

Co-creation from a consumer perspective:

Consumer motivations to partake in and success factors of a
co-creation initiative

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Management summary

The changing role of the consumer from unaware, isolated and passive to informed, connected and active has triggered the academic as well as the consulting world to develop new theories and adjust service offerings. Co-creation is a theory that emphasizes on a deep interactive dialogue between consumers and firms, enabling consumers to be involved in product or service creation. This research focused on the consumer perspective of co-creation by answering the question: Which factors influence how consumers value the co-creation initiative after participation? Consumers, in this research, are individuals that were already member of a co-creation platform. This research made a distinction between novice participants, who had never or only once participated in a co-creation initiative, and expert participants, who participated at least twice.

To answer the research question, this research first explored the motivations to participate in a co-creation initiative and success factors of a co-creation initiative for novice and expert participants. To answer this four novice and eight expert participants, of two co-creation platforms, RedesignMe and Battle of Concepts, were interviewed. In addition, this research explored what firms consider to be motivations for consumers to partake in a co-creation initiative and what the success factors are of an initiative. Therefore, this research interviewed five firms that initiated a challenge on one of the co-creation platforms.

This research concludes that participants are primarily motivated to participate in a co-creation initiative to test own competences against those of others and closely watch other community members of the platform. In addition, RedesignMe participants not only use the challenge to test their competences, but also to show their core competences and self-market themselves to future employers or clients. The need for competence is identified, by scientific literature, as an intrinsic motivation, whereas self-marketing is an extrinsic motivation. Where scientific literature separates intrinsic and extrinsic motivations, this study shows that participants intermingle intrinsic with extrinsic motivations when participating in a co-creation initiative. In addition the participants, firms and scientific literature identified the interaction and feedback during the challenge to be an important success factor. The results of the interviews reveal that participants like to receive feedback from the initiator as a token of attention for them and their concepts. Both positive and negative feedback from the initiator, is appreciated here. Firms also identify the importance of interaction with the participant during the challenge. However, some firms indicated to find it hard to detect what participants expect from the interaction, and to time the interaction. Furthermore, the results from the interviews with firms and participants indicate that a concrete, but open briefing of the challenge is identified as successful for a challenge. A concrete briefing of a challenge can keep the challenge close to the consumer experiences. Additionally, it gives firms the opportunity to set criteria which a participant can take into account or even overcome. Simultaneously the challenge should be open, so participants are free to design concepts without feeling inhibited in their creativity because of too much set criteria.

These results reveal new implications for initiators of a co-creation initiative, as well as for co-creation platforms to improve the successfulness of a challenge and could increase the appreciation level of the participant.

Preface

In July of last year I started my master thesis as part of my studies in Consumer Studies. The Business Innovation cluster of Capgemini Consulting gave me the opportunity to do research on co-creation. The fact that co-creation is still in a premature stage and especially that there was little knowledge on the consumer perspective of co-creation triggered me to start my research. In addition, this research gave me the opportunity to see co-creation from a scientific as well as a firm perspective. And I am convinced that the results of this research are of added value to the knowledge of co-creation and future co-creating firms.

I would like to take this opportunity to thank everyone who helped me during my research. Special thanks to my three supervisors Hedwig te Molder, Isabel Thijssen and Jaco van Zijl-Langhout, who encouraged, helped and advised me during this research. Additionally, I would like to thank the Business Innovation cluster consisting of Koen, Ardo, Jaco, Bas, Freek, Isabel, Remy, Micha, Thijs, Daan G., Daan S., Rolien, Falk, Wilco and Anna, for involving me in their work and sharing their knowledge. And of course all my friends and family, who supported me in this phase of my studies.

Thanks to all of you this enjoyable learning experience!

Hopefully the reader of this thesis will learn more about the consumer perspective of co-creation.

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1 Introduction

The first chapter serves as an introduction to the co-creation concept from the consumers' perspective. The chapter will start with an explanation of co-creation using a practical example, followed by an indication and argumentation of the academic and practical relevance of this research in paragraph 1.1. Next, the research goal is formulated in paragraph 1.2, followed by the research questions in paragraph 1.3. To finish, this chapter will conclude with the structure of this report, presented in paragraph 1.4.

1.1 Co-creation

Consumers¹ from all over the world creating and updating the product or service of a brand, without charging for it. This may sound impossible, reality however shows it is feasible. Take Wikipedia for example. Wikipedia was launched by Jimmy Wales and Larry Sanger in 2001 (Miliard, 2008). The concept has been referred to as insane: a free online encyclopedia that everyone can edit and contribute to. There are no proof readers, editors or fact checkers, actually no full-time staff at all. However, currently the encyclopedia counts over 16 million articles (3.4 million in English) written in 257 languages from Albanian to Zulu (Waldman, 2004).

In 2008 the amount of registered users on the English website alone counted 5.986.389 (Miliard, 2008). Probably the majority of the users have occasionally fixed a fact or corrected a misspelling. However, these small contributions, together with more substantial contributions from thousands of others, have made the concept to a success.

The success story of Wikipedia is an often used example when co-creation is explained. However, this example is not the ideal implementation of the co-creation definition, as it does not completely cover the co-creation definition, defined by C.K. Prahalad and Venkat Ramaswamy. C.K. Prahalad and Venkat Ramaswamy are the first who posited the concept of co-creation and are known for adding experience as part of the purchasing process as a new dimension to co-creation of value in their book, *The Future of Competition: Co-creating Unique Value with Customers*. In this book co-creation is stated as: "the practice of product or service creation that is collaboratively executed, by both the firm and customer, together at multiple points of interaction within experience environments to create mutual value" (Prahalad and Ramaswamy, 2004). Wikipedia is not an ideal example of co-creation when compared to the definition of Prahalad and Ramaswamy. The viability of Wikipedia is based on contributions and edits of users. Therefore, Wikipedia is an example of user generated content (UGC), which can be explained as content made available for the public through technologies like the internet, which reflects a certain amount of creative effort and is created outside of professional practices and routines (Vickery & Wunsch-Vincent, 2007). UGC is a concept, which can be associated to co-creation. However, UGC is mainly user-driven, while co-creation is both user- and producer led. Mass collaboration, co-production, personalization, mass customization and mass production are other co-creation associated concepts. All these co-creation concepts have two similar features, namely the involvement of consumers and the expansion of

¹ This report alternates between the words 'consumer', 'customer' and 'user'. All three words mean the same, which is the end-consumer of a product/service of a firm.

organizational or product borders (Humphreys et al., 2009). This is exactly the interest of this research. For all concepts consumer involvement is a key ingredient, and practice shows examples of firms which have successfully involved consumers. But what are motivations for consumers to participate in co-creation initiatives? The sponsor of this research, Capgemini Consulting, already has knowledge on why firms should initiate a co-creation initiative and simultaneously involve consumers in firm processes. However, there is little knowledge on what motivates the consumer to partake in a co-creation initiative. A clear overview of consumer motivations to participate could give an understanding of consumer behavior in co-creation and help firms to better fit the needs of participants when initiating a co-creation initiative.

Scientific literature has already focused on co-creation from a firms' and consumers' perspective. Some researches interpret consumer motivations to partake in a co-creation initiative, by relying on researches on comparable subjects, without the use of quantitative or qualitative data (e.g. Nuttavuthisit, 2010; Nambisan, 2009). In addition, the social exchange theory is used to explain consumer motivations. According to the social exchange theory consumers engage in virtual co-creation initiatives for new product development, because they expect engagement in these initiatives will be rewarding. The rewards can be tangible such as money or goods, as well as intangible, such as peer recognition and friendship. In addition, the interaction experience itself can offer a benefit for the participant (Füller, 2010). One quantitative research captured co-creating consumers into four motivation types, using their expectations towards a co-creation initiative (mainly online communities). The four different motivated consumers can be distinguished as: need-driven, curiosity-driven, reward-oriented and intrinsically interested (Füller, 2010).

However, scientific research has not explicitly revealed, and distinguished, consumer motivations to start with co-creation and motivations to continue participating in co-creation initiatives. This research will try to reveal this unsolved issue by distinguishing the consumers, used for this research, into levels of experience with co-creation. There will be two levels of experience used in this research. To research both levels a distinction is made between novices and experts. Novices have never or only once participated in co-creation, to assure that this group is unable to compare co-creation experiences. These criteria make novices suitable to reveal the motivations to start with co-creation. Experts are defined as consumers who will have participated at least twice in co-creation and are therefore able to compare experiences, making them fit to divulge the motivations to continue participating in co-creation initiatives. This research will investigate whether the motivations to participate are dissimilar for novices and experts.

After participation in a co-creation initiative, participants are able to explain what had contributed to the success or failure of an initiative. The perceived success factors for co-creation will help reveal what is considered important for participants, after their participation in co-creation. A similar distinction of novices and experts will be used to examine dissimilarities in perceived success factors for co-creation, after participation. As experts have more experience with co-creation initiatives, they could mention other factors that determine the success of a co-creation initiatives compared to novices, which could imply that the factors mentioned by novices will change when more co-creation experience is gained. In addition, presenting the success factors as well as the factors for improvement of co-creation, according to consumers, can help firms to improve future co-creation initiatives.

1.2 Research goal

An assignment from Capgemini Consulting has been the start for this research. Capgemini Consulting, and in particular the Business Innovation cluster, already owns knowledge in co-creation from a firms' perspective. However, little knowledge is available on co-creation from the perspective of the consumer. For this reason the Business Innovation cluster within Capgemini Consulting offered a thesis assignment, which explored the consumer motivations to participate in and factors for success of a co-creation initiative. The research objective of this master thesis is to: obtain insight in consumer motivations to partake in and continue with co-creation, followed by the factors that determine or would have determined the success of co-creation, according to the novice and expert participants. This information can help firms to better understand the consumer and facilitate a suitable co-creation environment for the target group.

1.3 Main research question and sub research questions

By answering the main research question the right knowledge is accumulated to reach the research objective. This main research question tries to find the essential factors for a co-creation initiative from a consumer perspective. The main research question is:

Which factors influence how consumers value the co-creation initiative after participation?

In order to answer the main research question, four sub research questions are created, which help to formulate a coherent answer to the main research question.

- I. *What are motivations for novice as well as expert participants to partake in a co-creation initiative?*

The answer to the first research question will show an overview of motivations to participate split for novice and expert participants. This indirectly answers why consumers start to participate in co-creation as well as why consumers continue to participate in co-creation.

- II. *Which factors do novice and expert participants perceive as determinant for the success/failure of a co-creation initiative?*

The second research question will be used to retrieve the perceived success factors of co-creation for both novice and expert participants. In addition, the answer of the second research question will be compared to the answer of the third research question on possible dissimilarities.

- III. *Which factors influence the success of a co-creation initiative according to firms?*

The answer of the third research question focuses on the scientific and firms' view on the consumers' perspective in co-creation. Relevant findings of scientific research on success factors for

co-creation will be described in the theoretical framework. In addition, co-creating companies will be approached to present their view on consumers' factors for success of co-creation.

- IV. *To what extent do novice and expert co-creating consumers present similar motivations to participate in a co-creation initiative and factors that determine the success of a co-creation initiative? And what will be the impact for an ideal co-creation initiative?*

The fourth (and last) research question will answer if there are (dis-)similarities in motivations to participate and perceived success factors in co-creation for novice and expert participants. The outcome of this research question can help formulate implications for an ideal co-creation initiative.

1.4 Structure

After this introduction, this research report will continue with a theoretical framework where the co-creation concept will be further explained and scientific researches on consumer motivations and factors for success of co-creation will be highlighted. After the theoretical framework, the methodology will explain how this research has been conducted, followed by an overview of the results. The last chapter answers the research questions and discusses the academic implications of this research.

2 Theoretical framework

The theoretical framework, described in this chapter, has two functions. First, the theoretical framework will define co-creation and associated concepts, identify motivations to participate in co-creation and describe perceived success factors from a consumers' perspective. In addition, the description of the perceived success factors will partially answer the third sub research question.

The theoretical framework will start with an introduction of co-creation by focusing on the changing role of the consumer, in paragraph 2.1. The end of this paragraph will present co-creation associated concepts and explain the choice to focus this research on one particular concept. Paragraph 2.2 will explain consumer motivations using the self-determination theory and Maslows' hierarchy of needs, followed by paragraph 2.3 where possible factors for success of co-creation are identified. Finally, paragraph 2.4 shortly summarizes the theoretical framework.

2.1 Introducing Co-creation

Before the theoretical framework elucidates on co-creation from the perspective of the consumer, the road to co-creation will be explained together with a scientific definition of co-creation. In addition, concepts strongly related to co-creation will be further explained and the relation with the co-creation definition will be demonstrated. Afterwards, a clarification will be given for the focus on one co-creation concept in this research.

2.1.1 The road to Co-creation

Prahalad and Ramaswamy were the first to posit the concept of co-creation. In their book, *The Future of Competition: Co-creating Unique Value with Customers* (2004) Prahalad and Ramaswamy explain how co-creation has slowly evolved over the years. The book described the role of the consumer to have changed from unaware, isolated and passive to informed, connected and active. According to the authors the change in consumer involvement can take many forms. The geographical borders of the consumer have been broadened after the introduction of the Internet. This has made the world to become smaller, changing the rules of business competition from a local to a *global view*. In addition, today's consumer has *access to an extraordinary amount of information* within reach, which help the consumer to make more informed choices. For instance, before buying a new camera the consumer can compare prices, compare specifications of cameras and read reviews of other consumers that already bought a particular camera. This can help consumers to be more prepared and critical, before buying a camera. Furthermore, human beings are social creatures with a need to share experiences and information. Advances in telephony and messaging and the Internet have created more platforms for consumers to *network* and communicate among each other. A platform like consumer communities have given an opportunity to share information and feelings, without the former barriers (distance, communication cost). These communities have become more and more interesting for firms, because here consumers meet to talk about experiences with a brand or product, which can help the reputation of that particular product or brand. Furthermore, the Internet also allows consumers to *experiment*. For instance, the operating system Linux has been co-developed by users around the world willing to experiment with this product (Hars and Ou, 2002). In addition, it is also possible to share non-digital information to experiment with. For example, chefs sharing recipes or consumers giving cleaning advice.

Furthermore, communication platforms like communities give consumers the opportunity to speak out and be *actively involved*. Additionally, communication platforms like websites give consumers the chance to support a purpose (e.g. Greenpeace) and to seek corporate attention for problems like child labor (Prahalad and Ramaswamy, 2004).

The above mentioned forms of involvement of consumers illustrate that firms should no longer operate autonomously without interference of consumers in different parts of the value chain. Some consumers are motivated to co-create value by seeking interaction with firms. This change is not really unexpected, when knowing that consumer needs are heterogeneous and the chance to find a product or service which exactly meets this need is low in practice.

2.1.2 Defining Co-creation

The change from company centric value creation to consumer centric value creation asks for a new frame of reference, called value co-creation. In general co-creation of value can be described as an interaction between customers and businesses, consumers and products or businesses and businesses.

C.K. Prahalad and Venkat Ramaswamy are the first who posited the concept of co-creation and are known for adding experience as part of the purchasing process as a new dimension to co-creation of value in their book, *The Future of Competition: Co-creating Unique Value with Customers*. In this book co-creation is stated as “the practice of product or service creation that is collaboratively executed, by both the firm and customer, together at multiple points of interaction within experience environments to create mutual value” (Prahalad and Ramaswamy, 2004). There does not yet exist an example in reality that meets the definition of co-creation, as mentioned above. In practice, some examples are referred to as a co-creation initiative. However, often these are examples of co-creation related concepts. These concepts are related to co-creation, but can differ in the role of the firm or consumer in the process or differ in the type of value which is created.

2.1.3 Co-creation related concepts according to Humphreys et al.

The co-creation related concepts are concepts which can be associated with co-creation. Open innovation, co-production, personalization, mass-collaboration, collaborative innovation, mass customization and user-generated content all can be related to co-creation by either: consumer involvement, cross-boundary collaboration and/or purpose-driven innovation.

To see how co-creation distinguishes itself from these related concepts Humphreys, Samson, Roser & Cruz-Valdivieso (2009) introduced two dimensions. The first dimension, the role of the firm, displays if the process is more producer-led or consumer-led. User generated content is mainly user-driven. However, other concepts can be initiated and coordinated by the firm. The second dimension,

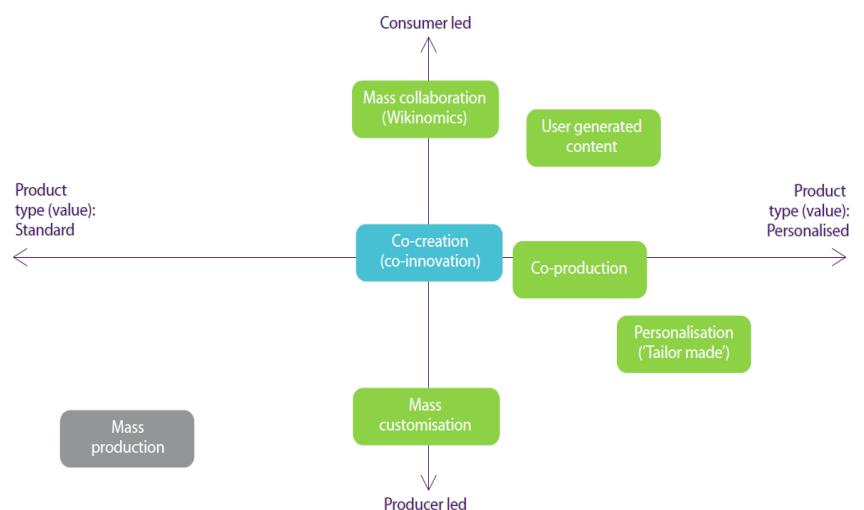


Figure 2.1. The co-creation matrix (Humphreys et al., 2009)

type of value which is created, expresses if the value is standardised (benefits all customers), customised (e.g. mass customised product or service) or personalised (e.g. co-produced product or service). By utilizing these two dimensions Humphreys et al. show how co-creation can be distinguished from co-creation related concepts. Figure 1 demonstrates where in the matrix co-creation is situated and simultaneously shows how all concepts depart from mass production (traditional approach of production).

All co-creation concepts possess two similar features, namely the involvement of consumers and the expansion of organizational or product borders (Humphreys et al., 2009). However, each concept only partly meets the co-creation definition as stated by Prahalad and Ramaswamy (2004), as this definition adds a third dimension; the focus on co-creating new values with the consumer. But what makes consumers eager to start with co-creation?

2.2 Consumer motivations

To explore consumer motivations to participate in co-creation initiatives, different motivation theories are presented. The first sub-paragraph will elucidate on Maslow's hierarchy of needs, where the needs of Maslow can also refer to motives of an individual. Maslow's pyramid presents human needs, with the basic needs at the bottom and ending with the need for self-actualization at the top. The self-determination theory, which is split into intrinsic and extrinsic motivations, gives a deeper insight in the motives that Maslow revealed. The different types of intrinsic and extrinsic motivations are discussed in the second sub-paragraph, together with the factors that influence both motivations. The third paragraph will conclude with the relevance of these theories for consumer motivations in co-creation.

2.2.1 Hierarchy of needs

Numerous researches have examined what motivates people to do or not do. Maslow (1987) divided the drives of human activity into five levels of need, using a hierarchical pyramid of need. The pyramid presents the largest and fundamental human needs at the bottom of the pyramid, ending at the top of the pyramid with the need for self-actualization. An individual can only take a step up in the pyramid when the level(s) below is

completely satisfied. The pyramid starts with the basic needs for human survival (e.g. water, food, breathing, sleep), defined as *physiological needs*. Without these requirements a human being is not able to function.

When the physiological needs are satisfied, the focus will switch to the individual's *safety needs*. These needs can imply the security of an individual's body, health, family, resources and property.

When both the physiological and safety needs are fulfilled the individual will

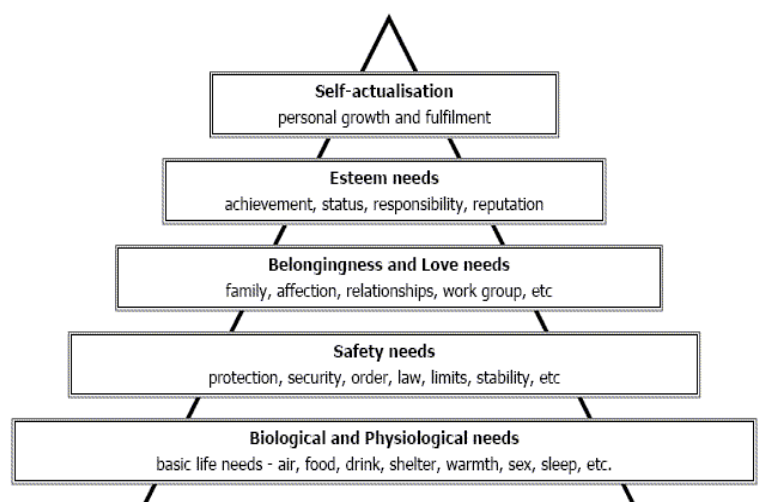


Figure 2.2. Hierarchy of Needs (Maslow, 1987)

continue by fulfilling the social needs, also referred to as *love and belonging*. This aspect of the pyramid focuses on the relationship with friends and family and the need for intimacy. Each individual has a strong need to belong and be accepted. This can be by being involved in a social group, like colleagues at the office, a sport team, online community members or close family and friends. There is a strong need to love and be loved by others. When this step in the pyramid is not satisfied, an individual can feel depressed and lonely.

Next, each individual has the need for *self-esteem* and be respected by others, also explained as a desire to be valued and accepted by others. An individual has to gain recognition from others and participate in activities to have the feeling of contributing to a cause. This need can be fulfilled in a hobby or profession. Maslow classifies self-esteem into two subsidiary levels. The lower level involves the need for status, recognition, prestige, attention and the need for the respect of others. The higher level is higher for it focuses on inner competence won through experience. The higher level involves the need for competence, self-confidence, mastery, independence and strength. When these four levels of Maslow's pyramid are satisfied, the final level can be fulfilled. The top of the pyramid focuses on the perceived need for self-actualization. This need can be described as a desire to become everything an individual is competent of becoming. For every individual this can be expressed in a different manner. For instance, this desire can be expressed in painting, sports, designing or inventions. However, as mentioned before, this desire can only be fulfilled if all other levels of the pyramid are not only achieved, but also mastered by the individual.

2.2.2 Self-determination theory

The previous sub-paragraph described Maslow's hierarchy of needs. These needs can also refer to motives of an individual. The self-determination theory gives a deeper insight in the motives, which are revealed by Maslow. This theory focuses on the motivation behind the choice an individual makes and especially to what extent the behavior of the individual is self-determined and self-motivated (Deci & Ryan, 2002). The self-determination theory consists of the combination of internal and external factors, referred to as intrinsic motivation and extrinsic motivation.

Intrinsic motivation

Every individual has its own preferences to perform certain behaviors and activities above others, for instance playing soccer or collecting stamps. Some individuals pursue these activities or behaviors with more effort compared to others. This kind of motivation, which arises from an individual's inborn need for feeling self-determinant and competent in a certain environment is labeled as intrinsic motivation (Deci, 1975). Maslow (1987) also covers these needs and refers to them as the need for self-esteem and the need for self-actualization.

Intrinsically motivated goals as autonomous goals have shown to be linked with most effortful behaviors, when compared to controlled personal goals, leading to a higher possibility of goal achievement (Sheldon & Elliot, 1997). According to the self-determination theory, three inherent needs are responsible for optimal function and growth, respectively referred to as; 1. Need for autonomy, 2. Need for competence and 3. Need for relatedness (Hars and Ou, 2000).

Need for autonomy

Intrinsically motivated behavior is suggested to represent the prototype of a self-determined activity. These are activities an individual participates in from an inner interest (e.g. profession, hobby). Studies by Deci (1975) and others (e.g. Lepper et al., 1973) suggest that when an extrinsic

reward is linked to an official intrinsically interested activity, the individual will feel controlled by this reward, causing the individual to show less intrinsic motivation. Supplementary research in different fields show that autonomy is fundamental to intrinsic motivation by revealing that evaluation (Harackiewicz, Manderlink, & Sansone, 1984), and deadlines (Amabile, DeJong, & Lepper, 1976) also lead to a decrease in intrinsic motivation. However, by acknowledging an individual's inner experience (Koestner, Ryan, Bernieri, & Holt, 1984) and by providing choice (Zuckerman, Porac, Lathin, Smith, & Deci, 1978), the intrinsic motivation of the individual is enhanced. In addition, other studies have shown that evaluations and rewards can decrease an individual's ability to solve complex problems (McGraw & McCullers, 1979) and decrease the creativity (Amabile, 1982). Researches in different fields have shown that by using motivational strategies like rewards, deadlines or evaluations the autonomy is undermined, leading to a lower ability to solve complex problems, decreased intrinsic motivation and less creativity. However, other studies show that by acknowledging the inner experience of the individual and by providing choice the autonomy is enhanced, resulting in enhanced intrinsic motivation (Deci and Ryan, 2000).

Need for competence

Scientific research has revealed that positive feedback boosts intrinsic motivation, when compared to no feedback (Boggiano & Ruble, 1979; Deci, 1971). Whereas, negative feedback decreases the intrinsic motivation of an individual, when compared to no feedback (Deci & Cascio, 1972). These results have been linked to the need for competence (Deci and Ryan, 1980; White, 1959), showing that positive feedback satisfies the need for competence and therefore improves intrinsic motivation. So negative feedback encourages incompetence, which will undermine intrinsic motivation. Positive feedback, however, will foster the need for competence, which will lead to an increased intrinsic motivation. Nevertheless, this positive outcome only counts when the individual feels responsible for the competent performance (Deci and Ryan, 2000). Maslow also emphasizes the importance of competence and indicates that self-esteem and self-actualization can satisfy this need. By gaining recognition and respect from others the self-esteem of an individual increases. The need for self-actualization confirms the core competences of the individual.

While the need for competence and autonomy have shown to be the most powerful influences on intrinsic motivation, research has shown that the need for relatedness also has an influence on intrinsic motivation (Deci and Ryan, 2000).

Need for relatedness

Maslow's hierarchy of needs indicates that every individual has a need to belong and be loved. Maslow suggests that this need can be satisfied by being involved in a social group, a sport team, online community or family and friends. The self-determination theory indicates that this need for relatedness is present, but not key. The self-determination theory assumes that intrinsic motivation is more likely to be enhanced by a sense of secure relatedness (Ryan and La Guardia, 2000). Research has even shown that the intrinsic motivation of students enhances when they characterize their teachers as caring and warm. However, there are also situations where autonomy and competence are more central compared to relatedness. For instance, individuals often partake an intrinsically motivated behavior in isolation (e.g. hiking, taking a walk). So it would be more

appropriate to suggest that a sense of security serves as a base to enhance the intrinsic motivation of an individual and does not have to be key (Deci and Ryan, 2000).

Extrinsic motivation

An individual can also show extrinsic motivation, which is promoted by external resources (e.g. rewards, threats and ego). To explain the different possibilities in which extrinsically motivated behavior is regulated, the organismic integration theory was developed by Deci and Ryan (1985) as a sub-theory of the self-determination theory. The organismic integration theory describes four extrinsic motivation levels, which vary in autonomy.

External regulation is the first possible extrinsic motivation, which can control an individual's behavior by stimulating the desire to obtain a reward or avoid punishment (e.g. free product, money or threats). This type of extrinsic motivation has been researched and found to be undermining an individual's intrinsic motivation (Deci et al., 1999).

A second way of regulating extrinsic motivated behavior is with *introjection*. Introjection describes a behavior of an individual which is carried out because of the pressure or tension the individual feels within the self when the said behavior is not carried out. By carrying out the behavior an individual avoids anxiety or guilt or attains pride or ego-enhancements (Deci and Ryan, 2000). This behavior is intrinsically driven, but classified as extrinsic motivation because the introjected behavior is not observed as part of the self (Deci and Ryan, 2000).

A third form of extrinsic motivation is *identification*. This form of extrinsic motivation shows that an individual consciously appreciates a regulation or goal and acts by accepting this goal or regulation to be of personal importance. For example, an individual can identify the importance of losing weight for its own health and act upon it by following a diet. The behavior that results from this action can be valued as more autonomous. However, the behavior is identified as extrinsic motivation, because the behavior still has an instrumental outcome (becoming healthier), instead of being experienced as enjoying and satisfying (Deci and Ryan, 2000).

The last form of extrinsic motivation is labeled as *integration*. This form is closely related to the individual's intrinsic motivation, for its regulations are included in the individual's beliefs and self evaluation on personal needs. However, this motivation is still classified as extrinsic, because the reasons of an individual to reach these goals are extrinsic to the self, instead of inherent enjoyment or personal interest in the task (Deci and Ryan, 2000). An individual who obeys the law is an example of integration.

2.3 Relevance for this research

Paragraph 2.2 discussed Maslow's hierarchy of needs and the self-determination theory. This paragraph will capture the relevance of both theories to explain consumer motivations to participate in co-creation initiatives. This paragraph is split into two parts; one will focus on intrinsic motivation, where the other explains what the relevance of extrinsic motivation is for this research.

2.3.1 Intrinsic motivation

Deci (1975) labels the kind of motivation that arises from an individual's inborn need to feel competent and self-determinant in a specific environment, as intrinsic motivation. This preference to perform certain behaviors above others can be linked to the profession or hobby of a consumer.

Co-creation is also a way to satisfy the inborn need to feel competent and self-determinant. The consumer can prefer to only engage in co-creation initiatives of a certain product, a product category or a particular task. This can cause a fan of a certain brand to only engage in initiatives of, for instance, Dell laptops and to not contribute to co-creation initiatives of HP or Acer. Consumers that select on a certain product category will, for example, only focus on initiatives about computers and not about food products. In addition, consumers that focus on a particular task will not be involved in all co-creation tasks (e.g. design, marketing). For instance, some consumers may prefer to generate new solutions or ideas, while others might favor evaluating product concepts (Füller, 2010). Maslow (1987) also identifies these needs and explains them as the need for self-esteem and the need for self-actualization.

Next to, these two intrinsic motivations the Maslow's hierarchy of needs and the self-determination theory also point to the importance of belonging to a group and altruism. Both intrinsic motivations could also be applicable for co-creation. When a consumer participates in a co-creation initiative, he or she is investing time and energy for another at its own cost. This is a clear example of altruism, where an individual tries to increase the welfare of others. Altruism could be an important drive, for participants in co-creation, which motivates the participation. Belongingness is another intrinsic motivation and variant of altruism (Hars and Ou, 2002). Everyone has a strong need to belong and to be accepted. Maslow covers this need, when referring to the need for love and belonging. This need can be satisfied by involvement in a social group, an online community for instance. Kozinets (2002) states that consumers also engage in online communities to meet others, and not only of their interest in the topic. Online community members can feel part of the online community and change their goals similar to the goals of the online community (Hars and Ou, 2002). In addition, the community member can see other community members as kin, and therefore a consumer can prefer to do something beneficial for others and not themselves. Social psychological researchers define this type of behavior as "kin selection altruism" (Hoffman, 1981). Consumers with this type of intrinsic motivation, will probably be motivated to partake in co-creation initiatives and simultaneously help their kinship partners.

2.3.2 Extrinsic motivation

Next to the intrinsic motivation, Deci and Ryan (2000) also identify four different extrinsic motivation levels; external regulation, introjection, identification and integration. Hars and Ou (2002) reveal personal needs and three types of future rewards for open source programmers to partake in open source projects, which can be related to some of the motivation levels of Deci and Ryan (2000).

External regulation is an extrinsic motivation, which can control an individual's behavior using a reward. Co-creation initiatives often use monetary incentives (e.g. money, free product) to attract and reward participants for their participation. It should be mentioned that the more complex the product or service is, the more likely it is that the participant will sell its contribution instead of providing it costless (Hars and Ou, 2002). A monetary incentive could solve this implication. However, research has found that this type of extrinsic motivation causes an individual to feel controlled, resulting in less intrinsic motivation (Deci et al., 1999). Additional research in other fields has found that the use of rewards, evaluations and deadlines undermine the autonomy, resulting in less creativity, a lower ability to solve complex problems and a decreased intrinsic motivation. By

acknowledging the inner experience of a consumer and providing choice the autonomy is enhanced, resulting in enhanced intrinsic motivation (Deci and Ryan, 2000).

The second extrinsic motivation is *introjection*. Introjection describes a behavior of an individual which is carried out because of the pressure or tension the individual feels within the self when the said behavior is not carried out (Deci and Ryan, 2000). This definition indicates that an individual can participate in a co-creation initiative not for its own motivation, but because of the pressure from the environment around the individual. For instance, a student could partake in design challenge, not because he or she is intrinsically motivated to do so, but because he or she thinks it is preferred and appreciated by future employers.

Identification is the third extrinsic motivation and displays that an individual consciously appreciates a particular goal and acts by accepting this goal to be of personal importance. A participant in co-creation can identify the importance of partaking in a co-creation initiative for gaining human capital or for self-marketing. Participants in co-creation have the ability to choose in which initiative to participate and therefore are able to select the learning experience, which meets their interests and demand. In addition, co-creation initiatives also can enable college students to partake in real projects at an early stage and simultaneously gain experience, resulting in an increased human capital. Participation in co-creation initiatives is also an opportunity to show skills and capabilities and can therefore be a good way of self-marketing (Hars and Ou, 2002). The achievements in a co-creation initiative can also be used to claim competence in a particular skill (e.g. design, marketing).

The last form of extrinsic motivation is *integration*. This form is closely related to the individual's intrinsic motivation, for its regulations are included in the individual's beliefs and self evaluation on personal needs. However, Deci and Ryan (2000) stated that this motivation is still classified as extrinsic, as the reasons of an individual to reach these goals are extrinsic to the self. Obeying the law is an example of integration. However, for co-creation it is more difficult to present an example which relates to this extrinsic motivation. Therefore, this extrinsic motivation is less suitable for co-creation.

2.4 Factors for success of co-creation

In this section consumers' factors of success of a co-creation initiative, according to findings of scientific research, will be discussed. First, a scientific study will be discussed, which identified some intrinsic and extrinsic motivations and used these to reveal four different motivated co-creation consumer types. In addition, a list of possible success factors of a co-creation initiative, as proposed by the same article, are discussed.

2.4.1 Identifying the different co-creating consumer type

An article of Füller (2010), *'Refining virtual co-creation from a consumer perspective'*, has divided the co-creating consumer into four different types. This is the first study which identifies different co-creating consumer types. For his empirical study Füller (2010) used questionnaires filled out by 727 consumers, who had partaken in at least one co-creation initiative. In addition, expert interviews and consumer interviews were used to test the outcomes of the questionnaire. The figure below shows the four different co-creation consumer types, split in these four expectation levels.

Reward-oriented participant	Intrinsically interested participant
Curiosity-driven participant	Need-driven participant

Figure 2.3. Co-creating consumer types (Füller, 2010)

The research shows that intrinsically interested consumers have the highest motivation and a creative and knowledgeable personality, which makes them highly qualified for co-creation initiatives (Füller, 2010). In addition, the results show that for all consumer types, except for the reward-oriented consumers, monetary incentives are of less importance for participation in co-creation. Incentives like recognition, feedback or interaction experience could be sufficient. Surprisingly a study of marketing and innovation managers showed a completely conflicting view (Bartl, 2006). The study asked 216 marketing and innovation managers to rank consumers' supposed incentives. The result was a ranking in the following order: financial compensation and special offers, participation in product success, and price draws. Incentives like intrinsic motivation and fun could be found at the bottom of the ranking. This can be an explanation of why companies focus on the incentives instead of interaction with the consumer.

By using the results of the article of Füller (2010), it is possible for companies to focus on one consumer type of interest and tailor the co-creation experience towards that particular type. However, the difficulty here is that the definitions of these consumer types are rather general and not every consumer will exactly fit one of the defined consumer types. In addition, this article only states a monetary reward as an extrinsic motivation, where there are more extrinsic motivations that

could play a role in co-creation. This research could give a deeper insight into the underlying motivations of participants to partake in co-creation initiatives.

2.4.2 Suggestions for success

As a result of addressing the needs of heterogeneous users - experiential-oriented as well as goal-oriented - a vibrant co-creative platform needs to be created, according to Füller (2010). In order to reach this result Füller (2010) proposes a list of principles to take into account when developing a co-creation initiative.

It starts with providing the heterogeneous consumers with *tasks that differ in level of complexity and in kind*. For instance, some consumers like to create new ideas where others like to work with existing ideas (Füller et al., 2006). However, both the idea creators and the evaluators of ideas add value to the innovation process (Kozinets et al., 2008). When more tasks are generated consumers can easily find their own roles (e.g. networker, evaluator, designer).

Once a consumer participates in a co-creation initiative by contributing content, he/she is curiosity-driven about how others value their content. Updates about comments, evaluations and grades from visitors triggers them to return. When designing the co-creation platform in a way that consumers keep *returning and contributing* on a regular basis, this need will be satisfied. By, for example, giving participants the ability to provide feedback or to rate the concepts of others, it automatically gives them a reason to return and maybe contribute again.

To help consumers create exactly what they have in mind a *supportive and empowering environment* needs to be provided. However, the tools (e.g. designing software/facility) should not be too difficult to work with/understand.

When consumers engage in a co-creation platform, *interaction* is the next issue to focus on. To create a lively dialogue it is of importance to offer participants the possibility to interact, establish relationships and built a community. Functions like personal profiles, pictures and tags to contributions improve the communication between consumers. Another possibility is making use of existing networks like Facebook, so participants can show their social status and involve brand communities (Füller et al., 2007). However, only brand community membership is not a guarantee for engaging in the co-creation initiative of that particular brand (Füller et al., 2008).

Incentives encourage participation of the participant. Incentives can be monetary as well as non-monetary. The implementation of monetary rewards may be necessary for successful companies, to avoid the idea that a consumers' contribution is ripped-off for free. However, the monetary incentives are not sufficient when intangible incentives like recognition or feedback are absent.

Finally, participants value direct contact with the company's development team. A branded platform where *employees* can support participants who encounter problems, adds to the appreciation level of the participant (Nambisan and Baron, 2009).

2.5 Relevance for this research

The factors for success are solely based on the study of Füller (2010) and show what consumers value in a co-creation initiative. The fact that this is the only study which describes factors for success of co-creation, shows a low knowledge of what consumers consider as factors for success. The article of Füller does propose a list of aspects to take into account when setting up a co-creation initiative. However, the proposed list shows that each aspect can be valued in two different ways.

Could it be that consumers, just starting with co-creation and consumers, continuously involved in co-creation initiatives identify different factors for success? This research will try to answer the third sub research question by capturing the success factors of co-creation for novice and expert participants. In addition, the accurateness and completeness of the factors for success mentioned in scientific literature will be examined.

2.6 Summary

This chapter explored the concept of motivations for consumers to partake in co-creation and the perceived success factors for consumers, after participation in co-creation. The chapter started with the definition of co-creation and an explanation of co-creation related concepts. Then it continued with the main consumer motivations to partake in co-creation and the associated dependent aspects which can play a role in the motivations. After participation in co-creation a consumer has an opinion about the initiative, and generates factors that determine the success of the initiative. Four different consumer types have been formed to improve the match between consumer and co-creation initiative, simultaneously improving the success of the initiative. In addition, a list capturing the main factors for success of a co-creation initiative has been proposed. However, each aspect in the list can be valued in completely different ways by consumers.

The next chapter will elaborate on the methods used to research consumer motivations to participate in a co-creation initiative and their perceived success factors for a particular co-creation initiative.

3 Methodology

This chapter will discuss the methodology used to examine all the research questions. The research questions focus on consumer motivations to participate in co-creation initiatives and consumers' and firms' perceived factors for success of a particular co-creation initiative. The motivations to participate and perceived factors for success of novice and expert participants will be compared. A distinction between these two groups can reveal what motivates consumers to start with co-creation opposed to what motivates them to be continuously involved in co-creation initiatives. Subsequently, the distinction will be used to examine if consumers, just starting with co-creation **and** consumers, continuously involved in co-creation initiatives identify different factors for success. To answer these research questions in-depth interviews will be used. The next paragraphs will give more details into the case, research methods, respondents and the data collection.

3.1 The cases

To answer the research questions set for this research, novice and expert participants of co-creation initiatives needed to be identified and approached. Firms that independently initiated a co-creation initiative were not enthusiastic to cooperate with this research, due to privacy regulations. However, two firms that offer an online co-production platform where firms can co-create with an online community, gave the opportunity to approach members of their online community and inform them about this research and the possibility to partake in an in-depth interview. The following two sub paragraphs will elaborate on both online platforms, in order to obtain an idea of how both platforms work.

3.1.1 Redesignme

RedesignMe is a consultancy firm, which acts as a mediator between firms and consumers. By posting international challenges for the, more than, 5000 community members, RedesignMe tries to find fitted solutions for firms.

RedesignMe meets the different criteria of this research for different reasons. First, RedesignMe offers a co-production platform, a co-creation associated concept, on which this research focuses. The website of RedesignMe is in English, which gives community members from all over the world the opportunity

to participate and upload new designs for challenges, initiated by firms. These designs can consist of an idea, a concept or a finished product (Figure 3.1). When a design is uploaded by a community member it immediately is visible for other community members and the initiator of the challenge (Figure 3.2).

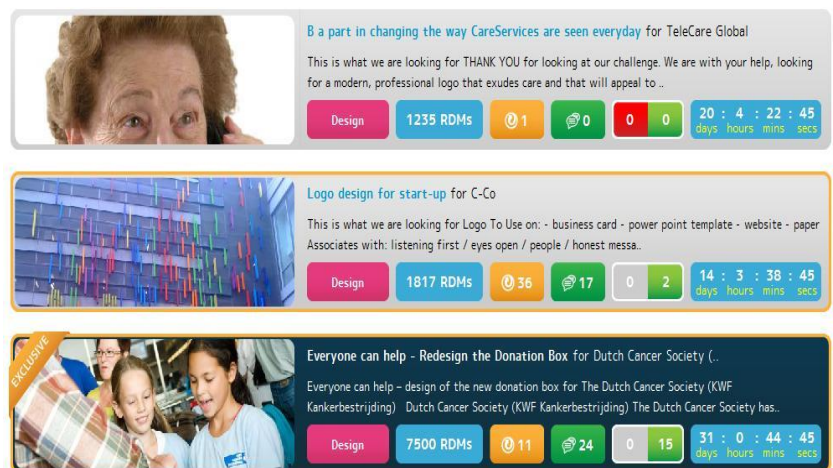


Figure 3.1 Overview challenges of RedesignMe

All community members and in particular the firm, initiator of the challenge, can give feedback which also is visible for everyone. Based on the feedback the redesigns can be reshaped, by the participant, to fit the needs of the initiator. After the deadline of the challenge, the initiating firm rewards the best designs with points, which are variable for each challenge and can

be spend in the RedesignMe Shop on various products or exchanged for money.

Secondly, as mentioned, RedesignMe works with an online community, where every consumer can be part of after registering and creating an account on the platform.

3.1.2 Battle of Concepts

Battle of Concepts also acts as a mediator between firms and consumers. Battle of Concepts has over 7000 community members at its disposal to help firms find a fitted solution for the posted challenge. The challenges offered at Battle of Concepts vary from dilemmas in the social sphere (e.g. How to trigger managers to switch to a flexible workplace) to practical and technical problems (e.g. design a bicycle shed for a railway company). Each challenge consists of a small storyline where the problem is summarized (Figure 3.3). When participants feel triggered to join this challenge a more detailed briefing of the

challenge can be downloaded. The briefing describes in more detail what the dilemma exactly consists of, possible do's and don'ts for the solution, and prerequisites for the concept handed in by participants. Each challenge is accompanied with a small forum where participants can ask questions to the initiator of the challenge. After finishing the concept, participants can upload it to website. It is only possible to view the concepts of others when the challenge is open instead of closed. Even when the battle is open, the concepts of others can only be viewed after the deadline has been passed. After the deadline the initiating firm rewards the 20 best concepts with a standard amount of money and points (Table 3.1).

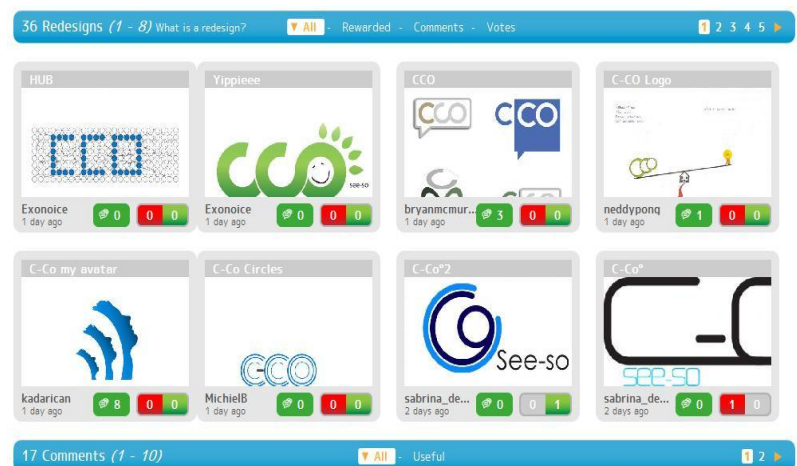


Figure 3.2 Uploaded designs for one challenge on RedesignMe

Alle Battles	Private Battles	Open Battles	Premium Battles	Meest Populair
<p>Bedenk slimme oplossingen waardoor de Provincie Overijssel met minder geld de vaarwegen nog efficiënter kan onderhouden.</p> <p>provincie Overijssel</p> <p>Prijzengeld: € 5000,- Deadline: 27-2-2011 Battle vorm: PRIVATE</p> <p>nog 26 dagen</p>				
<p>Bedenk een creatieve oplossing waarmee omwonenden geen last ondervinden van een drukke weg.</p> <p>provincie Utrecht</p> <p>Prijzengeld: € 5000,- Deadline: 6-2-2011 Battle vorm: PRIVATE</p> <p>nog 5 dagen</p>				
<p>Bedenk een hulpmiddel waardoor rijksambtenaren dreigende overbelasting tijdig herkennen en zelf aan gaan pakken</p> <p>A+ Fonds Rijk</p> <p>Prijzengeld: € 5000,- Deadline: 9-1-2011 Battle vorm: PRIVATE</p> <p>wachten op uitslag</p>				
<p>Bedenk een nieuw format voor cursussen voor jonge professionals.</p> <p>EUROFORUM</p> <p>Prijzengeld: € 5000,- Deadline: 12-12-2010 Battle vorm: PRIVATE</p> <p>uitslag bekend</p>				

Figure 3.3 Overview challenge of Battle of Concepts

Table 3.1. Reward system Battle of Concepts

Winners of the challenge	Reward formula	Total prize money (€)	Prize money (€)	Points for ranking
1	30 %	5.000,-	1.500,-	1500
2	15 %	5.000,-	750,-	750
3	7 %	5.000,-	350,-	350
4 – 10	4 %	5.000,-	200,-	200
11 - 20	2 %	5.000,-	100,-	100

As mentioned, Battle of Concepts works with an online community. In contrast to RedesignMe, the website of Battle of Concepts is in Dutch. So only Dutch speaking individuals can partake in the challenge of Battle of Concepts. In addition, Battle of Concepts has set two criteria for individuals to become part of the online community. Individuals have to be students or young professionals with a maximum age of 30. Individuals that do not meet these criteria are not able to become part of the community.

3.2 Qualitative research

The goal of the qualitative research is to reveal how consumers value the different aspects that are part of a co-creation initiative and what requirements consumers have towards a future co-creation initiative. Especially consumer motivations to participate in a co-creation initiative and consumers' perceived factors of success of a co-creation initiative will be researched.

The exploratory character of this research is ideal for applying qualitative research. The goal of qualitative research is to stay as close as possible to the ordinary social and personal reality (Maso and Smaling, 1998). Qualitative research fits well to receive answers about the motivations of consumers to participate in co-creation initiatives and the perceived success factors of participants of a co-creation initiative. With qualitative research consumers will give more elaborated and justified answers to the questions. Therefore, qualitative research will give a deeper insight into why consumers co-create, compared to quantitative research.

In addition, qualitative research will be used to retrieve the firms' point of view on co-creation from a consumer perspective. The view of these firms could be conflicting with that of consumers, as proven in previous research (Bartl, 2006). To research this, five challenges from RedesignMe will be chosen randomly. All firms chosen are similar to the extent that this is their first co-creation experience. The five challenges selected are from Honig, LiliCo, KWF Kankerbestrijding, Pronova Medical and Trade Factory. The firms differ in size and corporate strategy. For instance, Lilico is a one-woman start-up business and Honig is a subsidiary firm of Heinz. In addition, KWF Kankerbestrijding is a Dutch foundation which organizes and supports events to enhance research for cancer, whereas the others firms have a commercial intend. Furthermore, the challenges of these firms vary from designing a logo, coming up with a new packaging up to brainstorming for a new medical product. These differences are insignificant for answering the research question in this

research, where it is important to find out what firms think participants would identify as success factors of their challenge.

3.3 Selection respondents

The fact that respondents have at least an affection with co-creation and are part of the RedesignMe or Battle of Concepts community are the sole criteria for partaking in the in-depth interview. The obligation to register before participating in co-creation challenges can show an affection with co-creation. Affection with co-creation is of importance to find motivations to participate in co-creation initiatives. Furthermore, goal of this research is to retrieve answers from co-creating consumers of all levels. So there will not be a restriction to the number of times a consumer participated in a co-creation initiative. This research focused on the differences in motivations to participate and perceived factors of success of novice and expert participants. For this reason the focus was to interview novice and expert participants of co-creation initiatives.

First, companies which had individually organized a co-creation initiative were approached and asked if it was possible to interview participants of their initiative. However, all these companies were not eager to help this research, due to privacy regulations. Next, two co-production platforms, RedesignMe and Battle of Concepts, were approached with the same question. RedesignMe helped recruit respondents by informing the community members about this research and the possibility to partake in an in-depth interview to help this research. Still, out of a community of over 5000 members, just seven responded to this request. Battle of Concepts was not willing to help recruit respondents. However, it was possible to view the ranking list on the website of Battle of Concepts. Here, all the names of the participants are listed and when the participant is still a student the particular university is mentioned as well. Therefore, it was possible to contact community members that were associated with the Wageningen University, by sending them an e-mail to their WUR mail. A lesson for future research on this topic would be to carefully prepare where the respondents will be recruited and check whether this group is willing to participate.

3.4 Data collection

In order to answer the sub research questions twelve respondents have been approached for a, face-to-face, in-depth interview. This revealed the underlying motivations of consumers to participate in co-creation initiatives and perceived factors of success of a co-creation initiative according to consumers.

3.4.1 In depth-interview

The in depth-interviews were in a semi-structured form. Before creating the in-depth interview questions a book of Silverman called, *Doing qualitative research: a practical handbook* (2005) was consulted to gather information on in-depth interviewing techniques and the way to collect relevant data. Next, three different rounds of interviews were made. One interview was for the novice co-creating consumers, where the focus was on the potential motivations of novices to participate in co-creation initiatives and factors for success of a co-creation initiative. The second interview was for the expert co-creating consumers, which was similar to the interview of the novice co-creating consumers. However, in this interview the interviewer did also go deeper into the motivations for

expert participants to partake in certain challenges and the factors for success of these particular challenges. The third interview was created for the firms, where the focus was on what the firms think are, consumer motivations to participate in and consumers' factors for success of a co-creation initiative.

The questions and order were set, but the interviewer did go deeper into questions where the respondent formulated answers which asked for clarification. The three different interviews can be requested in appendices II, III and IV.

3.4.2 Respondents

The respondents of the in-depth interviews have been separated into novices and experts. Novice respondents had never or only once participated in co-creation, to assure that this group was unable to compare co-creation experiences. Expert respondents had participated at least twice in co-creation and were therefore able to compare experiences, making them fit to divulge the motivations to continue participating in co-creation initiatives. The social demographic characteristics of the respondents can be requested in appendix I.

3.4.3 Analysis

All interviews were recorded during the face-to-face meetings with the respondents. To gain insight in how to analyze the interviews with respondents, again the book of Silverman, *Doing qualitative research: a practical handbook* (2005) was consulted. After the face-to-face meetings with the respondents all interviews were transcribed. The transcripts of the interviews were analyzed by marking possible topics in the margin line (e.g. competition, feedback). In order to answer the sub research questions the most important subjects were selected and interpreted by the researcher. As a result, not all subjects mentioned by the participants could be included in the report. Only dominant patterns and those that were remarkable have been mentioned in this report.

After the topics in each interview were identified the statements made by each respondent for each topic were compared. First, the statements of novice and expert participants were compared. Subsequently, differences in statements between RedesignMe members and Battle of Concepts members were identified, when visible. In order to interpret the results for each identified topic the quotes of the respondents have been added to each topic (see chapter 4). The quotes which are mentioned in chapter 4 have been translated to English, because most participants were Dutch and were also interviewed in Dutch. The translations have been executed by the researcher himself, in order to maintain the accurateness and correctness of the quotes.

4 Results

This chapter will discuss the results, which have been derived from the interviews with participants and firms. The results will be divided in five paragraphs. Paragraph 4.1 will focus on the motivations for participants to partake in a co-creation. Next, the factors for success of a co-creation initiative from the perspective of the participant will be outlined in paragraph 4.2. Paragraph 4.3 will discuss the factors for success of a co-creation initiative according to firms. Next, the motivations to participate and factors for success for novice and expert participants are compared in paragraph 4.4. Here, novice participants have never or only once participated in a co-creation initiative and therefore are not able to compare co-creation experiences, whereas expert participants have participated at least twice in a co-creation initiative, making them able to compare experiences. This separation of participants could, as this research described, reveal what motivations are to start with co-creation, compared to motivations to continue with co-creation. Finally, paragraph 4.5 will present a summary of the results.

4.1 Consumer motivations to participate

Chapter 2.2 has already outlined possible motivations for consumers to partake in co-creation initiatives based on scientific literature. This paragraph will highlight the most important motivations for participants to partake in co-creation initiatives, derived from interviews with novice and expert participants of RedesignMe and Battle of Concepts.

Test own competence and self-marketing

The scientific literature separated consumer motivations into intrinsic and extrinsic motivations. One intrinsic motivation which is discussed in the theoretical framework, is the need for competence. This intrinsic motivation refers to an individuals' need to show competence in a certain environment (e.g. profession, hobby). Interviews with participants of RedesignMe and Battle of Concepts show that this intrinsic motivation is also identified as a motivation to partake in a co-creation challenge. Interviews with participants of Battle of Concepts showed that especially expert participants (participated ≥ 2) partake in co-creation initiatives for the ability to test own competences against those of other participants.

R8 (20-23): "...challenge yourself to see how you actually perform in a professional environment. In landscape architecture this is quite common, as here often competitions are held. So this is an extra stimulus for me to investigate what my competences are." (Expert participant 8, Battle of Concepts)

R10 (84-85): "I only focus on developing a skill to solve complex problems. Especially, abstract problems" (176) "yes indeed, it really is a fact of testing yourself." (Expert participant 10, Battle of Concepts)

Most participants of RedesignMe also show a motivation to test their competence against those of others. By participating in co-creation initiatives both the participants of RedesignMe and Battle of Concepts use the skills, which are developed with their participation, to show their capabilities to the outside world. Whereas participants of Battle of Concepts only show their capabilities on the co-creation platform, RedesignMe participants also add their contributions to their own online portfolio, showing their motivation to also self-market themselves to future employers or clients.

R1 (23-25): *"One thing is...euhm, I have to work on my portfolio and it is a good opportunity to be in a situation where you have to deliver..."* (Novice participant 1, RedesignMe)

R3 (38-39): *"Biggest motive for me is adding designs to my portfolio. Enjoying to sketch, enjoying to create idea models.".....* (40-41) *"But the main reason is contributing to my portfolio, gaining experience, engaging in my field of study..."* (Expert participant 3, RedesignMe)

In the scientific literature the need for competence and self-marketing are both identified as possible motivations to partake in co-creation initiatives. The need for competence is categorized as an intrinsic motivation. Self-marketing is part of the extrinsic motivation level, described as identification. This extrinsic motivation level refers to an individuals' conscious appreciation for a goal or regulation by accepting this goal or regulation to be of personal importance (Deci and Ryan, 2000). The behaviour that results from participating in an initiative can be valued as more autonomous. However, the participants clearly indicate an instrumental outcome; adding their designs to their portfolio for self-marketing.

These results show that the participants, which are interviewed, can have an intrinsic, as well as, an extrinsic motivation to partake in a co-creation initiative.

Use core competences to gain advantage in a challenge

The previous motivation indicated that participants are motivated to test their own competences against those of others. The interviews with participants also show that an absolute majority of the participants (8) are aware of their core competences and identify weaknesses. This knowledge is used to select future challenges. This is not different for novice and expert participants, neither for RedesignMe and Battle of Concepts participants.

R1 (32-33): *"Well of course, in my education and in my personal interests, there are some fields, that I think are more interesting or where I have more background information than others have."* (Novice participant 1, RedesignMe)

R4 (115-117): *"It has to be something of my interest, so it has to be one of the three things that I do best. I perform less in, for example, creating a marketing campaign."* (Expert participant 4, RedesignMe)

R8 (152-154): *"I had gained experience with allotments, during my graduation thesis. So I had that idea in the back of my mind already. I elaborated on this knowledge and waited to see if this would be enough to win.".....* (216-218) *"The topic was rural area, and especially the shrink of rural area, a topic in landscape architecture. So I already had some ideas about this topic, which I projected in my Battle."* (Expert participant 8, Battle of Concepts)

This behaviour typifies the scientific definition of intrinsic motivation, where an individual is motivated from an inborn need for feeling self-determinant and competent in a certain environment. The quotes from the participants show that they are aware of their core competences and react upon this by participating in challenges that fit these competences.

Possibility to watch concepts of community members, to do what?

Beside the fact that participants are motivated to test their competences and gain advantage from their core competences, the participants would like to compare their competences with the

competences of others. In practice participants try to identify the competences of others by viewing each other's uploaded concepts. Both RedesignMe and Battle of Concepts give community members the opportunity to upload concepts for a challenge. For participants of Battle of Concepts it is often not possible to view the concepts of others. Especially participants, novices and experts, of this platform indicated viewing concepts of others to be part of their own learning experience.

R1 (45-49): *"..the exchange with fellow participants of RedesignMe. So there is a strong community aspect, so you can meet other industrial designers and see their work examples. It's like you go to a big forum where portfolios are shown, you see the tricks of others and you see other people's workflow and that is also something that is really interesting for me as designer."* (Novice participant 1, RedesignMe)

R7 (155-158): *"And then, I think, it is also fun to see for the participants how others react on this. In addition, it gives you the opportunity to see a great range of solutions, so you can learn from and see the solutions of others.".....* (307-308) *"...and also very curious to see ideas of others, how others would deal with this. I expected to view this, unfortunately it is not possible.."* (Novice participant 7, Battle of Concepts)

R8 (83-85): *"Yes, that is actually quite annoying. You would like to read the products of others, to see how they dealt with it, so you can learn from them. So it would be nice to... read the reports of others after the deadline has passed."* (Expert participant 8, Battle of Concepts)

Especially expert participants of RedesignMe use the possibility to view concepts of others as an opportunity to wait with designing a concept until the work of others has been reviewed. This gives participants of RedesignMe the chance to anticipate on the work of others.

R3 (13-14): *"And often I start too late, because first I would like to sense in which direction the challenge is going."* (Expert participant 3, RedesignMe)

R6 (140-141): *"So the minimum criterion is now that I first would like to see what others do, so I can react upon that."* (Expert participant 6, RedesignMe)

These results show that participants of both Battle of Concepts and RedesignMe have extrinsic motivations for working with a community. Participants of Battle of Concepts are mainly motivated to learn from the concepts of others, whereas the expert participants of RedesignMe also want to anticipate on the concepts of others to deliver a concept which can better fit the needs of the initiator and could give a higher probability to win the challenge. Participants of Battle of Concepts are not able to anticipate on the concepts of others, as it is not possible on this platform to view concepts of other community members.

Monetary reward can become less important

There where the opportunity to learn and test own competences against those of others are main motivations to partake in a co-creation initiative, the monetary reward is identified as a token of appreciation and recognition. Still, all respondents indicate that a reward is a necessity to partake in a challenge, which partly displays the extrinsic motivation of the respondents.

R2 (183-186): *"A reward maybe pushes me more to start a challenge that does not exactly fit my field of interest, but without reward I would still participate. Yes, but is has to, if it is a winning concept, I would like to receive the recognition for it."* (Novice participant 2, RedesignMe)

R3 (43): *"I have to say that it is not the money which triggers me, it is more the recognition."* (Expert participant 3, RedesignMe)

R8 (89-92): *"Yes, it is nice to receive money and it also gives you the feeling that your input is really appreciated and important. So, from that point of view a cash price... it stimulates you extra, but it is not the main goal to make money with this."* (Expert participant 8, Battle of Concepts)

Although all respondents indicate the importance of being rewarded, this reward does not automatically have to be money. Mainly the expert participants suggest alternatives to reward winners of a challenge. These alternatives vary from receiving free publicity for the concept to being offered a job by the initiator. For novice participants it can be more difficult to name alternative rewards as these participants have less experience with the reward system and have not yet won a challenge. Expert participants have more experience with the reward system and are able to see other possibilities for the initiators to reward winners.

R3 (52-55): *"The challenge for the door handles was rewarded with publicity for your concept at the Dutch Design Week. In addition, the winners were invited to come to the factory. That would stimulate me more to participate, compared to money... it triggers me more.".....(329-330) "Especially, when your concept is really produced and you can say that that money-box was designed by me...that would be really cool."* (Expert participant 3, RedesignMe)

R4 (189-192): *"If it would be positive for my CV or in my field of study, I would really appreciate it. That was also the case for the FSB challenge, where nominees were invited to show their prototype on the Dutch Design Week....Yes, that is really a cool reward, actually."* (Expert participant 4, RedesignMe)

R10 (167-170): *"Euhh, well, there always has to be a reward, which can have different forms. So, it strongly depends on the type of reward and this could also be a substitute. I mean, if you participate in a challenge and you receive... a job would also be a monetary reward, but, I do not know, I get publicity on the television or something like that."* (Expert participant 10, Battle of Concepts)

The scientific literature supports the fact that participants can be motivated through rewards, which is classified as an extrinsic motivation. The literature indicates that in some situations this extrinsic motivation can undermine an intrinsic motivation, as well as, result in less creativity and lower ability to solve complex problems. The interviews with participants did not confirm this. Results did reveal that novice participants often mention money, a monetary reward, whereas expert participants also suggest non-monetary alternatives to reward winners.

4.2 Consumers' factors for a successful challenge

The previous paragraph discussed the motivations for participants of RedesignMe and Battle of Concepts to partake in a co-creation challenge. In the interviews the participants were also asked what they identified as factors for a successful challenge after their participation in the challenge. This paragraph will present the factors for success of a co-creation initiative as stated by these participants. In addition, the participants described factors which could have improved the success of a challenge. These factors for improvement will also be discussed in this paragraph.

Working together with others adds value to solution

The respondents already stated, in the previous paragraph, to partake in co-creation initiatives to have the chance to view concepts of others. However, the respondents also see this function as an opportunity to help other community members which, according to them, adds to the successfulness of a challenge. Respondents even show willingness to cooperate with community members to improve or create a completely new concept. Precondition is that the participants are also rewarded equally for the work which is delivered.

R3 (21-23): *"I guess you can do so much more...if you have the possibility to exchange points with other members you can reward them for the help or good comments.."(102-106) "I think that will improve some things, you may be faster inclined to react upon each other and create variations on a design, which results in more co-creation... I think that can go much deeper. Now someone has an idea, which is developed into a design, but often someone else has another idea to improve the initial idea and that is co-creation"* (Expert participant, RedesignMe)

R7 (167): *"...for example, cooperating with someone or combining ideas.."* (Novice participant 7, Battle of Concepts)

R10 (289-291): *"...and participation and creating a holistic thing also depends if several individuals cooperate to fill all the pieces of the puzzle."* (Expert participant 10, Battle of Concepts)

This factor could improve the successfulness of a challenge according to novices as well as experts, from both RedesignMe and Battle of Concepts. The fact that participants are willing to help others can indicate a need for relatedness and even altruism for equally minded community members. However, the participants simultaneously show that they will only help when compensated with a reward, which also shows the presence of intrinsic, as well as, extrinsic motivations.

Briefing of the challenge & interaction with the initiator during challenge

The previous success factor showed that respondents appreciate to work with other community members. However, novice and expert participants of RedesignMe and Battle of Concepts also stated that more interaction with the initiator during the challenge could also add to the success of a challenge. The scientific literature already mentioned that participants value direct contact with employees of the initiating firm (Nambisan and Baron, 2009). One respondent argued that this interaction should already start at the briefing of a challenge. By using interactive communication tools (e.g. Live chat) the initiator could clarify in more detail what the needs and wants for the challenge are, giving the participants a better view of what is expected.

R10 (308-310): *"So I suppose, again, that communication can fill that gap (= with regard to a clear briefing of the challenge), with different tools like video and*

audio. I think that all types of communication should collaborate to create a complete image of what the initiator expects from the participants.” (Expert participant 10, Battle of Concepts)

In addition, participants of RedesignMe and Battle of Concepts indicate that the briefing of a challenge should be concrete, but not closed. When reading the briefing participants would like to immediately understand what the initiator means and get a concrete view of what the concept needs to fulfil, but simultaneously the briefing should not be too closed. When a briefing contains too much criteria there is no room for participants to design a creative concept. Here, the risk is that community members do not partake in that challenge or that the challenge does not result in new creative concepts. The objective of the challenge should be clear according to the respondents. However, the initiator should not inhibit the creative space of the participants. In addition, the results do show that the respondents have different views on the balance of concreteness and openness for a briefing.

R3 (131-134): “The initiator of that particular challenge has set too much criteria. I think, if they would make the briefing more open, more ideas would be uploaded. Maybe less useful ideas, but more out of the box ideas, which could be used to define the final concept...The challenge was too closed in my opinion.” (Expert participant 3, RedesignMe)

R4 (114-115): “It has to be a...I think a clear description of the challenge. When the description contains a clear objective, it directly receives my attention...” (Expert participant 4, RedesignMe)

Furthermore, expert respondents of RedesignMe remark that when an initiator interacts with the participants during the challenge, the initiator should be careful not to express favourite concepts already. Experiences of these respondents show that when an initiator reveals its preferred concepts during the challenge, it withholds other participants to create and upload a concept.

R3 (111-112): “A company often already has an idea of what the result of the challenge should be. As a participant you need to be lucky to discover their view, if you want to win.” (Expert participant 3, RedesignMe)

R4 (324-328): “A good example of this challenge, in which I participated, was the feedback. There was little feedback provided and the feedback which was provided, from the start, was primarily focused on two participants. Everyone else got the feeling that it was useless to hand in an idea, because the company indirectly had already chosen the winner. In the end these were in fact also the winners. So that is a negative experience for me.” (Expert participant 4, RedesignMe)

Feedback to receive attention

According to all participants interviewed, part of the interaction with the initiator should consist of feedback. Some respondents indicated feedback to be a motivation for partaking in co-creation initiatives. However, this was not a primary and sole motivation for respondents to partake in co-creation. Feedback was more often mentioned as factor for the successfulness of a challenge, by novice and expert participants of RedesignMe and Battle of Concepts. Especially, when participants receive personal feedback on a concept it adds to the appreciation level. In addition, it makes them feel respected and equal to the initiator.

R3 (436-438): *"Yes, I appreciate the feedback. It feels like I cooperated with the company, for the company. That I really add something, and not that I'm just dumping stuff on the Internet. For me it definitely has added value."* (Expert participant 3, RedesignMe)

R4 (362-364): *"It (= no feedback) gives the idea that it has been all for nothing. Even if the feedback is negative it gives me the feeling that I at least tried my best and that the company paid attention to my concept, that is fine."* (Expert participant 4, RedesignMe)

R6 (304-308): *"It was nice to receive so much feedback from the initiator...so much, it was not that much... but I did not expect to win, she gave more participants positive feedback. But the feedback was serious and it showed that she paid attention to the different concepts. This also caused other designers to react upon the feedback."* (Expert participant 6, RedesignMe)

The scientific literature identifies feedback as an intrinsic motivation, part of the need for competence. According to the literature positive feedback increases the intrinsic motivation of a participant. However, the quotes above indicate that participants like to receive feedback from the initiator as token of attention for them and their concepts. Both positive and negative feedback, from the initiator, is appreciated here.

Furthermore, the respondents indicated that often feedback is not provided on time or can lack depth. To increase the appreciation level of participants, respondents stated that an initiator should provide personal feedback with a learning for the participant and timely given. In addition, the initiator should argue how and why the winners of a challenge were chosen. This helps participants to understand the choice of the initiator and feel satisfied about it.

R3 (430-434): *"The feedback is often quite limited. Sometimes the argumentation used in the feedback can really annoy me. Some days ago an initiator argued that a particular winner was chosen, because he had clearly put a lot of effort in the concept. When that is going to be the criterion to become a winner, you will lose credibility."* (Expert participant 3, RedesignMe)

R7 (137-140): *"I once participated in a challenge of Battle of Concepts and afterwards I received little feedback. I understand that the company receives tons of concepts, but it would be nice to receive more feedback so I can learn from it..."* (Novice participant 7, Battle of Concepts)

4.3 Consumer motivations and factors for success, a company's perspective

This research primarily focuses on consumer motivations to partake in co-creation initiatives and factors for success of a challenge as identified by the participant. The previous paragraphs zoomed in on these topics from the perspective of the consumer. This paragraph will reveal what firms consider to be motivations for consumers to partake in co-creation initiatives. In addition, the firms will also present their view of what the success factors of a challenge are for consumers. After interviewing five firms which initiated a challenge on the RedesignMe platform, this research will discuss the most important motivations and success factors for consumers, as indicated by these firms.

4.3.1 Consumer motivations

Using uploaded concept for self-marketing

The majority of the firms stated self-marketing to be one of the primary motivations for consumers to partake in co-creation challenges. Motivations mentioned by the firms are the opportunity to get a job and the possibility to add designs to the portfolio.

R13 (235-237): *"I don't know if there are people who are committed to make a profession out of this, but if they can proof that they designed a certain product....that would really be good for their portfolio."* (Company 1)

R14 (210-211): *"..you can self-market yourself by actively participating."* (Company 2)

R17 (139-141): *"I think that for the participants building up a network is one of the motivations. The participants do not make a lot of money with it, but you can self-market yourself to companies."* (Company 5)

The scientific literature and the expert participants of RedesignMe indicated this to be a motivation. The fact that the initiator as well as the participant state self-marketing to be an important motivation to partake in a challenge could suggest an opportunity for the initiator of the challenge or the platform to anticipate on.

A concept becomes reality

An additional motivation mentioned by firms is the idea that a concept can become reality. Participants that were interviewed also indicated that when firms eventually show what happened after the challenge has passed, it would add to the success of that challenge.

R13 (233-235): *"And I think that it is the important underlying motivation for a participant to say; whohh it would be cool if my design would end up in the shelves of a store."* (Company 1)

R16 (90-92): *"So I think another motivation plays a more important role. I think that is the fun of participating.. Yes, to be involved in designing a product, which they will eventually find in the store...that is the main motivation."* (Company 4)

It seems easy for firms to feedback what happened after the challenge passed. However, the next steps after the challenge may consume months or even years, making it almost impossible to show results in a short amount of time. Still, especially expert participants of RedesignMe appreciate this feedback, regardless of the moment in time.

Monetary reward not main motivation

All firms that were interviewed have initiated a challenge on the RedesignMe platform. For the challenges all firms set a certain amount of points for participants to win. Two of the firms indicated that the monetary reward could be a motivation for consumers to partake in a challenge. However, all firms stated this not be the main motivation, but more a trigger to partake in a challenge. This corresponds with what the participants stated.

R13 (226-227): *"Next to that, of course...Yes, you can make money with it, so that is always nice."* (Company 1)

R16 (87-88): *"...consumers are triggered to upload a good and fun concept, so they...yes, can receive a reward. But honestly I do not think that that is the main motivation..."* (Company 4)

All firms had set a different amount of points for a challenge. However, no strong conclusions can be drawn here, because the firms were also different in size and the type of challenges were incomparable.

4.3.2 Factors for success of a challenge

Interact with community members during challenge

Similar to the participants, the firms also consider interaction with the community members during a challenge to be part of the success of a challenge. The firms identify the need from community members to interact in order to improve the concepts that are uploaded for the challenge. However, firms find it hard to identify what the participants expect from the interaction. In addition, some firms indicated that in a future challenge more emphasize will go to interacting on a more continuous basis, as they identified this to be a success factor for the participants.

R13 (191-192): *"I have to say, in the beginning I did not interact that much with the participants, because I found it hard to answer and ask questions."* (Company 1)

R14 (391-393): *"I think that if I put more effort in the interaction during the initiative, I could have received more back. However, the quality of the concepts was already quite high."* (Company 2)

R17 (163-164): *"...I think that for some individuals it takes too long to receive an answer, because I have to do this in between my current activities."* (Company 5)

As mentioned, participants indicated that feedback is often not provided on time and lacks depth. These participants also stated that when a firm provides personal feedback it would add to the appreciation level. Additionally, it makes participants feel respected and equal to the initiator. This personal feedback is important during the challenge, as also identified by scientific literature, and could additionally be given after the challenge to provide participants with an extra learning experience. Firms do not identify the importance of giving personal feedback after the winners of a challenge have been announced. Often the firms use this moment to send general feedback and explain how the winners were chosen. However, as mentioned, this is also a moment where participants like to receive attention from the initiator.

Concrete but open briefing of challenge

Another success factor which is mentioned by firms is the briefing of a challenge. The firms all agree on the fact that when the product or situation of a challenge is identifiable for the participants it appeals and simultaneously adds to the success of a challenge.

R14 (374-376): *"This challenge was quite concrete, which made it probably easier for participants to start with. It is of course also possible to just present an idea and ask the community members to do something with less information."* (Company 2)

R16 (95-96): *"So, we tried to stay as close as possible to the...yes, experience environment of the consumer. I think that this appeals to the participants."* (Company 4)

However, the firms disagree about what exactly is the most successful briefing of a challenge. All firms set certain criteria (e.g. production costs, sustainable, communication on product), which a concept has to meet. Just one firm indicated that not too much criteria have to be set to prevent blocking the creativity of the participants.

R17 (321-325): *"...we want out of the box ideas and that is the purpose of the RedesignMe platform. And maybe it is impossible to create a certain concept, but we will deal with that in a later stage. The concepts also have to be refined, it is all about the ideas."* (Company 5)

The quotes of the firms suggest that the briefing of the challenge should be concrete, but open as well. The firm has the ability to keep the challenge close to the consumer experiences and show some concrete criteria which the concept has to meet. However, the challenge should not be too closed so participants cannot freely design concepts without having to meet a complete list of set criteria. Therefore, the participants should get a concrete view of what the new product or service has to fulfil and simultaneously the challenge should be open, so participants are still free to design concepts within a certain concrete perspective. The interviews with participants also showed that a combination of concreteness and openness is appreciated for the briefing of a challenge.

The degree of concreteness and openness can depend on the expectations a firm has for the outcome. Some firms start a challenge to get a concrete idea in return, whereas other firms initiate a challenge to be inspired and get new visions. Here it is important for the firm to consider, in advance, what the return needs to be in order to avoid disappointment at the end of the challenge.

In addition, it is of interest what consumers and firms define as concrete or open. The interviews already suggest some ideas. However, this research did not examine what is defined as concrete or open by the consumers and firms, except for what the quotes already highlight.

4.4 No remarkable differences between novice and expert participants

The last sub research question of this research was formulated to investigate whether novice and expert participants reveal different motivations to participate and factors for success of a challenge. The fact that this research disclosed the motivations to participate and factors for success for both consumer types together with the fact that the scientific literature did not have an answer to this sub research question, made this sub research question an interesting addition to the research. Paragraph 4.1 and 4.2 discussed the important motivations to partake in a challenge and factors for success of a challenge for both novice and expert participants. These paragraphs showed just minor differences between novice and expert participants of the platforms. However, these differences can be explained. For instance, expert participants of RedesignMe indicated that watching concepts of others gives them the opportunity to anticipate on the work of others. The fact that novice participants of RedesignMe do not mention this as a reason, could suggest that novice participants have not identified this as an opportunity yet.

In addition, there were minor differences between expert participants of RedesignMe and Battle of Concepts, but these differences can be explained due to different possibilities in each platform. For example, participants of RedesignMe use the concepts to show their capabilities to the outside world, by adding the contributions to their online portfolio. The probability that it is commonly accepted for people in the design industry to sell oneself using examples from the past, could explain this behavior of RedesignMe participants.

4.5 Summary

The previous paragraphs discussed the most important results on participants' motivations to partake in a challenge and success factors of a challenge. An interesting finding is that, in contrast to the scientific literature, motivations to participate consist of intrinsic as well as extrinsic motivations. An important driver is the need to test own competences against those of others and watch the competences of others. Whereas, a monetary reward and competition are additional, but not primary, motivations to partake in a co-creation challenge.

Next to the motivations of participants, the factors for success of participants were discussed. The success factors of participants indicate the importance of interaction, including feedback, with the initiator and other community members. Firms also identify this as a success factor for participants. However, several firms indicated to find it hard to identify what participants expect from the interaction and how to timely interact with them. In addition, firms have difficulties with providing the participants with feedback after the challenge, as the firms find it hard to identify what participants expect from the feedback. Participants indicated that the personal feedback is part of the learning experience and simultaneously it is an opportunity for the initiator to argue how and why the winning concepts were selected. In addition, the results reveal that feedback is seen as a token of attention by participants. After the challenge the participants would like to confirmation that the contribution is appreciated.

Creating a concrete, but open briefing for the challenge is also identified as successful for a challenge, according to firms and participants. The degree of concreteness and openness can depend on the expectations a firm has for the outcome. Several firms initiated a challenge to get a

concrete idea in return, whereas other firms start a challenge to be inspired and retrieve new visions. It is important for the firm to consider, in advance, what the return needs to be in order to avoid disappointment at the end of the challenge.

Furthermore, the results do not show any important differences between novice and expert participants of both platforms in motivations to participate and factors for a successful challenge.

5 Conclusion and discussion

This research started with the question, which factors influence how consumers value the co-creation initiative after participation. In order to answer these questions twelve community members of two co-creation platforms have been interviewed, together with five firms who initiated a co-creation challenge on one of the platforms.

Testing own core competences against those of others identified as main motivation

The first finding of this research reveals that participants are primarily motivated to partake in a co-creation challenge to test their own core competences and closely watch other community members of the platform to compare competences. By partaking in a co-creation challenge participants have the ability to test their own competences against those of others and simultaneously increase core or weak competences. Participants are aware of their core competences and use this knowledge to weigh their chances and decide whether to participate or not. In addition, RedesignMe participants not only use the challenge to test their competences and weigh their chances, but also to show their core competences and self-market themselves to future clients/employers. By having the opportunity to watch the concepts of other community members, the participants can compare competences with those of others and simultaneously learn from these uploaded concepts. RedesignMe participants also take this opportunity to gain an advantage, by anticipating on the uploaded concepts of other participants.

The need for competence is identified here and classified as an intrinsic motivation by scientific literature. This intrinsic motivation refers to an individual's need to show competence in a certain environment (e.g. profession, hobby). In addition, this research reveals the importance of self-marketing for participants to partake in a challenge. This extrinsic motivation refers to a participants' conscious appreciation for a goal by accepting this goal to be of personal importance. Self-marketing clearly indicates the instrumental outcome for the participants. This extrinsic motivation primarily applies for the participants of RedesignMe. The fact that the participants of Battle of Concepts are not able to view concepts of others, but would like this feature, could explain why this group does not (yet) mention this extrinsic motivation to be of importance.

Implication

In contrast to the scientific literature this research reveals that intrinsic and extrinsic motivation are not strongly separated, but intermingle for co-creation platforms. The results of this research show that it is not necessary to separate motivations to partake in co-creation initiatives in an intrinsic and extrinsic group. Participants know what motivates them to partake and consciously weigh the challenge before deciding to actually partake in the challenge.

The results of this first finding can be helpful for the initiator and the co-creation platform. Both could anticipate by facilitating tools for participants to self-market themselves. By also facilitating tools for community members to virtually interact and help other participants the concepts could become even better and the community members will have the ability to co-create more. Before this can happen the community members should have the possibility to see each other's concepts. However, firms do not prefer this, because it gives competitors the opportunity to watch what the

firm is doing. An alternative solution could be to only give community members that actually handed in a concept the opportunity to watch the concepts of others.

Feedback as token of attention

The second finding of this research combines the views of firms and participants on one specific factor for successfulness of a challenge. The participants, firms and scientific literature identified the interaction and feedback during the challenge to be an important success factor. The scientific literature identifies feedback as an intrinsic motivation, part of the need for competence. The literature also mentions that positive feedback increases the intrinsic motivation of a participant. The results of the interviews reveal that participants like to receive feedback from the initiator as a token of attention for them and their concepts. Both positive and negative feedback from the initiator, is appreciated here. Firms also identify the importance of interaction with the participant during the challenge. However, some firms indicated to find it hard to detect what participants expect from the interaction, and to time the interaction. Participants indicated that the interaction is as a possibility for the firm to provide the participant with a learning and to argue how and why the winners of a challenge were chosen.

Implication

This second finding implies that feedback plays an important role in co-creation challenges. The results show that feedback is of added value to the successfulness of a challenge, according to participants. An interesting point of notice is that feedback was not mentioned as a motivator for participants to partake in a challenge. This could imply that participants, as confirmed in the interviews, want attention, when not winning the challenge and therefore demanding attention through feedback. If this is the case, initiators of a challenge could increase the appreciation level by providing feedback after the challenge. Participants already indicated that feedback from the initiator would increase their appreciation level for a challenge.

Concrete, but open challenge

The final important finding of this research focuses on the briefing of the challenge. The results from the interviews with firms and participants indicate that a concrete, but open briefing of the challenge is identified as successful for a challenge. A concrete briefing of a challenge can keep the challenge close to the consumer experiences. Additionally, it gives firms the opportunity to set criteria which a participant can take into account or even overcome. Simultaneously the challenge should be open, so participants are free to design concepts without feeling inhibited in their creativity because of too much set criteria.

Implication

The degree of concreteness and openness can depend on the expectations a firm has for the outcome. Some firms start a challenge to get a concrete idea in return, whereas other firms initiate a challenge to be inspired and get new visions. Here it is important for the firm to consider, in advance, what the return needs to be in order to avoid disappointment at the end of the challenge. This research, unfortunately, did not focus on the right balance of concreteness and openness in the briefing of a challenge. However, the results do show that a challenge with too much clearly defined criteria is not appreciated by the participants.

Limitations of the research

This research was unfortunate in its quest to approach respondents. Firms which individually organized a co-creation initiative were not eager to inform their participants due to privacy regulations. The respondents of RedesignMe and Battle of Concepts which were enthusiastic to help mainly consisted of students. In addition, the respondents of Battle of Concepts consisted mostly of students from the Wageningen University. Therefore, this research was not in a position to set criteria for the selection of respondents, in order to create a sample selection of the population. However, the use of in-depth interviews made the results more valuable and caused interesting results to be revealed.

Furthermore, it was difficult to set a line between novice participants and expert participants. For this research novices had never or only once participated in a co-creation challenge, whereas experts had participated at least twice. In order to gain results on the differences between novice and expert participants, further research should set more and distinct criteria for both participant groups. However, this research was able to indicate important motivations to participate in and factors for a successful co-creation challenge. The results should be used carefully and may not be applicable for each co-creation associated concept, as this research primarily focused on co-creation platforms with community members.

Further research

The results and limitations of this research also raise new questions, which could be answered through further research. This research revealed that participants are primarily motivated to test own core competences against those of others. The research could not answer why the participants are so eager to compare themselves to others. The social comparison theory of social psychologist Leon Festinger could provide some explanation. The upward social comparison indicates that individuals want to compare themselves with others who are socially above them, in order to make their self-views more positive. However, participants could also be motivated to compare themselves against others to investigate their chances to win the challenge. This could imply that participants use this motivation to decide whether or not to participate in a challenge. Further research could try to find out what the basis of this motivation is.

Furthermore, this research revealed that feedback from the initiator is appreciated by the participants. The participants indicated that positive as well as negative feedback is appreciated. However, what people say they appreciate does not always correspond with what they appreciate in practice. Further research could try to reveal what kind of feedback is appreciated by the participants. This could also help initiators to provide the right feedback during and after the challenge.

Finally, this research showed that the briefing of a challenge should be concrete and open. However, the research did not focus on what firms and participants mean with concreteness and openness. More research on how this is perceived by both the firms and participants could help to formulate a more fitted briefing for a challenge.

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Appendix I

Characteristics of respondents from RedesignMe

Respondent nr.	Age	Gender	Land of birth	Profession	Times participated in challenge
1	34	Male	Germany	Graduate industrial designer	0
2	36	Female	Netherlands	Educationalist & entrepreneur	0
3	23	Male	Netherlands	Graduate Industrial designer	10
4	25	Male	Netherlands	Student Industrial design	14
5	29	Female	Belgium	Marketing wood processing	34
6	42	Female	Netherlands	Entrepreneur with background in Industrial Design	4

Characteristics of respondents from Battle of Concepts

Respondent nr.	Age	Gender	Land of birth	Profession	Times participated in challenge
7	25	Male	Netherlands	Graduate Consumer Studies	1
8	25	Male	Netherlands	Student Landscape, Architecture and Planning	2
9	21	Male	Netherlands	Biotechnologist	1
10	22	Male	Netherlands	Biotechnologist	2
11	30	Male	Netherlands	Graduate Land and Watermanagement	2
12	28	Female	Netherlands	Researcher Supply Chain Management	32

Appendix II

In-depth interview consumer never or once participated

Semi-structured interview

This interview will focus on your motivations to partake in co-creation initiatives and which aspects you value in co-creation. co-creation can be explained as a collaboration between consumer and firm to create new products/services. I will start the interview with a few general questions about you. I will continue with questions related to your membership in the online community of RedesignMe.

1. Could you introduce yourself?
 - a. Name
 - b. Age
 - c. Gender
 - d. Country of birth
 - e. Current profession
2. RedesignMe is a co-creation platform, do you know what this means/entails? Could you explain how you would define co-creation?
3. Could you explain what it is you do for RedesignMe?
4. Why do you want to participate in initiatives of RedesignMe? And are you involved in other co-creation platforms? Why do you also (want to) participate in these platforms?
 - a. What is the difference between these platforms? In which aspects does RedesignMe excel or lack compared to other platforms?
5. Is there a particular type of co-creation initiatives you are looking for (e.g. design, marketing, type of product, complexity of the assignment)? Is this interest related to your profession or hobbies?
6. Could you motivate why you want to participate in these initiatives?
 - a. What drives you to contribute?
 - b. Why do you want to start with co-creation?
7. What aspects should a co-creation initiative definitely own, in order to get your involvement?
8. Why haven't you participated in a co-creation initiative of RedesignMe?
9. How do you value the fact that RedesignMe works with an online community?
 - a. What are the (dis)advantages of an online community to you?

- b. How do you value the facts that other members can give comments to your contributions and vice versa?
 - c. Do you miss something in the functions of the online community?
10. How do you value the fact that RedesignMe hands out points for the winning redesigns?
How important is this monetary reward to you? Why is this?

Appendix III

Diepte interview consument meer dan eenmaal deelgenomen

Semi-gestructureerd interview

Dit interview zal zich focussen op uw motivaties om deel te nemen in co-creatie initiatieven en welke aspecten je waardeert aan co-creatie. Co-creatie kan uitgelegd worden als een samenwerking tussen de consument en een bedrijf, met als doel het creëren van een nieuw/verbeterd product/service. Ik zal het interview beginnen met een aantal vragen over uw co-creatie ervaring en RedesignMe. Daarna zal ik doorgaan met vragen over uw beste co-creatie ervaring. Ik zal het interview beëindigen met een aantal vragen over uw slechtste co-creatie ervaring.

1. Kunt u uzelf voorstellen?
 - a. Naam
 - b. Leeftijd
 - c. Geslacht
 - d. Land van geboorte
 - e. Actuele beroep
2. RedesignMe is een typisch voorbeeld van een co-creatie platform, weet je wat dit betekent? Kunt u uitleggen hoe u co-creatie zou definiëren?
3. Kunt u uitleggen wat u doet voor RedesignMe?
4. Waarom heeft u gekozen om deel te nemen aan co-creatie initiatieven van RedesignMe? Bent u ook betrokken bij andere co-creatie platformen? Waarom participeert u ook in deze platformen?
 - a. Wat is het verschil tussen deze platformen? In welke aspecten is RedesignMe beter of minder, vergeleken met andere platformen?
5. Is er een bepaald type co-creatie initiatief waar u naar op zoek bent (e.g. design, marketing, type product, complexiteit van opdracht)? Is deze interesse gerelateerd aan uw beroep of hobby's? Gebruikt u uw resultaten van de co-creatie initiatieven als referentie om te laten zien wat u kunt?
6. Kunt u motiveren waarom u deelneemt aan deze co-creatie initiatieven?
 - a. Wat motiveert u om een bijdrage te leveren?
 - b. Waarom bent u begonnen met co-creatie? Om welke reden heeft u zich ingeschreven?
7. Aan welke criteria moet een co-creatie initiatief minimaal voldoen, om u te laten deelnemen?

8. Hoe waardeert u de deadlines die door RedesignMe zijn gesteld voor elke challenge? Is er genoeg tijd om een creatieve oplossing te bedenken en maken?
9. Hoe waardeert u dat RedesignMe met een online community werkt?
 - a. Wat zijn de voordelen/nadelen van een online community voor u?
 - b. Hoe waardeert u het feit dat andere community leden commentaar kunnen geven op uw concept?
 - c. Zijn er functies die u mist aan de online community? Welke mogelijkheden zouden toegevoegd mogen worden?
10. Hoe waardeert u het feit dat RedesignMe winnende concepten beloond met punten? Hoe belangrijk is het voor u om beloond te worden met geld of producten? Waarom is dit zo?
11. Het is nooit zeker dat u met uw concept beloond zal worden voor uw arbeid. Dit wetende, wat zijn voor uw de redenen om deel te nemen aan co-creatie?
12. Zou u ook aan co-creatie initiatieven deelnemen als er geen materiële beloning zou zijn? Waarom wel/waarom niet?
13. Vertelt u weleens aan anderen dat u deelneemt aan co-creatie initiatieven?
 - a. Als ja, wanneer praat u er dan over? In welke situatie?
 - b. Als nee, waarom praat u hier niet over?

De volgende vragen zullen focussen op uw beste co-creatie ervaring. Dit moet een co-creatie initiatief zijn waar u van genoten heeft en een goed gevoel aan over heeft gehouden. De vragen worden gesteld om te achterhalen wat u motivaties zijn geweest om deel te nemen aan dit initiatief en om te zien wat u belangrijk vindt in een co-creatie initiatief.

14. Wat was het beste co-creatie initiatief waaraan u heeft deelgenomen? Motiveer waar het initiatief over ging en waarom u het als beste classificeert?
 - a. Voor welk bedrijf was het initiatief?
 - b. Wat was het doel van het initiatief?
 - c. Wat was het resultaat van het initiatief?
 - d. Hoeveel tijd heeft u aan uw concept besteed?
 - e. Wat was uw voordeel voor deelname? Kon u iets winnen voor uw concept?
 - f. Kende u het bedrijf al, voordat u deelnam aan het initiatief?
 - g. Is uw waardering voor het bedrijf veranderd na het co-creatie initiatief? Waarom was dit wel/niet het geval?
15. Kunt u uitleggen waarom u aan dit co-creatie initiatief heeft deelgenomen? Wat waren uw verwachtingen vooraf? Had u een persoonlijke behoefte voor deelname?

16. Kunt u beschrijven hoe u zich voelde toen u het concept had ingeleverd? Was dit positief of negatief? Stond u volledig de achter kwaliteit van uw concept?
17. Wat bepaalde het succes van dit co-creatie initiatief?
18. Wat had er verbeterd kunnen worden aan dit co-creatie initiatief?
19. Hoe waardeert u het gewonnen resultaat, dat uit dit initiatief is gekomen? Was het wat u ervan verwacht had?
 - a. Heeft u met uw concept gewonnen? Wat gevoel gaf dat u?
 - b. Waarom is volgens u het gewonnen concept gekozen?
20. Hoe waardeert u de rol van de initiatiefnemer van het co-creatie initiatief?
 - a. Was het makkelijk om te communiceren met de initiatiefnemer? Was veelvuldig contact met de initiatiefnemer mogelijk?
 - b. Was het doel van het initiatief goed uitgelegd? Waarom was dit wel/niet het geval?
 - c. Heeft de initiatiefnemer feedback gegeven op uw concept? Hoe waardeert u dit?

De volgende vragen zullen focussen op uw slechtste co-creatie ervaring. Dit moet een co-creatie ervaring zijn waar een slecht gevoel bij heeft. . De vragen worden gesteld om te achterhalen wat u motivaties zijn geweest om deel te nemen aan dit initiatief en om te zien wat u belangrijk vindt in een co-creatie initiatief.

21. Wat was het slechtste co-creatie initiatief waaraan u heeft deelgenomen? Motiveer waar het initiatief over ging en waarom u het als slechtste classificeert?
 - a. Voor welk bedrijf was het initiatief?
 - b. Wat was het doel van het initiatief?
 - c. Wat was het resultaat van het initiatief?
 - d. Hoeveel tijd heeft u aan uw concept besteed?
 - e. Wat was uw voordeel voor deelname? Kon u iets winnen voor uw concept?
 - f. Kende u het bedrijf al, voordat u deelnam aan het initiatief?
 - g. Is uw waardering voor het bedrijf veranderd na het co-creatie initiatief? Waarom was dit wel/niet het geval?
22. Kunt u uitleggen waarom u aan dit co-creatie initiatief heeft deelgenomen? Wat waren uw verwachtingen vooraf? Had u een persoonlijke behoefte voor deelname?
23. Kunt u beschrijven hoe u zich voelde toen u het concept had ingeleverd? Was dit positief of negatief? Stond u volledig de achter kwaliteit van uw concept?
24. Waarom voldeed dit initiatief niet aan uw verwachtingen? Hoe komt dit?
25. Wat had er aan dit initiatief verbeterd kunnen worden?

26. Wat waren positieve aspecten van dit initiatief?
27. Hoe waardeert u het gewonnen resultaat, dat uit dit initiatief is gekomen? Was het wat u ervan verwacht had?
- a. Heeft u met uw concept gewonnen? Wat gevoel gaf dat u?
 - b. Waarom is volgens u het gewonnen concept gekozen?
28. Hoe waardeert u de rol van de initiatiefnemer van het co-creatie initiatief?
- a. Was het makkelijk om te communiceren met de initiatiefnemer? Was veelvuldig contact met de initiatiefnemer mogelijk?
 - b. Was het doel van het initiatief goed uitgelegd? Waarom was dit wel/niet het geval?
- Heeft de initiatiefnemer feedback gegeven op uw concept? Hoe waardeert u dit?

Appendix IV

Interviewvragen Bedrijven

Semigestructureerd interview

Dit interview zal zich focussen op de motivaties om een co-creatie initiatief te lanceren en de aspecten die een bedrijf waardeert aan co-creatie. Co-creatie kan uitgelegd worden als een samenwerking tussen de consument en een bedrijf, met als doel het verbeteren of bedenken van producten/services. Ik zal dit interview beginnen met een aantal algemene vragen over u. Daarna zal ik focussen op het initiatief wat u gelanceerd heeft bij RedesignMe, de motivaties om dit initiatief te lanceren en wat uw bedrijf wilde bereiken met dit co-creatie initiatief.

1. Wat is uw functie binnen het bedrijf? Kunt u uitleggen wat de verantwoordelijkheden binnen de functie zijn?
2. Hoe zou u co-creatie willen definiëren?
3. U heeft een co-creatie initiatief gelanceerd bij RedesignMe. Kunt u uitleggen waar het initiatief over ging?
 - a. Wat was het doel van het initiatief?
 - b. Wat was het resultaat van het initiatief?
 - c. Hoe werden de deelnemers beloond?
 - d. Wat wilde u uit het initiatief halen?
4. Wat was de directe aanleiding om een co-creatie initiatief te lanceren? Op welk moment heeft u besloten om het initiatief te starten? Had u al ervaring met co-creatie?
5. Hoe bent u in contact gekomen met RedesignMe? Waarom heeft u voor dit platform gekozen? Waarom heeft u niet uw eigen co-creatie initiatief opgezet?
 - a. Kunt u voordelen van het platform van RedesignMe noemen?
 - b. Kunt u nadelen van het platform van RedesignMe noemen?
6. Wat waren uw verwachtingen van dit initiatief? Wat wilde u eruit halen?
7. Wat vond u van het resultaat dat uit dit initiatief kwam? Voldeed het aan uw verwachtingen? Waarom voldeed het wel/niet aan uw verwachtingen?
8. Wat zijn volgens u typische co-creërende consumenten? Wat denkt u dat de motivaties voor consumenten zijn om deel te nemen aan uw co-creatie initiatief? Hoe heeft u hier rekening mee gehouden in uw initiatief?
9. Was er interactie tussen u en de consument mogelijk? Hoe heeft u dit gewaardeerd? Had dit beter/meer mogen zijn?

10. Wat konden de deelnemers winnen bij uw initiatief? Hoe heeft u dit bedrag vastgesteld?
 - a. Hoe zijn de prijzen verdeeld? En waarom op deze manier?
 - b. Heeft u alle deelnemers voorzien van feedback? Waarom heeft u dit wel/niet gedaan?
11. Op welke criteria heeft u de winnende concepten uitgekozen?
12. Was het in dit geval een voordeel om met consumenten te werken in plaats van met een professioneel bedrijf?
 - a. Hoe zag u deze voordelen/nadelen terug in het proces?
 - b. Hoe zag u deze voordelen/nadelen terug in het eindresultaat?
13. Kunt u 2 tot 3 factoren voor het succes van uw co-creatie initiatief benoemen?
14. Wat had er verbeterd kunnen worden aan uw co-creatie initiatief? Hoe zou u dit in de toekomst voorkomen?
15. Wat gaat u doen met het resultaat van dit co-creatie initiatief? Gaat u het resultaat zichtbaar maken naar de consument?
 - a. Als ja, hoe gaat u dit zichtbaar maken?
 - b. Als nee, waarom gaat u het niet zichtbaar maken?
16. Denkt u dat co-creatie nu van de grond komt? Waarom wel/niet?
17. Wat zijn de toekomstige plannen van uw bedrijf met co-creatie? Gaat u in de toekomst een nieuw initiatief lanceren of wilt u co-creatie in de bedrijfsstrategie verweven?