

**Customer Co-creation in Product Development: The Role of Collaboration
Type and Decision Discourse**

By:

HOSNI Ahmed Abdallah

written under the supervision of Professor Marian BEISE-ZEE

GSM/52117621

August 2019

Independent Final Report Presented to

Ritsumeikan Asia Pacific University

In Partial Fulfillment of the Requirements for the Degree of

Master of Business Administration

Contents

List of Abbreviations	10
Chapter 1: Introduction	11
1.Introduction	11
1.1 Research question	13
1.2 Significance of study	19
1.4 Objectives.....	19
1.4.1 Main Objective:	19
1.4.2 Detailed Objective:	19
Chapter 2: Literature Review	20
2.0. An Introduction to Co-creation	20
2.0.1The Co-creation Contribution in the Idea Generation	21
2.1. Customers and brand co-creation.....	23
2.2. Introducing a New Type of Customer (Chap1, pp3-5)	25
2.3 The strategy of Listening, Responding and Engaging	28
2.3.1 LISTENING (Chap 3 pp35-52).....	29
2.3.1.2 Digital Listening: How the Customers Use Internet?.....	30
2.3.2 Engagement of the Customers: the shape of their Willingness.....	33
2.3.2.1 Characteristics of Successful Customer Engagement	34
2.3.2.2 Engagement Arenas	36
2.3.2.3 Engagement in Digital Arenas: Communities and Websites.....	37
2.3.2.4 Factors Enabling Engagement	38

2.3.3 Respond Externally: Co-creation	39
2.3.4 Respond Internally: Organizational Alignment.....	39
What is IdeaStorm and how it works?.....	40
2.3.4.1 Change in Approach: The Fundamentals for a New Mentality	40
2.3.4.2 Structure of Co-creation: The case of LEGO	43
2.4 Co-creation and Social Construction theories	46
Chapter 3: Methods	51
3.1 Methodological Approach : The Usage of Scenario in Our Experiment	51
3.2 Population and Sample.....	53
3.3 The Experiment Scenario: APU BUZZ	54
3.4 Hypothesis	55
3.5 Measurement using different variable:.....	63
3.5.1 Participation.....	63
3.5.2 The discourses: Authoritarian and Democratic	63
3.5.3 The Collaborations Style: Participative and Invitational.....	64
3.5.4 Method of Test of Significance between scenarios: ANOVA	64
3.6 The scenarios, the collaborations, the discourses and the co-creators	65
3.6.1 The description of the 4 scenarios	65
3.6.2 Phase 1: elaboration and formulation of the discourses	68
3.6.3 Phase 2: elaboration and formulation of the Collaborations	69
3.7 The Co-creators: working with the customers or with the professionals?	73
3.8 Analysis of the APU BUZZ using the structure of Co-creation	75
3.9 The place of User Generated Content in our analysis	77
Chapter 4: The Case of APU BUZZ “APU Goes Viral.....	78

4.0 Introduction to the Results.....	78
4.1 Findings From the Survey set as Participatory Scenario	79
4.2 Results using the ANOVA and interpretation under the Structuration Theory	81
Chapter 5: Conclusions and Limitations.....	89
References	94
References from Articles	94
References from Books:	103
References from Electronic Sources:	107

Certification Page

I, Hosni Ahmed Abdallah (Student ID 52117621) hereby declare that the contents of this Independent Final Report are original and true and have not been submitted at any other university or educational institution for the award of degree or diploma.

All the information derived from other published or unpublished sources has been cited and acknowledged appropriately.

HOSNI Ahmed Abdallah

2019/04/04

Acknowledgements

20th April after a quick check on my office, I left my workplace to go to the appointment I was preparing since March. In my head, I try to catch up with the few I know from English

It is 8:50am in Dakar, the morning landscape of the capital didn't change, moron sipped their coffee in silence, strollers and Dockers are on their way to work, close to them, some yuppies are in hurry, and in the air floated the coffee and tea aroma combined with the fuel, I'm thrilled, I have à video-interview with an APU representative, but I don't know who. While waiting, I didn't realize that my cigarette got finished in my finger, I was trying to do the math about the time in Senegal comparing to japan, and I realize it was 6pm in japan. It was incredible for me that someone, somewhere else in the world took its own time to interview me. And, finally a face appeared behind the screen. The face reminds me Harrison Ford from the movie Firewall, I just smile and prepared to start the interview in English, I have to confess that I was afraid that my English would not be enough good. 2 months and a lot of work later, I was announced that APU accepted me. I was happy, because I watched. And this is how my journey with APU started. I've came from far, and I was not alone.

To my Mum for encouraging this little boy to pursue his dream of going to the “country of Goku”

To my Dad who made me, I wish you were here for my graduation to see that finally I've made it

To my Best Friend who followed me in this Quest without questioning me and finally succeed.

To those people I have met in the smoking area and inspire me during great exchange

To the GUILD Staff for their inspiring and positives vibes and creativity

To those people I have met the Oita Kotsu bus and shine a smile in the darkest rainy day

To Prof Rian who made me discover the magic of Co-creation and where we can go with it and for all the interesting class that inspire me and his patience toward myself

To Prof Lailani for encouraging to speak in public and relax

To Prof Mantello and his interesting class of Media and War

To Prof Salazar who teach me the sociology of Creativity

To Prof Asgari who show me “Rise of The Creative Class” from Richard Florida

To Prof Yoshida who always listen to us during the class of Society and Culture (best time ever)

To my Wife who always told me *“you will find that place where you belong”*

To my son and the way he looks at you me like he can read the unfamiliar words of my soul

“J’espère que tu liras ces mots un jour”

And Kabe San who always drive us everyday from yamaguchi to school and vice versa.

The process of co-creation in a university is the learning process, while it is not education or training only, but wisdom also. In co-creation of teaching, both learners and teachers use their knowledge, and are supported by resources in their network, which can involve learners, teachers, librarians, books and ICT systems in other areas.

Expanding understanding of service exchange and value co-creation: a social construction approach

Bo Edvardsson & Bård Tronvoll & Thorsten Gruber, 2011

Summary

Successful companies that have the potential to harness the creativity and energy of stakeholders through projects and systems allow them to reconcile the interests of their employees with the knowledge and resources of the company. More and more, companies want to understand customers better, to develop deeper relationships with them, so 8 emphasizes the importance of customers' active participation and engagement in the creation of marketing value. Recently, many large companies have developed processes, tools, also creative and innovative technologies to enable and accelerate value co-creation in the best way as possible. On the other side; nowadays, motivated by the internet and the New Technologies of Information and Communication, customers want a better dialogue centered on their vision of the perfect products with companies. The latter fact is that in the 21st century, customers are no longer inactive listeners or spectators, but active in the way they want to co-product, co-create. They want to be involved, to co-create value, to build their identities, express themselves creatively, interact with other consumers, and at the same time, enjoy exceptional and unforgettable experiences. They want an environment. The development of co-creation has raised the following question:

What is the excellent environment for implementing a co-creation and collaboration campaign?

The purpose of this work is to dig in the leverage of co-creation and its obstacles, to see what situation conditioned the launch of a co-creation and collaboration campaign through the fictive event of "APU BUZZ."

The methodology used to reach the purpose of this work was quantitative and qualitative. As a data collection instrument, we used a participatory scenario as a survey and applied to the students who allowed us to include their participation in the different scenarios.

List of Abbreviations

Initials	Description
UGC	User Generated Content
MR	Marketing Research
ANOVA	Analysis Of Variance
ICT	Information and communications technology
ARF	the Advertising Research Foundation's
IFTTT	If This Then That
LEGO	from the Danish leg godt, meaning "play well."
SD Logic	Service Dominant Logic
WOW	World Of Warcraft
API	Application programming interface
JOGA	From the Portuguese, means "Play "
APU	Asia Pacific University
FLAG	Fellow Advisory Group

Chapter 1: Introduction

1. Introduction

The current situation of the connection from the customer to the company is the emergence of cooperation that results in a win-win relationship with the customer. From that point, this cooperation or collaboration centered on creation is called co-creation and is new to many researchers just like the subject itself since the concept dates from the early 2000s. The representations of the present streams are not new; if we look at the history of the relationship between consumers and producers in the timeline of the economy, customers sometimes end up becoming producers, challenging the brand itself as a competitor. Because nowadays, there is a situation that prevails; ideas and resources, at all nature, are not only monopolized by companies. The dynamics have changed since the revolution of new information and communication technologies, especially with the expansion of the possibilities offered by the Internet and derived technologies (IoE, IoT...).

Nevertheless, there are still traditional companies that ignore the potential of co-creation and remain on traditional practices where it is about to let the customer close the value chain. The conservative aspect means that for traditional companies, customers are just those who buy the products, nothing else, and nothing more. Meanwhile, modern companies, who have understood the potential of the customer and the benefits of collaboration with it, are engaging in co-creation to deepen the discovery of interest, value and widen the knowledge regarding customer's identity and interest. This new paradigm in product development can become a revolutionary competitive advantage for many companies. The reality is that customers are not alone, because they are in a group and participate or contribute as a brand community, to express their own identity through their personal vision of the product or by giving them an opinion on any aspect of the brand that

may enhance the understanding of the product they are using (Pongsakornrungrungsilp and Schroeder 2011, Wirtz et al. 2013).

Moreover, further, co-creation is the epicenter of customer value creation because co-create is to personalize a product or service for a community in the context of mass consumption or only for an individual when it is about to customize one product. In short, it is a collaborative creation. Thus, the most attractive customers are those who are inventive and motivated to work in collaboration with companies. Subsequently, the potential of co-production arouses the interest of companies, even if it is as an individual who is passionate about the brand or even the brand image, or within an active brand community whose conversations or even the actions, revolve around topics that have a relationship with the brand or products of this brand. Indeed, the existence of these passionate and these communities of brand are a context which makes it possible to reinforce the spirit of innovation but also the performance of the companies (Gilbert et al., 2002) since the company seizes the opportunity to establish a contact that can lead to a constructive exchange with customers if this company knows how to listen. The observation is that 21st-century customers are now actively contributing to a wide variety of marketing functions, which is the opposite of what the customer represented in the nineteenth century (Malhouse et al., 2013; Nambisan 2002).

1.1 Research question

In their study dating from the early 2000s Prahalad and Ramaswamy, give a definition of co-creation as an association between the customer and the company where it is about generating value in order to create a new experience of service or the consumption of goods by the clientele based on the prevailing context (Prahalad and Ramaswamy, 2004, p.8).

Co-creation is a practice or form of economic strategy, usually in marketing. The strategy consists of associating the consumer with the creation instead of being limited to the

R & D in the product development, the consumer can vote for a new color or a new flavor or be more invested in a logic of co-creation product. It is essential to know that co-creation approaches are linked to crowdsourcing or collaborative and participative marketing techniques but can go further because co-creation is generally a fusion of customer and organization ideas to bring a new product.

Thus, we can say that the co-creation value occurred with the customers when the personalization of its consumption experience is happening while using the product or service proposal of a company differently. Satisfaction is a criterion that could make the product unique to the consumer (Wim R. 2008). Maarten Pieters and Stefanie Jansen developed the dominant theories of co-creation and introduced the term complete co-creation in 2013, which is evident for organizations that are struggling to implement co-creation. Complete co-creation refers to a transparent process in which the collaborator shares a maximum amount of useful information with the co-creator. The

purpose is the value creation framework through continuous and productive collaboration with all parties considered in its implementation in place, with the support of the latter, with end-users playing a central role since it is a question of being interested in the user's opinion (Jansen and Pieters, 2017, p.15).

Co-creation is also the rise of the UGC (User Generated Contents) on the Internet via social media, reviews, videos, blogs, and vlog. The UGC is also the growth of Digital Influencers. They are confident, knowledgeable customers who can influence customers' opinions about a product through their video, mostly by using two practices.

The first one is called "unboxing" which consists of showing the followers the unpacking process of a product step by step, the assembly and use it with the first impression and what they think about the product. The second one practice that is trending on Internet and touches the co-creation is the "crash test" that left the automotive manufacturers to land in the videos of some influencers who take the risk to test the resistance of a product, mainly a new smartphone, to see how the product reacts to the shock when it falls on the ground. The idea of a crash test came from the fact that many smartphone users accidentally drop their phone and end up paying a lot of money to the customer service to get a new screen or change the phone. The fragility of the screen is an issue that many users were complaining and finally gives the idea to do these crash tests.

The involvement of the customers regarding the co-creation project is the main focus when it comes to addressing it. Individual antecedents further justify this participation. Mainly, self-expression is a vital stimulus when it comes to creativity (Lloyd and Woodside, 2013) and we

involve factors of cultural diversity, the difference of personalities, level of creativity, but also how enthusiastic consumers are. Besides, brand communities provide social encouragement and the opportunity to participate and create together (Muñiz and O'Guinn, 2001).

While co-creation is an excellent activity to collect and put into practice unique ideas from clients and motivate them to participate, it also has limitations. The main limitation of co-creation lies in the management, moderation, and sorting of ideas submitted by interested consumers. In a more practical aspect, the field of marketing services offers the recruitment, the animation of the community and the interface, usually a website, allowing to dialogue with these creative consumers. On the other hand, the discipline of the creativity and the structuring of the material obtained is rarely at the rendezvous. So it is often a posteriori that brands have to deal with the large mass of innovative contributions from consumers in order to try to bring some strategic readability because it is rare that these contributions contain consumer insights directly exploitable.

Because of the rapport concerning the company to the customer is motivated by participation. According to Scott McNealy (Marketing 3.0) "We have moved from the information age to the era of participation" In addition, businesses need to be sensitive when it comes to knowing which consumers and consumer segments We must concentrate all the co-creation effort and even define the criteria of the co-creator in order to facilitate the Business to Customer collaboration (Ernst, Hoyer, Krafft and Soll 2010, Franke, Keinz and Steger 2009)

Today, many companies are implementing co-creation projects to stimulate innovation. This collaboration can be a great perspective to explore new market opportunities, new branding in another directions, or being establish in a whole new area. However, co-creation is not always a comfortable journey.

Indeed it is a question of what tone the company should use when it comes to questioning the constants that could affect the motivation of the consumer to invest in co-creation. In particular, based on their motivations beyond self-expression, for example. Moreover, motivation is not a unitary phenomenon; many types of motivations exist. There are so-called levels of motivation (what level of motivation?) And directions (what kind of motivation?) (Deci and Ryan, 2000). However, with the number of studies published on the motivation of consumers, we will focus in this study on the environment part. In our studies the environment is influenced by two motives; the type of collaboration and style of speech uses in their regard

In our study, we have based the study of motivation on two constants. The first constant is collaboration.

The choice of collaboration style comes from the fact that it is close to co-creation. The nature and the aspect of the collaboration influence the motivation of the co-creator to put any effort into the project. So to better explain this collaboration, we used the types of collaborations existing in Crowdsourcing. In the case of the Invitational Collaboration, for example, customers with specialized skills might be needed in the Co-Creation project. As a result, it involves inviting consumers to a co-creation project based on skills.

So they are invited because they have unique skills, which can motivate them to participate because chosen participants feel unique and "special" since, among many consumers. Consequently, the main feature of the Invitational collaboration is self-centered, or it is a question of feeding the ego of the co-creator by showing their propensities to be part of the elite.

While in another case where it is a participative collaboration, the most crucial aspect is the participation and contribution of the maximum number of people to the project. From then on, a company will include in its co-creation plan all customers without taking into account the parameters based on skills, creativity, and level of knowledge of the brand or other variables, which is quite contrary to Invitational collaboration.

Besides, the second constant that we used in our studies is the type of speech. We have been inspired by the political sciences more precisely concerning the authoritarian regimes and the democratic regimes to bring out the discourses to know; authoritarian and democratic in order to focus on the semiotics of language uses. Indeed, the tone of language used in different circumstances is important because it is to address the participants of the project. Because in a rapport between the Leader and the Followers, some may be hostile to the affirmation of authority too pronounced, and some others might see the presence of an authority to be reassuring. Therefore we put a variation between the presences of authority to the power of the people. In this case, if society adopts an authoritarian discourse by adding mandatory guidelines for the co-creation project that must be followed on pain of not seeing the idea. In other hands, the democratic discourse turn around the power of people and the absence of the leading authority

From one paradigm to another, they are different, and the result can be different too. Indeed, we are going to study the types of speech and the style of collaboration to study the motivation of the client in the participation of a co-creation project. The study will allow us to analyze how the

company will have to go to address when it is necessary to set up a co-creation project. From that point, the motivation of the latter cannot be influenced negatively and lead the study to the higher foreground. Therefore, the focus of our question is:

How the Invitational and Participative Collaborations under the Authoritarian and the Democratic Discourses can influence Co-Creation?

1.2 Significance of study

This research seems necessary to enlighten the adequate discourse in co-creation and collaboration situation. It enlightened the concept behind the Authoritarian discourse, the Democratic discourse, also the Invitational collaboration and the Participative collaboration in the context of a co-creation and collaboration situation. In co-creation and collaboration campaign, the discourse and the

The importance of the subject also lies in the fact that it can make a further contribution in matters related to the discourse to adopt for the success of a co-creation and collaboration campaign regarding how to address to the customers.

1.4 Objectives

1.4.1 Main Objective:

The objective is to identify the perfect environment for the implementation of Co-creation or Collaboration through the study of different scenarios and see what conditioned as obstacles the implementation of a good co-creation and collaboration.

1.4.2 Detailed Objective:

Observe through the scenarios how costumers can react

Stress the difference between an Authoritarian and Democratic discourse

Stress the difference between a Participative and Invitational Collaboration

Chapter 2: Literature Review

The literature review starts by gathering different scholars around the customers and the power they have on influencing the brand. After we dig into an analysis of the essential inspired of the co-creation literature through the book; Collaboration and Co-creation, (2011) by Gaurav Bhalla published to the *Springer Science Business Media*, reveals the different essential steps of co-creation presented in the Chapters 3-4-5-6 of the book. Ultimately the last part of our literature review is made of Social Construction, precisely, the aspect regarding the Structuration Theory (Giddens, 1967)

2.0. An Introduction to Co-creation

Leclercq, Hammedi, and Poncin (2016, p.6), defined value co-creation as a production process in which, one contribution produces multiple profitable amounts produced. The contribution represent an input, and the amount produced is an output. During the process, there is a production of a reciprocal value for each of the individuals engaged in the co-creation project, also for the organizations that engaged the co-creation project. These performers are engaged in the process through interaction and the exchanges of their resources. The resources can be present in the form of ideas, materials, and more. The interactivity happened on an engagement platform that is usually a digital environment or a physical place. The performers on that phase, respectively are sharing their resources, mixing the others propositions and possibly develops through a learning process the new output. (Leclercq, Hammedi, and Poncin (2016, p.6)). The new output can become input from the moment where they will be modified to engender “better resources”

This definition includes the concepts of stakeholder integration and co-creation communities. Moreover, Teichmann, Scholl-Grissemann, and Stokburger-Sauer (2016) suggest that two

entertaining areas can divide co-creation. It is co-design and co-production. While the co-production takes into account consumer involvement at the level of creation of the basic offer of the product of the company (Lusch and Vargo, 2006), the co-design implies it only in the phase of design of the potential product (Prahalad and Ramaswamy, 2004). Specifically, it is a particular area in co-creation, where people outside the company, untrained, work together with the organization into product design regarding the process of development (Sanders & Stappers, 2008).). In our present study, despite the fact we focus on the consumer experience in the environment of co-creation, we want to illustrate the concept of co-design by using three concrete examples of co-design processes put in place by organizations.

First, Microsoft set up a student ideas contest to establish a communication plan for one of its products. They had more than 600 participants listed on the project's website. Secondly, Heineken has created a web-based platform (IdeasBrewery.com) that allows the outside world to generate new ideas for newly products. A final example: Peugeot, which offered its customers to draw the car of 2020. The winner of this competition had the opportunity to present his project at the auto show in Shanghai. All these examples show that firms practice co-creation in many fields. There is an integration of the customer by associating them into new product development by invitations to the generation of ideas and designs for upcoming products (Franke and von Hippel, 2003).

2.0.1 The Co-creation Contribution in the Idea Generation

What would be the contribution of co-creation regarding the idea generation? It will be achieved Successful product innovation if the firm has deepen an empathetic work on the consumer's needs where it is question of understanding it before to anticipate it by creating any product (Hauser, Tellis and Griffin, 2006). Besides, when the customer assembles the features and chooses the

product's visual, it reflects the preferences, tastes, and identities of the consumers (Atakan, Bagozzi and Yoon, 2014). By conducting a co-creation activity with its consumers, the firm transforms them into active partners (Mugge, Schoomans, and Schifferstein, 2009). From these authors' observations, the practice of co-creation seems to take into account the needs of consumers. This problem of meeting needs is one of the main reasons for the failure of new products (Ogawa and Piller, 2006). The matter illustrated is demonstrating the importance and significance of the co-creation of value from the product development perspectives.

Also, companies using this process of co-creation effectively will be able to develop an advantage over their opponent (Prahalad and Ramaswamy, 2004). Teichmann, Scholl-Grissemann, and Stokburger-Sauer (2016) add that co-creation can lead to identifying a link between the consumer and these companies. Through the customized products, this identification occurs because the consumers will feel the values shared between them and the firm that they helped to configure, (Teichmann, Scholl-Grissemann and Stokburger-Sauer, 2016). By this link, companies can see several positive feedbacks from the consumer. It then engages in greater use of the product (Ahearne, Bhattacharya and Gruen, 2005), as well as more purchases of products of the same brand (Mugge, Schifferstein and Schoormans, 2010). The scientific literature also adds a greater willingness to pay to the consumer with this link of identification with the company (Mooradian and Oliver, 1997).

2.1. Customers and brand co-creation

Brand co-creation theory arises from the theory that the consumers are no longer satisfied with being a simple client of the brand but preferred to be an active participant in the creation of experiences of the brand (Prahalad and Ramaswamy, 2000; Vargo and Lusch, 2004; Wikström, 1996). Therefore, the customer is able nowadays to be the player of an essential part in influencing. Once the experiences a customer consumes or the brand, the value of the brand is realized, or co-created (Merz et al., 2009). The customer's abilities impact on the formation of brand value (Grönroos, 2008). Thus, the customer plays a significant role in the co-creation of brand value (Vargo and Lusch, 2004). Hence its drive further than the fact of just buying the product. Now, in the brand community, the customer can influence the perception of other customers.

Prahalad and Ramaswamy in the 2000s proposed that companies must recognize the change that is happening in the role of the customers. Nowadays, they take part as partners in the creation of value. From that point, they need to learn how to connect at a different level with the customer — this connection concern mostly the competencies of the customers. Besides, Co-creation is completely changing the system that companies are usually dealing with business. There is a revolution in the company's rapport regarding their relationship with customers. Also, the reflection of this change is visible in the growth and development of innovative platforms. The purpose of the new platforms is to make natural the improvement of a method to collaborate and co-create. Furthermore, there is facilitation in the role that these platforms play when it comes to create and use customer value. Also this change is reflected in the the growth and development of innovative platforms that make easy the development of a way for collaboration and co-creation. The role that these platforms play in the creation and consumption of customer value is also facilitated.

Nowadays, there is a network of consumers connected in communications with each other, or through being aware of the shares of viral contents, also through the actuality field of present companies. The new customers are those who have a goal. It is to inform themselves, to dig into the great affluence of accessible information in every platform and take it for the purpose to inform the other users. Since web 2.0 has become the platform of massive and dynamic sharing of opinions, media, and lifestyle. Technorati a publisher had a platform that served as an advertising solution for the thousands of websites in its network (“Welcome to the new Technorati” 2014). They have realized a survey in 2008, “The State of the Blogosphere,” and statute about the leading reasons why people are creating, reading and consulting blogs are (Madasky, M. & Arenberg, P. 2008)

- Involvement of experiences of consumption
- Discovery of information and sharing outlook on brand’s products
- Recommendations to provide to the followers

Blogging has brought new leaders to the brand community. Internet users give them the name of “digital influencers,” and they know how to shape the opinion of the customers and potential customers about a brand. Sometimes they get along with brands providing a good/bad review (and getting free coupons). Research confirms that digital influencers are a force for building meaningful relationships with consumers, especially a younger demographic (Bill Connolly, Olapic, n.d). Blog writers have interests in specific categories, such as fashion, and such category involvement influences their propensity to co-create (Pihl, 2013)

2.2. Introducing a New Type of Customer (Chap1, pp3-5)

The new type of customer is someone who actively confronts a brand or product situation through a different type of information, interaction also using their resources. In their daily lives, they join other customers with the same goal. The impact of NTIC for connecting and communicating with more users is helpful. Indeed, the Internet is one of the most used tools in community creation and gathering around the same center of interest, hobby, and ideas. Besides, many of them trust social media and their usefulness to create groups as a community, networking, interact and cooperate with potential collaborators who can help them in their tasks. There is also the use of microblogging tools like Twitter for calls to action, coordinating events among others to name only the least necessary actions. Dozens of customers around the world from different environments. While all of the customer's behaviors can be an object of fascinating interpretation, it is possible to emphasize some of them. We considered them as essential or vital in the way of seeing customers as collaborators and co-creators. They are also representative of the change of the face and identity of customer value in the 21st century (Bhalla G. 2011)

- Active participation and involvement
- Corresponding the personal opinion with the expert advice
- Connecting and networking
- An individual considered in two complementary way: seller and consumer

Companies nowadays are handling another type of customer. This one is on the contrary from the one in the past, because of better education, more opportunities of cooperation, and extremely more resourceful, mostly because of the technology and the information available around him/her. These shapes of differences are in the fact that the old ones were used to buy the product and go or just knew the Company through the advertising from TV, Radio or newspaper, and sometimes

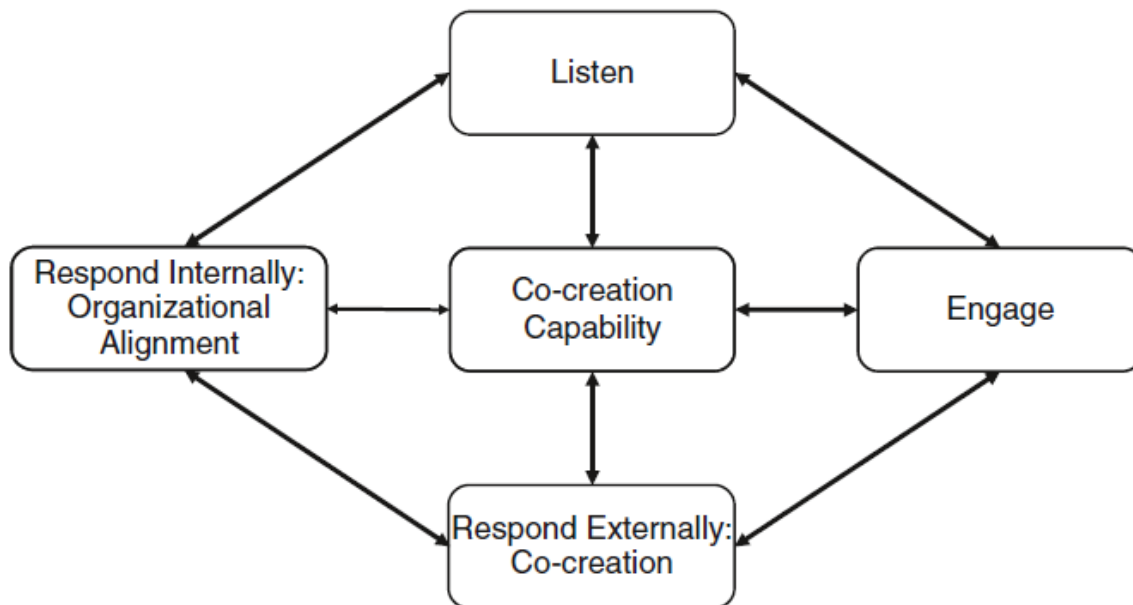
from an expert opinion. Now, they are Real people and creative partners looking For the sake of legitimacy, the communication they develop with the Company refers to the interactions as well as to the understanding of every data they obtain is from viva voces and digital community. Exposing oneself to these distinct kinds of media is a significant motive for people to co-create (Lloyd and Woodside, 2013). Evaluations are made on several points from the old to the New Customer Description are presented in Table 1

Table 1: A New Customer Description (Bhalla G. 2011)

	In the PAST	In the PRESENT
Individual	Customers, respondents	Actual persons, resourceful associates
Character	Inactive; value focused	Lively cooperation; Value coproduction
Information sources	Surveys, dispassionate objective observation	Exchanges, stories, emotional immersion
Company's interaction	Transactional	Interactive involvements
Position	Static, finished the chain	Omnipresence and mobile
Material And effect	Commerciaads and messages; expert view	Viva voces ; digital network
Value Concept	unique size aimed at all customers, no customization	Personalization of the product
Source primordial of Assessment	Brand's characteristics and structures from the company	Customer's perception of the about the marque

2.3 The strategy of Listening, Responding and Engaging

In their relations with the customers, organizations need to have a listening to their customers, Next, they must expressively have an engagement with their consumers, Thirdly, responding externally needs to be done, and create opportunities for a customer's value co-creation. As a final point, the internal response from the companies is needed by an investment in the structures of co-creation (its composition) and the processes that would take the co-creation. The synchronization of the four components generate the ability of an experience of Co-creation in the direction of



company's environment (G. Bhalla, 2011)

Figure 1: Outline for Structuring a Co-creation Design

Previously, we came up with the framework about the Listen Engage Respond strategy. Gaurav Bhalla used this framework in his book; Collaboration and Co-creation: New Platforms for Marketing and Innovation (2011) to illustrate the way the different companies respond to the customers through co-creation and how they made it. In the next lines, we are going to explain more by using the book's examples; we will evoke individually every step that composes the strategy to show the importance of each.

2.3.1 LISTENING (Chap 3 pp35-52)

Showing a listening aptitude to customers can be useful to gather sufficient information. The perception of "listening" in this context is not a passive procedure. Nonetheless, it also guides to dynamic development. No matter how many rigorous tests, customers will find increasingly more creative ways to break a product or find loopholes in any services. In a way, customers are the best beta testers for any products digital or not ("Why You Should Listen" 2018)

Epictetus, the Greek Sage and philosopher from the stoicism (55 AD) said: "You were born with two ears and one mouth for a reason so that we can listen twice as much as we speak" to insist on the power of the listening and this is what Obama understand, and for that reason, the power of listening shaped his presidential campaign. Correspondingly in the co-creation context, listening to consumers is a way to draw the map of behavior plus stress the way to co-create great exclusive experiences. However, the listening strategy has a way on the digital world where everything happens and mostly among brand community

2.3.1.2 Digital Listening: How the Customers Use Internet?

In their daily life, exciting and pertinent exchanges happen in dozens and at the same time in different place in the digital realm of internet. These interactions happen via, discussion on the forums, reviews, social networking, and media sites as Users Generated Contents. Internet is the new territory where customers can talk old and new product, give advice about “marginal use of the product” with no regard on the time zone, ages, origins and cultures. The common language is the brand and its products.

Closer look shown the conversations are different, depending on the origins and place. Some websites offer a wide range of panel to listen as discussions are held on a wide range of subjects. The most common on the internet is the ICT problem and conversations oriented on the solution, IT departments that have specific application, SME’s, and about the particular use of product like the community-oriented website of Apple (<https://discussions.apple.com/welcome>). The website has plenty of discussions where users talk about everything related to Apple's product from the most eloquent to the less eloquent and also help each other like nonstop customer service. One of the conveniences of the internet is non-temporality. Because as users, they always can find someone who can help. These forums provide a wide view on rich insights for a variety of business outlines from diverse subject turning around products. About the customers are talking on the ideas about the improvement on product, there is an opportunity for the company to think about working on the development of the idea and apply it. Sometimes, they even find a way to fixe bugs, or find one that no one expected to see. Many ideas are exchanged on the forums (internet) on the potential refinement and the improvements, customers even share some concepts. The main subject of discussion is sometimes about the improvement of customer service, including also the support,

innovation, and the expansion of the market (new usages, applications, and segments). (G. Bhalla, 2011)

Demonstrating client readiness is a valuable skill in gathering relevant information about consumers and how they use the product. This can be seen as a passive procedure, but it also guides dynamic development because it is a collection of real-time information via forums, and groups active on the internet. Whatever the number of tests performed on the product, customers will always find out, creative methods, a way to detect the existing flaw. They will not hesitate to share their opinion in their respective discussion groups. Besides, Internet forums are places where consumers share their views of a service already used vis-à-vis other potential customers when they are looking for some solution. In a way, customers are the best beta testers for all digital and non-digital products ("Why You Should Listen" 2018).

In the world of video games, listening has always had a place accompanied by certain advantages from the marketing point of view. The case of Blizzard is one of the most relevant illustrations. One of the biggest successes of the company was the release of the online game WOW (World of Warcraft), which is still one of the best online games a decade later with a dozen million subscribers. However, how has value co-creation been used effectively by BLIZZARD? In addition to the beta release made available before the game's release, the company has added a free API with the full version of the game that gives users access to a customization interface (Davidovici-Nora, 2009). Therefore, for Blizzard, designing a simple and easy-to-use user interface for casual gamers has only required minimal effort. The same interface offers the opportunity for more experienced players to enrich it according to the specificity of their needs. To do this, add-ons have been created to provide the original user interface with additional features.

Since then, users have been able to share their add-ons within the digital gaming community. Blizzard realized that the core of the game remained intact as the developers wanted, apart from the effort costs associated with the game interface design that has been minimal (Davidovici-Nora, 2009). However, on the other hand, they gave meaning to the involvement of players by allowing them to create tools that would positively change their experience to make it unforgettable if not unique. BLIZZARD knew how to listen to its players who have always wanted to achieve a certain degree of customization of the game which, its unique meaning, is an asset and join the vision of the game from other players, hardcore or not.

The power of listening had a place in business practices and more specifically, in negotiation. Indeed in this area, listening makes it possible to value the interlocutor. Epictetus, the Greek sage and stoic philosopher (55 AD) illustrates the power of listening in a deeper dimension through this assertion: "You were born with two ears and a mouth for a reason so that we can listen twice as much as we speak " That's what Obama understood, and for that reason, his first presidential campaign focused on the power of listening. This allowed him to stand out from the other candidates because it permitted him to create closeness with the populations he had talked to while having genuine exchanges based on listening to his constituents, a practice that is not new to him. Certainly, Obama, in his youth, was a social worker in his community. Thus, the repercussions of this "original listening" are the identity of a new "co-created" president with his voters.

Correspondingly, in the context of co-creation, listening to consumers is a way of doing a behavior-based mapping and highlighting the way to co-create great exclusive experiences. As a result, from

harvest insights, it is possible to bring the consumer to work in conjunction. However, listening strategy makes sense in the digital world where everything is happening and especially in the brand community.

2.3.2 Engagement of the Customers: the shape of their Willingness

The high engagement of the customer with a positive attitude has an influence on the level of trust in the brand and make the customers interested to the company. (Bowden, 2006). Not only to the message from the company, also the activities or events and project. The customers feel that they a part of the company . The trust from the customers has a connection to the engagement which lay in the willingness. The disposition of the customers to participate in a co-creation project lied in the commitment.

“The best way to find out if you can trust somebody is to trust them.”

— Ernest Hemingway

Commitment has a positive influence on the customer's brand behavior, especially their level of co-creation behavior (Hollebeek et al., 2014). The emotional connection between a customer and a brand is the engagement of the customer. The involvement of the customers as an engagement became synonym of more purchasing, adding to the promotion of the brand by word-of-mouth and a reinforced loyalty toward the company. Thus, providing a high-quality customer experience is an essential element ("What is customer engagement?" 2019)

Businesses are in an optic in which customers are encouraged to engage in conversations, to elicit responses and feedback, and to generate new ideas by disrupting the current balance. In all cases,

engagement creates new patterns of interactions and relationships between a company and its customers (G. Bhalla, 2011).

2.3.2.1 Characteristics of Successful Customer Engagement

Factors that enable the successful execution of engagement initiatives also have an effect on the willingness of the customers to participate. Since the purpose of the engagement is to make the customer willing to participate in a co-creation, it is important to focus on some useful point that would have an influence on the motivation of the customers.

- **The Passion and Interest of the Customer:** A common ground shared between the company, and the costumers is a way to shape the engagement. The mutuality can turn around the passion, the hobby, the ideology of the customers. Nike mainly focused on Basket-Ball, but make its entrance in the world of Football with “JOGA” and conquered the Brazilian and all the worldwide football enthusiast. In 2006, the launch of the commercial “Joga Bonito” (Play Beautiful) with Eric Cantona, a famous football player in France Team, and England in Manchester United motivates many fans. Eric Cantona is famous among the purist for his talent. He also appeared on some French movies about football. (G. Bhalla, 2011)

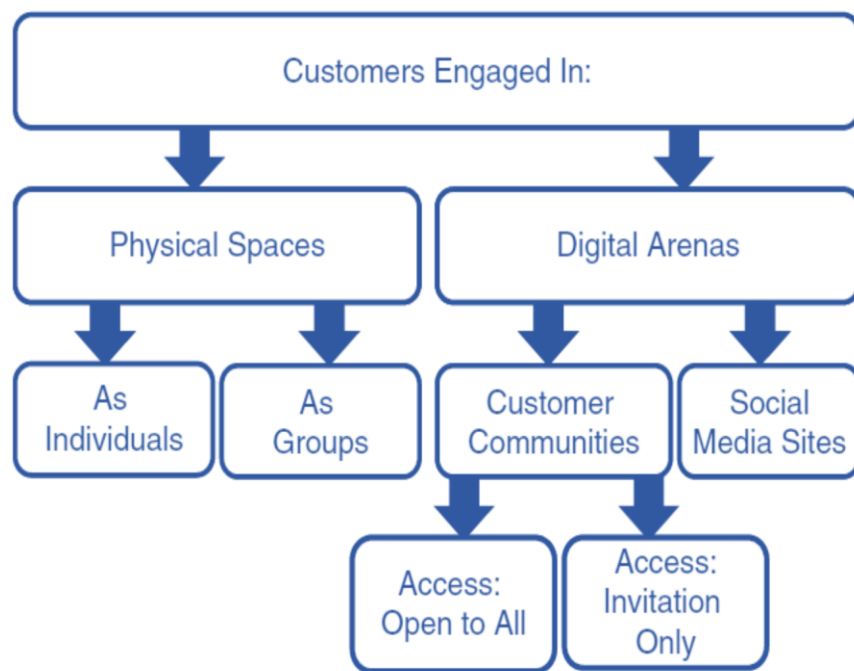
- **Accurate Commitment:** The authenticity is the gist because people are no longer sensitive to simplistic advertising, or covers. They want to talk to the brand, know the truth, and exchanging into the community. For that reason, the example of Nike is accurate. The brand built a digital community for the football enthusiast to allow them to exchange and experience a new perspective around football. LEGO the brick game company has done the same with the “Idea” platform where “brick enthusiastic” can share their creation. (G, Bhalla 2011). In both cases, the accurate

commitment is to gather around the collective passion of the customers shaped by their creativity and sociability.

- Multi-way interaction: The interactivity of the brand with the people, who are customers or not, make the company as “brand-led initiator.” The meaning is that the brand encourages the people who want to pledge, in the way of devotion, by making their engagement easy through “Arenas.” Research on Co-creation has shown optimistic impressions about the impact of the brand on their evaluation when it comes to the solicitation about co-creation (Liu and Gal, 2011). The increase of interaction between the brand and its customers has a positive impact on the engagement because they get acquainted with each other (Mangold and Faulds, 2009). Finally, the engagement of the customer authentically foams to complete potential at the moment when the interaction can be possible on both sides by agreeing on mutual terms. Also, touching the simplification is when it is question making the dialogue easy not having a control on it. Sharing everything about teams, the uploads of rare photos or archives, combining to the personal actuality feed of the favorite football stars, including the detailed background and some insights kept the engagement on the digital platform Joga.com of Nike. (G. Bhalla, 2011)

2.3.2.2 Engagement Arenas

Customer engagement can occur in physical spaces, in digital arenas, or in both. In the case of Joga.com, engagement began in digital arenas, but spilled over into physical spaces. More decisions await a company once the basic physical space or digital arena decision is made. These decisions are summarized in Fig. 2. (G. Bhalla, 2011)



Figure

2: The

Arenas of Engagement and Choices

The explanation of the *Figure 2: The Arenas of Engagement and Choices* is that, if a company decides to engage customers in physical spaces, then it must decide whether to engage customers individually, or in groups. Alternately, if a company decides to engage customers in digital arenas, it must choose whether to engage them in company-sponsored sites, in social media sites, or in both. Lastly, if a company decides in favor of engagement in company-sponsored sites, it must

decide whether to engage all-comers, or restrict the engagement to a specific number of pre-invited customers from specific market segments. (G. Bhalla, 2011)

2.3.2.3 Engagement in Digital Arenas: Communities and Websites

LEGO has long seen the value in co-creating products with customers (both young and old). For example, LEGO Ideas is an online community where members can discover cool creations by other fans and submit their own designs for new sets. Fans can vote on submissions and give feedback. If a project gets 10,000 votes, LEGO reviews the idea and picks a winner for an official LEGO Ideas set to be created and sold worldwide. The creator gives final product approval, earns a percentage of the sales and is recognized as the creator on all packaging and marketing. This concept celebrates loyal customers and rewards them for innovation, creativity and entrepreneurialism (“Co-Creation: 5 Examples” 2019)

Companies can also engage customers in social media sites, like Facebook. There is increasing evidence to suggest that people access social media sites, not just to meet their personal and social needs, like making new friends, sharing information, and staying abreast with the activities of current friends, but also to interact and engage (G, Bhalla 2011)

For engagement to be meaningful and mutually satisfying, the company needs a basis for focusing and channeling customer interest and passions. The research and experience made by Gaurav Bhalla in his book suggest that three domains are particularly effective catalysts in igniting and nurturing customer engagement. Relationships around customers, with themselves, their family, friends, and the communities they live in. The Causes and values that reflect customers’ and concerns provide a powerful focus for engagement. The Brand with its Symbolic and/or material consumption of branded products and services that meet consumers’ needs, wants, and desires;

this could involve relationships with brands and/or companies (G, Bhalla 2011) like in the Case of Harley Davidson Community

2.3.2.4 Factors Enabling Engagement

A significant volume of customer engagement takes place in social media, or in company-controlled digital environments. In the imaginable future, as social technologies and collaborative tools become even more fixed in customers' daily lives, these environments are likely to account for even a higher proportion of customer engagement (...) Companies can improve the performance of their customer engagement initiatives in digital environments by paying attention to four factors (G, Bhalla 2011) We gathered these 4 factors in a table

FACTORS	Inquiries	Actions
Intent	Why does the company want to engage its customers?	Customers volunteer to interact with companies to meet a variety of personal needs, like social interaction or recognition, an opportunity to try new products, and to exercise their creativity on new insights.
Control	Who controls the interaction agenda?	The interactions between customers, and between customers and the company, need to be channeled, not controlled
Participation base	Do all participants have a role?	Everyone participating, or invited to participate, should have a role

Incentives for participation	How is participation rewarded? Incentives: Recognition Matters, Money Matters	A variety of rewards and incentives that create personal recognition and psychological value for the customer are needed to sustain engagement. Issues related to recognition, rewards, and incentives, for securing customers' participation in collaborative innovation activities
------------------------------	---	--

Table 2: The 4 factors of customer engagement initiatives in digital environments

2.3.3 Respond Externally: Co-creation

Co-creation rarely happens in one large spontaneous step. That's because it is driven by consumer needs and preferences, rather than rigid engineering specifications. Since consumer needs and preferences are fluid and malleable, several iterations of exploration and development are usually needed before companies and customers arrive at a finished value proposition. To shorten the development cycle and time to market, companies adopt a variety of tactics to empower customers and improve the productivity of the co-creation effort. Examples include selecting high-value customers to collaborate with, such as lead users, and experimenting with tool kits and prototypes to empower customers and involve them earlier in the innovation process (G, Bhalla 2011)

2.3.4 Respond Internally: Organizational Alignment

Rather than hiding from the market's anger, in the case of Dell, they used the negative energy directed against it to co-create a business transformation program. The company created IdeaStorm, an online community designed to co-create a better product and service experience. By responding and following through with implementation suggestions generated within IdeaStorm, Dell has redefined customer relationship management and set a new standard for responsiveness. The

company did not just celebrate insights, suggestions, and ideas; it organized itself around these inputs and implemented concrete initiatives. (G. Bhalla, Collaboration and Co-creation, 2011)

What is IdeaStorm and how it works?

On IdeaStorm customers can share their ideas and suggestions. IdeaStorm is more than just an online suggestion box as it was in 2007, as it now serves as a platform in which customers and Dell can interact. The idea behind IdeaStorm is that customers are given a direct voice and through this platform online “brainstorm” sessions can be created (Dell, 2016), hence the name “IdeaStorm”. Since its launch more than 16.000 ideas have been submitted and nearly 500 ideas have been implemented. The platform works as follows: customers post their ideas or suggestions by adding articles. Other users can promote, demote or comment on them. Another way to create interaction is through the “storm sessions” which are created by Dell. In these storm sessions Dell posts a specific topic and users can submit ideas for a limited amount of time. This is to ensure that the discussion stays on-topic and relevant. A simplified summary of the general procedure can be seen below (consumervaluecreation.com 2016)

2.3.4.1 Change in Approach: The Fundamentals for a New Mentality

Customer's ability to collaborate to create value aligns with existing beliefs about value creation in businesses. These convictions are for the most part what revolves around product innovation. From then on, product innovation is beneficial for both sides. On the consumer side, it improves

the consumer experience and gets closer to satisfaction if not to achieve it. On the corporate side, innovation helps to create better relationships with customers, have a better reputation for product development, and finally impact on its Corporate Social Responsibility. Emerging platforms for customers co-creation including collaboration have a difficult connection with the existing mindset of those who favor traditional patent-based value creation methods, and the creativity of the R & D department of the company instead of turning to the potential of the consumer. (G. Bhalla, 2011)

Prerequisites	Explanation
Authenticity	Companies and customers have their own aspirations. The difference is that the aspirations of the customers have been mostly transparent and open. For example, customers aspire to have safe products that they are confident about. They want easy-to-use, intuitive products and an after-sales service that can answer any questions without hassle. Authenticity in this situation is ethical in that the company does not pursue any illegal activity and respects the needs of its consumers. It is also the transparency that access to useful information, the sharing of the same information that could facilitate communication and especially build trust between the company and its consumers. (G. Bhalla, 2011)

<p>Flexibility</p>	<p>Today, customers also have many opportunities to voice their opinions. These opportunities make it easier for companies and brand communities to focus on conflicting issues that can negatively impact satisfaction. For companies, it's about repelling the objections of honest customers while responding in the most courteous way to install a friendly atmosphere</p>
<p>Principle</p>	<p>A lack of follow-up can easily sabotage customer collaboration and co-creation initiatives more quickly, because monitoring the co-creation project is synonymous with feedback and interaction and that's what motivates the user. Speaking and formulating initiatives without taking action may be penalized by customers who value monitoring and transparency. Hence, it will be inevitable that what will ensue will be the lack of conviction will be no matter how much effort a company makes to conceal it and will have a negative impact on the market's determination to want to cooperate constructively with it.</p>

Fig. 2.2 Three Prerequisites for a New Mindset (G. Bhalla, 2011)

2.3.4.2 Structure of Co-creation: The case of LEGO

The simple wish to collaborate with customers doesn't definite co-creation of value. Co-creation is relatively new in the matter of business practices.

LEGO is the company that probably best exemplifies the power of co-creation. In the early 2000s, LEGO faced a difficult financial situation due to brand dilution, over-extended product lines, and an abandonment of its traditional customers in search of new growth opportunities. Fortunately, a newly appointed CEO defined a fresh strategy in 2004 that led the organization in a new direction. The new strategy was driven by LEGO fans. In essence, LEGO became an open-source company and involved its customers in this new business adventure, elevating its innovation processes to the highest degree. ("Why Your Company Should Embrace Co-Creation" 2018)

In 2008, through a partnership with Cuusoo System in Japan, LEGO take the opportunity to make fans' ideas into reality. Fast forward to 2018, LEGO Ideas has grown into a crowdsourcing platform with over 1 million LEGO fans churning ideas, co-creating and showcasing the creative potential of the iconic LEGO brick ("10th Anniversary IDEAS" 2018)

IDEAS ask Lego fans to post their own designs for new playsets, with the projects that receive over 10,000 votes then being considered for production. As well as the sheer joy that comes along with creating their own set, the winner also receives 1% of net sales, giving them a monetary incentive for participation too.

LEGO Ideas is an online community which brings together passionate fans and creators from around the world to imagine, iterate, and evaluate ideas for new LEGO kits. It is a great example

of open innovation and co-creation, where members have actively participated in the journeys of several successful products from idea to development.

For Lego, the benefits include guaranteed positive feedback (and the ability to see what kinds of products fans like) and a continuous pool of fresh and creative ideas to draw from. In turn, this helps to create additional value for consumers, for both those who submit ideas as well as fans who see an idea they have voted for come to fruition. (“Lego to BMW” 2018)

Some famous creations include the DeLorean from Back to the Future, and the 30th anniversary Ghostbusters set. The LEGO Group then approached Chaordix to make a global brand community and launched the beta version of the site in 2012. LEGO Ideas officially launched in April 2014 (“The Lego IDEAS Story” 2018)

When LEGO launch the IDEAS (<https://ideas.lego.com>) the Objectives was to give the opportunity to the customers and fans to share their creation. Julia Goldin, Chief Marketing Officer, said: *“LEGO Ideas truly demonstrates the power of our fan community. During the past 10 years our fans have come up with the most incredible ideas, which have become beloved sets. These creations show us again and again that with LEGO bricks you can build anything you imagine. I would like to thank everyone who has contributed in making the LEGO Ideas platform what it is today. It is a fantastic, supportive and creative global community and I look forward to many more years of great ideas.”* This Digital Arena launched by LEGO for the Co-creators or Collaborators who are the customers who shared their creations and ideas. The Tool and Process here is the

website where the customers use to share their creations and get feedback/vote from the others customers, plus the action of sharing the pictures of their creation that coming from their creativity is the process that customer went through to convert their creativity into tangible value that is the creations. At the end, the Contract that motivate the customers for their effort, creativity and time is that LEGO produce a creation when it gets over 10,000 votes and the co-creator receive 1% of the sales of the product.

2.4 Co-creation and Social Construction theories

Co-creation gave to marketing a new aspect to the services also new possibilities in the relations between customers and producers and since companies have started to treat their customers as active collaborators when developing various offerings (Gustafsson Anders et al. 2012). Co-creation has brought a new aspect in the relationship between companies and their customers. The reality that is more and more appealing is that customers have left the end of the value chain to endorse a new role as collaborator or co-creator in the production process as goods or services. This new pattern drew the scheme of social construction theories with the involvement of SD Logics.

From the observation of Pels et al. (2009), the area of SD logic (Service-Dominant) that is interested in co-creation is only around the main issue that is value creation from customers to providers. The orientation of the attention would be better if it is about catching a glimpse of the social settings or social circumstances. The meaning of the focus lay in the Location and the Choice of the co-creation happening. The new concentration implies that many variables like the spatiotemporal parameters, environment, the semiotic behind the communication are not take in stride. Value is co-created with customers and assessed on the basis of value-in-context (Bo Edvardsson et al. 2010). Moreover, many works on S-D logic could benefit from paying explicit attention to service exchange and value co-creation. The fact is, social forces influence both service exchange and value co-creation (Bo Edvardsson et al. 2010) hence, give a significant part of the stress on social construction theories into SD logic.

Therefore, service is a perspective of value creation, and virtually anything can be viewed as a service (Edvardsson et al., 2005). The service-dominant logic defines co-production and co-

creation as a connected phenomenon to the production and delivery of a service; in other words, how companies deal with their customers through customer participation in the joint creation of service value (Vargo and Lusch, 2004).

Social construction theories are used to interpret the social world and to enhance understanding of how actors on a societal, group and individual level create, realize, and reproduce social situations and structures (Archer 1995; Berger and Luckmann 1967; Giddens 1984; Goffman 1963; Linton 1936; Mannheim 1936; Merton 1957). Researchers in social sciences have developed theories about the social construction of reality (Archer 1995; Berger and Luckmann 1967; Gergen and Davis 1985; Gergen 2009). In this debate, Berger and Luckmann (1967) have raised the discussion of a subjective and intersubjective reality versus objective reality. They noted that all knowledge is developed, transmitted, and maintained in social situations

The origin of social construction theories can be traced to the interpretative social science paradigm (Berger and Luckmann 1967; Blumer 1969; Goffman 1963; Levin and Levin 1988) or the dialogical paradigm (Tronvoll and Edvardsson 2008), the latter of which is primarily concerned with explaining the process by which individuals explain the world in which they live. These paradigms have their philosophical roots in hermeneutics and phenomenology (Boland 1985). The meaning is that the only way to understand reality is as a social construction as a result of human sense-making activities (Walsham 1993). The paradigms thus describe the complexity of human sense-making as the situation emerges (Kaplan and Maxwell 1994). Social Constructions theories have relevance to Marketing because they help to explain how shared understanding constitute a “Social Consensus” that shape the perception and interaction of individuals (Deighton and Grayson, 1995) also customers are influenced by societal norms and values, which they also

produce and reproduce through interaction with the world in which they live (Giddens, 1984). By applying concepts from social construction theories—such as social structures and systems, interactions, positions, and roles—to S-D logic, we position the customer in a social context as an intersubjective actor and resource integrator rather than as an individual actor.

It can practically be argued that S-D logic is intrinsically well-matched with social construction theories since, as Pels et al. (2009, p. 328) have noticed, S-D logic essentially esteems marketing by way of “... a social and economic process, and resources as ‘becoming’ not ‘being’”. However, as Pels et al. (2009) go on to observe, the social implications of S-D logic have not been fully explored, because research in this area has tended to focus on the central issue of value-creation between customers and providers, rather than the social setting in which this co-creation occurs.

The physical and social setting is a reference for the social environment, social context, sociocultural context, or milieu in which people live or in which something happens or develops. It includes the culture that the individual was educated or lived in and the people and institutions with whom they interact (Barnett, E; Casper, M 2001).

Among these social setting, it can be taken into consideration the milieu. At the outset, the democratic milieu and the authoritarian milieu. Before we delve into both milieu, it is more suitable to inquire into the Structuration Theory. We allude both milieus are part of the social setting where co-creation occurs. In this respect, to develop more about the milieu Giddens (1984) delineated upon Social Construction, his Structuration Theory composed of 3 structural dimensions. These three dimensions take place in the milieu and have a headway on the social construction between the producers and the costumers. Also, the Giddens Structuration Theory is adjacent to the makers of the community (Algesheimer et al., 2013)

Giddens Structuration theory	Algesheimer Makers of Community
Signification (Meaning) Giddens (1984) deal with the fact that individuals interconnect during social interaction by drawing upon interpretive schemes and semantic rules to understand the meaning of the communication, and in so doing, they reproduce the structure of signification (Giddens, 1984).	Shared rituals mean that members share recurring practices, routines and common jargon when communicating with each other (Schau et al., 2009; Thomas et al., 2013)
Domination (control) Individuals exercise power by drawing upon the unequal distribution of resources (tangible and intangible) to reproduce the extant structure of domination (Giddens, 1984).	Sense of Moral Responsibility (Muniz and O’Guinn, 2001). “Moral responsibility” indicates that members tend to help one another (Zaglia, 2013).
Legitimation (Morality) - Consciousness of Kind Individuals refer to social norms and values to evaluate the legitimacy of other people’s behavior, thus reproducing the legitimate structure (Giddens, 1984).	“Consciousness of kind” suggests that the community members share a communal sense of belonging; they feel different from “outsiders” and are hostile toward potential intruders (Latour, 2005).

Table 3: comparison between dimensions of Structuration theory of Giddens and Makers of Community from Algesheimer

Formerly, we were referring to the milieu, and included the Authoritarian and Democratic milieu. There difference is on the leading. In an authoritarian milieu, the environment turn around the presence of an authority, the control or command and the supervision. In the case of a democratic

milieu, the reference axis is the power and the capacity of people; including their massive participation. From our perspective, both milieus are existing as social position because they include a distribution of roles. A social position is an arrangement consisting of a set of roles that define the expected and actual behaviors of persons within a social system (Merton 1957; Schooler 1996). Berger and Luckmann (1967) argued that actors who interact in a social system form “mental models” of their behaviors; over time, these models eventually become habituated into reciprocal roles that the actors play out in relation to each other.

Chapter 3: Methods

3.1 Methodological Approach : The Usage of Scenario in Our Experiment

Our study uses an experiment with scenarios manipulating different types of participation and decision discourses. Alvesson and Sandberg (2011) also adopt similar methodologies that stimulate ideas. We also suggest that scenario usage is an experimental method that researchers are able use to produce "interesting results." Therefore, there is possible use of scenarios in an experiment for the development of new "interesting research." From that fact, new results from the present research are the starting point to open up new perspectives. The use of the scenario in the research experiment can coexist, challenge and complement more traditional research approaches, such as surveys and dataset-based propositions through observation and experimentation, but can also be statistically representative (Rafael Ramirez et al., 2015).

In different areas and practices, the term "scenarios" does not refer to the same thing. The objective is not the same, moreover, does not imply either a single form of production. In our context, "scenarios" are understood as a small tailor-made set of structured conceptual systems of equally plausible future contexts, often presented in the form of narrative descriptions, fabricated for a target and a specific purpose, typically to fuel work. Later (SP Schnaars 1987 R. Ramirez et al. 2008). Because the scenarios take into account both the context and the environment rather than the self, they do not concern the actions of oneself or one's actions. The scenario focuses on what would happen to an individual independent of anybody if that person decides a situation based on different variables.

However, the present implication is that the intention is destined to someone since an environment involves the "surroundings" or the contexts surrounding an individual. This actor specificity is a

characteristic that differentiates scenarios from forecasts, which apply to anyone (K. van der Heijden, 2005).

The bases of scenarios are the assumption of the difference of the future from the past. Moreover, it is impossible to predict the future. Therefore, based on this story, scenarios are not predictions but are tools for thinking about possible future expansions based on the present. In this development, it is about the identification of the different images of the future and the examination of the possible strategies (see Postma and Liebl, 2005). As noted by Rotmans et al. (2000), "the only relevant question that scenarios can address is not whether an event is going to happen, but what we could do if it happened."

Godet and Roubelat (1996) define the scenarios as "the description of future situations and the course of events allowing to move from the initial situation to the future situation." This definition contains an implicit assumption that scenarios are not static images of the future, but instead describe a dynamic course of events and actions. In these terms, the scenarios consist of driving forces, events, consequences, and strategies related to their development. To further explore, Rotmans et al. (2000) present an operational classification that identifies different types of scenarios:

3.1.1 Exploratory and back casting scenarios

They are based on the temporal dimension of the starting assumptions and the direction of the sequence of events following the initial statements. Thus, exploratory scenarios start from present assumptions and examine their future consequences, whilst back casting scenarios identify a future state and analyses the course of events that lead to this situation.

3.1.2 Descriptive and normative scenarios

They are based on the presence of objectives linked to specific values. Normative scenarios are constructed to attain precise goals, while descriptive scenarios are constructed without regard for preferences.

3.1.3 Quantitative and qualitative scenarios

They are based on the type of information included in the scenarios. They often result from modelling and refer to well-known systems. They offer structure, discipline and rigor, but can fail to capture the complexity of the system when descriptions of state are uncertain, causal interactions are not well understood, and non-quantifiable issues are significant (Swart et al, 2004). Conversely, qualitative scenarios provide a better understanding of values, behaviors and institutions. (“Participatory scenario” 2012)

3.2 Population and Sample

First, sample is the group of individuals who participate in a study. These are the individuals who end up interviewing in a in a qualitative study or who complete a survey, in the case of a quantitative study. We send a participatory and exploratory scenario to 100 people and 50 of them

end up participating in the survey. Our sampling frame is the group of individuals who could possibly be in our survey, which in the above would be the 100 individuals.

On the other hand, our population is a broader group of people to whom we intend to generalize the results of our participatory scenario. But the sample will always be a subset of our population. Our exact population will depend on the scope of the survey. For instance, say our research question asks How APU Students would react toward a co-creation/collaboration situation under different scenarios. In this case, our population are Students in Ritsumeikan Asia Pacific University.

3.3 The Experiment Scenario: APU BUZZ

For our research, we choose to use Participatory and exploratory scenario for its temporal dimension since exploratory scenarios start from present assumptions and examine their future consequences and participatory scenario take in consideration the public participation of the subject in a unique situation. There are four scenarios; we sent each to a sample of 25 individuals for a population of 100 APU Students. The first sample is not aware that there are three other different scenarios sent to different samples and vice-versa. Furthermore, we contacted the sample of our population through internet. We use social media like Facebook, twitter, and Instagram to reach them. But, most participant who were interested were reach through Facebook. Besides

In the construction of our scenario, we have identified situations in which we plan that participants will project themselves "naturally" and make sense of these situations. According to their formulations, the scenarios (which are four in number) are deliberately layers of a situation

stimulating the feeling of participation. Besides, these scenarios contain elements that can produce a range of reactions ranging from astonishment to refutation.

The situations evoked and reconstructed in the scenarios result from a singular experience in which the participant is put aside for a reason directly related to a particular trait. However, also of several collective experiences, of implementation of devices that are human taking into account our participants. However, also technical in other exceptional cases that directly concern the participants and that operate from a distributed competence among them. The purpose of our scenario as an experiment is to "artificially" place our participants in situations that are the judge as biased, unfair, or misinformed.

3.4 Hypothesis

In this paper for our study, We are going to talk about Effect Size. Thus, it is a process to quantify the proportion of variation among groups. The expectations of the effect size are unstandardized since we are going to use a familiar scale that will measure the participation (I will participate Vs. I do not want to participate). We will also include the use of a restricted range from 0.1 to 1 since it is only between Collaboration and Discourse. Our study involves that the parent population is significantly non-Normal. The parent Population here is the origin of our sample. By that means we can say that our parent population is all students (undergraduates and graduates) of Ritsumeikan Asia Pacific University including Boys and Girls, from any country and any school. However, we exclude Ph.D. students, the members of the staff, the Professors, and every person working for APU. Besides, we do not exclude students who are work as part-timers on the campus. Plus our parent population is not Normal because of our hypothesis and the presence of outliers. The outliers are extreme values when it comes to comparing them to the other data.

The nature of these outliers will be Multivariate because their bases are two variable we can summarize as Discourses and Collaborations we will combine into four scenarios. For the standard deviation, it is a measure applied for the quantification of the value of change. So, we can expect about 68% of the values to be within plus-or-minus one standard deviation. The reliability here would be unknown since we are in the stage of expecting more participation in the scenario of Democratic-Participative.

To conclude, we make the following four assertions:

- Participative collaboration where customers are encouraged to participate regardless their skills, background can influence a co-creation campaign
- Invitational collaboration where the customers are invited to participate regarding their skills, knowledge can influence a co-creation campaign
- Authoritarian Discourse where a mandatory and obligatory guideline to follow can influence the motivation and the participations of customers in a co-creation campaign
- Democratic Discourse where there is no required guideline to follow can influence the motivation of customers in a co-creation campaign

3.4.0 Mass Collaboration and The Effect on the Idea Generation.

Linked to our hypothesis, the purpose is to illustrate the impact of mass collaboration on the generation of idea and the diversity . We will illustrate our analysis by using the APU University

to assert about how Mass Collaboration is used in the University to lead to results installing Diversity and cosmopolitanism.

Cooperation is one of the most common thing we used to do, without thinking about, in any domain of our daily life. No matter if it is in an office on a deal, working on a university project, managing any event and moreover, wherever it is needed to have a sharp team to bear that work we need to do. There is a difference between Mass collaboration and the old organizational concept for Mass cooperation. In the past, all teammates had to meet in one place and to bear any task for a project. However, in the modern-day, the concept of Mass Collaboration is making its way in companies. The idea is to give new perspectives to their marketing personals. For example, they are joining in the way of crowdsourcing. Besides, by going into Mass collaboration, the company allows its employees to examine sharply and reduces the processes which would help the organization to be more efficient. The innovation will come after to have an impact on sales. Besides, the potential for Mass Collaboration is growing. Thus, because of the insights from different perspectives, it provides to the employees. The idea of freelancing also comes from the notion of mass collaboration. Nowadays, the freelancing sector is developing at a tremendous pace. Students & practitioners earn much cash from freelancing.

One example is the InnoCentiv digital platform that is famous for dealing and solving many enigmas that are unsolvable for the R&D of many companies. The platform was created in 2001 by Eli Lilly, a pharmaceutical maker. Since that day, many firms like Procter and Gamble or Boeing posted ornery scientific share some research and Development based issues. The most interesting is the knowledge peoples who are not specialist solve these problems. They are just simple people who used to do science as a hobby. Some of them are students in chemistry. Karim Lakhani, who is an MIT teacher in technology and innovation, has shown an interest to

InnoCentive and investigated as he finally concludes that the power of network like InnoCentiv is accurately lying in the heterogeneity of intellectual background and the unlikeliness of the vision of the "solvers."

Moreover, it is a gateway to associate with "brainpower" out of the company boundaries, and at the same time, from the difference, to see how people outside the company's culture and "influence" would read the problem and which way they would use to find the solution. The lesson to understand from InnoCentive is that the most valuable tracks are those that connect to a most expansive variety of background of information or data. Which means that the power is the link of a network that gives access to a wide range of useful knowledge and resources that could be useful once they are together (Jeff, 2006)

In the case of our study, mass collaboration in its context involves the students who are the collaborators in the co-creation project. The students are from different countries. They also have a different background. Finally, in this environment full of cultural and ethnic diversity, in the case of collaborative work, the difference could be an advantage. They can confront every different idea, also receive insight they can face and shape to create a new idea. The presence of the difference in their daily university life makes the student able to deal more comfortably with the acceptance of the other and independent from the tribalism. The definition of tribalism is a feeling of superiority that can drive a group of people, usually from the same ethnic background, to act prejudicially toward a different group. Thus is generally how conflict start.

Many activities in APU put the students in situations of collaboration and cultural "collaboration" also cultural-shock. The activities help students to work together and deal with the difference between the other and take advantages of this opportunity.

The university count more than 100 clubs active in a different area. Focusing on the cultural clubs existing in APU can give a snapshot of the environment. Every year, these cultural clubs offer an exhibition of their customs through dance and show on the stage. It is used to see students from different countries or culture be in the same team and learn to perform a cultural element they do not know. Diversity exists everywhere in APU, from the staff members to the classes.

The point in our analysis is, Mass collaboration is present in APU. For that very reason, the University collaborates with the students many times. A team called FLAG (Fellow Advisory Group) FLAG present to greet new students to APU. It is a peer support group formed of APU students to helps the new students to adjust to the new life on campus also in the city of Beppu. Students from different country compose the FLAG Team. Every semester, the new students, on their first day attend guidance led by FLAG. They use different types of medium to explain to the students how life in University. Complementary to the explanation and the distribution of handbooks to the students, there is the projection of a video. The media show a new student who is dealing with primary needs in daily life and receive advice from a member of FLAG.

In another domain, the press journalism, there is F.A.F.A means For APU Students, From APU Students strives to deliver thematic information concerning APU. They covers . All articles are from APU Student Press Assistants (SPA). A student organization created on January 7, 2009. The center of their main task is on publishing news medium on account of the official APU website.

As the title suggests, the information provided on the website is for APU students, including articles written from the perspective of APU students to share their point of view. Some sections include interviews with Professors that work in the University.

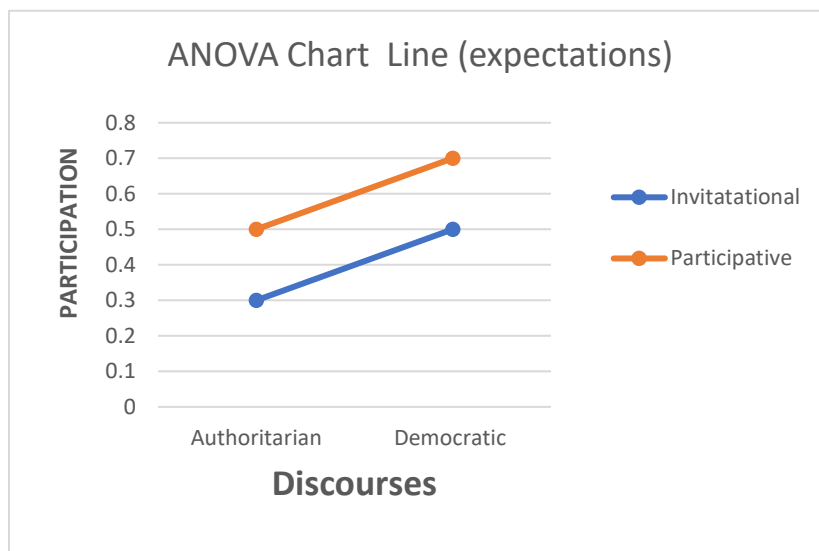
The result is simple with the two examples used below; utilizing the fellow young students to communicate with the new and current student lead to two ways. The first is, in the case of FLAG, it gives courage to the student to break some wall and talk to FLAG members and ask additional questions to be more assured. The presence of the young students addressing speech about APU and life on campus gives a general feeling of appurtenance. The reason is, they know that these people talking to them are students like them and they were able to make it. Right now, they are in front of them, helping to understand and answer their question.

The second is, in the case of FAFA, a website full of content written and edited by the students for the students, has an effect of a mirror. The young readers are aware of the accuracy of the information delivered since they are from young students like them. On the other hands, for prospective students, they have a snapshot of the University and what are the actual student thoughts about the board of Professors and APU. They speak the same language, and the result would be different if it were contents from adults.

3.4.1 Expectations regarding the result of the survey

By the same token, our expectations regarding the result of the survey, is that the scenario that is the mix of Democratic Discourse and Participative would have more participation owing the fact of the composition of the scenario. Further, the composition with regard to its specificity is synonym to liberty. In case, the 1st scenario Democratic Discourse turn around the power of the people and absence of authority, in addition the Participative Collaboration is approximately as open as the democratic discourse since the participative collaboration is about to encourage everyone to participate regardless of any background the participant is carrying. The most important aspect in the democratic participative scenario is how it is open. The lead appertains to the people when it comes to choose the best project or idea, similarly on the collaboration style, it is open. From our perspective this is the perfect environment.

3.4.2 Expectation concerning the factorial design



Our expectation regarding the outcome of the scenario is the significance of the scenario; Democratic-Participative on the factorial design toward the three other scenarios. From that point, the reason that justifies our expectation is on the fact

that the scenario "Democratic-Participative" is the one that offers more freedom to the participant and can have a better influence on their motivation by encouraging to participate.

On the one hand, the democratic discourse put down the presence of any authority to rise on the fact that the last word comes to the public who will choose the best — no power to the jury. The presence of Democracy should ensure a feeling of control to the participant that they can influence that result by inviting people that are close to their surroundings to vote for them and help them to win. The relation of the participant to authority will no longer have any effect since the absence of the authority power to the profits of The Power of People per se the etymology of the word "Democracy."

On the other hand, the Participative Collaboration style stands on the aspect where it is a question to the participation of everyone regardless of anything that can influence the involvement as the background, knowledge, nationality or ethnicity. The "open participation" characteristic of the Participative Collaboration Style makes the scenario more aerate with a good effect on the participant. Nowadays, the best is to avoid any classification subject that can tear apart people like gender, orientation, ethnic background, or income. Since the base of this collaboration, style is on the "crowd participation" or the participation of the people, with no regard to anything that can be a distinctive point on something that could make people different

3.5 Measurement using different variable:

3.5.1 Participation

For our study, we made a participatory scenario under the form of a survey. The survey itself was presented as simple as possible to allow the sample to easily understand the subject and what is the concern about. The main variable that was measured was the participation in the different scenarios. It is therefore, one simple question was inquired after the subject read the scenario; “*will you participate?*” and the candidate had two choices that will determine its participation:

- I will participate
- I do not want to participate

3.5.2 The discourses: Authoritarian and Democratic

We formulate the Democratic Discourse taking precaution to express it under a semiotic where the words are referencing to express liberty and democracy verbatim. Also, we take care to insist about the final choice belongs to the public even if there is a jury. The characteristics of the democratic discourse transpose an environment where the last word does not belong to any authority, but the choice of the people as a participatory democracy. A participatory democracy is a model of democracy in which citizens have the power to make policy decisions. Participatory democracy emphasizes the broad participation of people in politics (“Types of democracy” 2018)

We articulate the Authoritarian Discourse by being aware to insist on the presence of the authority. Plus, we develop the authoritarian discourse as if the liberty of the participants is framed within the administration of the authority since we intended to reproduce the environment of the

authoritarian regime. Authoritarian regimes can be autocratic, with power concentrated in one person, or can be a committee, with power shared among officials and government institutions (Sekiguchi, Masashi 2010)

3.5.3 The Collaborations Style: Participative and Invitational

The purpose of the collaboration style is to shape the way the co-creation between APU and the student is going to occur. In fact, the collaborations are capable of influencing the motivation to participate or the participation of the subjects. For this reason, we selected two collaboration style we borrowed from the open innovations. The illustrated two extremes. The participative collaboration where it is only question to participate and the on the other side, the invitational collaboration where there the participation is limited by the skills and the knowledges of the participants.

3.5.4 Method of Test of Significance between scenarios: ANOVA

Analysis of variance (ANOVA) is an analysis tool used in statistics that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors. The systematic factors have a statistical influence on the given data set, while the random factors do not. Analysts use the ANOVA test to determine the influence that independent variables have on the dependent variable in a regression study (“Analysis of Variance” 2019)

After collecting the raw data from participatory scenario as a survey and experiment around the idea of APU BUZZ. The ANOVA test is the commencement in analyzing factors that affect our data set. So, we use Analysis Of Variance or ANOVA test to find out if our survey or experiment results are significant. In other words, it is going to help us to figure out if we need to reject the

null hypothesis or accept the alternate hypothesis. Basically, we are testing groups base to see if there's a difference between them. Here our groups are the type of collaborations and the style of Discourses. For the collaboration, we have the Invitational and the Participative. For the discourses, we have Democratic and Participative.

For more description about ANOVA, we use the two-way because we have two independent variables that are Discourses and Collaborations. Plus, our two-way ANOVA is With Replication, we have two groups and individuals within that group they are doing more than one thing ("ANOVA Test" 2017) in other words; our two-way ANOVA allows us to compare student's participation based on two independent variables, such as Collaboration and Discourses. It is utilized to observe the interaction between the two factors and tests the effect of two factors at the same time.

3.6 The scenarios, the collaborations, the discourses and the co-creators

3.6.1 The description of the 4 scenarios

Regarding the international environment of Ritsumeikan APU, its diversity, and the mix of different cultures, we chose to elaborate a fictive co-creation campaign and we decided to call "APU BUZZ - APU Goes Viral". The idea of launching a fictive co-creation campaign was inspired by the strategy "*Respond Internally: Organizational Alignment*" part of the Chapter 2 of the book "Collaboration and Co-creation: New Platforms for Marketing and Innovation" (Bhalla Gaurav, 2011, page24) where the author talks about the internal response for co-creation and the change or arrangement it needs: "(...) *It requires an accompanying investment in organizational culture, structure, and processes*"(...). We considerate these arguments from the fact that most of APU students are involved in cultural events where they reproduce artistic elements of their cultures identical to singing, dance performed in front of the public that are mainly their fellow

friends from the university and few people that are the local population of Beppu. They are presented under the theme of Cultural week alike the Korean Week, the Thai Week, Vietnamese week, etc.. The main ambiance presented in these different cultural exhibitions is competition. This rivalry has an intrinsic purpose to see which community have the best performance. Also attract other students who aren't from different country in the organization of these cultural week. It happened to see students from different countries to be involved for example the performance of a Haka, a ceremonial dance or challenge in Māori culture. It is a posture dance performed by a group, with vigorous movements and stamping of the feet with rhythmically shouted accompaniment (Steven J. Jackson, Brendan Hokowhitu, 2002).

The co-creation campaign reproduced the same scheme familiar to the students, since they were used to see their fellow's friends performing in front of them and show supports. The fact that they will exist the witness of the other students

The pitch of the idea was formulate as following: *“imagine “something” that will make APU goes viral, create a buzz around APU. Whatever it is, the most important is to express the innovative idea sleeping in your mind, it can be an event, an object, whatever it is, if it can make APU viral, if it can make APU famous around the world, make APU the coolest university in Japan and beyond, don't hesitate, come and express it! We will help you! To Infinity and Beyond!”*

The scenarios described a contest where every student can submit an idea to make APU famous. The idea can be genuinely elaborate or something vague like a draft. The purpose is to draw the same scenario under the mix different discourses and collaboration. Precisely, Regarding the collaboration and the discourse; we mixed collaboration and discourse in 4 different scenarios where we observe how students when set-up as potential co-creators would reacted from “I will participate” to “I don't want to participate”

The realization of the scenarios went through the formulation of the discourses plus the formulation of the collaborations. The final process permeated under two steps. The first was the final combination of both: collaboration and discourses that formed the scenario. The second is sharing the scenarios as google forms to the sample. Subsequent to the summary, more in details, the detailed process of the methodology:

- Phase 1: elaboration and formulation of the discourses
- Phase 2: elaboration and formulation of the Collaborations
- Phase 3: Mix of Collaborations and Discourses: the scenario

3.6.2 Phase 1: elaboration and formulation of the discourses

Democratic Discourse: You are free to participate by submitting any idea you have in mind. The contest is democratic. Don't limit yourself. Your submission can be formulated as a pitch, draft or illustrated, you can use your phone, tablet, sketchbook ... Don't forget to submit an application form one week before the event. You will the idea/concept twice, the first time in front the selection jury, the 2nd time in front of the public that will vote in direct for you.

Authoritarian Discourse: You will have to follow the directives of the supervising staff. Then, every participant should submit an application form you can download on the website (apubuzz.co.jp). The idea must be clearly defined. Please don't forget to upload additional support if there is any additional attachment that will be pertinent to present to the board of Investors.

3.6.3 Phase 2: elaboration and formulation of the Collaborations

We used a model of collaboration from an open innovation mechanism. These collaborations are considered as types of open innovation (Philips, 2012 pp. 22-36) also used by corporate companies and media firms (Asha Gopalkrishnan and Mats Nylundi, 2014 pp.5-7). These Participative collaboration and Invitational Collaboration were shaped by a Suggestive strategy and a Directed strategy. But for the need of our study, we simplified it into Participative and Invitational.

The Invitational Collaboration is (usually) event or campaign-based initiative invites specific individuals or teams to submit ideas of their choice (on chosen topics). the firm builds a web of selected individuals/partners to participate in innovation. (Philips, 2012 pp. 22-36). But for the need of the study, we simplified the invitational collaboration as; a collaboration that targeted specific individuals regarding their skills to be part in a co-creation campaign.

The Participative Collaboration is this format that encourages anyone with an idea to submit it and review and rank from others. a sponsor directs a group to address a specific topic/problem or opportunity (Philips, 2012 pp. 22-36). We simplified this participative collaboration as; a co-creation campaign where individuals are encouraged to participated regardless their skills and knowledges.

Transposing the collaboration style to the scenario, we formulated them in the collaboration part to match verbatim to what we expected as outcome when the subject will be reading. For that reason, it is articulated as follow:

Invitational Collaboration: For this contest, creative idea is not enough, because your skills in marketing and promotion will be useful to help promote the idea or your concept. Then, a group of experimented Project Manager from famous and innovative companies will support you or your team to set it up for the pitch in public.

Participative Collaboration: It is a growth hack project to make APU famous. There are no limits about the nature of the ideas. It can be everything, a mascot, an object, à design, an event, à program, à new school... Every ideas are welcomed because the most important is to express your Creative and Innovative way of thinking.

3.6.4 Phase 3: Outcome from the Mix of Collaborations and Discourses

The elaboration of the scenarios resulting from the mix of different Discourses and Collaborations presented to the students are the followings without any changes:

1st Scenario Democratic Participative

You are free to participate by submitting any idea you have in mind. The contest is democratic. Don't limit yourself. Your submission can be formulated as a pitch, draft or illustrated, you can use your phone, tablet, sketchbook... Don't forget to submit an application form one week before the event. You will pitch the idea/concept twice, the first time in front the selection jury, the 2nd time in front of the public that will vote in live for you. It is a growth hack project to make APU famous. There are no limits about the nature of the ideas. It can be everything, à mascot, an object, à design, an event, à program, à new school... Every ideas are welcomed because the most important is to express your Creative and Innovative way of thinking.

Under the 1st scenario *Democratic Participative*; we mix a Democratic discourse the style leans towards to be address with a semiotic where the participants are made-up to feel free with a Participative collaboration where student are encouraging to participate regardless of their skills. The purpose is to make this scenario as entirely free and open where the subject doesn't felt restricted under any condition.

2nd Scenario -Democratic Invitational

You are free to Participate by submitting any idea you have in mind. The contest is democratic. Don't limit yourself. Your submission can be formulated as a pitch, draft or illustrated, you can use your phone, tablet, sketchbook... Don't forget to submit an application form one week before

the event. You will pitch the idea/concept twice, the first time in front of the selection jury, the 2nd time in front of the public that will vote in direct for you. For this contest, creative idea is not enough, because your skills in marketing and promotion will be useful to help promote the idea or your concept. Then, a group of experienced Project Manager from famous and innovative companies will support you or your team to set it up for the pitch in public.

In the 2nd scenario, *Democratic Invitational*, the discourse is the same as the first previous one, but the collaboration is invitational, that means people are participating regarding specific skills and knowledge. The purpose is to put the subject in a scenario where the situation is half free but half restricted under certain condition that is the skills of the co-creators.

3rd Scenario - Authoritarian Participative

You will have to follow the directives of the supervising staff. Every participant should submit an application form you can download on the website (apubuzz.co.jp). The idea must be clearly defined. Please don't forget to upload additional support if there is any attachment that will be pertinent to present to the board of Investors. It is a growth hack project to make APU famous. There is no limits about the nature of the ideas. It can be everything, a mascot, an object, à design, an event, à program, à new school... Every ideas are welcomed because the most important is to express your Creative and Innovative way of thinking.

For the 3rd scenario, *Authoritarian Participative*, we mix an Authoritarian discourse where the style is based on authority and thoroughness even though with Participative collaboration, it is open to everyone regardless their skills or creativity.

The purpose of this scenario is to put the subject in a situation that everyone can participate but there is a condition/guideline to follow strictly that is place under an authority.

4th Scenario - Authoritarian Invitational

You will have to follow the directives of the supervising staff. Then, every participant should submit an application form you can download on the website (apubuzz.co.jp). The idea must be clearly defined. Please don't forget to upload additional support if there is any additional attachment that will be pertinent to present to the board of Investors. For this contest, creative idea is not enough, because your skills in marketing and promotion will be useful to help promote the idea or your concept. Then, a group of experimented Project Manager from famous and innovative companies will support you or your team to set it up for the pitch in public.

In the last, the 4th scenario, *Authoritarian Invitational*, the authoritarian discourse is mixed with the invitational collaboration. The combination allowed us to blend the authority tone with the collaboration style characterize by its restriction to people with specific skills or knowledge. The situation here is totally restricted from the discourse to the collaboration.

3.7 The Co-creators: working with the customers or with the professionals?

In the case of APU BUZZ, the answer to question was obvious, making the customers of APU, the students, as co-creators, allowed us to benefit from the advantages of the UGC. The subject of UGC and its advantages will be display later. In his book *collaboration and co-creation (2011)* G, Bhalla talked about the collaborators (page 86) and about working with the customers, the criteria was fixed on the brand enthusiastic, customers showing high potential in co-creation like the lead users and the demographic (the case of hallmark working with moms with and without kids). In

the other side, working with the professionals, the example of TopCoder tape right onto the crowdsourcing world that can be saw as an informal outsourcing, with the difference that the sourcing of the crowd can be with non-professional, in the case of TopCoder, they were working with programmers.

Going back to APU BUZZ, the reason why we choose to work with students who are involved or not into extracurricular activities is because students are consumers of the university products and services. Every day they ate at the cafeteria, they use the copy machine, spend time in the library reading and borrowing books, attend their class in the different classrooms, and spent time in the university. They know what would good for them, or what needed to be upgrade among the product and the services of the university. Plus, every time, they shared pictures and videos of the university related to their extracurricular activities or not

3.8 Analysis of the APU BUZZ using the structure of Co-creation

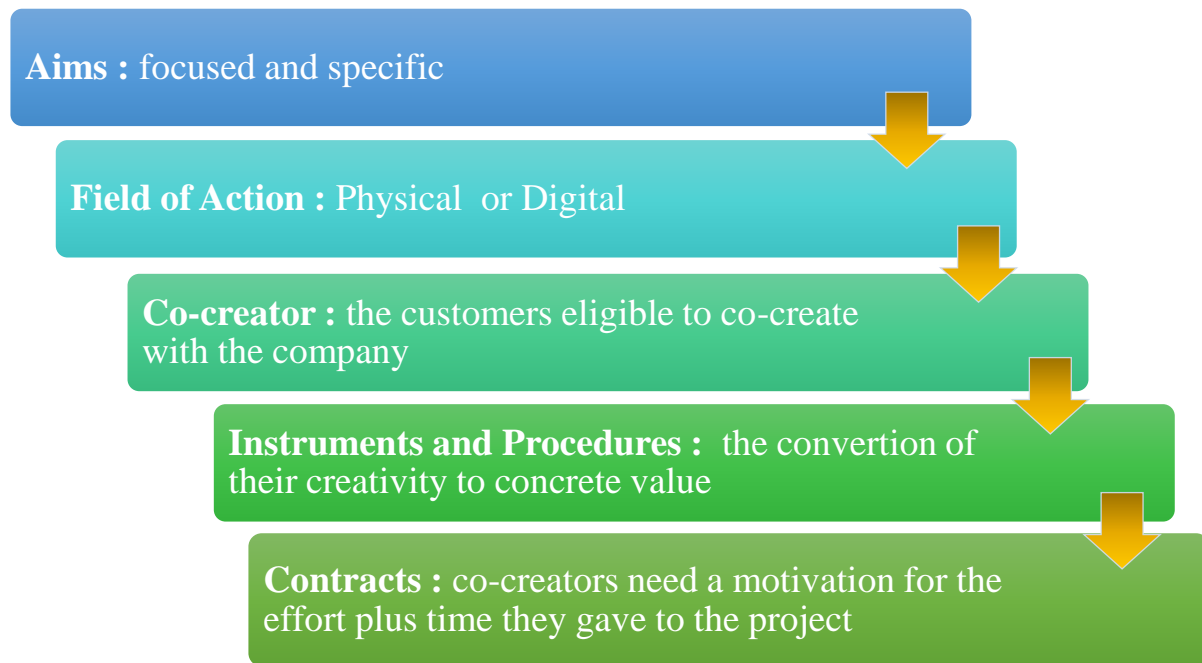


Figure 2: Structure of Co-creation

To analyze our co-creation campaign, we use the “structure of Co-creation” from the Chapter 5 (page 78) of the G. Bhalla’s book; “Co-creation and Collaboration” as a tool to see if our plan is on a right path. In the case of APU BUZZ here is the following

Aims: Make Ritsumeikan APU famous by counting on the creativity of the student. It is not a crowdsourcing strategy. This is a growth-hack strategy that would save money for the Advertising Budget using the power of UGC through social media

Field of Action: Like engagement, co-creation can take place either on Digital or Physical fields or sometime, both at the same time. Usually, Co-creation happen on digital fields like social media, website launch for the co-creation purpose. In our case, we have both, the digital arena as a website where students can apply and submit their ideas, get the vote from the other students also follow the update regarding the event. In the physical arena, it is question of organizing a “Live pitch” where students who got the maximum vote will pitch their idea in front of the “crowd”

Co-creators: They are young students. There is no difference between the graduate and the undergraduates. The students targeted for this co-creation campaign are the one susceptible to show creativity with extracurricular activities on the campus that give to them a good knowledge about the university.

Instruments and Procedures: it is about to see how we can convert the creativity of the co-creators into tangible value. In the case of APU BUZZ, the tool used is internet, more specifically it is a website specially launched for the contest where students can share their ideas individually or as a team. The website allows them to download pictures, videos and documents that can be visible to the others.

Agreements: this is about the reward that the co-creator get from their engagement. In the case of LEGO IDEAS, it was 1% of the net sales when the idea gets 10,000 votes. In other case, it can be the fact the idea suggest can be realized like in the case of BLIZZARD where the gamers after the Beta Test, identify some glitch. In the case of APU BUZZ, it is the technical support and realization of the idea who get the maximum vote, plus the award for the best idea.

3.9 The place of User Generated Content in our analysis

Previously, we were talking about students who share pictures and video of APU on internet, this is called User Generated Content (UGC) Christodoulides et al. (2012) give a definition of UGC as “consumers creating content that is made available through publicly accessible transmission media such as the internet; reflects some degree of creative effort; and is created for free outside professional routines and practices” (pp. 54-55). Including blogs, Wikipedia entries, posted Mediums, and the writing of posts on platforms like Facebook and Twitter. Evidence indicates the impact of social media content on public relationships(Broom et al., 2000, p. 18). Positive organization of public relationships has the effect of enhancing the relation and the perception of the public regarding the reputation of the organization (Coombs and Holladay, 2001; Ki and Hon, 2007).

Chapter 4: The Case of APU BUZZ “APU Goes Viral

4.0 Introduction to the Results

The Asia Pacific University of Ritsumeikan was frequently referred to as APU and open in the city of Beppu in April 2000. Three parties from the government and corporate industries collaborated with the APU: Última Prefectura, Beppu city, and the Ritsumeikan Trust the APU creation feasible. The university has approximately 5,850 students, comprised of approximately 2,900 domestic and 2,900 international students, each from 90 countries and regions (50-50 domestic-internationals). Of the 172 fully-time professors employees of the Ritsumeikan Asia Pacific University, half are also overseas citizens from 24 nations and areas (“Ritsumeikan Asia Pacific University” 2009). The university is mainly famous for the “cosmopolite aspect” since the students came from more than 88 different countries. They are from continents dispatched between Africa, Europe, Asia Pacific and USA. The diversity in the APU environment allow us to conduct our study for the difference of the cultural, personal, and professional background.

4.1 Findings From the Survey set as Participatory Scenario

The purpose of our study is to find if people would be motivated to participate in a co-creation campaign. We set the survey with different parameters. Firstly it is the use of participative collaboration where people are encouraged to participate regardless their skills, knowledge. Secondly, it is an invitational collaboration where on the contrary, people are invited to participate regarding their competences in a domain.

After the use of Collaboration style, we combined each to a Discourse. Primarily, the authoritarian discourse which is characterized by a semiotic axed on an imperative speech insisting on the presence of the authority. Next, we also use a Democratic discourse where the speech with a round on the liberty of the co-creator and the absence of any restriction. The different combinations were dispatched into four different scenarios we have sent to the APU Students

After closing the survey, we have the following result. The four scenarios include a combination of different discourses and collaborations. Surprisingly, it is the 3rd scenario: Authoritarian Participative that have more than 90% of participation. The sample was more willing to participate in a scenario where the discourse is oriented on a presence of a leading authority (Authoritarian) with a Collaboration style that is open (Participative). It is two opposite notions, from restriction of the freedom to the acceptance of everyone.

The existence of the authority in the scenario is impulse by a content, in the scenario, turning around the keeping track of a guideline. Having a guideline to follow is one of the symbol of the authority to follow in the discourse, adding to the decision to be selected or not by the same leading authority of the co-creation project. The authoritarian discourse was made to express to the participant

and at the same time with a collaboration style where everyone is encouraged to participate regardless their background, knowledge, creativity and so on

Discourse + Collaboration	Participation average in %
1 st scenario: Democratic Participative	53.9
2 nd scenario: Democratic Invitational	76.2
3 rd scenario: Authoritarian Participative	91.3
4 th scenario Authoritarian Invitational	79.2

Table 1 Summary of the Survey's results

4.2 Results using the ANOVA and interpretation under the Structuration Theory

After collecting the raw data from participatory scenario as a survey and experiment around the idea of APU BUZZ. The level of participation of our sample was estimated to be 99.99%. Few results were null. The ANOVA test is the beginning in analyzing factors that affect our data set. So, we use ANOVA test to find out if our survey or experiment results are significant. In other words, it is going to help us to figure out if we need to reject the null hypothesis or accept the alternate hypothesis. Basically, we are testing groups base to see if there's a difference between them. Here our groups are the type of collaborations and the style of Discourses. For the collaboration, we have the Invitational and the Participative. For the discourses, we have Democratic and Participative.

By far the simplest factorial design in ANOVA is the 2x2, which consist of two dependent variables, each taking on two levels or values. The design is structured so that every level of one independent variable is crossed or associated with every level of the others¹. For example, in our case the dependent variable is participation (I will participate vs I don't want to participate), the design would consist of 4 scenarios.

¹ Research Designs, Paul Spector, Sage University papers

Codification and Summarizing in a pivot table

Term	Code
Participative Collaboration	0
Invitational Collaboration	1
Authoritarian Discourse	1
Democratic Discourse	0
I will Participate	1
I don't want to Participate	0

The Raw Data we obtain with the participatory scenario set as survey were collected. These data went through a codification. In Statistics, a pivot table is a table that helps to summarize the data. The actual pieces of information or data in the pivot table a from a more large table that would be hard to explain if not compiled. For that very reason,

after the codification of the results from our participatory scenario survey (four in total), we summarized them in a pivot table and obtained the following result.

Average of Participation	Column Labels		
Row Labels	Democratic	Authoritarian	Grand Total
Participative	0.54	0.67	0.60
Invitational	0.88	0.79	0.84
Grand Total	0.71	0.73	0.72

Finding with Factorial Design: two-by-two ANOVA in a cross-over interaction

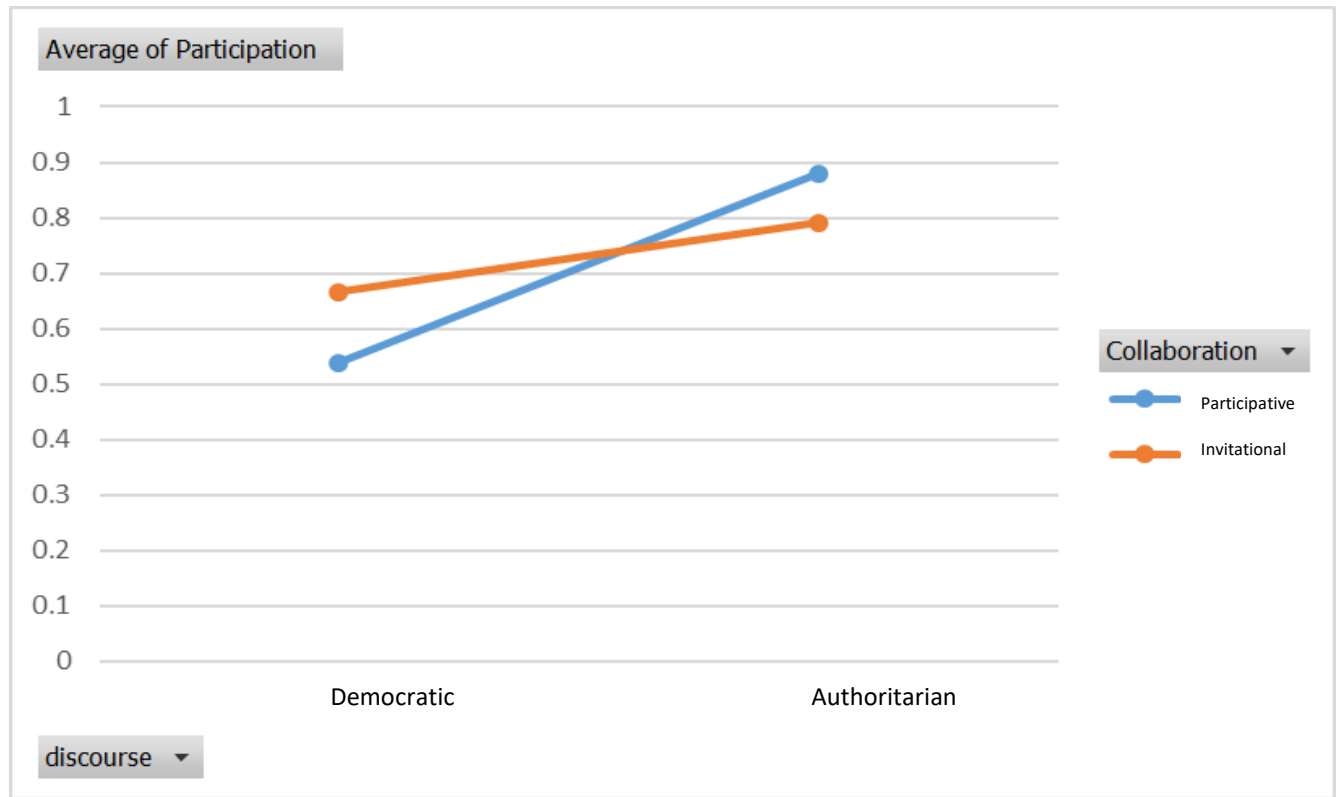


Figure 3 ANOVA Factorial Design resulting from the Survey

The fact that the lines are not parallel indicate interaction. The significance test for the interaction determines whether it is justified to conclude that the lines in the population are not parallel. It shows how significant is the 3rd Scenario “Authoritarian Participative”. The characteristics of this scenario turn around the combination of 2 different elements of what constitute our scenario. By that means, we referred to the fact that our scenario is a mix of a Collaboration Style and Discourses. The 3rd scenario is the combination of the Authoritarian Discourse that help to reinforce the supervision, plus the collaboration style is Participative where people can collaborate whatever their knowledge or background is made of; the most important is their participation.

Tests of Between-Subjects Effects					
Dependent Variable: Participation					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1.680 ^a	3	.560	2.906	.039
Intercept	49.336	1	49.336	256.051	.000
discourse	1.298	1	1.298	6.734	.011
Collaboration	.009	1	.009	.049	.825
discourse * Collaboration	.280	1	.280	1.451	.232
Error	17.727	92	.193		
Total	69.000	96			
Corrected Total	19.406	95			
a. R Squared = .087 (Adjusted R Squared = .057)					

Table 2 two ways ANOVA with interaction Results

The Authority Discourse is the attention on the presence of the Authority and what it includes likewise the limitation of liberty and the restriction carried out when it comes to follow the directives. On the other side, the Participative Collaboration that is on the opposite of anything related to the authority, in fact the participative style of collaboration is characterize by an openness and is regardless of participants skills or background, it is just encourage people to partake in the project. To analyze our finding, we are going to use the 3 Dimension of Structuration Theory by Giddens (1984)

Giddens Structuration theory

Signification (Meaning)

For the participants, the meaning of the Authoritarian Discourse is hived away in the fact that they will not feel lost in the project regarding the organization's pace, the planning and all of parameters that would assure that everything is under control by an authority.

The signification of the Participative Collaboration in the context of the co-creation project reoccurrence to the notion of liberty since the participative collaboration encourage people to be part of the co-creation without thinking about their skills, or if they are enough creative or not. This atmosphere of freedom balance with the presence of the authority on the discourse

In a Microsociological Perspective, it is possible to make a pivot to the Symbolic interactionists to contextualize the meaning. They have an interest in the symbols, more on the way people use the symbols to give a definition or a signification to their surrounding world also how people look at things, and how it influences their behavior and life's directions. Likewise, the Thomas theorem (by sociologist W. I. Thomas and Dorothy S. Thomas) cites, "*If people define situations as real, they are real in their consequences*" referring to the fact that under the 3rd scenario, the participant know the meaning of what their participation include per se they follow the rules, and the consequences of not following the rules is the disqualification from the project. The environment through the discourse is verbatim set on the presence of the authority and what its presences means for the co-creators. Subconsciously the participant realize that since there is an authority the connotation or the meaning is associated with organization and order.

Domination (control) The power of the individual is applied when the base is the inequality of the resource distribution (tangible and intangible). This present scheme is the reproduction of the existing domination structure of the Alpha to Beta (Giddens, 1984)

The authoritarian discourse is the incarnation of the power in the scenario. In fact, the presence of a supervising authority is the originating of the control on the Operant and Operand resources. Operand resources are physical and conceivably would be saw as the materials to be managed. The Operant resources are the human potential, per se in the context of the co-creation project, the operant resource is the participant that need to be managed and are involved in the project. The management of the Operand and Operant resource is the explanation of the presence of the authority and part of the social construction in this context.

If we follow the social construction principle and transpose our scenario *Authoritarian Participative* in a social system and structure. We can start considering the presence of the authoritarian discourse as the Dominion in the system and the existence of the Participative Collaboration as the Citizens. From that transposition, we can say that both are complementary and form the social system and structure. The location of citizens toward social structure is underlined in the social class, also social status, including the roles played by the individuals, plus the identification of the people's culture, the groups also besides the social institutions they belong. All this parameter underlies the perceptions of people's attitudes, with their behaviors in the society ("Chapter Four", 2013) For that motive, the 3rd scenario *Authoritarian Participative* get more participation because it is closer to the social construction and it settings including the social structure

Legitimation (Morality) People refers as individual has as core the existence of values (thought or learnt) adding to the social norms for the evaluation and to legitimate the behavior or idea of other people. This is how the reproduction of the legitimate structure take place (Giddens, 1984).

The authority is the leading pattern present in the social norms. It steered the behavior to embeded in the context of the group and its psychology. For that reason, in the Legitimation, in the context of the scenario the relationship between the Authoritarian Discourse and the Participative Collaboration are complementary in the way that the Authority is a catalyst and regulator/curator of the people's Participation. On the other hand, the presence of the open participation is the reason why the authority is present in the scenario. It is the drawing of the Alpha-Beta relationship

Berger and Luckmann (1967) argued that, observing into a social system where actors who have an interaction allow the formation of "mental models" with as basic, the behavior of each other. On a long period, these representations sooner or later become familiarized into roles that are reciprocal. Besides, the actors perform these role in the context of the relationship to each other. The characters of the "role play" are reproduction institutionalization of the interactions in a social leve. In the context of the scenario, the actors have roles, and it is the participant and the authority. Once the participant are agreed to get involved in, they legitimate consciously or unconsciously the presence of the authority and validate the exercise of the power by the leaders likewise when a nation decide to elect the new President.

Chapter 5: Conclusions and Limitations

Prahalad and Ramaswamy promoted the new and discursive subject of co-creation where it is a question of the collaboration of two parties to create value in the early 2000s. For some research, the definition behind co-creation was not as new as it is. For the cause that, co-creation is close to open-innovation; no more than they are still different from one to another. The term of co-creation was joined later by the crowdsourcing evocated by Jeff Howe for Wired Mag in 2006. The term itself was a combination of “crowd” referring to the people on the opposite of the experts, and “sourcing” from outsourcing that is when a company hire another for a work. The crowdsourcing became with the time a part of the open innovation. For that reason, an example, company like GettyImages start buying the photography from amateur and non-professional.

Despite all obstacles, the two words are close in the way they describe two sides of the market that are the Business side and the consumer side. Many works of literature approaches on the subject of co-creation always get into it from the customer’s side emphasizing with the actual situation of the market.

Nonetheless, few reviews talk about why co-creation is not the solution or what is the side effect of the co-creation. Touching on another aspect that might carry our interest, it is the “crowd” aspect where the consensus seems to be invisible or inexistent. Because the crowd is associated with “lack of order.” The connotation of the crowd is close to the notion of disordered assembly.

In our study, we try to observe the adequate environment when it comes to implement or start a co-creation project. Before to reach the primary purpose of our research, we went through some notions related to our study that would be helpful for our explorations. For this reason, we study

at first how Listening is essential. Obama demonstrates the efficiency of listening when it comes to the run to Presidential. The fact that companies are listening to their customers, wherever it is, is a way to engage them. Another impact of the Listening is the shape of the engagement through the willingness of the customers to participate. Plus, the engagement is composed of arenas that can be Digital or Physical. Depending on the brand, the community, and the situation; engagement arenas are different with different impact on people. Co-creation has established new parameters that switched the customer's role in the market as a collaborator. Besides, who has a complicated relationship with the product where it is a question of "Is there something wrong?" or "is the product fits my needs?" and finally, the one who is capable of finding a creative way to disrupt the product and make it better. This new customer has now caught the attention of the company and becomes more critical than the old customers who were only consuming the products since, for the new customers, the goods or the service is always an opportunity to express its creativity. By looking on the relationship between brand and customers, we were able to draw a social construction helped by the 3 Dimension of Giddens Structuration Theory. Considering the most critical factor in co-creation are Motivation and Participation, we take care to center our study on those two variables. The environment that influences customers perceptions stimulates motivation and participation. We wanted to know what is the excellent environment when it comes to implement or start a co-creation project. Referring to that, we were able to come up with participatory scenarios under the form of survey and measure the participation of students in a contest by stressing two different variables, Discourses, and Collaboration Styles.

The discourses concerned the use of the tone, Democratic and they are free, or Authoritarian, and they will feel the pressure of the power and how it can limit them.

The Collaboration style follows the same logic. The Participative Collaboration with and openness to everyone free and the Invitational Collaboration that is targeting the skilled people only or people with specialized knowledge and backgrounds.

The result of our research on the survey side showed that participant preferred the 4th scenario with an Authoritarian Discourse and Invitational Collaboration. After using ANOVA, we obtain another result and still in the Authoritarian discourse mixed with a Participative Collaboration

The results were out of our expectations; we thought that the Democratic Discourse combined with the Participative or Invitational Collaboration would be more attractive due to their openness and how free of movements participant could be.

The fact that the Authoritarian Discourse, combined with the Participative Collaboration, show more significance on ANOVA, is proof that the perfect co-creation environment should have the presence of a leading, or supervision team. For that reason, a participant needs to feel socially safe in an environment where they know there are order and authority to make people follow the guideline. At the same time, they want this environment to be open to everyone and not selective. Considering that, we can say that, in everything, the mass is always looking for the presence of a leader that can take thing “bare hand” and guide everyone.

The limitation of our study reaches the point where it is about to discuss the adaptability of our theory. Consequently, it concerns the fact that participants in APU BUZZ project are more motivated by an environment of the co-creation dominated by the presence of a leading authority and its affirmation (the authoritarian discourse) and the openness of the project to everyone without any consideration (Participative Collaboration) of the school

they belong (Graduate or Undergraduate). Therefore, the scheme seems "Magnifique" when it comes to thinking about a co-creation project leading by a supervising team that could handle the participation of the students. Precisely when there are no criteria of selection for participation. Besides, the outcome of the project APU BUZZ will be on the benefits of the current students presently and the future students in a near arriving prospect. That means that the project is only concerning people who are inside APU and not outside. Referring to the "structure of Co-creation," (Figure 2: Structure of Co-creation) Co-creators are the consumers eligible to co-create with the company, which means consumers are outside of the company and can join the co-creation project on their own. In the case of our co-creation project and theory, with the Participative Collaboration, Does that mean even people who are not students of APU can participate?

Firstly, if the answer is "YES they can join the co-creation project APU BUZZ" and is justified by the fact that the Participative collaboration allowed everyone APU student or not to be involved. On the first hand, it could be a good thing to have a co-creation project from a University opened to everyone. The reputation of the University would grow and be a benefit as a growth hack for the promotion of the University. The diversity will be the core of the project since it would involve people with a different background collaborating with a common purpose, the wills to make the University famous. It would be like an exotic, animated, and Multicolor full of people bargaining and chatting.

On the other hand, The supervising Authority of the project will face issues. Regarding the participation of people who are outside of APU nor students. Which means that it is going to be an overflow of the proposal of the ideas, and a lot of them will not be related to APU. If not filtered, students who are supposed to vote will be lost among the list of idea and will end up not voting

for any ideas. Besides, there will be a waste of time filtering the surplus of ideas, which is not suitable for the project.

Secondly, if the answer is "NO they cannot joint the co-creation project APU BUZZ" and are justified by the fact that means, the mix of Authoritarian Discourse and Participative Collaboration reach its limit, which means that regarding Table 1 Summary of the Survey's results, we have to change the Discourse and the Collaboration Style. If an element of the environment is changed, the setting lost its sense and became something else. The right move in that situation is to change the setting of the environment compose by the Discourse Style and the Collaboration. Considering the Authoritarian Participative has more 90% of participation, following by the Authoritarian Invitational with more than 70% of participation. A total presence of the Authority and restrictions are the characterizations of this scenario. From the Discourse side, there is Authoritarian with the presence of a leading authority on the project with an affirmation of the power through the actions and the semiotics of the language. Besides, on the Collaboration side, with the Invitational Collaboration, the co-creators are selected based on chosen criteria to be able to participate in the project. From that point, a list of criteria will be available for the information of the potential participant.

References

References from Articles

Algesheimer, R., Dholakia, U.M. and Herrmann, A. (2005), "The social influence of brand community: evidence from European car clubs", *Journal of Marketing*, Vol. 69 No. 3, pp. 19-34, available at: <http://dx.doi.org/10.1509/jmkg.69.3.19.66363>

Anders Gustafsson, Per Kristensson, Lars Witell, (2012) "Customer co-creation in service innovation: a matter of communication?", *Journal of Service Management*, Vol. 23 Issue: 3, pp.311-327, <https://doi.org/10.1108/09564231211248426>

Andriopoulos Constantine, Manto Gotsi, (2000) "Benchmarking brand management in the creative industry", *Benchmarking: An International Journal*, Vol. 7 Issue: 5, pp.360-372

Asha Gopalkrishnan and Mats Nylundi, Arcada Working Papers 4/2014 ISSN 2342-3064 ISBN 978-952-5260-46-5, Arcada University of Applied Sciences, Finland, Institutionen för kultur och kommunikation. Crowdsourcing in Media

Barnett, E; Casper, M (2001). "A definition of "social environment"". *American Journal of Public Health*. 91 (3): 465. doi:10.2105/ajph.91.3.465a. PMC 1446600. PMID 11249033

Bowden, J.L. (2009), "The process of customer engagement: a conceptual framework", *Journal of Marketing Theory and Practice*, Vol. 17 No. 1, pp. 63-74.

Broom, G., Casey, S. and Ritchey, J. (2000), "Toward a concept and theory of organization-public relationships: an update", in Ledingham, J.A. and Bruning, S.D. (Eds), *Public Relations As Relationship Management: A Relational Approach to the Study and Practice of Public Relations*, Lawrence Erlbaum Associates, Hillsdale, NJ, pp. 73-93.

Cassandra France, Bill Merrilees, Dale Miller, (2015) "Customer brand co-creation: a conceptual model", *Marketing Intelligence & Planning*, Vol. 33 Issue: 6, pp.848-864,
<https://doi.org/10.1108/MIP-06-2014-0105>

Christodoulides, G., Jevons, C. and Bonhomme, J. (2012), "Memo to marketers: quantitative evidence for change. How user-generated content really affects brands", *Journal of Advertising Research*, Vol. 52 No. 1, pp. 53-64

Consumer Cocreation in New Product Development (2010) Wayne D. Hoyer, Rajesh Chandy, Matilda Dorotic, Manfred Krafft, and Siddharth S. Singh, *Journal of Service Research* 13(3) 283-296 The Author(s)

Coombs, W.T. and Holladay, S.J. (2001), “An extended examination of the crisis situations: a fusion of relational management and symbolic approaches”, *Journal of Public Relations Research*, Vol. 13 No. 4, pp. 321-340.

Crowdsourcing a wikipedia vandalism (January 2010) corpus Conference *Paper of Martin Potthast Bauhaus-Universität Weimar 99421 Weimar, Germany* ·
DOI: 10.1145/1835449.1835617 · Source: DBLP

Deighton, J., & Grayson, K. (1995). Marketing and Seduction: Building Exchange Relationships by Managing Social Consensus. *Journal of Consumer Research*, 21(4), 660–676.

Edvardsson Bo, Bård Tronvoll, Thorsten Gruber, (2010) Expanding understanding of service exchange and value co-creation: a social construction approach, *Journal of the Academy of Marketing Science*, DOI 10.1007/s11747-010-0200-y

Ernst, Holger, Wayne D. Hoyer, Manfred Krafft, and Jan-Henrik Soll (2010), “Consumer Idea Generation,” working paper, WHU, Vallendar

Fournier, S. & Lee, L. (2009). Getting brand communities right. *Harvard Business Review*,

Godet, M., and Roubelat, F. (1996), 'Creating the future: the use and misuse of scenarios', *Long Range Planning*, Vol 29, No 2, pp 164–171.

Grönroos, C. (2008), "Service logic revisited: who creates value? And who co-creates?", *European Business Review*, Vol. 20 No. 4, pp. 298-314.

Harish Kumar, Manoj Kumar Singh, M.P. Gupta, (2018) "*Socio-influences of user generated content in emerging markets*", *Marketing Intelligence & Planning*, Vol. 36 Issue: 7, pp.737-749

Hollebeek, L.D., Glynn, M.S. and Brodie, R.J. (2014), "Consumer brand engagement in social media: conceptualization, scale development and validation", *Journal of Interactive Marketing*, Vol. 28 No. 2, pp. 149-165.

Jeff Howe (14.06 2006) The Rise of Crowdsourcing *Wired Magazine* -

Journal of Consumer Research, (March 2001) Vol. 27, No. 4, pp. 412-432 Published by: Oxford University Press

Ki, E. and Hon, L. (2007), “Reliability and validity of organization – public relationship measurement and linkages among relationship indicators in a membership organization”, *Journalism & Mass Communication Quarterly*, Vol. 84 No. 3, pp. 419-438.

Liu, W. and Gal, D. (2011), “Bringing us together or driving us apart: the effect of soliciting consumer input on consumers’ propensity to transact with an organization”, *Journal of Consumer Research*, Vol. 38 No. 2, pp. 242-259.

Lloyd, S. and Woodside, A. (2013), “Corporate brand-rapture theory: antecedents, processes, and consequences”, *Marketing Intelligence & Planning*, Vol. 31 No. 5, pp. 472-488.

Mangold, W.G. and Faulds, D.J. (2009), “Social media: the new hybrid element of the promotion mix”, *Business Horizons*, Vol. 52 No. 4, pp. 357-365.

Muniz, A.M. and O’Guinn, T.C. (2001), “Brand community”, *Journal of Consumer Research*, Vol. 27 No. 4, pp. 412-432, <https://doi.org/10.1086/319618>

Muñiz, A.M. Jr. and O’Guinn, T.C. (2001), “Brand community”, *Journal of Consumer Research*, Vol. 27 No. 4, pp. 412-432.

Pels, J., Möller, K., & Saren, M. (2009). Do we really understand business marketing? Getting beyond the RM and BM matrimony. *Journal of Business & Industrial Marketing*, 24(5/6), 322–336.

Pihl, C. (2013), “When customers create the ad and sell it – a value network approach”, *Journal of Global Scholars of Marketing Science*, Vol. 23 No. 2, pp. 127-143.

Pongsakornrungrungsilp, S. and Schroeder, J.E. (2011), “Understanding value co-creation in a co-consuming brand community”, *Marketing Theory*, Vol. 11 No. 3, pp. 303-324.

Postma, T.J.B.M., and Liebl, F. (2005), ‘How to improve scenario analysis as a strategic management tool?’ *Technological Forecasting and Social Change*, Vol 72, No 2, pp 161–173.

Prahalad, C. K (2004). "The Future of Competition: Co-Creating Unique Value With Customers". Harvard business school press.

Prahalad, C.K. and Ramaswamy, V. (2000), “Co-opting customer competence”, *Harvard Business Review*, Vol. 78 No. 1, pp. 79-87.

Prahalad, C.K.; Ramaswamy, V. (2004) "Co-Creation Experiences: The Next Practice in Value Creation". *Journal of Interactive Marketing. Volume 18, Number 3.*

Rafael Ramirez, Malobi Mukherjee, Simona Vezzoli, Arnaldo Matus Kramer, *Scenarios as a scholarly methodology to produce "interesting research"*, *Futures, Volume 71, 2015, Pages 70-87, ISSN 0016-3287, <https://doi.org/10.1016/j.futures.2015.06.006>.*

Rotmans, J., van Asselt, M., Anastasi, C., Greeuw, S., Mellors, J., Peters, S., Rothman, D., and Rijkens, N. (2000), '*Visions for a sustainable Europe*', *Futures, Vol 32*, pp 809–931

S.P. Schnaars (1987), *How to develop and use scenarios Long Range Plan, 20 (1) pp. 105-114*

M. Alvesson, J. Sandberg (2011) Generating research questions through problematization
Academy of Management Review, 36 (2), pp. 247-271

Schau, H.J., Muñiz, A.M., Jr and Arnould, E.J. (2009), "How brand community practices create value", *Journal of Marketing, Vol. 73 No. 5*, pp. 30-51 <http://dx.doi.org/10.1509/jmkg.73.5.30>

Swart, R.J., Raskin, P., and Robinson, J. (2004), 'the problem of the future: sustainability science and scenario analysis', *Global Environmental Change, Vol 14*, pp 137–146

Tronvoll, B., & Edvardsson, B. (2008). Paradigms in Service Research: A Framework and Analysis of the Discourse. 17th Annual Frontiers in Service Conference, Washington, DC, USA
Journal of Service Management, Vol. 22, (no 5), p. 560-585, ISSN 1757-5818, E-ISSN 1757-5826, DOI: 10.1108/09564231111174951

Vargo, S.L. and Lusch, R.F. (2004), “Evolving to a new dominant logic for marketing”, *Journal of Marketing*, Vol. 68 No. 1, pp. 1-17.

Walsham, G. (1993). Decentralization of IS in developing countries: power to the people?
Journal of Information Technology, 8(2), page 74–82.

Wayne D. Hoyer, Manfred Krafft, and Katrin Krieger (2010), “Customer Relationship Management and Company Performance— The Mediating Role of New Product Performance,”
Journal of the Academy of Marketing Science, 38, forthcoming.

Wikström, S. (1996), “The customer as co-producer”, *European Journal of Marketing*, Vol. 30 No. 4, pp. 6-19.

Wirtz, J., den Ambtman, A., Bloemer, J., Horváth, C., Ramaseshan, B., van de Klundert, J., Canli, Z.G. and Kandampully, J. (2013), “Managing brands and customer engagement in online brand communities”, *Journal of Service Management*, Vol. 24 No. 3, pp. 223-244.

Zaglia, M.E. (2013), “Brand communities embedded in social networks”, *Journal of Business Research*, Vol. 66 No. 2, pp. 216-223. <http://doi.org/10.1016/j.jbusres.2012.07.015>

References from Books:

Archer, M. S. (1995). *Realist social theory: the morphogenetic approach*. Cambridge: Cambridge University Press.

Bateson, G. (1973). *Steps to an Ecology of Mind*. London, ENG: Paladin.
DOI 10.1007/978-1-4419-7082-4_2, © Springer Science+Business Media, LLC

Berger, P. L., & Luckmann, T. (1967). *The social construction of reality: a treatise in the sociology of knowledge*. London: Penguin.

Boland, R. (1985). *Phenomenology: A Preferred Approach to Research in Information Systems*. In E. Mumford et al. (Eds.), *Research Methods in Information Systems* (pp. 193–201). Amsterdam: Elsevier Science Publisher

Cleary, J. and Bloom, T. (2011), “Gatekeeping at the portal: an analysis of local television websites’ user-generated content”, *Electronic News*, Vol. 5 No. 2, pp. 93-111.

E.G. Carayannis (Ed.) *Encyclopedia of Creativity, Invention, Innovation and Entrepreneurship*, Springer Edition, Print ISBN 978-1-4614-3857-1

Festinger, L. (1957). *A Theory of Cognitive Dissonance*. Stanford, CA: Stanford University

Florida, Richard *The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community and Everyday Life* ISBN-10: 0465024777

G. Bhalla, *Collaboration and Co-creation: New Platforms for Marketing and Innovation*, (2011)

Gergen, K. J. (2009). *An invitation to social construction*. London: Sage

Gergen, K. J., & Davis, K. E. (1985). *The Social construction of the person*. New York: Springer-Verlag.

Giddens, A. (1984). *The constitution of society: outline of the theory of structuration*. Cambridge: Polity Press. ISBN 978-0-520-05728-9

Goffman, E. & Berger, B. (1986). *Frame Analysis: An Essay on the Organization of Experience*. Holliston, MA: Northeastern

Goffman, E. (1963). *Behavior in public places: notes on the social organization of gatherings*. New York: Free Press.

K. van der Heijden (2005) *Scenarios: the art of strategic conversation (second ed.)*, Wiley

Kaplan, B., & Maxwell, J. A. (1994). *Qualitative Research Methods for Evaluating Computer Information Systems*. In J. G. Anderson, C. E. Aydin, & S. J. Jay (Eds.), *Evaluating Health Care Information Systems: Methods and Applications* (pp. 45–68). Thousand Oaks, CA: Sage.

Latour, B. (2005), *Reassembling the Social: An Introduction to Actor-Network Theory*, Oxford University Press: New York NY

Linton, R. (1936). *The study of man: an introduction*. New York: Appleton-Century-Crofts

Mannheim, K. (1936). *Ideology and Utopia: an introduction to the sociology of knowledge*. London: Routledge & Kegan Paul.

Merton, R. K. (1957). *Social theory and social structure*. Glencoe, IL: Free Press

Philips, J. 2012 Open Innovation Typology (pp. 22-36) In Sloane, P. (ed.) *A Guide to Open Innovation and Crowdsourcing: Advice from Leading Experts*, Kogan Page

Pieters, Maarten; Jansen, Stefanie (2017). *The 7 Principles of Complete Co-creation*. Amsterdam: BIS Publishers. p. 15. ISBN 978 90 6369 473 9.

Press. Weick, K. (1979). *The Social Psychology of Organizing*. Columbus, OH: McGraw-Hill

Ramirez, J.W. Selsky, K. van der Heijden (2008) *Business planning for turbulent times: new methods for applying scenarios* Earthscan Chichester

Sekiguchi, Masashi (2010-08-27). *Government and Politics - Volume I*. EOLSS Publications. p. 92. ISBN 9781905839698.

References from Electronic Sources:

376833ML (February 22, 2016) DELL'S IDEASTORM: STILL CO-CREATION? Retrieved from <https://consumervaluecreation.com/2016/02/22/dells-ideastorm-still-co-creation/>

Bhalla, Gaurav, (May 25, 2016) Collaboration and Co-Creation: The Road to Creating Value retrieved from <http://www.marketingjournal.org/collaboration-and-co-creation-the-road-to-creating-value/>

Caterina Contini, Manuela Gabbai, Luigi Omodei Zorini and Belén Pugh (2012) Participatory scenarios for exploring the future: insights from cherry farming in South Patagonia *Outlook on AGRICULTURE* (Vol 41), No 2, pp 125–131. doi: 10.5367/oa.2012.0086
Retrieved from: <https://flore.unifi.it/retrieve/handle/2158/652198/20640/Contini%20et%20al.pdf>

Clarabridge. (n.d.). CX DICTIONARY What is Customer Engagement? Retrieved from <https://www.clarabridge.com/customer-experience-dictionary/customer-engagement/>

CONNOLLY, BILL, Why Digital Influencers Are Winning The Battle For Consumer Trust retrieved from http://www.olapic.com/resources/why-digital-influencers-winning-battle-consumer-trust_plaw_gllo/ (n.d)

David, (19 January 2017) What is the Difference Between Population and Sample, retrieved from <https://www.statisticssolutions.com/what-is-the-difference-between-population-and-sample/>

Gardner, David, (nd.) The LEGO Ideas story: How brands can take a page out of LEGO's co-creation and innovation playbook, Retrieved from <https://blog.chaordix.com/lego-ideas-story-co-creation-and-innovation-playbook>

Gilliland, Nikki, (nd.) Lego to BMW: How brands have used co-creation to earn consumer trust, retrieved from <https://econsultancy.com/lego-to-bmw-how-brands-have-used-co-creation-to-earn-consumer-trust/>

Glen Stephanie (nd.) ANOVA Test: Definition, Types, Examples, Retrieved from <https://www.statisticshowto.datasciencecentral.com/probability-and-statistics/hypothesis-testing/anova/>

Iglesias Oriol (Sep 24, 2018) Why Your Company Should Embrace Co-Creation, Retrieved from <https://www.forbes.com/sites/esade/2018/09/24/why-your-company-should-embrace-co-creation/#7d5dc7241bdd>

Jessica Day (October 13, 2016) Crowd Collaboration: Giving Your Technology Company an Edge accessed on 21.4. retrieved from <https://ideascale.com/crowd-collaboration-giving-your-technology-company-an-edge/>

KENTON, WILL (Updated Apr 16, 2019), Analysis of Variance (ANOVA) Retrieved from <https://www.investopedia.com/terms/a/anova.asp>

Khan Academy (2018) Types of democracy, Retrieved from <https://www.khanacademy.org/humanities/us-government-and-civics/us-gov-foundations/us-gov-types-of-democracy/a/types-of-democracy>

Madasky, M. & Arenberg, P. (2008). State of the blogosphere (November 19 2010) Technorati. Retrieved from <http://technorati.com/blogging/feature/state-of-the-blogosphere-2008/>)

Milbrath, Sam, Co-Creation: 5 Examples of Brands Driving Customer-Centric Innovation, retrieved from <https://www.visioncritical.com/blog/5-examples-how-brands-are-using-co-creation> Last updated April 14, 2019

Moberg, D. (2007, April 3). Obama's community roots. *The Nation*. 284 (15) 16–18. Retrieved retrieved from <http://www.thenation.com/doc/20070416/moberg>

No author, (December 2014) Groundswell (Book) retrieved from

[https://en.wikipedia.org/wiki/Groundswell_\(book\)](https://en.wikipedia.org/wiki/Groundswell_(book))

No Author, (September 2011), Co-Creation, Retrieved from <https://en.wikipedia.org/wiki/Co-creation>

No author, CELEBRATING 10 YEARS OF CROWDSOURCING AND CO-CREATION WITH LEGO® FANS (08 November 2018) Retrieved From <https://www.lego.com/en-my/aboutus/news-room/2018/november/ideas-10th-anniversary/>

No Author, Pearson Education (2013) Chapter Four: Social Structure and Social Interaction retrieved from

<http://www3.ncc.edu/faculty/soc/feigelb/soc201online/summary/ch4.pdf>

Ramirez, Rafael Malobi Mukherjee Simona Vezzoli Arnold Matus Kramer (2015/06), Scenarios as a scholarly methodology to produce “interesting research” retrieved from

<https://www.sciencedirect.com/science/article/pii/S0016328715000841>

<https://doi.org/10.1016/j.futures.2015.06.006>

Rampen Wim - August 8, 2009, My Personal Definition of Business with Customer Value Co-creation, Retrieved from

http://customerthink.com/my_personal_definition_of_business_with_customer_value_co_creation/

Steven J. Jackson, Brendan Hokowhitu (May 1, 2002) Sport, Tribes, and Technology: The New Zealand all Blacks Haka and the Politics of Identity retrieved from <https://doi.org/10.1177/0193723502262002>

Technorati (May 28, 2014) Welcome to the new Technorati, Retrieved From <https://web.archive.org/web/20160310185743/http://technorati.com/welcome-to-the-new-technorati>

Tšernov Kirill (20 April 2018-0) Why You Should Listen to Your Customers (And Why You Shouldn't) retrieved from <https://www.qminder.com/listening-to-customers/>