

Management improvement in the early stages of the co-creation process

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Acknowledgements:

This publication was realised by support of the European Union – The European Fund for Regional Development, more specifically as part of the ‘Interreg Flanders-the Netherlands Program’ (cfr. Approval Decision GLITCH).

Cite as:

Daems Kristien, Moons Ingrid (2020), Management improvement in the early stages of the co-creation process. *Proceedings of the European Marketing Academy*, 49th, (63107)

Paper from the 49th Annual EMAC Conference, Budapest, May 26-29, 2020.



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Abstract

Complex challenges call for innovative solutions that can be solved by co-creation with diverse stakeholders in innovation networks. This paper presents a case study of two different co-creative trajectories embedded in an innovation consortium aiming to develop sustainable high-tech innovations in the greenhouse horticultural industry. Two co-creative innovation processes were observed by means of qualitative research methods (observations and workshops) and one quantitative survey. The aim of this paper is to gain insights into the management of the first three steps in the co-creation process based on the iterative Double Diamond model (Design Council, 2005). Additionally, the influence of four managerial factors on the innovation process is mapped: stakeholder expectations, diverse stakeholders types, the specific innovation context, and the radicalness of the innovation. The paper provides insights to improve the early stages of a multi-stakeholder co-creation process.

Keywords: *innovation management; multi-stakeholder; co-creation*

Track: Innovation Management & New Product Development