INNOVATING COMMUNICATION TARGETED TO SMES - INNOCOM

Methodological material

Co-Creation: Development of the concept and its practical application.

Outline

The presentation and its supplementing materials present the topic "Co-Creation: Development of the concept and its practical application" focusing on 4 major parts:

1. The essence of co-creation concept, that derives from and creates derivatives in many different contexts. The present material largely focuses the context within general societal governance dynamics with the largest players being 1) public administration bodies, including those of central (governmental) and municipal natures; 2) general society that is to be looked at organized civil society – fundamentally NGOs and groups of representatives; and the unorganized civil society – the representees or groups of general society whose interests are represented by NGOs; and 3) the market that includes businesses of principally private sector. The interaction of these three major sectors – state, market, society – evolving through time, identifies and recognizes the positive outcomes of collaboration and participatory manner which, at this stage of the socio-economic governance evolutions, has come around the concept of Co-creation. Often the co-creation is used as synonym term though it has clear distinctions and peculiarities that are also explored further in this material.

2. How we`ve come to it explores the dynamic changes in both, interaction and separate roles of the above-mentioned three major sectors – state, market, society. Within these changes, the conditions and preconditions are identified that formed retrospectively inevitable lead towards co-creation. On this basis, with the supplement of the analysis of current status and case studies`, further exploration of trends and future possibilities are provided in part 4.

3. Practical manifestations` part identifies current practical real-life examples, case studies and practices of co-creation approach, again focusing on collaboration between the state, largely municipal level, and the society largely via NGOs, but also, through the enablement by information and communication technological development, individual participation opportunities.

4. Trends and future possibilities being the last content-wise part of this material based on the identified fundamental principles of change, their cause-and-effect factors, which forms the bases of current trends, also ideates the feasible future trends and options in the inevitable further progress of the co-creation concept likely to keep changing the roles of the three major sectors and thus their interaction methods, mechanisms and instruments.
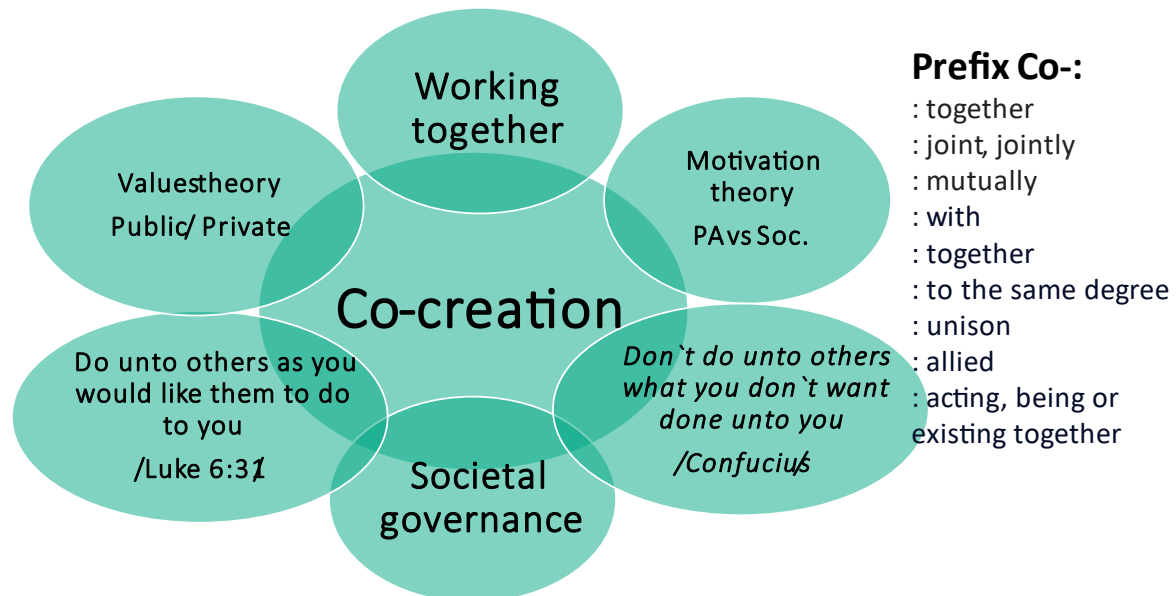
Several sources of bibliographic information and further reading is added to the presentation as well as this supplementing material.

The essence of co-creation concept

Slide 3 of the presentation introduces the possible contexts the concept of co-creation, complement by etymological aspects towards justification of the fundamental nature of the co-creation.

The essence and the many contexts

Working together

Motivation theory PA vs Soc.

Values theory Public/ Private

Co-creation

Do unto others as you would like them to do to you
/Luke 6:31/

Don`t do unto others what you don`t want done unto you
/Confucius/

Societal governance

Prefix Co-:
: together
: joint, jointly
: mutually
: with
: together
: to the same degree
: unison
: allied
: acting, being or existing together

The shown contexts relate, including but not limited, to:

a) the simple general understanding of various people working together;
b) fundamental scientific theories such as Values Theory focusing particularly on its aspirations of private and public values;
c) the related field of Motivation Theory again focusing on the distinctions within the motivation aspects between public administration and general society, including their institutional and individual domains;
d) the related Biblical references inviting people to keep the awareness of the virtuous nature of individual and collective interaction;
e) the relevant philosophy references inviting people to keep the awareness of moral and ethical duties and consequences in individual and collective interaction;
f) and last shown, but definitely not least – rather the opposite in its topic-wise importance, the context of societal governance again uniting the three – state, market, society – via differences in tactics, functions, rights and duties in a joint and collective action towards the same ultimate goal explored further in the next slide.

The awareness of the concept of co-creation can and should also be additionally comprehended by considering the very linguistic prefix "Co- ", which points out to essentially core nature of the concept – working together, cooperating, collaborating together, jointly.

How we`ve come to it

The concept and with it also the practice of co-creation in public administration in the overall development dynamics of public administration reforms (see further slide 5) largely derives from the strategic development as business efficiency tool emergence in private sector in 1950`s. Through increased social pressure or the demand of the society, it led to the first major public administration reforms` concepts and practices – New Public Management, Reinventing Government in 1980`s and 990`s. Later, in 2000`s, also the New Public Governance concept marking an important milestone and retrospectively also paving the way, shaping the preconditions that later would lead to the concept of co-creation. What`s worth-noting is that the time interval between comparatively significant changes (development, progress of concepts and practices) becomes shorter. On the grounds of the strategic development, for a long while and still largely up to date to an immensely large extent, not only the private sector, but also the public administration focused and focuses on the client-oriented approach in its performance and progress, becoming part of the unwritten social contract within the society (state+ (business and people)) and particularly between the state and the society. The author/expert showed such contract and in Slide 4. Among other aspects, this shows also the retrospectively inevitable precondition soon guiding to the concept of co-creation – the ultimate aim, which is fundamentally the same for all 3 parties and all involved – wellbeing and long-term sustainability.
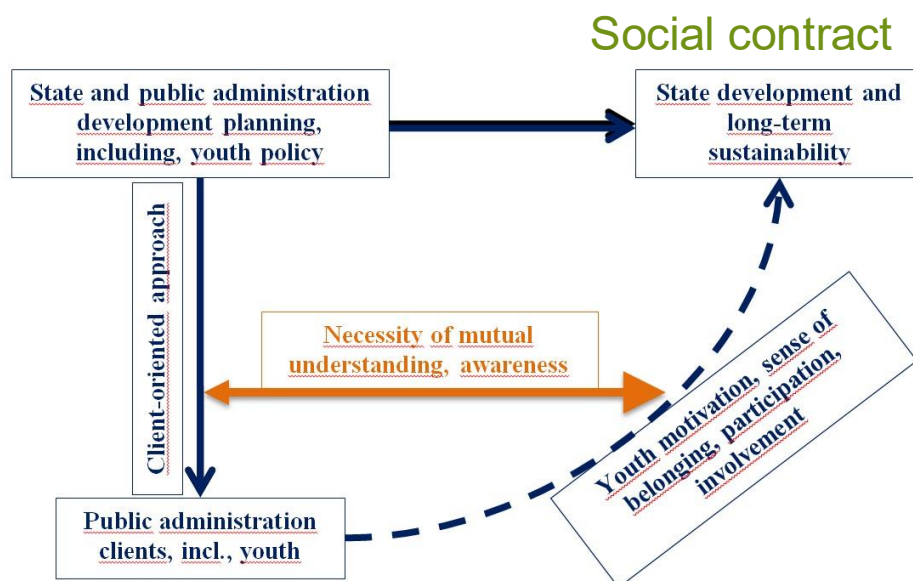

Figure 2.1. Public policy's mediated effect on state and market development
Source: Author's construction based on logical construction and content analysis of legislative documents
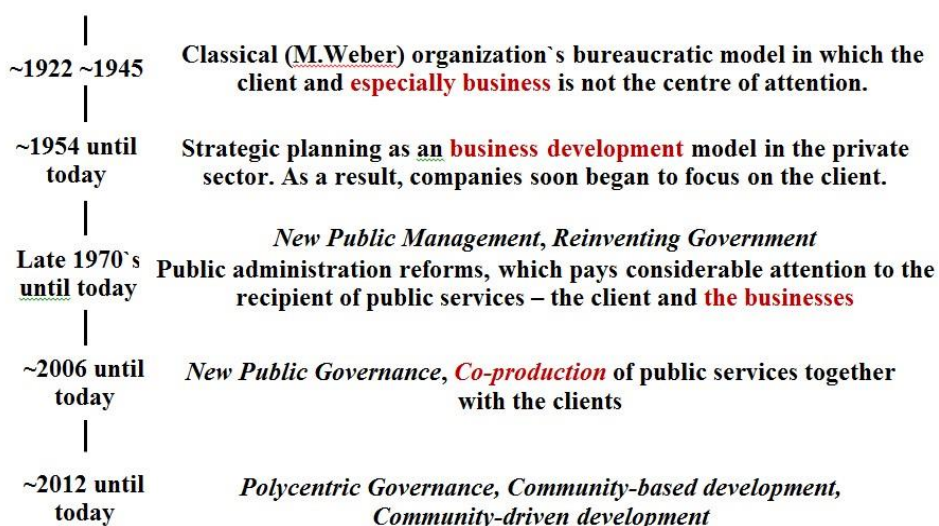
The important role of the client-oriented approach in the development of public administration can be justified by its positive impact on the empowerment of participation opportunities and social coproduction as well as on the strengthening of active civil society. Such a way of cooperation between public administration and society contributes to awareness-based relationship between public administration and its clients that, in its turn, ensures more tailor-made provision of public services, equal distribution of responsibility about the service

quality, as well as increases the legitimacy of public administration actions, including its development implementation.

Now, within building up on the changes of public administration reforms thus the changing societal governance (see slide 5 below) one can see how the emergence of strategic planning that firstly led to further development of client-oriented approach, has now come to the co-creation. With a highly certain probability this is also just temporarily – for a decade or so. The progress (clearly backed by the principles of integration theory) is leading us all further in the development of the enablement, empowerment of the society, both the general overall society comprising all and everyone (state, splitting more and more decentralized + market + NGO and people), but to a significant level also the society as the largest distinct group of receivers, clients, co-producers and partners of the state functions. Such societal empowerment is largely enabled by technological means which, in turn, are developed and offered by the market (business, private sector).

SLIDE 5

Changing public thus the societal governance

~1922 ~1945	**Classical (M.Weber) organization`s bureaucratic model in which the client and especially business is not the centre of attention.**
~1954 until today	**Strategic planning as an business development model in the private sector. As a result, companies soon began to focus on the client.**
Late 1970`s until today	*New Public Management, Reinventing Government* **Public administration reforms, which pays considerable attention to the recipient of public services – the client and the businesses**
~2006 until today	*New Public Governance, Co-production of public services together with the clients*
~2012 until today	*Polycentric Governance, Community-based development, Community-driven development*

Also, it`s both – important and interesting to note that the principles of evolving cooperation between state and society, can evidently be found also in the altering cooperation manner between the business and society. It is crucial because it show the spiral effect of historical developments – in 1950`s, 1970`s and 1980`s the social pressure (the demand of the society toward public administration) was largely enabled by the development of the strategic planning in business sector that positively "spoiled" the society and it wanted the same efficiency from the public sector.

Accordingly, the changes of the interrelationship among the three – state, business and society, have caused and will certainly keep changing also the distinct roles of the each, along with the ability and also along with the legal mandate to have a competence or an impact in the joint development. In these dynamics of change from one governing / administration / organization concept that embodies its place also in practice to another, we can see a rather clear shifts, particularly within the third group – the society. From mere receivers / consumers

of the public function the society is striving towards a partnership of public governance, in the meantime experiencing also being the clients and contemporary the co-producers of public services (see slide 6 below).

Changing societal administration

The model of public administration	Values and principles of the respective model		Society's role	State officials' role	Politicians' role
Old (**classic**, **bureaucratic**) public administration model	Hierarchy, control, bureaucracy		Receivers, consumers	Providers, executors	Leaders, lawmakers, teachers
New public management model	Market model principles, focus on results, outsourcing, competition		Clients, customer	Managers	Controllers, supervisors
New public governance model	Cooperation, cross-sectoral, inter-institutional relationships			Mediators	Coordinators
	Suppliers	Clients			
	Participants, Co-producers				
Polycentric governance concept	Partnership, decentralization, responsibility distribution		Engaged partners	Managing partners	Lawmaking partners

However, by placing the client and the improvement of public services' provision as one of the principal development aspects of public administration reforms, although the modernization course of public administration has made a substantial change in the status of a state`s recognition of citizens being a client of the public administration, yet the definition of a status change and the recognition of a citizen-as-a-client or to that matter to the co-producer`s concept do not mean that the public administration, its leadership and civil service would see and treat the recipients and users of public services – the clients – the same way clients are treated in the private sector. The main critiques of the concept of the client of public administration relate to the diminished role of the citizens' civic participation thus positioning the individuals of the society as passive service recipients. Also, given the changing roles of citizen, client, individual of the society, consumer, user, and recipient of a public service, it is often the case that public administration's civil servants and leadership do not know who or what are their clients, and therefore it is unclear which clients' needs their work refers to, which can often be crucial for better-informed decision-making. Besides, the often – uncertain variability of the public administration's client's or co-producer`s roles have a negative impact on the work motivation of civil servants within the realization of public functions and delivery of public services. The public and scientific discussion about the role of citizens, individuals, clients, society, population within the new public governance and management is still topical and continuously developing. Slides 5 and 6 above shows its evolution, including its possible trends for further development.

Methods and practical manifestations

Along with the development of the concept of co-creation, which to a large extent is building up based on the actual practices and experiments of governing public institutions in finding new ways of citizen engagement, also the more and more process mechanisms, methods, tools and instruments are emerging or are being adjusted to facilitate the co-creation (see slide 7). It`s useful to divide the methods in consecutive two major parts each corresponding to the level of gradual development of awareness by involved parties. The first part would be the fundamental level of understanding and practice of co-creation, thus also the methods are generally unspecified, and their tactics would highly depend on each case-study. The most popular and generally used methods – here rather the mechanisms – are social dialogues, joint sessions on formats of workshops, focus groups, interviews, surveys and other basically research methods that are used to collect citizens opinions and intentions. Depending on the level of readiness, preparedness, maturity, openness, responsiveness and other goodwill aspects of a respective public institution (mostly they would be municipalities or 3rd sub-level structural units of central governments and their supervised public institutions), these can be supplemented by deeper engagement methods such as co-action on particular policy, its activities, documents, results.

SLIDE 7

Popular methods and instruments

1. **Social dialogue** – discussions, negotiations, opinion collection
2. **Workshops, Focus groups, Interviews, Surveys, Design Sessions**
3. **Co-design or Design Thinking**
4. **Co-delivery. Co-evaluation. Co-redesign – as in Deming Circle.**
5. **Open data.**
6. **Tactical methods-activities**

   - WorldCafe,
   - 6 thinking hats,
   - Story Puzzle,
   - Day-in-the-life,
   - How-might-we..
   - Specific situational tasks
   - Lead and observe

The second major part of the methods would the tactical methods or engaging participatory activities that are used within the general fundamental methods of the co-creation process, see examples in Slide 6 point 6 above and in Annex 1.

Before the application of an actual tactical method, it is crucial to place the chosen method in the higher classification of the fundamental approach of the co-creation in order to actually ensure the co-creation approach is both, applied and can be also measured.

Among the practical manifestations or the examples of co-creation in practice, there are of course now countless number of them and growing (see some in Slide 8). One of the author`s favourite is the case of the Stockholm Tomatoes greenhouse project in 2012 that involved the Stockholm City Council and local residents in a partnership aiming to address more efficient waste management and partly food security by additionally promoting the sustainable urban agriculture. The greenhouse was built in a residential area, and the residents actively participated in its operation and maintenance, reducing the organic waste that could now be used for the greenhouse instead of operated by outsourced (according to law) waste management company.

Other showcasing example is the re-design of Latvia`s national online gateway www.latvija.lv, in which LU CETS was also involved as an academic partner to develop the methodology for co-creation of gateway`s re-design (https://www.scientific-publications.net/en/article/1001940/1000037-1570291906837153.pdf, https://ideas.repec.org/a/isp/journl/v13y2019i1p407-424.html). As a result, several truly valuable focus groups were organized with prepared tasks and discussions in them about the user-friendliness of the gateway and its usability. Such research with co-creation designing sessions contributed to the development of The Portal of State Administration Services in Latvia.

Other popular global examples include for instance citizens` engagement in local community aspects, e.g. FixMyStreet project in UK, or participatory budgeting examples in several municipalities across Europe (e.g. Gdansk, Paris, Lisbon, Reykjavik), in which the city allocates a portion of its budget for citizens to decide on local projects.

Also, EU, including its supranational-wise context, has several legally embodied must-practices that fully correspond to the concept of co-creation, being the social dialogues, which obliges public institutions for the engagement of employers, employees' organizations, and NGOs in the negotiations of the thematically respective policy area.

SLIDE 8

Examples

1. Stockholm tomatoes in waste management context
2. Ciekurkalns` neighbourhood (Riga) crossroad
3. Latvija.LV online gateway
4. UK village bus routs in times of crisis
5. data.gov.uk "FixMyStreet" project
6. Participatory budgeting in many municipalities
7. Social dialogues in EU and memberstates and municipalities
8. EU Citizens Innitative

Numerous other and growing

Trends and future possibilities

Based on the previous analysis of the essence of- and our societally joint path towards the co-creation in the context of public participation, it is also evident that both, the concept and the practice, has emerged comparatively rapid and is already moving onwards. While the effect of co-creation is also undeniably fundamental in general organization of the public and the cooperation between state, business and the society, however it is also safe to say we all will be moving on with it (see Slide 9). The current major trends of further development clearly indicate the role of technology, which in the empowerment of the society is already creating new forms of societal action, cooperation with state and business, new forms of businesses, economy and governance – platform society, open governance, blockchain democracy, digital economy, social entrepreneurship and many other. Still, the growing empowerment of the society will likely expand, and the community-driven projects will expand along as an integral part of polycentric co-governance and thus network governance, which is still aligned with the provisions of the integration theory. Such conditional innovations will also keep changing the roles and responsibilities, and likely the functions and expectations of the three – state, business, society, also impacting their interaction mechanisms. It will involve increasing ability of societal self-organization, which is and will be enabled by the market (business) and thus will challenge the likely decreasing role of central governance with the same challenge reaching also to municipalities, whose roles, however, will increase in the governance network.

`SLIDE 9`

Trends and future prospects

1. **Technology driven**
    - Platform society, open-governance, smart-governance, block-chain democracy
2. **Community driven**
3. **Poly-centric co-governance, Network governance**
4. **Challenged and decreasing role of central government**
    - incl. on municipal levels
5. **Increasing ability of societal self-organization**
    - Incl. stipulated and increased by market (business)
6. **Policy and PA performance accordance indeces**

Bibliography, sources and further reading

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And many other with the major keywords being: *co-creation, co-creation, participatory society, participatory democracy, participatory citizenship*.

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Annex 1. Activities and tactical methods

Co-creation activities and methods can be used for organizing meetings with stakeholders, workshops, etc. for designing SWOT analysis for the InnoCOM project.

Proposed methods for InnoCOM project		Sources
Interviews	The five why's (or sometimes also called "Laddering") help the interview to reach deeper level of explanation and understanding in their interview. In order to get to the core of the problem, you ask "why" to every answer provided by the interviewee, five times in a row.	Detailed explanation and instructions on Designkit website
Ideation Challenge	Ideation is the process of generating and developing new ideas to solve a problem or improve a product, service, or process. The contest component provides incentives for both the organising party and the co-creators (designers) to participate in co-creation. An online platform can be launched to gather and assess design ideas: independent designers can submit ideas, which the community/PA then votes on. The winning designer receives a prize, commission on sales, or perhaps a job. This type of so- called ideation contest often, but not necessarily, forms a key element in the manner in which crowdsourced co-creation design is applied by companies.	DigitalGov.com
Design Brief	Once some research is conducted and insights identified and classed, you can formulate a design brief. It should converge all collected information from the phase 1 and compresses it in the form of a key insight, something that you have decided, based on your experiences, that is worth exploring further. This is what a client would give, e.g., to a designer. It can also serve as a useful tool to ensure that the whole team is on the same page.	website offers detailed explanation / instructions as well as a template for a design brief
Brainstorming	Brainstorming, or Ideation, generates lots of ideas. From the large number of ideas you can identify and extend the better ideas, distinguish between predictable ones and maybe even crazy ones. It is important to realise that no ideas are bad per se. You should not discard any without going in-depth in trying to understand their value.	Website with Brainstorming rules
Rating and voting	This system enables to provide an evaluation of actual or potential services/products designed in the co-analysis and co-design phase of a co-creation process.	
Collage	Collages can be used to express what is difficult to express verbally. They can be used, for example, in an exercise as described in the website. They can also function as visual surveys that use images rather than questions.	website
How might we	Describe ideas through "how might we..." sentences, starting with an open-ended problem statement or insight. This helps to shed light on different points of view and to question assumptions. This tool should be used in connection with others, such as personas and scenarios.	website worksheet to prepare your "how might we" session

Idea Dashboard	Idea dashboards help to collect ideas, but especially to make sure that everyone understands the ideas. By using material objects, drawings of low-fi prototypes, you will all see the same thing - whereas explaining something in words can form different images in different minds.	website with template
Six Thinking Hats	Six participants adopt their own point of view (a function, or a role). Each participant is given a hat, which means that they are the driver for a certain type of thinking within the team: white hat calls out for information and facts, the yellow hat symbolizes optimism and brightness, the black hat is the devil's advocate, the red hat signifies feelings, hunches and intuition, the green hat focuses on creativity and new ideas and possibilities, whilst the blue hat manages the thinking process.	website
Community Canvas	Creating a community around your project and its management can be helpful or even required. The community can contribute to the design, validation and implementation, bring new ideas, together with the stakeholders you are targeting. A well-established and run community can help reach impact and sustainability.	Community Canvas website with downloadable material: summary of the Community Canvas pdf of the Community Canvas Community Canvas template key questions
World Cafe	The World Café is a simple, effective, and flexible format for hosting large group dialogue. The basic process is simple and simple to learn, but complexities and nuances of context, numbers can make it more complex.	Website with Hosting Toolkit and other resources
Check-in/Check-out	Either checking-in or checking-out is a simple way for a team to open or close a process, symbolically and in a collaborative way. Checking-in/out invites each member in a group to be present, seen and heard, and to express a reflection or a feeling. Checking-in emphasizes presence, focus and group commitment; checking-out emphasizes reflection and symbolic closure.	Website with guideline