

The Spirit of Co-creation Risk-Managed Creativity for Business

Sense Worldwide

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The Spirit of Co-creation Risk-Managed Creativity for Business

A white paper by Sense Worldwide

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Foreword

by Roland Harwood

100% Open

The promise of open innovation – namely of better, brighter, faster, cheaper ways of working – is coming of age. Organisations such as P&G, Virgin, and Oracle – are exploring how they can share both the risk and reward with their customers, suppliers, universities or clients – and are beginning to see the significant returns on investment from these strategies.

Our experience at NESTA of working with many of the world’s leading innovative companies and organisations, is focussed upon answering just one simple question:

“How do we profitably co-create great ideas outside the organisation and turn them into investable propositions inside?”

The answer to that question is based on the realisation that the solutions to nearly all of our innovation problems are already available somewhere; it’s just that we need to get much better at finding them. In other words, as well as fostering invention and creativity, we also need to get better at spotting what’s happening elsewhere, as new opportunities or competition can increasingly come from anywhere. Therefore all innovative organisations need to become much better detectives. Also, our mindsets need to change from ‘what’ to ‘whom’, i.e. how we can leverage our social networks to capitalise on the information that we have at our fingertips.

Finally, successful open innovation is both an art and a science. It requires careful management of ‘hard’ technical factors such as IP and risk management and also numerous ‘soft’ cultural factors such as building reputation and trust. Therefore proven open business models, that accommodate both hard and soft factors, are only just beginning to emerge. And as connectivity continues to grow exponentially, our ability to co-create and collaborate with others will become business critical, and those unable to make the shift will be left behind.

Roland Harwood
Director - Open Innovation
NESTA

NESTA is the National Endowment for Science, Technology and the Arts; a unique and independent body with a mission to make the UK more innovative.

For more details, please take a look at their website, www.nesta.org.uk and the NESTA Connect blog, <http://blogs.nesta.org.uk/connect>.

Open up by Jeremy Brown

Letting go to take control

In 2002 I was in the Bay Area collaborating on a project with IDEO and I happened upon a retrospective of Yoko Ono's works in the SFMOMA. A caption to one of her pieces read:

"What I'm trying to do is make something happen by throwing a pebble into the water and creating ripples...I don't want to control the ripples."

I remember this caption distinctly because its premise profoundly inspired me: relinquishing control and letting factors other than oneself influence a piece of work to discover new and inspiring end points.

In many ways this practice of letting go to take control is what co-creation is all about. In other words, helping business to open up, collaborate and look outside itself for inspiration and expertise we aim to inspire truly valuable innovation or, as we say at Sense Worldwide, 'make things better and make better things'.

Ten years ago I founded Sense on the principle that the best ideas can come from outside. As such we've spent more than Malcolm Gladwell's prerequisite 10,000 hours refining our approach, engaging external and internal people, a practice central to co-creation.

Working with a global network of creative thinkers and doers and creating the right conditions for them to collaborate with the biggest and best brands and smallest and smartest organisations is the best job in the world. I certainly have a lot of fun amongst the remarkable people who work with me in the Sense studio.

Because we don't wear suits or have jobs our mothers can understand, we need to be all the more disciplined and aware of the value and commercial risks of our activities and ideas. So in the spirit of being explicit, we've written this white paper to explain the co-creation approach and illustrate its value in a business setting.

Ultimately we want to continue to open up the conversation around co-creation, to ask the right questions and to get feedback from the community practicing or considering co-creation. To this end we've set up a blog to start the conversation at www.thespiritofcocreation.com. Please do visit and let us know what you think about our paper - or even better, tell us how you're using co-creation. We hope that we can all learn to do the right thing.



Jeremy Brown is CEO of Sense Worldwide

Introduction

Co-creation is the new kid on the insight and innovation block. It seems to be the word on everyone's lips and there's an air of mystery and anticipation surrounding it. Its advent has caused ambiguity around the term as everyone rushes to understand and claim some part of co-creation. This has resulted in a plethora of definitions and approaches to co-creation making it the most hotly debated buzzword since innovation.

To some, co-creation is a faster, cheaper and more successful way of developing new ideas and strategies for business. To others it's just innovation in a flashy new 'collaborative' disguise; a third camp views co-creation as the practice of crowd-sourcing ideas, while the more cynical believe it merely repackages and reframes the age-old focus group. One thing's for certain, the term has caught people's interest – everyone is doing it (or wants to start) and everyone is an expert (or wants to be!). To understand how co-creation can benefit your business, you have to understand the commercial context.

Co-creation in context

Co-creation is short for collaborative creation. It creates business value by employing the collective creativity, knowledge, experience, skills and enthusiasm of people from both inside and outside of a business. As a formal business practice it is not widespread, but for those who have embraced it, the approach has delivered transformative success.

The consumer desire for this type of practice has been around for some time as demonstrated by renowned American writer and futurist Alvin Toffler who wrote about the principle nearly 30 years ago in his book *The Third Wave* (1980):

**“People don't want to consume passively;
they'd rather participate in the development
and creation of products meaningful to them.”**

Today the type of collaborative creative engagement Toffler described is eminently possible. It can be seen for example on the Internet, where the open source movement is flattening creative hierarchies by allowing anyone with an interest to be involved in software development. Formalising practices such as these to harness the creative capital generated through them is now coming to the fore of political, public and business agendas.

Introduction

So what does this mean for business? Well, forward-thinking individuals working independently in a cross-functional way drive this new 'creative economy'. As a business, it is not possible to own this space – you can't buy communal creativity. However it is possible to engage with, collaborate with and create value from it and that's where the business opportunity lies. Embracing a co-creation approach helps by providing a platform to engage and align people both internal and external to a business to identify the business opportunity areas that are right for the organisation and for their customers.

As Jason Fulton (Nike Head of Consumer Cultures, EMEA) points out in relation to Sense Worldwide's co-creation work for Nike:

“What is important now is being able to create and manage the opportunity to go deeper, to really help people to express themselves and therefore help Nike stakeholders, designers, merchandisers, retailers and marketers also go further to do the right thing for the business and the consumer.”

A project that successfully employs a co-creation approach has the potential to help any idea generation and innovation approach become more relevant and powerful to all participants by engaging and drawing upon a diversity of perspectives.

If you want to know more, have a look at the case study on our site at www.senseworldwide.com/nike



The Sense approach

From our point of view, co-creation is fostered by a straightforward approach that, when implemented iteratively throughout a project, yields successful outcomes for all stakeholders.

Co-creation is all about:

asking the right questions... of the right people... in the right way.

While the above statement may seem simple, the nuances within it are many – we'll use this paper to explain each section, first understanding how to identify and ask 'the right questions', then moving on to understand who 'the right people' are and finally exploring what exactly 'the right way' means in real terms.

Through this narrative, we hope to demonstrate the real value of co-creation to business, proving that this buzzword signifies an emergent practice with real commercial advantage. In our eyes, this value lies not solely in idea generation, but rather the step before: identifying the questions or 'opportunity areas' as we like to call them, that will resonate best with a business' culture and prospective customers.

i. The right questions

The questions you pose will dictate the quality of your answers and nowhere is this more important than in co-creation. From start to finish, this approach is all about questions. Posing them to a variety of people, seeking out adjacent avenues of enquiry and exploring a question's perimeters to push further and deeper to the root of a challenge. In fact, the end product of co-creation (i.e. the 'answers') often comes as a set of questions that frame an opportunity for a brand or organisation by asking 'how might we...' address the opportunities discovered.

Asking the right questions throughout is the only surefire way to ensure the right, business-valuable outcome. These will truly encompass the essence of a business challenge and frame it in a way appropriate to its context. In other words they are those questions that, in asking, direct people to the real heart of the business problem and carefully challenge them to explore it further. These questions do all the work for you; frame them successfully and the right answers will quickly follow. That said, finding those 'right questions' is tricky.

You have to start somewhere.

The hunt for 'the right questions' in co-creation necessitates an iterative approach. The output from one cycle of question finding feeds into the next cycle as a starting point, so identifying that first set of questions is a key step.



The Sense approach

At Sense Worldwide our approach to finding the initial 'right questions' in any project involves three core activities:

- First we look at the background and landscape surrounding the business challenge in order to understand what has come before. This allows the project to utilise and build upon existing knowledge internal to the business by reviewing all current research in the first instance. We call this stage a **Research Amnesty**.
- Second we examine the scope of the project, asking the dumb and difficult questions in order to uncover and challenge any assumptions, hunches or hypotheses that we or other business stakeholders might hold. This often takes the form of a **Scoping Session**.
- Third we look outside ourselves, bringing in thoughts and ideas from various external sources and tapping into our own **Sense Network** to get a fresh perspective. The value of this stage lies in the spontaneous responses that help challenge and reframe the original questions. This might be done through a mini brainstorm or via a quick online questionnaire.

Since co-creation considers a range of viewpoints throughout the project, the third step to this approach is key. This third step (i.e. involving external people) brings us to the second challenge of this stage in co-creation: ensuring that your questions engage and align everyone involved.

i. The right questions

Questions that engage and inspire

Asking the right questions means finding the right language, references and method to articulate your business challenge so that it is accessible and palatable to everyone involved. You need to ensure that people understand the questions and can respond to them with practical and moral ease.

It's extremely important to formulate your questions so that they are attractive to those involved.

Stimulate people's natural curiosity or capture their imagination and they're much more likely to commit their creativity to answering you.

Ultimately finding the right questions means articulating an ambition that's intellectually worthy of the people you're collaborating with.

Questions that align

As touched on earlier, asking the right questions in co-creation requires an iterative approach. As such, those involved must always feel comfortable adding to and challenging your questions so that their voices are heard. This will ensure engagement at every stage (and most importantly from the start), which helps to achieve alignment.

Enabling people to openly engage from the beginning is simple in theory but much harder to do in practice because it requires a high level of transparency both commercially and creatively; this means starting at the wide end of the funnel where nothing is off the table and narrowing down collaboratively. Taking all viewpoints and perspectives on board in this way will ensure you find the opportunity areas that resonate for both a business and its customers.

ii. The right people

The second of our three keys to success in co-creation is finding and working with the right people. Asking the initial questions and developing them further will only work if you're doing it with people who are motivated by the challenge.

Building a community of people to work with is a task that is learned through practice and, much like the iterative co-creation approach, feeds back and refines as time goes by. Through our experience employing this approach, we've developed a set of top-level criteria that guide us in choosing the right people. They work well for us, so we thought we'd share them.

Principles of Engagement

Finding the right people means first understanding how you plan to involve them and what you will require of them. Everyone knows that in order for research to be of value it has to involve the right people in the role of respondent. While this is also true for co-creation, here the requirement is more complex.

In order for co-creation to be of value it has to engage the right people on an ongoing basis as a community of internal employees and external contributors who work together as empathic collaborators.

The above statement outlines the three key principles of engagement for co-creation, namely:

Principle 1:

A collective journey of discovery

Co-creation is as much about discovery as it is about delivery and so those involved have to commit to taking the journey together (i.e. being involved and engaged on an ongoing basis). This is necessary because with co-creation you have to establish a genuinely collaborative working style that builds momentum as the project progresses.

In many ways this principle is about developing a collective narrative, thereby weaving a thread of physical and emotional continuity through the co-creation experience. This type of continuity is also the key to maintaining a diversity of viewpoints at each iteration, as you'll keep everyone engaged and aligned throughout. This doesn't mean that everyone must be involved in every step, but just that they should all be included and kept in the loop as much as possible to derive maximum value from the approach.

ii. The right people

Principle 2:

Diversity = equilibrium – recruit a range of viewpoints

We call those engaged in co-creation ‘collaborators’ and a co-creation community must include external people as well as internal business stakeholders as collaborators. The goal in establishing this mix is to balance differing opinions around the business challenge through a diversity of viewpoints. The ideal co-creation network should be recruited on three criteria:

- those representative of the target audience
- those with working knowledge of the target audience and/or business
- those who can apply creative and visualisation skills

There’s wide variety within these criteria, but as broad groupings they work well because they address a key issue in co-creation – collaborators’ proximity to the business challenge. It’s important to strike a balance within a network between naiveté toward and experience of the business challenge.

While experts are very good at fuelling thinking, consumers bring value by grounding that thinking.

Ultimately you have to think about how close each person is to the problem and establish a good mix along this scale. This can become more complicated over time as collaborators move closer to the challenge through their co-creation activity.

Principle 3:

Synergy through empathy

Fundamentally co-creation is about collaboratively creating as an interdisciplinary group. As a whole, collaborators form an agile and adaptable team representing a variety of skills and abilities, and are charged with creative energy. One barrier to channeling this creative energy lies in the diversity of viewpoints involved (i.e. from activists to CEOs), which can potentially cause friction within the team. Avoiding this diversion means creating empathy between collaborators in all co-creation work.

This ‘empathic collaboration’ as we call it, looks to bridge ideological gaps between collaborators, or at least encourages respect for those gaps. If co-creation is to succeed, all collaborators need to commit to working in this way. Co-creation is challenging and cannot support unnecessary sidetracking. This is not to say that robust conversations (i.e. arguments) must be avoided, but more that they should always be conducted in a mutually respectful way. A focus on empathy is intrinsic to the spirit of co-creation and must always stay front of mind.

ii. The right people

Participant profiles

Now that we've established our three principles of engagement, we need to get down to the nitty gritty and discuss who exactly to choose on an individual basis. As well as segmentation criteria, there are creative attributes that are important in co-creation. These qualities can be soft factors such as intellectual curiosity and lateral thinking or more concrete abilities like ease of articulation. The specific skills needed for each project will vary, but there are two attributes which collaborators must have in order for co-creation to work.

1. Desire to make a difference

Most people like to feel they've made a positive difference every now and then, no matter how small. In co-creation, the people who are truly driven by this desire on a day-to-day basis are invaluable. This is because the co-creative approach both benefits from that desire and feeds it, ensuring a level of engagement from your collaborators that no financial incentive could ever achieve.

Being part of a co-creation approach magnifies collaborators' ability to make things better by sharing their ideas with brands that would otherwise be out of reach. It provides the opportunity for collaborators to not only improve life in a holistic way but also to get into the detail of designing a specific object or service and craft it to benefit themselves and others.

2. Comfort with ambiguity

To successfully co-create, people need to be comfortable with ambiguity. This is because creativity can be stifled when people are uneasy with the amount of uncertainty they are operating under. Co-creation asks people to embrace new ideas, no matter how radical and so requires the participation of bright and articulate individuals who can deal with conceptual thinking and spot new opportunities. Therefore, the more comfortable with ambiguity a person is, the broader the range of environments in which they can employ their creativity and the more valuable they are to co-creation.



The Sense approach

The Sense Network

Ultimately, the Sense Worldwide approach to co-creation seeks to tap into a network of collaborators with the common quality of comfort with ambiguity in many different contexts. We've made life a little easier in this respect by organically growing a worldwide network of 1800+ articulate and creative thinkers and doers spanning 45 countries and with the ability to work in 35 languages. They all embody the qualities described here. We draw on them to help us with a range of projects by conducting grassroots competitor research, keeping us up-to-date on micro-trends, participating in expert interviews and of course attending co-creation workshops.

iii. The right way

Having asked the dumb and difficult questions to get to the essence of the business challenge and harnessed a diverse community of collaborators to help further explore and probe around that challenge, the next stage is to dive in and do it. This is where getting it right makes all the difference.

Facilitating co-creation in the right way is about creating the right conditions for risk-managed creativity around a business challenge. This involves hard factors such as framework and tools, and equally addresses the need to create an atmosphere that fosters the open, collaborative spirit of the co-creation approach.

We've alluded to the task of moderation in earlier sections but will now more fully explore the complexities of the job, touching on a few key areas to consider and explaining our approach as we go.

Unambiguous ambition – set and articulate a clear goal

Setting the right tone for co-creation means being completely clear with all parties with respect to the business aims of the project. In most instances, co-creation's ultimate goal is to explore, elucidate and respond to a business challenge. Collaborators should understand that challenge and be given a clear explanation of your reasons for involving them, the part they will play and what you are ultimately hoping to achieve. This not only helps align participants around the goals, but also ensures that the core business objective stays front of mind.

Communicating a clear ambition encourages collaborators to trust you and gives them a sense of purpose in their work. This facilitates a high level of engagement. Why? Because when people fully understand the business they're involved in, they can see the value in sharing their ideas, thoughts and opinions both immediately and in the long term. It is also a good idea to address the issue of intellectual property at this stage – but we'll leave that for another paper. Put simply, when it comes to the business objectives for a co-creation project, transparency is key.

Creative constraints – keep the work focused

Once your project ambition is clear, the next step is ensuring that every stage of the project is focused. This means keeping the overall objective in mind, but more importantly this is about channeling the creativity of collaborators to maximise productivity.

Co-creation isn't about happy-clapper brainstorming and blank sheets of paper, it's about well-channelled creative energy and structured tasks that meet a business challenge in a smart and structured way.

iii. The right way

We find that an environment defined by carefully considered constraints is the most productive setting for creative work and, by extension, co-creation. As noted earlier, creative work is filled with ambiguity, so it's important to give collaborators direction to focus their exploration. Achieve the right focus and you will spur people on to create original and compelling ideas for business within tight timeframes.



The Sense approach

At Sense Worldwide we provide direction by introducing creative constraints, which can take different forms at every stage of the project. Sometimes putting a time limit on a certain area of exploration is all that's needed; other times more explicit direction in the form of carefully chosen stimulus or clearly defined tasks is more appropriate.

Learn and earn: Incentivise your collaborators

In co-creation, collaborators need a reason to get involved and stay involved. Yes, we're talking about why (and how) people are motivated to take part. Our key insight around incentives is that while financial incentivisation works to a point, it's intellectual stimulation that really gets the most out of collaborators.

If you're looking to involve creative and talented people you have to pay them for their time. That goes without saying. However if you want to ensure a real depth of engagement, you must also give them a powerful and lasting reason to be there.



The Sense approach

At Sense Worldwide there are two key ways we provide deeper incentives. First we look to supply intellectual stimulation by engaging bright and articulate individuals who together create a collaborative environment full of creative stimulation. Furthermore, we play on the human desire to scale up one's ability to make things better for oneself or others discussed in section ii. When a collaborator's input into a co-creation project makes a positive impact, it makes them feel good about themselves. These moments of self-reflective reward are invaluable incentives to engage in co-creation and are key to attracting forward-thinking individuals.

iii. The right way

Thinkers and doers: The principles behind choosing tools

Choosing the right tools to engage and enable your collaborators is paramount to engaging in co-creation in the right way. As discussed earlier, creating an atmosphere of openness is the key to emotional buy-in and puts your collaborators in the right frame of mind to contribute. The next step is providing the right tools to practically enable the expression of those contributions.

Within the gamut of creative individuals there are many different ways to process and react to a task or brief. While one person might jump in with a raft of ideas up front, another might need more time to process the questions and formulate their thoughts. By understanding and allowing for differences such as these, you can deploy the appropriate tools to help collaborators transcend them and contribute together.



The Sense approach

At Sense Worldwide we use a set of our own tools to enable co-creation; one good example is our online platform, Community Network Conversation Tools (CNCT) which employs blogs, media sharing and webcams. Virtual tools such as these allow asynchronous collaboration while still maintaining continuity throughout the project. As they can be used before, during and after a project, we use them to allow people to contribute in their own time and at their own pace.

The real thing: Sense co-creation in action

There's nothing worse than all mouth and no trousers. Here are a few snapshots of various ways we've deployed our co-creation approach for clients. If you'd like to know more or are interested in a full case study, do get in touch.



1. Co-creating brand and product strategies for Nike in the EMEA region

Nike wanted to re-launch the Nike Sportswear (NSW) brand by discovering fresh ways to root its iconic products in the consumer cultures of nine EMEA regions. Sense responded by designing a co-creation approach that enabled leading-edge consumers and cultural experts from nine key cities to collaborate with a cross-functional Nike team to generate fresh perspectives and new brand ideas. Sense's insights and recommendations enabled Nike to develop a range of new localised and personalised marketing and product initiatives.

If you want to know more, have a look at the case study on our site at www.senseworldwide.com/nike



vodafone

2. Exploring the future of Vodafone's mobile internet-based services in Europe

Vodafone wanted to explore next-generation mobile connected services and devices in Europe. We responded by co-creating insights and concepts with tech-savvy users in a participative design approach that explored and articulated how a mobile could behave and perform in the future. The output is helping internal Vodafone teams to think differently about mobile devices in general and what it will take to add value and drive loyalty in the years to come.



3. Creating a community to test and refine Habbo's social networking experience in the US and UK

Habbo, the world's largest and fastest growing virtual world and online community for teens, wanted to improve its user experience for 13-16 year olds in the UK and USA. We involved teenagers in the development conversation by building and nurturing a co-creation community, which produced insights to fuel major development and design changes to improve the online user experience.



Appendix

The story of co-creation

This section outlines the wider context of co-creation, focusing on its origins and providing a summary of current models for engagement with external collaborators.

The Evolution

There are many influences on the evolution of co-creation, which mainly fall within the fields of research, design and product/service development. We've put together a potted history in order to illuminate a few of the many facets of co-creation.

The 1950s: Market research

Primarily influenced by the advertising boom of the 1950's, market research aims to uncover peoples' needs, motivations and values in relation to their purchasing behaviours. People are viewed as subjects to be examined in a quantitative way with the use of questionnaires and databases. Qualitative research methods such as focus groups, and various social media tools have also been introduced to further understand the decisions people make, and tend toward one-way conversations.

The 1970s: The rise of participation and user-centred design

Participatory design, an approach used by Scandinavian community architects during the 1970's, involves end-users directly in the design process to help ensure that the environment designed meets various cultural, social, political and spiritual needs.

During the same period, American industrial designers began to carry out their own observational research in a movement that pioneered user-centred design. The idea was to further investigate human behaviours in order to design more appropriately for customers. This desire to go beyond market research reports led designers to immerse themselves in the users' context and ask open-ended questions to inform the project agenda.

The 1990s: Open source

One of the most recent precursors to co-creation is the collaborative software movement that has come to be known as 'open-source'. This area of practice is based on the premise that the more developers, the better the software. Within an open-source project, anyone with the skills and inclination has full access to source code and is empowered to make their own changes and improvements.

This open approach to software development is now being applied to a number of initiatives to develop and share knowledge rather than software. Wikipedia is one popular example where encyclopaedia content is entirely user-generated and moderated online.

The 21st century: Co-creation; bringing it all together

These three disciplines demonstrate various aspects of co-creation: namely that co-creation harnesses real peoples experience and insight to create products and services in an open and collaborative way.

While many current approaches to collaboration imply the participation of various stakeholders (users, purchasers, manufacturers, retailers etc.), co-creation suggests a bigger picture approach where a variety of collaborators with differing motivations take a more proactive role. Co-creation also adds another dimension by focusing on using insight to inspire new business thinking and ideas rather than just validate that which exists already.

As competition has increased, innovation has become a core activity of 'business as usual'. As an approach to innovation, co-creation provides access to a wealth of opportunities for progressive business' to embrace and benefit from the talents, creativity and brilliance the world outside their organisation has to offer.

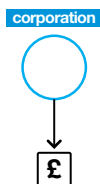
Appendix

The story of co-creation

The Co-Creation Landscape

The current co-creation landscape is broad and varied. The diagrams below outline several different models of collaborative creation that have been employed to help develop products and services.

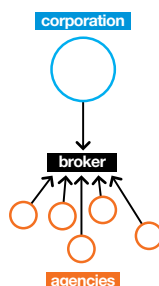
- 1) Large corporations who call for ideas by offering a one-off contest with prize money or a manufacturing run. (Ikea and Muji)



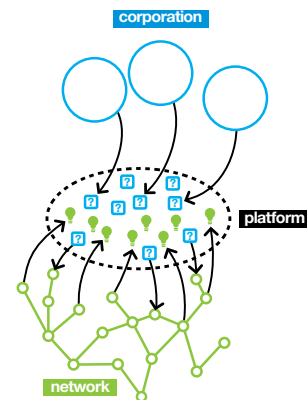
- 2) Consultancies or agencies who set up and facilitate the whole co-creation project to act as a bridge between a network of collaborators and a corporation. (Sense Worldwide)



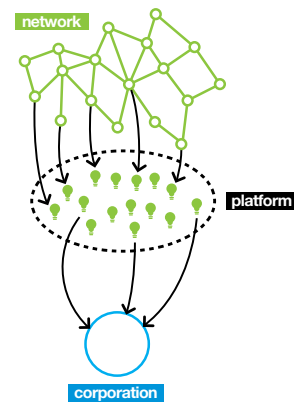
- 3) Large corporations who call for agencies to submit ideas to then partner with or broker a deal. (P&G with NESTA)



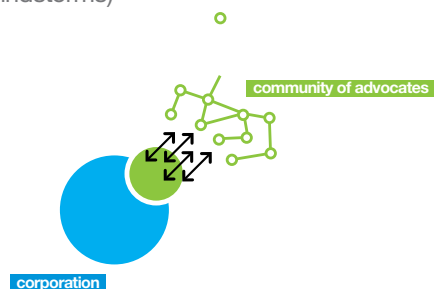
- 4) Large corporations who outsource briefs to communities that are fostered online. (Innocentive, Kluster, Crowdspirit)



- 5) Large corporations that host an online platform where individuals submit ideas or requests based on the brand, which that business can then select for development. (Cuusoo with Muji)

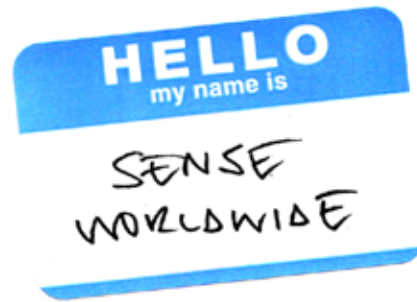


- 6) Large corporations who engage with a community of advocates to co-create on an ongoing basis. (Lego Mindstorms)



Sense Worldwide

A bit about us



We help our clients to do the right thing by understanding people.

Sense Worldwide is a Creative Strategic Consultancy with ten years in the business of Insight, Innovation and Strategy - their approach is called Master Planning for Brands.

In a nutshell, Sense Worldwide helps their clients do the right thing by understanding people - co-creating disruptive brand, product and business strategies for global clients like Diageo, Nike, Vodafone, Johnson & Johnson and Discovery Channel with The Sense Network - their 1,800 strong global community of articulate, creative thinkers and doers.

In addition to these consultancy services Sense Worldwide develops and markets consumer insight software tools and collaboration platforms: FYI for socialising insight and CNCT for engaging consumers, experts and hard to reach users in co-creation projects.

Clients

Bank of Scotland	MTV
BBC	New York Times
British Telecom	Nickelodeon
Campbell's	Nike
Cartoon Network	Nokia
Converse	Orange
Diageo	Philips
Discovery	Premiere Foods
Electrolux	Procter & Gamble
Envirowise	Reuters
Fiat	SC Johnson
Habbo	Sony
Herman Miller	T-Mobile
Hewlett Packard	The Economist
ITV	The Guardian
John Richmond	Unilever
Johnson & Johnson	VH-1
MeadWestvaco	Vodafone

Come and join the conversation at
www.thespiritofcocreation.com