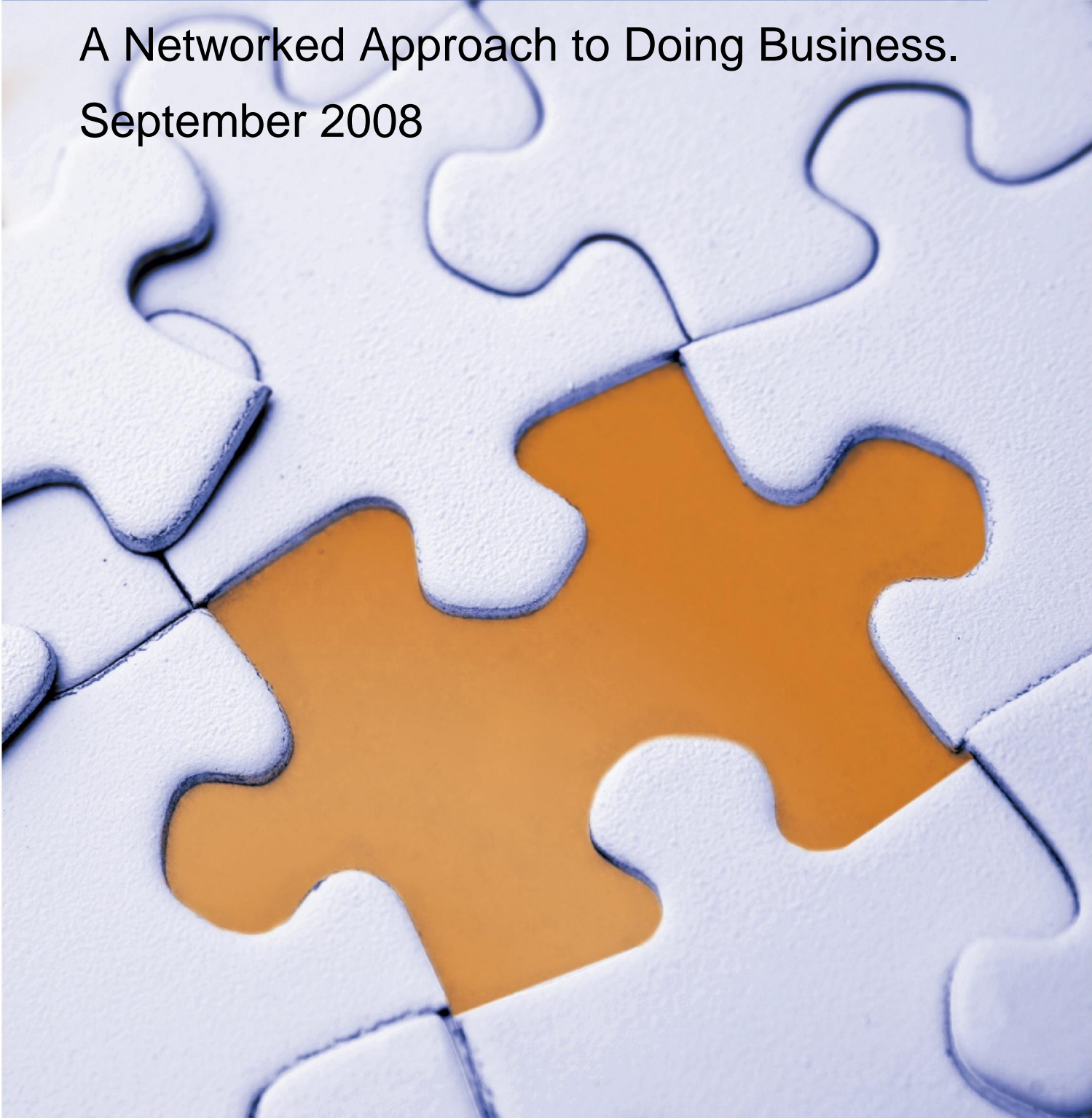


■ Co-Doing.

A Networked Approach to Doing Business.

September 2008



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1 Introduction

Saying “Good-Bye” may be a weird way to start. But the starting point for Co-Doing inevitably is a Good-Bye. So let’s briefly wave good-bye to the days when customers were passive target groups, when people by and large accepted that someone else decided what was good for them and mass production ruled.

Today, companies are faced with customers who demand unique value and value is jumping from products to solutions to experiences. Mass customization may be a first step towards individualized solutions; the more radical way is to involve customers - as users and citizens - in value creation.

Leading companies are already networking with “the crowd” and the phenomenon is getting a lot of media and management attention.

But also networking with suppliers, other brands or even competitors creates winning solutions.

Companies do well to consider all options for interactive value creation, while also paying attention to potential stumbling blocks.

In this paper we will outline benefits and challenges that are connected to doing business in a networking context.

2 Various definitions of co-doing

Crowdsourcing, Co-Creation and Open Innovation are some of the terms describing a new networked way of doing business. There are slight differences:

Crowdsourcing, a term coined by *Jeff Howe* in *Wired* in 2006¹, is commonly defined as a business model in which a company or institution takes a job traditionally performed by an employee and outsources it to an undefined, generally large group of people in the form of an open call over the internet. For example the *Library of Congress*, Washington, employs Crowdsourcing when they are asking the public to help classify archival photographs through *Flickr*², the image sharing website.

Co-Creation is based on concepts by *C.K. Prahalad*³ and is explained as an interaction between customers and companies to create a customized experience. Using the crowd to accomplish a task that is too cumbersome for a few (as the *Library of Congress* does), would not fall under Co-Creation. *Lego* are embracing the co-creation approach with their programmable *Mindstorms* kits. *Mindstorms* fans create extensions, ideas, designs, they are writing blogs and even books about their *Mindstorms* robots. *Lego* merely act as an enabler for the *Mindstorms* explorations of their customers. The “right to hack” is written into the *Mindstorms* software license.

¹ See <http://www.wired.com/wired/archive/14.06/crowds.html>

² See http://www.flickr.com/photos/library_of_congress/collections/72157601355524315/

³ C. K. Prahalad and Venkat Ramaswamy (2004). *The Future of Competition: Co-Creating Unique Value with Customers*.

Open Innovation goes back to *Henry Chesbrough's* book of the same name from 2003⁴. Open Innovation is defined as combining internal and external ideas as well as internal and external paths to market to advance the development of new technologies.

While Open Innovation focuses on innovation, and Co-Creation favors a specific result (customer experience), Crowdsourcing has a wider perspective and is – contrary to its name – not restricted to employing a crowd.

What we refer to as **Co-Doing** in this paper casts a wide net and includes all sorts of external networking (for instance with customers, specialists, suppliers) with the purpose of reaching better results than would have been possible when relying only on internal know-how and skills.

As there is no one-size-fits-all, companies need to carefully select which approach makes sense for them.

3 Benefits of Co-Doing

Co-Doing in the world of business is the natural consequence of several trends that have been visible for a while.

First of all, **individuals** are increasingly used to networking; they are willing to contribute something meaningful and want to express themselves.

Technology has brought the costs of communication down and makes it possible to interact from anywhere at any time.

In the **business** world, firms face a demand for products and services that are customized per consumer and, as if that was not challenging enough, frequently come in new versions and updates. At the same time globalization has increased competition. As a Finnish company, you compete directly with companies in low-cost countries. You also compete for talent on a global scale.

Co-Doing brings the developments in the consumer world and technology world together and stands to solve demands made on businesses.

By Co-Doing, a company can:

- **Increase innovative power** through access to outside talent
- **Take an active part** in the conversation about its brand
- **Respond to changes** in a quick and flexible way
- **Solve challenges** even with a lack of fully employed specialists
- **Remain competitive** despite shortening time-to-market and life cycles of products

4 Is there a choice?

Co-Doing in its various shapes gets a lot of media attention. So much so that the suspicious minds wonder if Co-Creation and Open Innovation are a mere hype, a passing fad that does not justify changing a company's strategy.

⁴ Henry Chesbrough (2003). Open Innovation: The New Imperative for Creating and Profiting from Technology.

We believe that waiting for Co-Doing to cease as a trend can be fatal. No matter whether companies actively want to network or not, Co-Doing is changing the context in which organizations operate.

Rigid supply chains are replaced by flexible value creation networks: The focus on innovative results and outstanding consumer experience demands flexible partnerships: Work with whom it makes sense for how long it makes sense – and reshuffle when it makes sense.

Companies do not own their brands: Firms can offer content for a brand, but they can not control what users do with that content. Brands become the sum of interactions with and between the people.

Expectations are set: Employees, consumers, citizens do not wait for a company to be open - they take it for granted that they have a right to contribute their opinion, to adapt products, to influence decisions. A company which ignores the technologically empowered user cuts itself off.

Companies have little choice about the context they operate in. But they have numerous options to position themselves.

5 Variables of co-doing

As mentioned above, Co-Doing is not a one-size-fits-all solution. Before a company rushes to open its interfaces, important questions need to be answered and brought into line with a firm's overall strategy. The questions are the classic ones:

What do you want to do? **Who** is the best partner? **How**/in which form to interact?

Of course, no decision on Co-Doing must be made without looking at the **Challenges and Lessons**. These crucial considerations deserve a separate chapter (see below). But first, we will have a look at some examples to illustrate the dimension of What, Who and How.

6 What can be done together?

“Answer music related questions”, “Verify archive entries”, or “Tag a product image” are some of the tasks posted to *Amazon's Mechanical Turk*⁵ (MTurk) a marketplace where “requesters” find people who take over **repetitive or tedious tasks** for very little money (usually for a few cents.) These kinds of tasks are ideal candidates for Co-Doing.

Co-Doing is also at its best when it comes to solving **societal or environmental challenges**. Consider the *Let's do it Event*⁶ in Estonia which was brought to life by the Estonian internet entrepreneurs *Ahti Heinla* and *Rainer Nolvak*. They mobilized 50.000 people to clean up illegal rubbish dumps all over the country on the 3rd of May in 2008.

Prominent examples of Co-Doing center around engaging “outsiders” in **processes along the product/service cycle**, spanning from product innovation across prototyping and beta testing up to process improvements, marketing and product support, with the ultimate aim of creating unique consumer experience. One example that combines idea generation and marketing is the *Sims*

⁵ <http://www.mturk.com>

⁶ <http://www.teeme2008.ee/>

2/H&M Fashion Runway⁷ contest. H&M, the Swedish clothing company, invited players of the popular online simulation game Sims 2 to create outfits for Sims avatars. The virtual styles were voted on by the public and H&M designers - and the winning dress could be bought at selected H&M stores worldwide for a limited time at a price of \$14,95.

But Co-Doing with communities can go even further. Whole **companies can be financed and run by communities**. *Myfootballclub*⁸ is an already famous example: In February 2008 club members voted to complete the purchase of *Ebbsfleet United Football Club* for around £600,000. Now over 21,000 football devotees from 70 different countries own 75% of EUFC. A one year membership costs £35 and entitles to voting on almost anything related to managing a football club – from team formation to ticket pricing.

Experiments have shown that crowds are at least as accurate at **predicting future events** as experts. That is why prediction markets like the *simExchange*⁹ have mushroomed. At the *simExchange*, players buy and sell stocks in upcoming video game properties (with virtual money). Thus, the website is a database of sales and game quality forecasts updated in real-time. And forecasts are much cheaper than those of respective research institutions.

Through joint ventures and cooperations, many companies already have a practice of networking with other companies across various stages of the product life cycle. Co-manufacturing projects like the common plant of PSA Peugeot Citroen and Toyota, who jointly develop and produce small cars for the European market and the case of bundled logistics (see text box “New forms of Co-Doing in logistics”) show that there is a large untapped potential to raise the bar of innovativeness and efficiency through sharing tasks – even with competitors..

While all sorts of tasks and processes can already be found under the Co-Doing umbrella, there is no “automatic” success as we will later see.

New forms of Co-Doing in Logistics – Marc Borremans

Many companies have an established network of distribution partners. Most of the times, Co-Doing happens vertically in the logistics value chain (i.e. up- or downstream) and consists of solutions such as: just in time (JIT) and vendor management inventories (VMI). A new development is that collaboration takes place horizontally. This is, in a way, a logical step as traditional ways to reach cost reductions and/or to offer added services in logistics reached their limit. It is through innovative measures – like cooperating with competitors – that the boundaries can be pushed. One example is "Hecore, the logistics collaboration between Henkel, Colgate and Reckitt-Benckiser in France. These three companies decided to group their end products in one shared warehouse (a manufacturing consolidation center) and jointly deliver to common clients from there. As a result, 75% of the trucks leaving the warehouse are full loads and the number of operated trucks could be cut by 20%. Clients benefit from a higher delivery frequency and, consequently, lower inventory levels.

⁷ <http://fashionrunway.sims.yahoo.com/>

⁸ <http://www.myfootballclub.co.uk>

⁹ <http://www.thesimexchange.com>

These results are remarkable against the backdrop of current shopping and retailing developments such as internet shopping, home delivery and daily fresh supplies to shops. These trends have lead to decreasing volumes per lot and, as a result, rising logistic costs. Bundling supply streams is an effective solution.

6.1 Who is the best partner?

For some challenges it is best to involve **as many people as possible**, regardless of special expertise. The clean-up event in Estonia is one such example. *H.J. Heinz* made a huge marketing effort in 2007 to ask “everyone” to produce promotional video clips for *Heinz Ketchup* in its “Top This” TV ad challenge. Even though clearly not everyone is able to make a video spot and not everyone who sent in one of the more than 6000 spots was motivated to show *Heinz Ketchup* in a favorable light, the brand was happy with the wide coverage it got and already ran a “take two” of the challenge.¹⁰

For other tasks, companies get better results from interaction with a **subset of their (potential) customers base, with scientists, or other specialists**. *Procter & Gamble*, a forerunner in Co-Doing, uses the platform *InnoCentive*¹¹ to reach scientists of all fields that help them solve research problems. For ideas from the general public, *P&G* has set up the *Connect & Develop*¹² platform. And it employs *Vocalpoint*¹³, a network of over 600.000 mothers as early adopters of new products for word-of-mouth marketing. And these are only a selection of the various communities that *Procter & Gamble* reach through various forums and market places.

Co-Doing between companies also leads to innovative results and speeds up processes. In its endeavor to envision, design and build the retail store of the future, Metro Group has worked with 80 companies so far (including big names like *IBM* and *Nokia* as well as SMEs) - a major achievement that lead to the opening of the first “*Future Store*” in Krefeld, Germany.

Understanding the motivation of potential or desired Co-Doers is important as it has an impact on how a company can incentivize consumers or partners to contribute, or credit collaborators for their work.

6.2 How/in which form to interact?

Naturally, answers to the question **what** a company wants to do **with whom** affects which form this interaction can have.

A common way to get users or experts committed are **competitions**, such as the mentioned *Sims2/H&M* fashion contest and the TV ad challenge for *Heinz Ketchup*.

For one-off-assignments as well as perpetual tasks existing **market exchanges** like *InnoCentive* or *MTurk* can be used.

¹⁰ <http://www.topthistv.com/>

¹¹ <http://www.innocentive.com>

¹² <http://www.pgconnectdevelop.com/>

¹³ <http://www.vocalpoint.com>

To ensure a long time commitment of a community, **consumer or expert forums** are ideal. While big companies like *Dell (IdeaStorm)* or *P&G (Vocalpoint)* can set up their own communities, smaller companies should consider establishing a presence in social networks that are already frequented by the desired networking partners (like *Facebook* or *Second Life*).

A seemingly simple way to engage people in decision making and for learning about their preferences are **ratings**. As *ebay* demonstrated, ratings can be used as an instrument of quality control. With *Digg*¹⁴, a popular platform for sharing online news, users can vote for content they find interesting, so that popular sites (with the most “diggs”) are propelled to the top. The same system can be used to let communities prioritize suggestions generated by its members.

For joint project work, web 2.0 inspired **collaboration spaces** proliferate that allow designers, programmers or other knowledge workers of different companies to work on the same documents from anywhere at anytime.

For some companies it is worth considering offering **toolkits** (*Lego*-style), so that customers can conveniently customize products according to their taste. Other companies set up **laboratories** where customers or business partners are invited to experiment with new solutions (as the *Shanghai Stock Exchange* does in its lab).

Not every company may want to take an active role. Even then, an organization can learn much about its customers' or partners' desires and dissatisfactions by employing **tools for monitoring social media**. This is a relatively young field that will play an increasing role in the future as only effective ways to analyze and prioritize will turn the content generated in various networks into tangible results.

As technology is evolving, new creative ways for peering and sharing will be found. It is worth keeping an eye open for new developments. It is also necessary to bear in mind that each tool and each form of Co-Doing comes with its specific Do's and Dont's. Next, we will explore some Do's and Dont's that apply across all of them.

Co-Doing in the Construction Industry -Marc Borremans

Co-Doing in construction is not new: Expertise which you do not have inside your company can and must be bought from others.

SME's are practically forced to co-operate when their goal is to take part in major international construction and infrastructure projects. In order to compete with large conglomerates, four elements are key: Scale, References, Money and People. Co-Doing can be the answer for all of them

Scale can be reached by partnering up. It is easier to find support in your home country (a so called competitor) as you can more easily build trust. For many tasks, Co-Doing with local contractors is of course needed in order to control the price or to get acceptance from the local project owner.

References are needed to sign up large orders abroad - and references which prove that your company is a reliable Co-Doing partner are an asset

¹⁴ <http://www.digg.com>

Money: Financing large projects typically is difficult. Building (temporary) business consortia can form an answer.

People: Lack of personnel is chronic in the construction industry. Co-Doing can be a way out.

7 Challenges and Lessons

Co-Doing is still young. Expect to see more experimenting and also some business casualties before textbook guidelines on how to do it right will emerge. If they ever do. Nevertheless, from the cases and literature we studied we can already identify potential stumbling blocks on the way to Co-Doing success.

7.1 Clear Leadership, Role assignments, and Rules

Finding the right balance between letting go and taking control is key for stimulating ideas and – on the other hand – for getting things done. *Cambrian House* learned this the hard way.

In 2006, *Cambrian House*¹⁵ (Canada) began as a crowdsourcing community to discover new business and technology ideas. 6935 ideas have been created and some of them turned into real products. Like *Gwabs*, an online game, and *Greedy or Needy*, the “online wishing well”. However, in May 2008 *Cambrian House* announced the sale of its intellectual property, assets, website and remaining community to a venture firm for a fraction of the \$7.75 million investors put into the company¹⁶, which now focuses solely on further developing its existing products. *Cambrian House* CEO *Michael Sikorsky* said that idea creation has never been a problem. But it turned out that the community did not take over the responsibility for moving projects forward, something the founders had expected. Clearly, the *Cambrian House* team and its community had diverging views on who is doing what. Moreover, *Cambrian House* underestimated the preconditions (such as having enough time) that have to be in place in order to fill an assigned role.

“We are smarter than me” by *Barry Libert* and *Jon Spector*¹⁷ represents another recent experiment in harnessing the wisdom of the many. In this case the goal was to write guidelines on profiting from business communities. A website was set up and “thousands of contributors” freely reported interesting cases and discussed aspects of company networking. Nevertheless, the initiators finally found that “the actual text of the book, the flow of the topics and the graphical design had to be produced in the conventional way, rather than relying on the crowd to perform these functions.” Obviously, someone still needs to be in charge and not everything can be democratic.

In their summary of lessons from *Metro Group’s Future Stores* initiative *Tim Graczewski* and *Ard Pieter de Man* add another aspect: “The establishment of a clear leader with ultimate authority over

¹⁵ <http://www.cambrianhouse.com>

¹⁶ <http://www.techcrunch.com/2008/05/12/when-crowdsourcing-fails-cambrian-house-headed-to-the-deadpool/>

¹⁷ Barry Libert and Jon Spector: We are smarter than me. 2008

the project and the assignment of specific roles ...mitigated infighting and redundant efforts within the network.”¹⁸

These cases underline that, as in any other project, roles, tasks, rules and goals should be made plain right from the start.

7.2 Understand Motivations

When consumers, experts or suppliers are asked to collaborate and invest time and brain they should get something in return. Otherwise they will soon feel exploited. This “something” can be virtual money, as in many prediction markets. Or real money, as in *InnoCentive*. It can be the right to try out new products first, an exclusivity that the moms at *P&G's Vocalpoint* enjoy.

Many communities and market places (like *MTurk*) have a system in place to show how active or knowledgeable a community member is. Enabling Co-Doers to increase their personal brand and showcase their talent is a must-have feature for most communities and should, in one form or another, also be brought to other forms of Co-Doing.

Very often, people contribute simply because they really want to have a better product, service or, indeed, environment. This is what drove three percent of the Estonian population to clean their country during the *Let's do it!* event. This is also the reason *Dell* gets to think about 9502 ideas (as of time of writing) which were posted to its *IdeaStorm* platform from (potential) customers. After 20.000 people voted for pre-installing *Ubuntu* (a Linux operating system) on *Dell* computers, *Dell* eventually launched this PC in Europe in 2007. Acting on the community's free suggestions is probably the best reward.

Co-Doing between companies – a consumer goods company and their suppliers, or competing construction companies (see textbox 1) for instance – may seem simpler. Don't they all want to increase profits! Well, there may well be benefits that are not directly related to sales - like learning something new, increasing the corporate brand, sharing risks in a pilot project etc. It is good to know and highlight these added values to ensure commitment.

7.3 Know when to step in

An individual's motif for joining a Co-Doing project will not always be in line with the intention of the company hosting that project. The TV ad contest for *Heinz Ketchup* for instance saw entries from a wannabe presidential candidate, a sketch writer trying to popularize his work, people who said they prefer mustard, and people who had hoped to get the attention of the jury with videos that fall under the category “bad taste”. Of the more than 6000 entries, only roughly 4000 were accepted. - Sorting out the good from the bad takes up resources.

The community may assist in spotting wrong-doers. *Wikipedia* employs its active community to eradicate vandalism; at *YouTube* users can “flag” inappropriate content with the click of a button. But then again, also the well-meaning users are prone to make errors.

¹⁸ Tim Graczewski and Ard-Pieter de Man: Partnering for the Future. The case of the METRO Future Store Initiative. 2006

Technological solutions (like word filtering) can be used to alert on undesirable content. But ultimately, active community management is key to ensuring trust and safety. Having said that, brands and projects should also be able to stomach a degree of chaos when venturing into the open.

7.4 Take stock of resources

When talking of resources, thoughts usually hover around costs and budgets. When it comes to Co-Doing, time may be the bigger worry.

In a Deloitte survey¹⁹ of 140 companies who sponsor communities, forty-five percent of respondents recognized that finding enough time to manage the community is one of the biggest obstacles to making communities work.

In fact, not only the time of the hosting company is critical. Also the time your partners can potentially invest into a common project is part of the equation. And for all we can tell, getting people's time and attention will only become more challenging in the always-on knowledge society. Companies will have to give desired collaborators a good reason why they should spend time with exactly this project. This boils down to understanding motivations and giving incentives.

Companies also need to be realistic about what can be achieved within tight schedules. Matching the **What** (e.g. Simple short tasks like tagging pictures vs. complex, time-consuming tasks like creating a website) to the right **Who** (A self-selected crowd? A set of specialists?) and the right **How** (channeling tasks through a market place? Working closely as a team?) is impossible without a clear concept time.

Of course, money resources are not negligible. Co-Doing does have a price. But, ideally, overall costs can be brought down and/or are compensated by more efficient processes that lead to superior products and services. *Procter & Gamble* found this to be the case: "Through connect & develop – along with improvements in other aspects of innovation... - our R&D productivity has increased by nearly 60%. Our innovation success rate has nearly doubled, while the cost of innovation has fallen. R&D investment as a share of sales is down from 4,8% in 2000 to 3,4% today."²⁰

Letting users create marketing for your company might be a different story. This is at least, what Louise Story, a New York Times journalist assumes: "(C)ompanies have found that inviting consumers to create their advertising is often more stressful, costly and time-consuming than just rolling up their sleeves and doing the work themselves."²¹ Indeed, H.J. Heinz ran expensive prime time commercials for its "Top This" contest on TV and converted all labels on its ketchup bottles into ads for the competition. An agency was hired to check which of the more than 6000 entries qualified. The winning video was awarded with \$57,000 and four runner-ups took \$5,700 each in prize money. Definitely, the contest did not come cheap. However, the competition also led to ten million online

¹⁹ Deloitte, Beeline, Society of New Communications: Tribalization of Business.2008

²⁰ Larril Huston and Laril Sakab: Connect and Develop. Inside Procter& Gamble's New Model for Innovation. Harvard Business Review, 2006

²¹ Louise Story: The High Price of Creating Free Ads. New York Times, 26.5.2007

views for qualified entries – about 120,000 hours of people interacting with the brand, according to Smith Brothers Advertising, the agency that worked on the campaign. – H.J.Heinz was happy enough to start a second contest.

Co-Doing and the Changing Media-Ecosystem – Pirjo Toivanen, Senior Consultant, Software and Digital Media Industry

In Media it is now the time of interaction. One benefit for media houses is that by being open to content from readers and viewers, they also learn directly, what their audience is interested in. When it comes to publishing content from users, mediation is very important to safeguard the quality level of the media brand, but also to make sure that digital rights are respected. Very often, this processing of user content is done through filtering software and – on top of that – through real persons, who approve postings or videos before they go online. This approval process can also be sourced to outside experts. In the case of Minick, these experts are students: The Swiss company Minick (www.minick.net) offers mobile operators service to run data bases where user generated content can be uploaded/downloaded. The content creators receive money - or a reductions from their mobile phone bill - based on the downloads of their creations. Minick employs a group of students to view videos people are producing and screen them as part of Digital Rights Management (DRM). Students are seen as ideal as they have watched all the latest movies, TV shows, listened to the latest records, and thus they easily recognize the bits which cannot be commercially used without royalties.

7.5 Guarding intellectual property and sensitive data

When the sale of *Cambrian House*, a greenhouse for crowdsourcing ideas, was announced on *TechCrunch*²², one commentator, *Peter Urban*, contended that in an open forum like *Cambrian House* people would keep their great ideas to themselves and only share mediocre brain waves: “I’ll give you my second rate ideas, but not the winners which I’ll work on myself.”

This attitude illustrates that the way intellectual property rights are handled will have an impact on the quality of input and level of interaction that companies can expect. No matter whether a firm follows a creative commons approach or negotiates licenses - the rules need to be clear.

Likewise, a company needs to revisit its privacy and security policies when inviting partners to contribute to web-based collaboration spaces. Despite all transparency, partners expect their personal or sensitive data to be save. Even in networks like *Facebook*, where users report about their love life and party escapades, people are sensitive to privacy. So when *Facebook* made web purchases of its users visible to their friends (the infamous *Beacon* initiative²³), it faced a mass protest, apologized and withdrew the feature.

Finding the right balance between openness and security is paramount to ensure trust and loyalty, and of course, regulatory compliance.

²² See Footnote 16

²³ Louise Story and Brad Stone: Facebook Retreats on Online Tracking. New York Times, 30.11.2007

7.6 Ensure Diversity

To be sure, Crowdsourcing has its critics and very often, critique focuses on the issue of “group think” (a term coined in 1952 by sociologist *William H. Whyte*). The main idea: If you put a group of like-minded people together, creativity will come to a halt, because it becomes more difficult to think out-of-the-box. As group members do not want to be seen as foolish or do not dare to contradict other group members, important viewpoints get lost and the resulting consensus is mediocre, at best.

The great thing about Co-Doing is that it facilitates collaboration with a mix of people who differ for instance because they work in different industries, because they have a user perspective instead of a sales perspective, because they are from dissimilar cultures. It is this “other” perspective which enables to challenge and enhance the dominant thinking inside an organization.

But it is true that Co-Doing can, after a time, lead to herd behaviour. “(S)etting new targets, bringing in new partners, and making the most of co-opetition can avoid complacency,” is an advice drawn from the Future Store project.²⁴

To combat uniformity, techniques for unsettling comfort-zone behaviour that are now taught in creativity seminars will find their way into the workplace, online and offline. And so will metrics that measure how engaged, connected or productive a given community is.

But first of all, companies need to encourage and foster a culture that values diverse, creative and critical thinking, and a culture that values the learning opportunities in mistakes.

7.7 Get Ready for Transformation

A general consensus about Co-Doing in its various forms is that it has a transformational power. Starting to co-create will not be like moving from trot to gallop. It will be more like moving from crawling to walking upright. Allow for some time to learn how to use your feet and to recognize the enhanced opportunities and new threats.

One transformation that Co-Doing necessitates is the development of new skills. Managing communities, bringing together various partners has so far not been part of companies’ tasks. New structures for decision making, new leadership skills and new recruiting criteria will develop, to name but a few of the new “hardware” upgrades a company can expect to undergo. Boeing, the aircraft manufacturer, turned into “a high-end systems integrator”²⁵ while developing the Boeing 787 model with its suppliers.

A company’s “software”, its culture and values may be even more affected by the move towards transparency and openness.

8 Opportunity: Enable co-doing

Opportunities not only lie in networking. Opportunities also lie in enabling others to network. First and foremost, this could be done by providing **technology**, be it in the form of collaboration spaces,

²⁴ See Footnote 18

²⁵ <http://www.ciainsight.com/c/a/Case-Studies/Boeing-New-Jet-New-Way-of-Doing-Business/>

rating systems, monitoring tools, tools for the visualization of communication flows, or for ensuring security and privacy of data. And there is room for new innovative solutions! Think mobile networking for example.

Whatever solution is employed will not appeal to users (on both ends) if the design is not user-friendly. Simple and intuitive operation is a key requirement. This means that providing design services is another major opportunity to thrive in the networked economy.

Even more important than technology and design are the people themselves. Not everyone is a born networker. And even intuitive technology will need some getting used to. **Training, coaching, personal development services** will therefore play an important role.

Whole **new job profiles** will emerge, the Community Manager is an example. And companies may not have the capability to manage Crowdsourcing competitions or co-manufacturing projects on their own, which means that **specialist service providers** will be engaged. One example is TopCoder²⁶, a market place specialized in software coding competitions.

Experience also shows that, despite the ease of doing business in virtual teams, people still like to have some real contact. Event organizers are asked to offer not only traditional fairs and conferences, but also new types of events that stimulate sharing and networking - barcamps and business speed dating are examples.

²⁶ <http://www.topcoder.com/>

9 Conclusions

Co-Doing has many faces. Most prominent in the press – and admittedly also in this paper - is Co-Doing with users, consumers, citizens. Co-Doing with suppliers, NGOs and other stakeholders, with brands from other industries and, indeed, with competitors also open up new possibilities.

Co-Doing should not be embraced because it is the latest fashion. Co-Doing is not about interacting for interaction's sake. Co-Doing is about being more cost-efficient, more innovative, and more competitive. Which is to say that Co-Doing should be considered by all firms, big and small, whether they are producing consumer goods or heavy machinery. And this consideration must take into account that Co-Doing is not risk-free. It challenges established ways of doing things and puts an organization leadership and culture to the test.