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Seeing The Light
Co-Creation at Philips Lighting

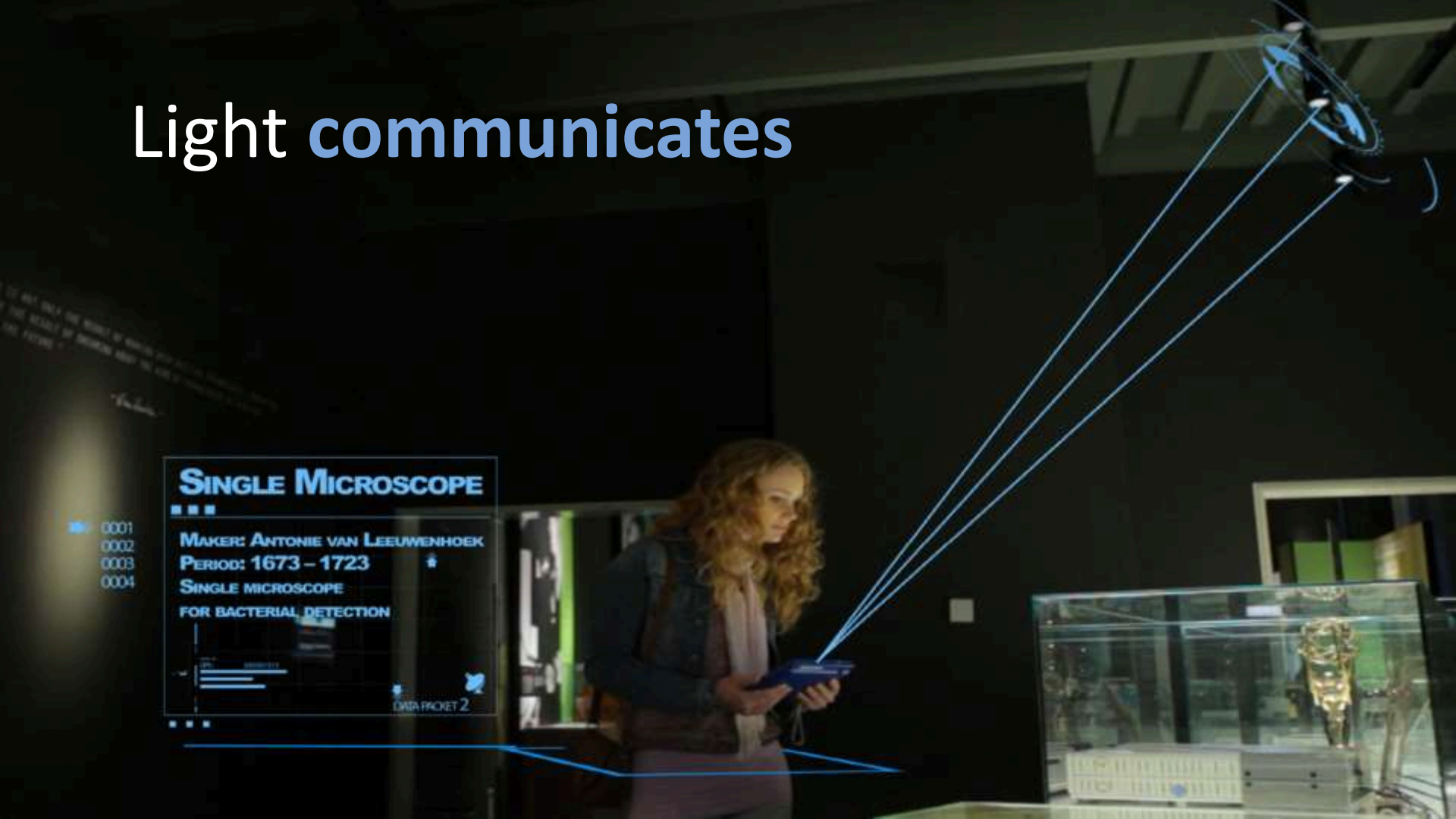
innovation + you

PHILIPS

1. REALISATION
2. MINDSET
3. APPROACH

Light beyond illumination
Why is co-creation relevant for us?

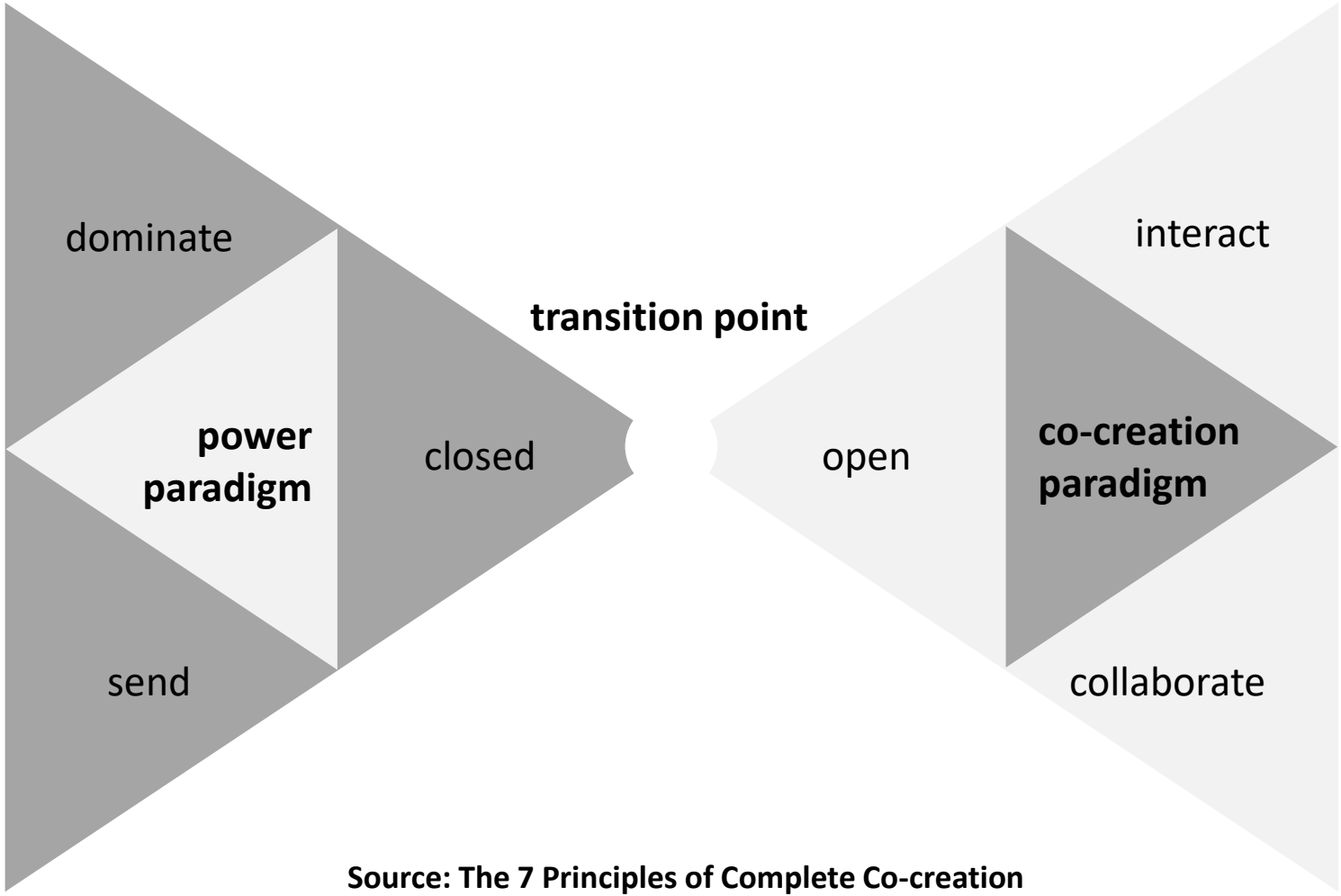
Light communicates



Light **creates safe cities**

Light enriches experiences

Light grows food



Source: The 7 Principles of Complete Co-creation

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What is co-creation?
And when is it most effective

Co-creation is most effective when done ‘completely’

Complete co-creation is the **transparent process** of **value creation** in **ongoing**, **productive collaboration** with, and **supported** by **all relevant parties,** with **end-users** playing a central role

Source: The 7 Principles of Complete Co-creation

Top **mindset barriers**

1. It is difficult to find and involve customers
2. Validating with customers in enough
3. We don’t need to involve other teams internally
4. We already DO co-creation (incomplete)
5. End-users can’t come up with good ideas

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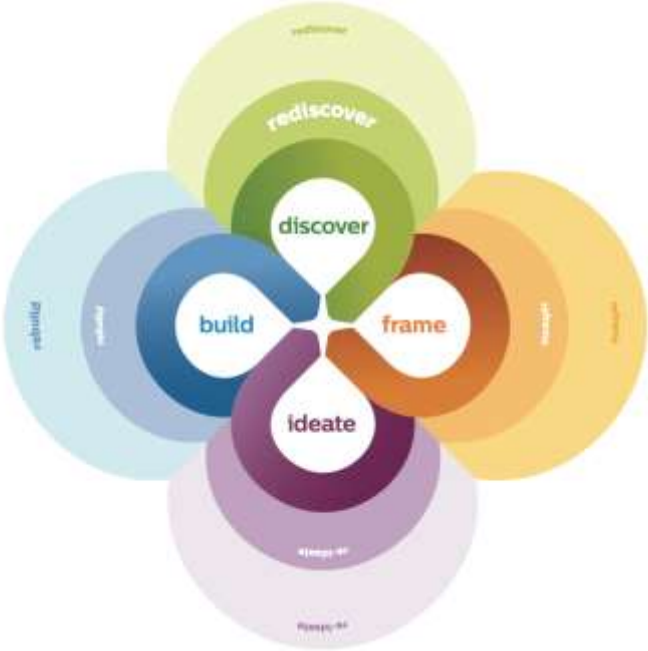
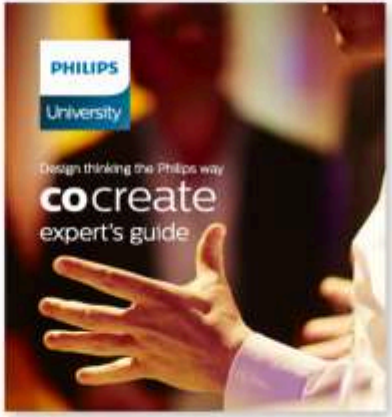
cocreate guide : a booklet for anyone interested in cocreate which explains the basics plus toolbox

cocreate event slide set : view notes pages for helpful hints for facilitating an event



Ambassador guide: for those who have attended a cocreate event



Expert guide

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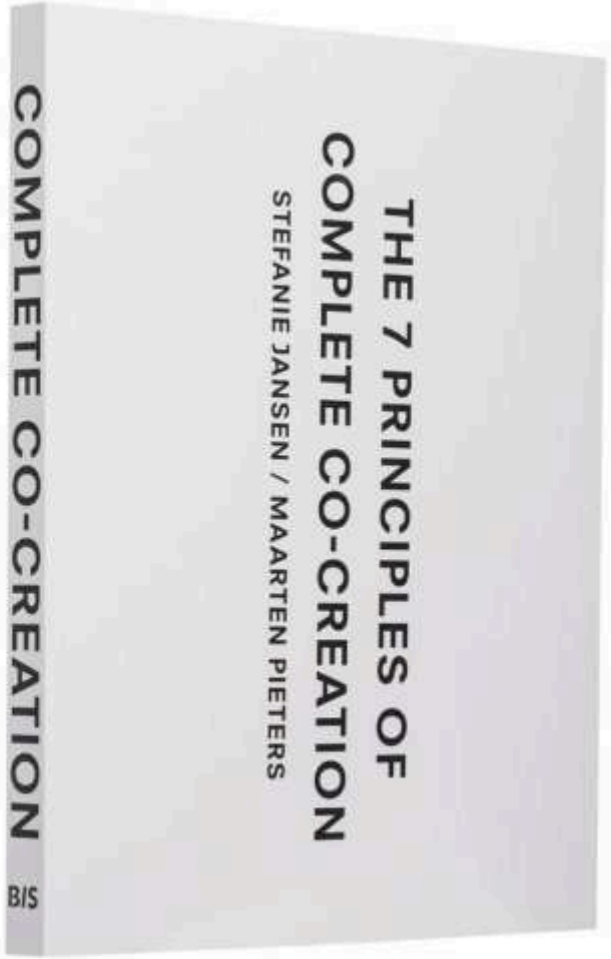


The Customer Connection Pyramid

The Customer Connection Pyramid shows the development of organizations from customer connection through customer insight to complete co-creation. The pyramid visualizes how a solid basis of customer connection and customer insight needs to be founded before starting a co-creation trajectory, and that a good way to ease into complete co-creation is to first perform several co-creation pilots. Safe experiments with direct collaboration between organizations and end-users provide the needed trust to fully embrace complete co-creation.

The 3C's for effect maximization in the Customer Connection Pyramid

3. What is the Power Paradigm and why does it need to be replaced?

Since the industrial revolution, the most successful organizations have developed into gigantic imperia that aim to maintain market dominance by occupying strategic positions. These organizations flourish in what we call the Power Paradigm, in which success is defined by economical growth.

Duality opposes value creation

Duality is central to the Power Paradigm. Words that fit in: 'us-them', 'against', 'closed off', 'distrust', and 'organization profit'. Within this paradigm, knowledge sharing is dangerous because competitors can use this to create an even better product or to take over strategic positions. Thus, organizations focus on knowledge dominance, resulting in a unique asset that cannot be copied by others. This is contrary to the aim of adding true value to end-users and the planet.

CASE 2

Microsoft – Giant from the era of power

Founded in 1975 and expanded during the power paradigm, Microsoft is one of the most famous multinationals of our time. For most of its existence, Microsoft has been focused on establishing market dominance through knowledge dominance – not only in its primary market of operating software, but also in other markets that the company considered strategically crucial, for instance the market for game consoles and the mobile market.

Characteristics for the continuous fight for market dominance are the many lawsuits Microsoft has been involved in, such as those with Apple and with the federal government of the United States.[1] The latter warned to force Microsoft to break into smaller organizations in order to prevent the company from realizing a market monopoly.

Another characteristic was Microsoft's secrecy. Strategy and innovation would be determined through internal processes. These were not transparent for the outside world, unless they would leak, which happened in the "Halloween Documents" in 1998. The Halloween Documents contained Microsoft's strategy in reaction to the rising of free and open source software, in particular Linux, with Microsoft's failure on the mobile market and the flop of Windows 8.[2] It seemed that the giant would slip as a result of its old-fashioned organizational focus. However, even this large tanker has shifted gear and started experimenting with co-creation.

Windows 10, developed in collaboration with millions of end-users, is doing a lot better than its predecessors. The system realized more than 300 million users within a year after launch, an adoption rate that is much higher than those of all prior versions.[3]

[1] More information about the fights between Microsoft and Apple can be found here: http://bit.ly/2nKMqyH
More information about the Halloween Document can be found here: http://bit.ly/2pLqnmB
[2] More information on Windows 10 can be found here: http://bit.ly/2pLmHQF
[3] More information on the development of Windows 10 and its results can be found here: http://bit.ly/2wwvMeu

Creative End-user Sessions

Co-creation with end-users in the lead

University Collaborations:

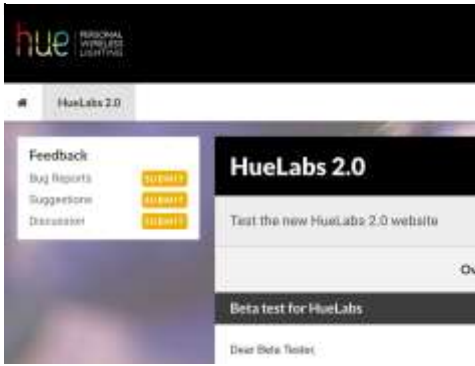
- Tsinghua University, Beijing
- Simon Fraser University, Vancouver
- TU Delft
- Design Academy
- Avans Hogeschool Breda
- NHTV University of Applied Sciences
- Tilburg University
- Shih Chien University, Taiwan

Design to Design

Design-focused exchanges with market-leading companies such as Decathlon, Jaguar, Land Rover and Nike

Online Beta Communities

Hue community



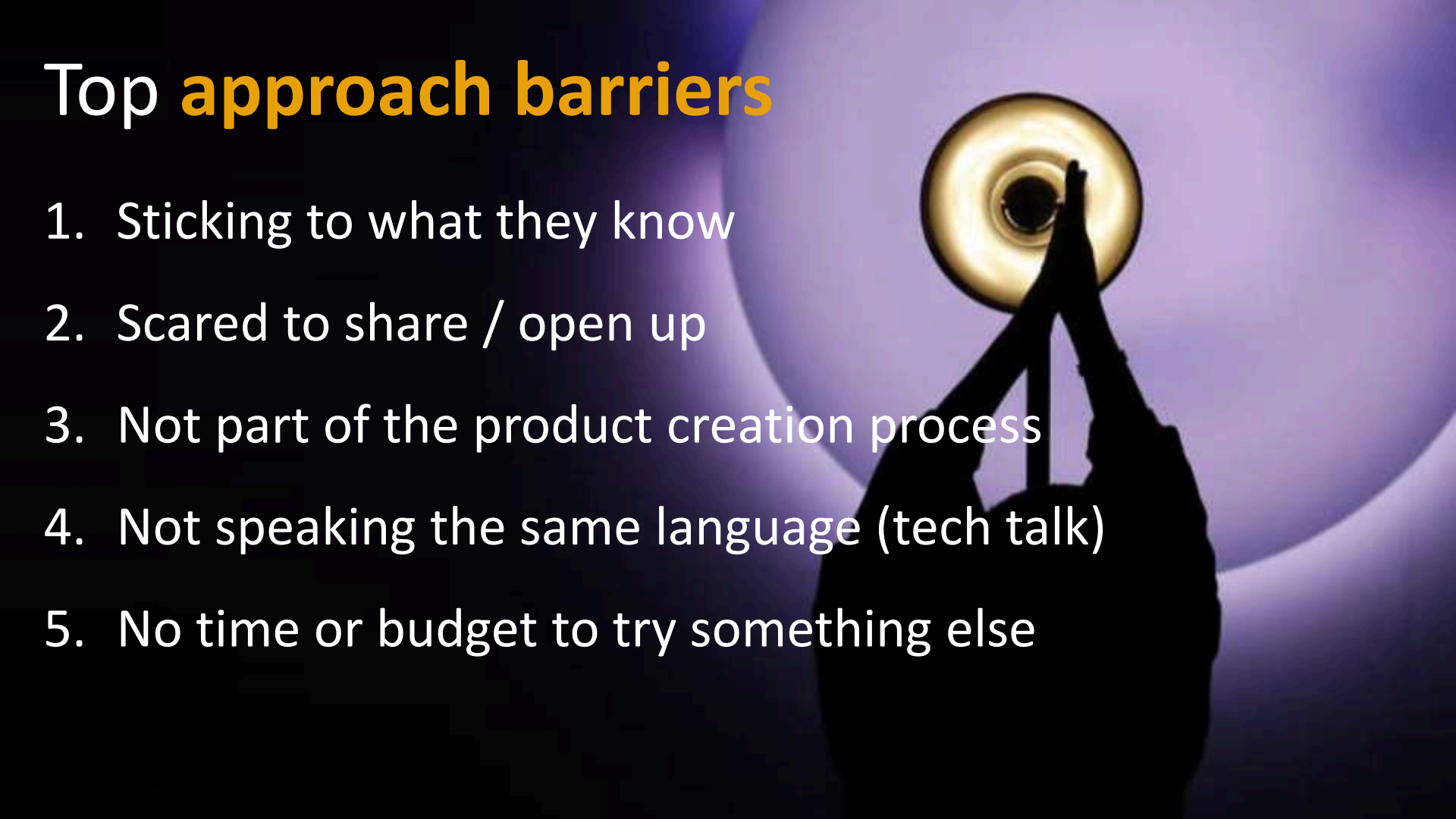
Open Innovation

Design Workshops / Makerspaces

- Vitra workshop
- London School of Economics: Social design workshop
- Architects Association: Summer school
- Makerspaces

Top approach barriers

1. Sticking to what they know
2. Scared to share / open up
3. Not part of the product creation process
4. Not speaking the same language (tech talk)
5. No time or budget to try something else



Keep Co-creating!
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