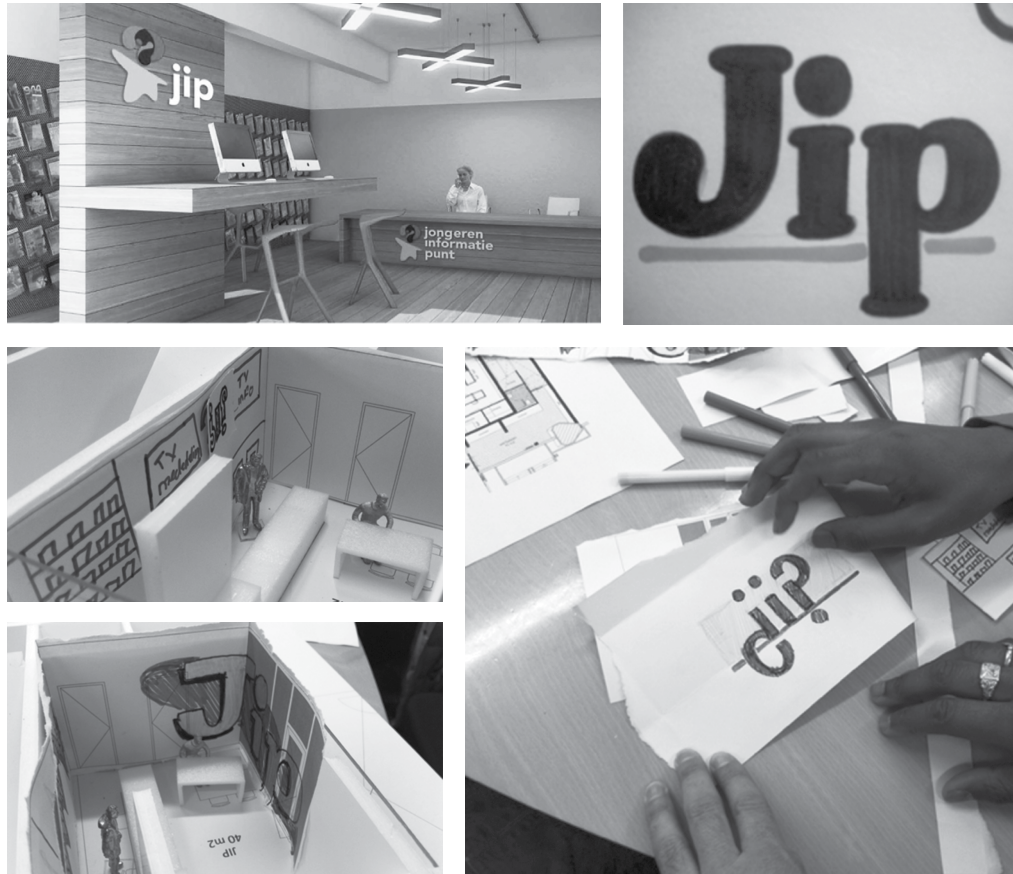
Step 4: launch event

A launch event is an important part of the total marketing campaign around the introduction of the co-created solution and can yield strong free publicity. At the same time, it is a perfect moment for all involved parties to celebrate their success and motivate them to stay involved after launch. Thus, the development of the launch event – of course in complete co-creation with all relevant parties – deserves a lot of attention.

A launch event can take many shapes. It may be a symposium, a show, or an interactive experience. When it is not a public event, all directly and indirectly involved internal and external parties should receive an invitation, including a large group of end-users.

JIP Noord was officially opened by local youth

On a cold, wet day in January 2013, a colorful event took place to celebrate the official opening of JIP Noord. This event was prepared and carried out by local youth. They were the hosts, the ones thanking the various involved stakeholders and key players, the ones showing visitors around, the ones taking care of entertainment with music and dance, and the ones taking care of the catering with home-made exotic and Dutch food and drink. Visitors to the event didn't just see the result of a lengthy co-creation process – a brand new JIP Noord – but also gained insight in the unique way it was developed and a warm feeling about the local youth and their enthusiasm and creativity in developing and showcasting JIP Noord.

6.   What are the co-creative elements of phase 5, following up?

The end-user focus may vanish after implementation of the co-created solution. Busy with practical tasks and not used to ongoing end-user involvement, organizations may forget to keep pulling them into an active role. To continuously feed target group gutfeel and optimally shift with the market tendencies, it is important to keep end-users actively involved in this phase.

To fuel customer connection, organizations may use various instruments, including tracking research, social media analysis, online communities and fan clubs, an ambassadors club, and an advisory council.[27] These are not co-creative per se, but they all help prove the long-term success of solutions that are developed in co-creation, and thus are necessary for co-creation to be successfully instilled in an organization.

Co-creative organizations periodically conduct meta-analyses on all monitoring instruments, and share their understandings with relevant internal and external parties. Such update-meetings tend to give rise to the identification of new challenges and new co-creation trajectories.

26.   Principle 2 (with end-users) deals with MVP's and beta-testing.

27.   Principle 2 (with end-users) deals with customer connection, tracking research, and advisory councils.

The main distinction between a Co-creator and other project managers is their view of development processes. The Co-creator is more than others convinced of the importance of actively involving end-users and other relevant parties, and ideally has first-hand experience working this way.

Co-creator as a regular organizational function

Given the increasing importance of collaboration and co-creation, we expect that Co-creator will be a normal organizational function in the near future. To illustrate, publisher Blink now has a team of internal Co-creators that are responsible for facilitating the continuous co-creation between publisher and partner schools.

Some authors of case studies refer to all participants in a co-creation process as 'co-creators'. We prefer reserving this title for the process manager, because the success or failure of the co-creation endeavor is directly linked to this person. Other participants may have important input, but usually participate next to other activities, and although they may feel honored to part-take in the co-creation process, they don't necessarily feel responsible for its outcome. The Co-creator is the one keeping them involved and motivated, probing them for their input on a regular basis, summarizing it and translating it to the next step's vantage point.

The Co-creator's role is different in every phase of the co-creation trajectory. The stage of concept development calls for a combination of analytic and creative capacity, whereas the stage of optimization and implementation needs a Co-creator with skills in the realms of management, networking, planning, and co-ordination. There are exceptional people who have it all. Most of us, however, are either analytically or practically oriented.

Since complete co-creation ultimately needs to lead to implementation, it is important to screen candidates on their *practical* skills. When having to choose between an analytical, creative or practical type, go for the latter and realize plenty of analytical-conceptual and creative support. A result-driven, 'get-it-done' type is likely to be a more effective Co-creator than an enthusiastic concept developer, who may lose interest in the implementation phase or may get in trouble due to practical mismanagement.

The table below shows the 'need to have' and 'nice to have' characteristics of a Co-creator. The 'need to haves' are the minimal requirements to fulfill this function. The 'nice to haves' are necessary in complete co-creation, but can be added by colleagues or external experts such as a market researcher, innovation specialist, communication expert or (web)-designer.

Co-creator competencies

NEED TO HAVE	NICE TO HAVE
* practical orientation	* analytical capacity
* strong social antenna	* strategic insight
* political sensitivity	* research skills (capable of independently designing, conducting, and reporting qualitative and quantitative market research)
* stress resistance and flexibility	
* networking skills	
* (project) management skills	
* able to lead and motivate multidisciplinary groups	* knowledge of and experience with designing, conducting, and analyzing customer insight trajectories
* basic research knowledge (to purchase and interpret market research)	* knowledge of and experience with creating online and offline user platforms
* basic knowledge of concept development (to brief external experts)	* experience with end-user recruitment
* basic marketing and communication knowledge (to brief external experts)	* knowledge of and experience with creative techniques and concept development
* knowledge of the possibilities for conducting online and offline creative processes	* knowledge of and experience with the development and implementation of marketing tools
* modest personality: takes pride in facilitating others to shine; does not have to be the focus point of attention	* experience with recruitment of new personnel

When the initial Co-creator does not implement the solution

Ideally, the Co-creator is responsible for the process from the first exploratory research up and including the implementation and monitoring of the solution. However, in reality the first three phases are often conducted by an internal or external concept developer, who delivers a concept and then leaves the process. At that point, responsibility for optimization, implementation, and monitoring of the solution is either shared by a self-managing team[3] or assigned to someone else – possibly a busy manager who was not involved in the prior development process. Both options carry a risk of stagnation due to a lack of focus and ownership.

3. More information about self-guiding teams can be found here: Vermeer A., Wenting, B. (2014). Zelfsturende teams in de praktijk. Reed Business BV. And here: http://www.scrumguides.org/scrum-guide.html.

that their input fundamentally differs from the input of other parties, including target group experts. This is because end-users themselves are the only experts with respect to their experience of the organization and its offer. They can provide unique insight about this experience, which – especially in combination with the other parties' expertise – will inspire the group to deliver out-of-the-box ideas with ultimate end-user relevance.[29]

The best way to tackle the creativity barrier is to have stakeholders and key players work directly with end-users. It is best to start with a brainstorm session in which end-users participate in addition to the usual participants. Make sure the moderator is experienced and comfortable leading an eclectic group of people. Then, sit back and have reality convince the skeptics. They will learn first-hand that truly opening up for end-user input, means receiving essential inspiration!

> ❝ *Projects in which I share the table with consumers and make sketches of their reactions and ideas on the spot give me a lot of energy and inspiration. These processes can seem chaotic, but it is exactly that uncontained energy that leads to wonderful and out-of-the-box ideas. Often better and more inspiring than the rigid briefings and processes I get from large corporations."*
> *Art-director at a design agency*

Fear of the unknown

An overwhelming amount of research literature shows that humans are creatures of habit, afraid of breaking with existing patterns and habits.[30] The deeply ingrained needs for predictability and control cause us to hold on to that which is known, even when it no longer serves us. Committing to complete co-creation may involve letting go of traditions that have led to satisfactory results for decades. That may evoke fear, which can be intensified by a lack of experience with complete co-creation and not knowing any success stories.

> ❝ *When I applied for the function of marketing manager with an educational publisher, I asked them whether they had ever discussed with children how they learn best. The interview committee looked at me as if I had just insulted their mother. 'No, we aren't used to working that way,' they said. I was not surprised I didn't get the job."*
> *Marketing manager at a business-to-business publisher*

The best remedy against fear of the unknown is sharing best practices and organizing co-creation experiments, allowing people to get used to it in a safe setting.

Fear of losing control

The initiating organization will only be able to allow complete co-creation to unfold when it can let go of control over the process. After all, equal collaboration as an important characteristic of complete co-creation can only unfold when there is no dominant party. Letting go of control can be a no-go, especially for traditional organizations. They may experience this as the exchange of overview and (supposed) insight for a blind trust in an unpredictable process with an uncertain outcome.

As a remedy against this fear, the Co-creator can try to position the co-creation trajectory as a semi-independent start-up, a strategy that has been described before. It may be easier for stakeholder to lean back and witness an experiment taking place outside of the organization and its rules and habits. If this is not an option, the Co-creator may choose to settle with the 'voice-of-customer model' as a semi-co-creative approach, whilst trying to prepare the organization for complete co-creation.[31]
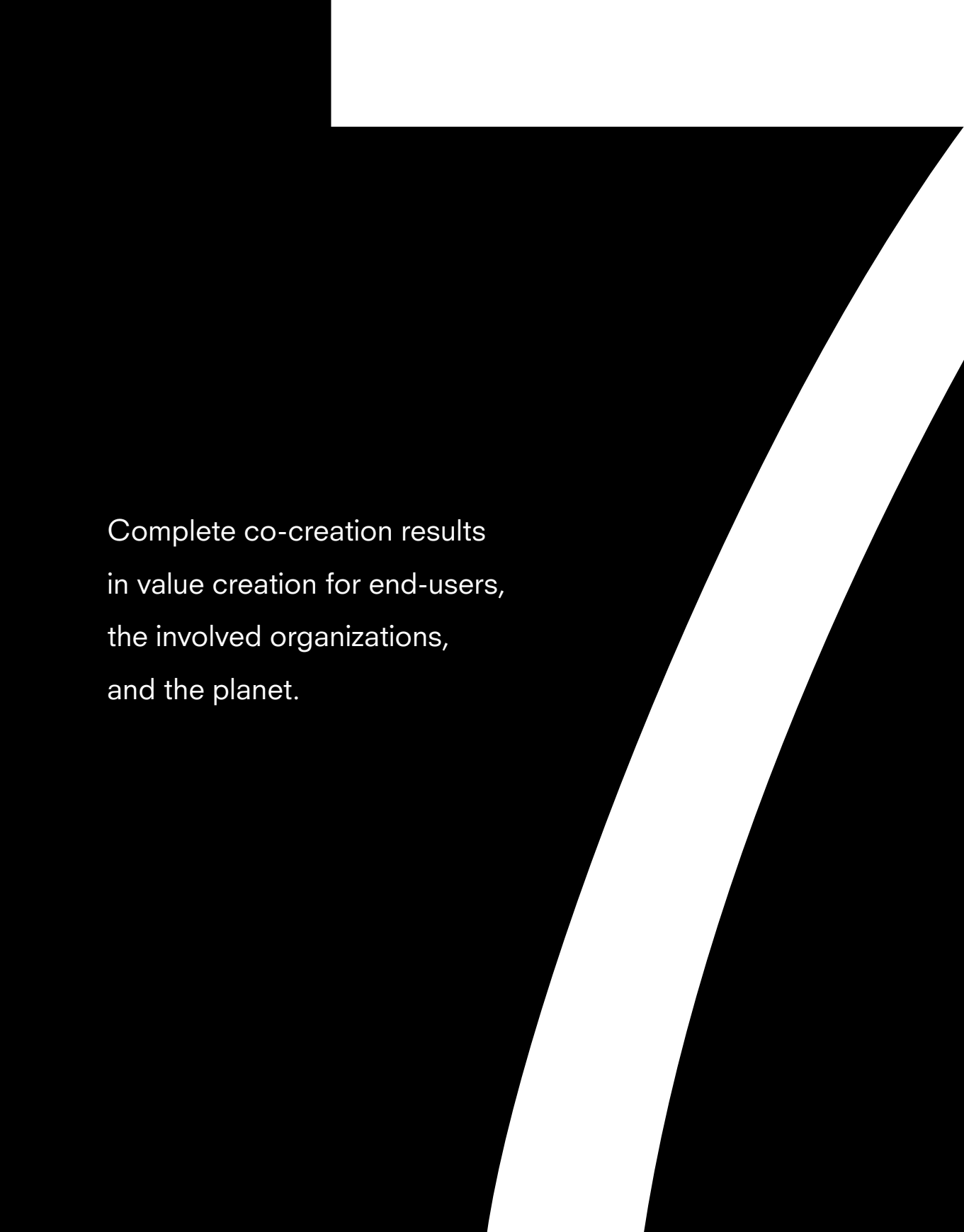
The voice-of-customer-model

Organizations battling the fear to lose control may opt for the 'voice-of-customer model', sometimes labeling it co-creation. They do involve end-users and other relevant parties in the development process, but keep full control over the process and its outcome. Thus, end-users and other parties are not equal co-developers, but function as inspirers and evaluators. Organizations regularly use a similar approach as a marketing tool, since brands 'for and by people' tend to get positive free publicity. However, despite a potential positive marketing effect on the short term, this approach seldom leads to the long-term, sustainable success that tends to follow from a process of complete co-creation.

When the Co-creator recognizes that stakeholders do not fully embrace co-creation, but are leaning towards the voice-of-customer-model, he can either try pitching complete co-creation as the way to go, or settle with their preference. If he chooses the latter approach, it is important for him to make explicit that this is not complete co-creation. That prevents drawing conclusions about the efficiency and effectiveness of co-creation when in reality, only the voice-of-customer-model has been used. Moreover, the clarity about the process will generate support among the involved parties. If they expected to be part of a complete co-creation process, the voice-of-customer-model may have a negative effect on their motivation. After all, they have only been brain picked. When they know this beforehand, they can make an informed decision whether or not to participate.

29. Principle 2 (with end-users) deals with the topic of end-users in creative settings.

30. More information about human beings as creatures of habit can be found here: Earls, M. (2007). *Herd - How to change Mass Behaviour by harnessing our true Nature*. Hoboken: John Wiley & Sons.

31. Principle 1 (together) discusses getting an organization ready for complete co-creation.

PRINCIPLE 7
VALUE-DRIVEN

Complete co-creation results
in value creation for end-users,
the involved organizations,
and the planet.

Today's organizations are under pressure. Establishing and maintaining end-user loyalty is getting more and more difficult, finding and keeping good personnel is getting tougher, and the call for accountability is rapidly getting more urgent.[1] In this light, it is not surprising that a growing number of organizations embrace co-creation as an organizational principle. These co-creative organizations take transparent, productive collaboration with end-users, employees, and other relevant parties as their starting point for decision making.[2] Inspired by the wish to add to a sustainable society on this planet we share, they always aim to realize value at the end-user level, the organizational level, and the global level.

"I Kandoo it" – example of a development process inspired by a powerful insight[10]

For parents it can be pretty stressful to teach a young child how to wash their hands, wipe their butt, wash their hair etc. Somewhere around 2004, Procter & Gamble must have defined this stress as a business opportunity, and probably went searching for a solution. This is more than likely how Kandoo came to be – a product line for the personal hygiene of young children. Kandoo products include foamy soap and wet toilet paper.

In no way have we been involved in the development of Kandoo. Therefore, we don't know if this is really how it started. However, based on our private and work-related knowledge and experience with the target group young children in relation to Kandoo, we can make a tentative analysis. We enjoy doing that, since Kandoo is a beautiful example of how a powerful key insight can lead to a product line that actually improves the end-user's life – in this case making it easier and more fun. We believe that Kandoo has been developed from the positive self-image of young children that they are already 'big kids' that can do things on their own. In addition, we think that the team developing Kandoo, was taking into account the understanding that parents' positive self-image includes raising their children in harmony (as opposed to: with temper tantrums, which can be intense with a toddler).

We infer that the kids-insight and slogan "I Kandoo it" was the starting point for the development of the entire Kandoo product line. Kandoo products and packaging always stimulate young children to do it 'by my own self'. For instance, the Kandoo soap pump is not only particularly easy to use for small hands, but is also a bright green and purple funny looking frog, that spits out extremely foamy soap with a strong, fruity odor.

Furthermore, we believe that the parent-insight "I want to stimulate my child's independence in a fun way" (or something similar) gave rise to the marketing platform. TV-commercials show cute toddlers proudly performing personal hygiene tasks, such as washing hands. Mailings contain handy, funny looking sticker systems to help parents with the potty training. On the website www.kandookids.com, parents can download positive child-rearing tools, such as a potty training chart, and they can find tips and information about the personal hygiene development of children.

As a brand, Kandoo offers clear guidance for the development of all kinds of products that would stimulate young children's independence with respect to personal hygiene by adding fun value. We would say that products that don't do this – for instance something which calls for full control by a parent or expert, like a hair dressing set – do not fit. The same is true for a product with a packaging that kids find unattractive, since this will fail to inspire them to doing it independently. In other words: such a product would fail the "I Kandoo it" test.

10. The analysis of Kandoo in this chapter is based on desk research combined with our personal understanding. As we were not able to get a hold of the person within Procter & Gamble responsible for Kandoo, this analysis has not been verified with Procter & Gamble. Thus, it serves a purely illustrative purpose.

"Say 'no' more often" – example of a development process following a flimsy insight

'Say 'no' to children who are eating too much and moving too little, otherwise twenty percent of our children will be too fat in five years.' This was the motto that SIRE[11] took as a starting point for developing a communication campaign targeted at parents (December 2004). The campaign included a movie with gloomy music, picturing a sad looking child's head placed on various obese, adult bodies. A child's voice-over told parents that they should not think too lightly of obesity, and should say 'no' more often.[12]

The campaign was conceived of in a brainstorm session consisting of various experts, including target group experts, communication experts, nutritional experts, and market researchers. Although some of these experts were also parents, among the brainstorm participants were no typical members of the intended target group, parents with children at risk of becoming obese.[13]

The target group understanding of the participating experts must have been something like: 'These parents have a hard time setting boundaries for their children with respect to developing healthy behaviors.' It seems that they took this understanding as the inspiration for the campaign and refrained from phrasing a strong key insight appealing to the self-image of the target group in a positive way.

The 'say no more often' campaign did not have any diminishing effects on the incidence of childhood obesity in The Netherlands: in fact, since 2005 it only increased.[14] Yet, the campaign probably did sort some effects. At a subconscious level, the music and images may have evoked feelings of depression among viewers. They may have formed a subconscious link between this negative feeling and SIRE, a so-called 'unintended communication effect'. At a conscious level, the communication may have struck a chord with people agreeing with its message – for instance childless people who feel parents should be more firm with their kids and parents who are already saying 'no' often to their offspring. However, the intended target group is likely to have kept the communication from affecting their consciousness. After all, this is how people operate: needing to feel good about ourselves, we are attracted to communication that confirms a positive self-image, while blocking communication undermining it.

SIRE might have reached a different outcome had they translated their target group understanding into a positive key insight as their starting point. For instance: "I want my children to grow up in a healthy, yet fun way." This may have led to the development of a platform for and by parents – possibly endorsed by professionals – filled with practical tips for stimulating health-promoting habits among children in a positive way. Think practical tools to playfully teach children about healthy habits, techniques to distract their attention from unhealthy options, tips and tricks to make healthy options more appealing, health challenges for families and friend groups, etc.

11. The abbreviation SIRE stands for: Stichting Ideële Reclame, the Dutch Foundation of Idealistic Advertising.

12. Watch the movie here: https://www.youtube.com/watch?v=HYquE_e-eoY .

Three shifts are shaking our society: from dominating to collaborating, from sending to interacting, and from closed to open. Organizations are increasingly forced to collaborate with both internal and external parties, including their end-users. When such collaboration is aimed at creating something new – a product, service, experience or marketing tool – we refer to it as co-creation.

We are convinced that thinking and working in co-creation will create sustainable value for organizations, end-users, and ultimately the world. For any challenge to be solved, the following is true: only involving all relevant parties will lead to completion of the entire puzzle. For those wanting to apply this truth to their everyday work, this book provides a practical framework.

The book empowers readers with the required tools and knowledge to engage in 'complete co-creation', a form of co-creation in which end-users always play a central role. Following seven basic principles, the book answers 32 practical questions, including: 'What is complete co-creation and what is it not?' 'When is complete co-creation suitable?' 'Which parties to involve in complete co-creation?' And: 'How to promote support for complete co-creation?