

# THE GREAT IDEAS MINDSET

**THE PROVEN CASE  
FOR CO-CREATION  
IN THE CLEANTECH  
SECTOR**



*Sharp*

×

Lancaster  
University



# CO-CREATION: BIG PSYCHOLOGICAL BENEFITS, BIG BRAND IMPACT.

**THIS PAPER EXAMINES  
NEW ACADEMIC RESEARCH BY  
LANCASTER UNIVERSITY THAT  
PROVES THE EFFECTIVENESS  
OF CO-CREATE BY SHARP  
AS A METHODOLOGY FOR  
BRAND AND CAMPAIGN IDEA  
GENERATION WITHIN THE  
CLEANTECH INDUSTRY.**

Founded in 2009, The SHARP Agency works with bold leaders of brands with change on the agenda. As a brand performance agency, we know co-created work produces brilliant results.

What is co-creation, why is it so different from traditional methods and what could it do for your cleantech brand?

**Read on to find out.**

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# WHAT IS CO-CREATE BY SHARP?

**CO-CREATE BY SHARP IS A BESPOKE CO-CREATION METHODOLOGY THAT WE'VE BEEN USING TO ACHIEVE SUCCESS FOR OUR CLIENTS FOR OVER 15 YEARS.**

It's the strategic foundation of our creative thinking, but it isn't just insight gathering, focus groups or research. It isn't crowdsourcing either. It's a collaborative process that engages end users and stakeholders to directly shape marketing and brand outputs.

Expertly moderated in-person or virtually, each co-creation session sees multiple small groups of participants work on a series of tasks tailored to the client's challenge and objective. The final activity involves each team devising and presenting their creative solution before the wider group votes for their favourite idea.

Then, working in unison, our strategy and creative teams use those seeds of ideas to create stand-out, compelling and commercially rigorous propositions and campaigns.

## *The Impact of Co-Create by SHARP*

- Driving outstanding revenue growth for you
- Responding to your changing customer base
- Knowing the right strategy with certainty
- Being agile and keeping you ahead of the competition

## *The Results*

**40%**  
MOM increase on target acquisitions

**16%**  
Uplift in brand awareness

**100%**  
increase in spontaneous awareness

**BEST EVER**  
Facebook campaign performance

For over fifteen years, we've been helping clients like **Ovo Energy, Effective Energy, Lonza, HomeServe, and Zeron** solve complex business challenges.

Our bespoke process, suite of tools and interactive exercises supercharge collaborative creativity.



**Lonza**



activpayroll

FT FINANCIAL TIMES



MPS |

# HOW IT WORKS

**WE HAVE DEFINED AND REFINED OUR 'CO-CREATE BY SHARP' METHODOLOGY INTO A PROVEN PROCESS, THAT WORKS SEAMLESSLY IN PERSON OR VIRTUALLY.**

It is based on five core principles that unlock actionable insight, community driven creativity and customer advocacy in a few short hours of intensive collaboration, participation and ideation.

## 5 Core Principles

### UNIQUE

No two business challenges are the same – so neither are two Co-Create by SHARP workshops.

- 2-3 hours
- Virtual, in-person or hybrid
- Tailored to your objectives

### DIVERSE

Co-Create by SHARP allows brands to make meaningful connections with their audience by collaborating with them.

- Accurate recruitment
- Customers and consumers
- Internal stakeholders and partners

### DEMOCRATIC

The end point of our Co-Create by SHARP workshops is to pull together customer opinions on the creative itself – filtering favoured, workable ideas to the top.

- Teams share their **BIG ideas at the end**
- Sessions often end **with a vote**
- Results are **actioned in the next stage**

### PLAYFUL

Everyone is inherently creative. And there's no such thing as a bad idea.

- Takes place in an **inclusive and inspiring space**
- **Group thinking exercises**
- **Expert moderation elicits literal and lateral thinking**

### A BLUEPRINT

Once a Co-Create by SHARP session has finished and ideas have been collated, it's the job of the SHARP strategists and creative teams to develop these seeds of thought into a powerful brand or campaign.

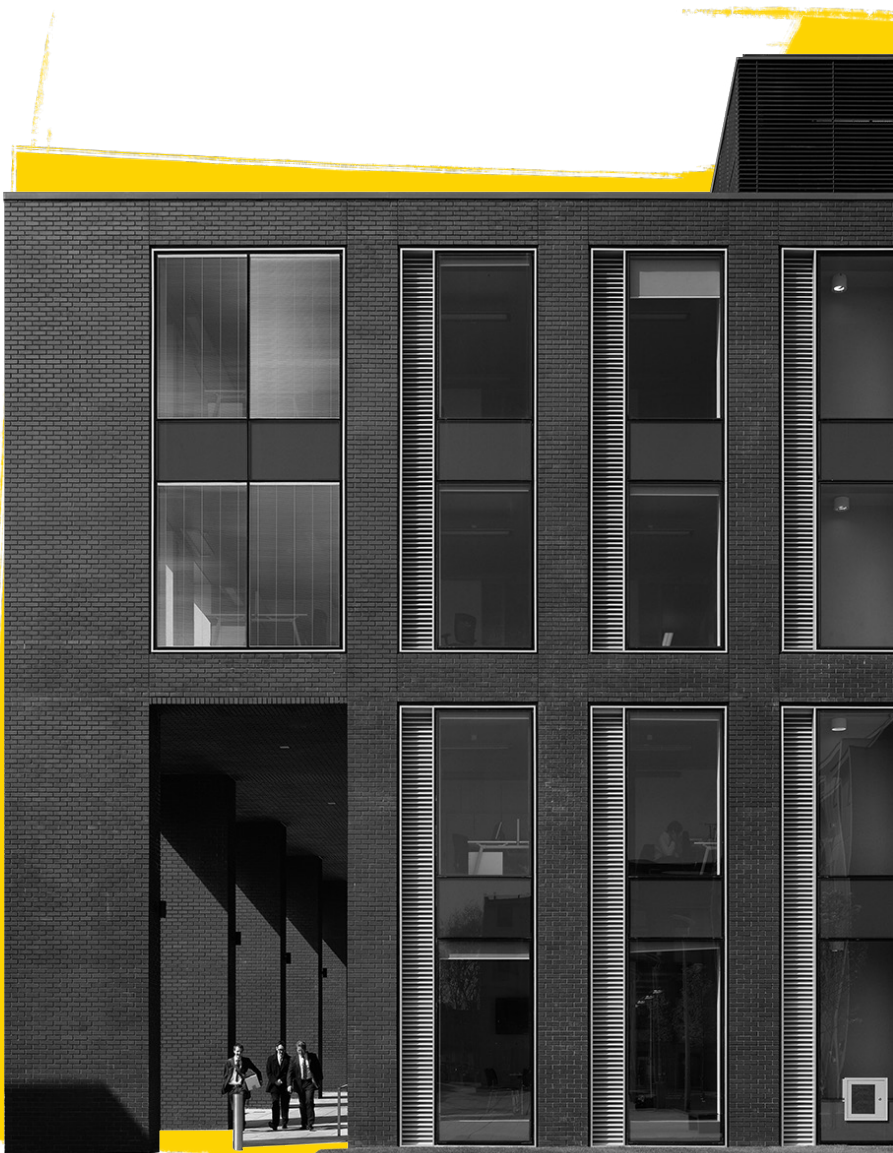
- **Insights from the workshops shape ideas**
- **Effective strategy and cut-through creative**
- **Co-created work delivers higher ROI and customer response**

# THE ACADEMIC BACKING

## OUR PROCESS IS BACKED BY THE PSYCHOLOGY DEPARTMENT AT LANCASTER UNIVERSITY.

The results were already proved. But we needed to find out why the co-creation process delivers such outstanding results.

Independent researchers spent three months uncovering this, and the answer lies in our human psychologies. This white paper explains how.



# CO-CREATION WAS FOUND TO DELIVER:

**TRUER  
PROPOSITIONS**

**EXPLOSIVE  
CREATIVE  
THINKING**

**BIGGER  
IMPACT  
FOR BRANDS**

Because it produces a unique mindset and favourable psychological conditions in participants that cannot be replicated elsewhere.

**Paving the way for better work  
and better results – at pace.**



# THE HYPOTHESES

**RESEARCHERS COULD SEE FROM SHARP'S DEMONSTRABLE TRACK RECORD THAT CO-CREATING WITH STAKEHOLDERS APPEARED TO ADD VALUE TO INSIGHT GATHERING AND IDEA GENERATION, DELIVERING MORE EFFECTIVE CLEANTECH CAMPAIGNS.**

**THEY SOUGHT TO PROVE THIS IN THEIR FIELDWORK.**

Furthermore, they wanted to discover why and how the process delivers more effective cleantech campaigns. A review of SHARP's existing work and results, along with a comprehensive literature review, built on these thoughts to deliver **two hypotheses**.

# HYPOTHESIS ONE

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## CO-CREATING WITH STAKEHOLDERS IS A MORE EFFECTIVE WAY TO DEVELOP MARKETING AND BRAND CAMPAIGNS.

It has been shown in the world of academia that reactive research methods (i.e. more traditional techniques such as surveys and focus groups) are limited in the meaningful insight they can derive. Kristensson et al. (2008) suggests that these methods limit the opportunity for free thinking and **limit creativity**. In addition, Shotton (2018) notes that responses to direct questioning could be driven by post-rationalisation rather than actual motivations, and are therefore problematic.

Arya et al. (2021) looks at the case of co-creation specifically, and explains that consumer engagement through co-creation adds **significant value to insight**. Such engagement of course cannot be found in traditional market research methods.

The hypotheses? Given the academic research available, and the results that Co-Create by SHARP has proven, **co-creation with stakeholders is a more effective way to develop marketing and brand campaigns**.

# HYPOTHESIS TWO

## CO-CREATION IS SUPPORTED BY A PSYCHOLOGICAL MECHANISM THAT PRODUCES HIGH PARTICIPANT MOTIVATION AND ENGAGEMENT.

As we've already seen, it is thought that customer engagement through co-creation adds the 'spark' to deliver more meaningful insight.

But why does co-creation produce such high levels of participant engagement? Researchers believe that co-creation may be supported by a psychological mechanism that produces an **engaged and motivated participant mindset**.

It has been suggested that participant engagement in brand co-creation could be linked to **Self-Determination Theory (SDT)** and **Implicit Self-Esteem Theory (ISET)**.

### *The Theories*

#### SELF-DETERMINATION THEORY

Self Determination Theory concerns people's innate psychological needs. It suggests that people become self-determined, and ultimately self-motivated, when their needs are met for:

- **competence:** reflected in mastery or skill in a given task
- **autonomy:** reflected in control over one's own behaviour, the freedom to express oneself
- **relatedness:** reflected in one's sense of belonging to a 'tribe' or group are fulfilled (Adams et al. 2017).

#### IMPLICIT SELF-ESTEEM THEORY

Implicit Self Esteem Theory is regarded as a significant component of personality, cognition and human behaviour (Falk & Heine 2014).

It proposes that **a person with high self esteem will feel positive about anything associated with them – from their friendship circles to the brands they buy and feel aligned with.**

Given the challenging but positive and inclusive workshop element of co-creation, researchers predicted that **the co-creation process may create a fertile ground for both self-determination (SDT) and for incorporation into one's self concept or identity (ISET).**

# THE METHODOLOGY

**A QUALITATIVE EXPERIMENTAL DESIGN WAS USED TO INVESTIGATE THE RESEARCH OBJECTIVES AND PROVIDE ANSWERS TO RESEARCH QUESTIONS.**

Three types of interviews were conducted with different participant profiles, including co-creation participants, SHARP team members and SHARP clients.

Interviews were designed to gather insights about co-creation perceptions from every person involved in the process. A qualitative design allowed interviewees to express freely their co-creation experience with The SHARP Agency:

**Step 1: Process observation**

**Step 2: Interviews.**



# OUR METHODOLOGIES

## STEP 1: OBSERVATIONS

**RESEARCHERS FROM LANCASTER UNIVERSITY GAINED EXTENSIVE EXPOSURE TO THE CO-CREATE TECHNIQUE BY PARTICIPATING IN THE END-TO-END PROCESS FOR A PERIOD OF THREE MONTHS.**

They attended Co-Create by SHARP workshops and followed the entire strategic and creative process – from brainstorming sessions to final delivery of the creative visuals and messaging.

## STEP 2: IN-DEPTH INTERVIEWS

**INTERVIEWS WERE CARRIED OUT WITH THREE GROUPS AND DELIVERED A 360° VIEW OF THE CO-CREATION IDEA GENERATION PROCESS.**

### *Past Co-Create Participants*

- End users and stakeholders
- The idea generators
- The spark that ignites a thought

### *SHARP Internal Team*

- Strategic and creative teams
- Bring the ideas to life
- Turn into stand-out, persuasive campaigns

### *SHARP Co-Create Clients*

- Lead client contacts
- The judges of the ideas
- Accountability for campaign effectiveness and impact

# THE GREAT IDEAS MINDSET

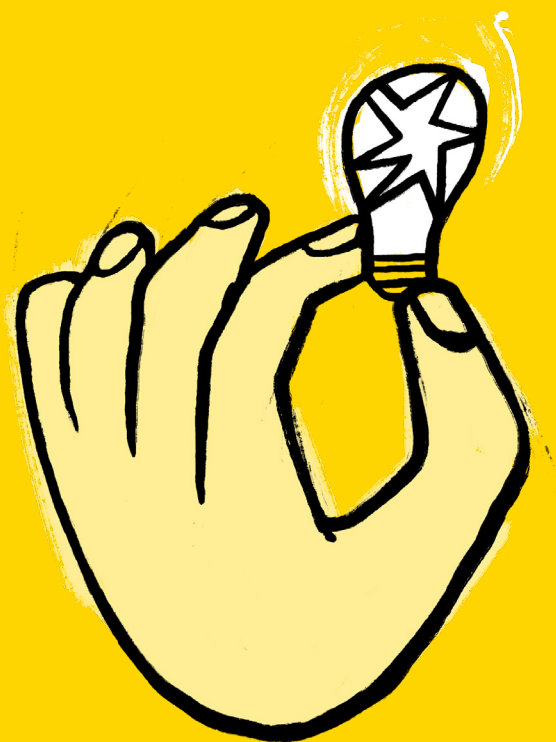
## CO-CREATION PARTICIPANTS BECOME SELF-MOTIVATED TO SHAPE BRAND FUTURES.

Researchers found that the structured co-creation process and moderation style creates an environment in which participants can become direct brand contributors, creating a brand self-connection (following Implicit Self-Esteem Theory).

What's more, following Self-Determination Theory, they found that participants became competent, autonomous and related – producing a self-motivated and self-determined mindset, resulting in high engagement.

When you couple this with the enhanced creativity we'll discuss later in detail, it results in the **Great Ideas Mindset**.

To reach the Great Ideas Mindset, the researchers found that there are **four big motivators** at play, each one translating into psychological benefits.



# MOTIVATORS

## TASKS CHALLENGE CREATIVE THINKING, SKILLS AND KNOWLEDGE

Within co-creation sessions, SHARP design team-based tasks that require analytical and creative ‘quick thinking’, all based around real-life scenarios or client questions. These tasks challenge the knowledge and skills of participants and are a welcome break from the norm of everyday work life – allowing participants to achieve **competence**.

**“THE STAKEHOLDERS THAT WE INVITE ALONG ARE SCIENTISTS. THEY’VE NEVER REALLY BEEN INVOLVED IN A PROCESS LIKE THIS. AT FIRST, YOU CAN SEE THEY’RE NOT QUITE SURE. BUT ONCE THEY GET GOING, THEY REALLY ENJOY IT.”**

Commissioning client, Lonza

## POSITIVE FEEDBACK MAKES THE CONSUMER THE JUDGE

In addition, SHARP co-creation sessions usually incorporate a voting mechanic as it draws to a close. Participant teams present their work to gain feedback, and then are encouraged to vote for the best idea. But crucially – participants cannot vote for their own idea, so **further enhancing competence through a positive feedback loop**.

**“RATHER THAN EMAILING, IT WAS NICE TO ACTUALLY HAVE DISCUSSIONS IN PERSON AND HAVE THAT BACK AND FORTH ENGAGEMENT BETWEEN THE TEAMS.”**

Co-creation participant

## NO IDEA IS A BAD IDEA: PARTICIPANTS EXPRESS FREELY WITHOUT FEAR OF FAILURE

At the start of any co-creation session, moderators at SHARP stress that there is just one rule in sessions: “no idea is a bad idea” – empowering all participants to contribute.

The researchers found that participants and clients alike felt that this inability to fail created a safe environment in which participants were free and **autonomous** to share thoughts.

**“I LIKED THE ACTUAL TASKS THAT WERE THOUGHT-PROVOKING, AND I SUPPOSE THERE’S NEVER A CORRECT ANSWER; IT’S JUST WHAT YOU’RE FEELING. SO, THEY’RE ALL GOOD, FUN, AND MADE YOU THINK ABOUT THE BRAND.”**

Co-creation participant

## TEAMWORK MAKES CO-CREATION INCLUSIVE AND ENGAGING

Whether virtual or face to face, Co-Create by SHARP participants always work together in small ‘table teams’ of groups comprising of between three to six participants. The researchers found that participants really enjoyed the teamwork aspect and that this made the environment relaxed and inclusive, and contributed to a sense of relatedness.

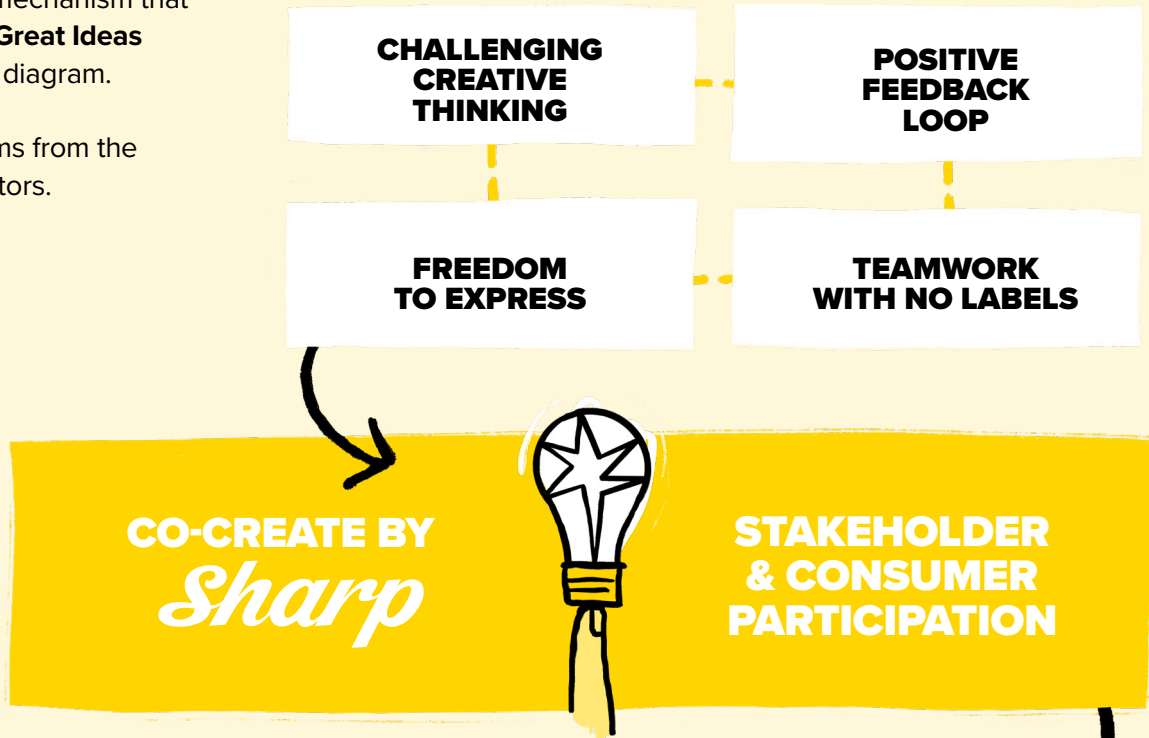
**“WHEN YOU’RE IN A TEAM, YOU’RE WORKING THROUGH IT TOGETHER, YOU GET TO INTERACT WITH OTHERS. I ALWAYS THINK THAT’S A GOOD THING.”**

Co-creation participant

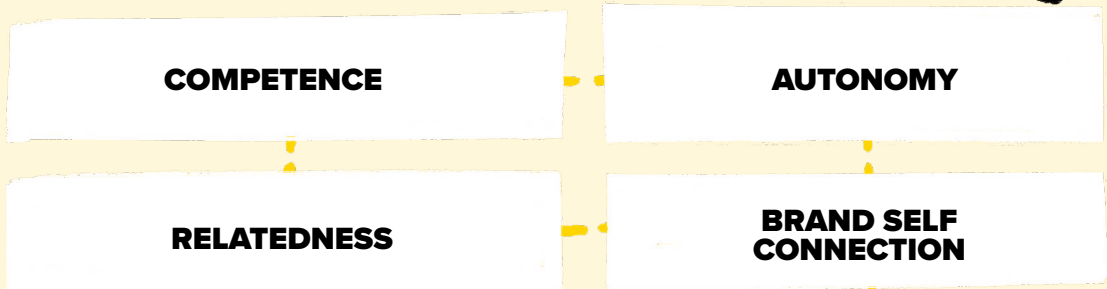
We've summarised the psychological mechanism that produces **The Great Ideas Mindset** in this diagram.

Everything stems from the four big motivators.

### THE BIG MOTIVATORS OF CO-CREATION:



### THE FOUR PSYCHOLOGICAL BENEFITS:



# THE GREAT IDEAS MINDSET



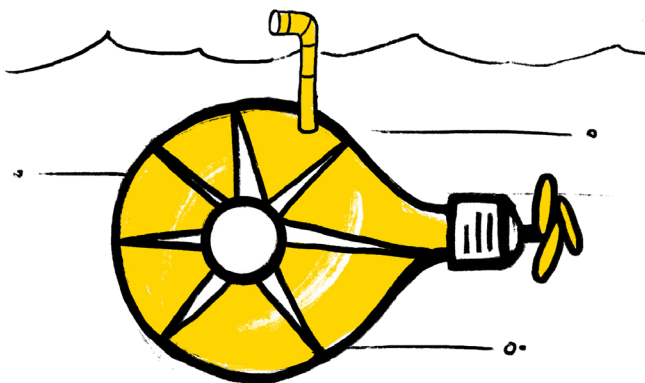
### THE PROVEN IMPACT:

**HIGH CONSUMER & STAKEHOLDER ENGAGEMENT**

# ENHANCING CREATIVE THINKING

## FOLLOWING ON, RESEARCHERS FOUND THAT THE PSYCHOLOGICAL BENEFITS PRODUCED BY CO-CREATION DELIVER ENHANCED CREATIVITY.

Both clients and creative teams alike agree that co-created ideas deliver more depth and creativity because of the place Co-Create by SHARP participants are working from – **The Great Ideas Mindset** – and the magic that can happen when consumers and the Agency work directly together.



**“IN MOST INSTANCES OF MARKETING, I FIND THAT CO-CREATE IS A BETTER METHOD. BECAUSE IT JUST HAS THAT CREATIVE TWIST TO IT, A SURVEY OR STANDARD FOCUS GROUP JUST DOESN'T DRAW OUT THE ANSWER THAT YOU NEED... WHEN YOU NEED THAT CREATIVE EDGE, WE GO TOWARDS A CO-CREATE.”**

Commissioning client, MPS

**“CO-CREATION LETS YOU EXPLODE YOUR THINKING, DO A LOT MORE WITH SOMETHING, AND CREATE SOMETHING VERY DISTINCTIVE.”**

Copywriter, The SHARP Agency

# CO-CREATED IDEAS ARE MORE EFFECTIVE

**RESEARCHERS ALSO DISCOVERED THAT IDEAS THAT ARE CO-CREATED WITH STAKEHOLDERS ARE MORE EFFECTIVE THAN THOSE THAT ARE NOT.**

Specifically, enhanced effectiveness was evidenced in four key areas.

## 1. RESULTS

All clients report better results from co-created campaigns, in terms of measurable metrics like reach, lead generation and lead quality.

**“BY CO-CREATING VIRTUALLY WITH OUR AUDIENCE, SHARP WAS ABLE TO DELIVER OUR HIGHEST PERFORMING FACEBOOK CAMPAIGN TO DATE – IN THE MOST DIFFICULT TRADING CONDITIONS WE’VE KNOWN.”**

Marketing Manager, Best Western Hotels GB

## 2. BRAND CONSISTENCY

Clients report that using co-creation as an integral part of their brand and campaign development process ensures consistency of message and delivery of campaigns.

**“HAVING SHARP’S CO-OPERATION MEANS THAT WE’RE CONSISTENT WITH THE APPROACH, THE OUTPUT, AND THE EXECUTION OF CAMPAIGNS.”**

Commissioning client, Lanza

## 3. SPEED OF DELIVERY

Co-creation is agile and can move at pace, particularly compared to traditional research methods. Using co-creation gets all the key stakeholders in the room at the outset: key clients, consumers, the creative and strategy teams – meaning everyone is aligned and ready to hit the ground running.

Finished ideas flow faster when they’ve been co-created with consumers in the first stage.

**“WITH SUCH A SMALL MARKETING TEAM IT WAS VALUABLE TO HAVE THE SHARP AGENCY’S SKILLS ON BOARD, THEY BECAME AN EXTENSION OF OUR TEAM AND TOGETHER WE REALLY DELIVERED.”**

Leisa Marr, Group Marketing Director, Effective Energy

## 4. DE-RISK OF FAILURE

Co-created ideas are tested by the audience at their very conception, so their risk of failure is vastly reduced. Researchers found that clients consider co-creation a safe and robust methodology that removes guesswork from the process.

**“THIS CAMPAIGN RUNS IN MANY COUNTRIES. WE NEEDED IT TO BE RIGHT, WE COULDN’T RUN THE RISK OF GUESSING. SO ALL OUR TACTICAL CAMPAIGNS ARE BASED ON THE BRAND CAMPAIGN. SO, IT MUST BE RIGHT. THE CO-CREATE HAS HELPED US FORM THE BRAND FOR THE BETTER.”**

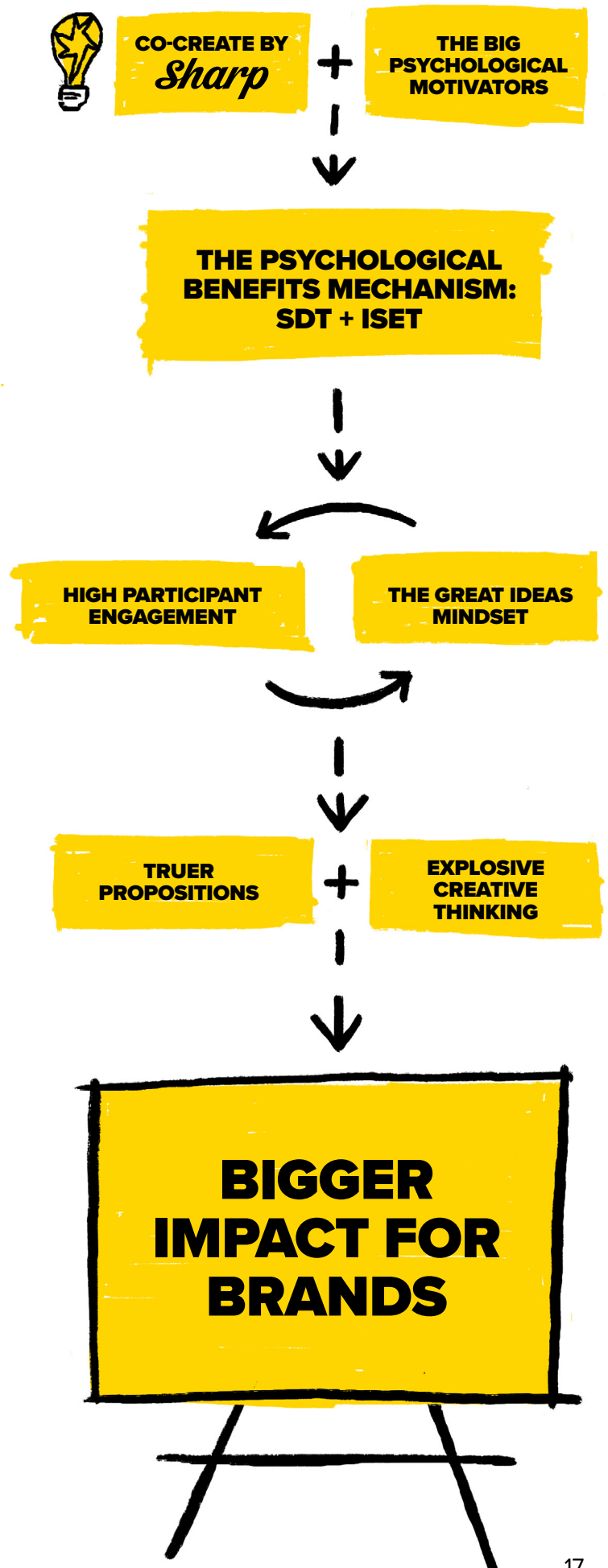
Commissioning client, MPS

# THE IMPACT CHAIN

**IN CONCLUSION, THE RESEARCHERS FOUND THAT THE CO-CREATION PROCESS DELIVERS A CHAIN OF BENEFITS – AN IMPACT CHAIN – WITH THE PSYCHOLOGICAL MOTIVATORS ACTING AS A CATALYST.**

Participant engagement in the sessions creates the Great Ideas Mindset, delivering truer propositions and better creative thinking from the Agency team – culminating in enhanced effectiveness and bigger impact for brand clients.

Read on to discover more about how Co-Create by SHARP works, and for examples of the Impact Chain in action.



# HOW CAN CO-CREATION 'FIND AND FREE' YOUR BRAND'S GOOD?

**WHATEVER YOUR BRAND'S REQUIREMENTS, WE CAN TAILOR A SOLUTION FOR YOU. FROM VISUAL IDENTITY ALL THE WAY THROUGH TO COMMS, TO WORKSHOPS AND BUDGETING CHALLENGES, THERE'LL BE A CO-CREATE TO FIT YOUR NEEDS.**

**WE'VE WORKED WITH A DIVERSE RANGE OF CLIENTS, CUSTOMERS AND STAKEHOLDERS TO SOLVE THEIR COMPLEX BUSINESS CHALLENGES AND HELP THEM SCALE.**

**DISCOVER THEIR STORIES AND FIND OUT HOW CO-CREATE BY SHARP COULD BENEFIT YOU.**



## WE REENERGISED

# ZERON

**(VO) MANUFACTURER, GW ENERGY HAD SPENT 30 YEARS AT THE FOREFRONT OF ENERGY-SAVING TECHNOLOGY, WITH THEIR SOLUTIONS TRUSTED BY GLOBAL BRANDS INCLUDING KELLOGG'S, IKEA AND AMAZON.**

### The challenge

Through intensive Co-Create by SHARP workshops with key stakeholders, we uncovered a crucial insight; the business needed more than just a new name – it needed a brand identity that would position them as leaders in the net-zero revolution. The name Zeron emerged as a powerful embodiment of their mission, with the distinctive zero icon symbolising their ultimate goal.

### More power to the planet

Working closely with the Zeron team, we developed a comprehensive brand strategy that transformed complex technical solutions into clear, compelling messages. The new identity included powerful headlines that cut through the noise: “Lower Voltage. Lower Carbon” and “The Revolution Will Be Optimised” anchored by the empowering brand promise “More Power to the Planet”. The refreshed visual identity, featuring a vibrant natural colour palette and distinctive typography, positioned Zeron as a forward-thinking leader in sustainable energy solutions, helping businesses across the UK move one step closer to net zero.

### The Creative



The next energy revolution is already here. Zeron OPTISAVE reduces your energy consumption, carbon emissions and energy bills. Ready to optimise your business?



**NEW  
CO-CREATED  
BRAND**



**SEARCHABLE  
COPY & POWER  
HEADLINES**



**STRIKING  
BRAND  
IDENTITY**



WE ELEVATED

# OVO ENERGY

## OVO ENERGY NEEDED TO ATTRACT NEW CUSTOMERS AND SOLIDIFY ITS POSITION AS THE PROVIDER OF 100% RENEWABLE ELECTRICITY.

### The challenge

After initial Co-Create by SHARP workshops to understand the brand's diverse audience segments, we developed a cut-through tactical campaign to position OVO Energy as the 'Better Alternative', emphasising their commitment to positive and environmentally responsible energy. The campaign had to be engaging and persuasive to appeal to price-sensitive customers and those who love the planet.

### Renewable is unstoppable

We leveraged President Trump's announcement that Climate Change was a hoax by talking about OVO's 100% renewable tariff. A dual messaging strategy was deployed across different channels using clever animation. A groundbreaking website homepage takeover and Direct Mail (DM) communicated the bold brand message by grabbing attention and driving traffic to the website to boost customer enquiries.



15% INCREASE IN GREEN TARIFF UPTAKES



100% RENEWABLE ELECTRICITY LAUNCHED BY OVO ENERGY



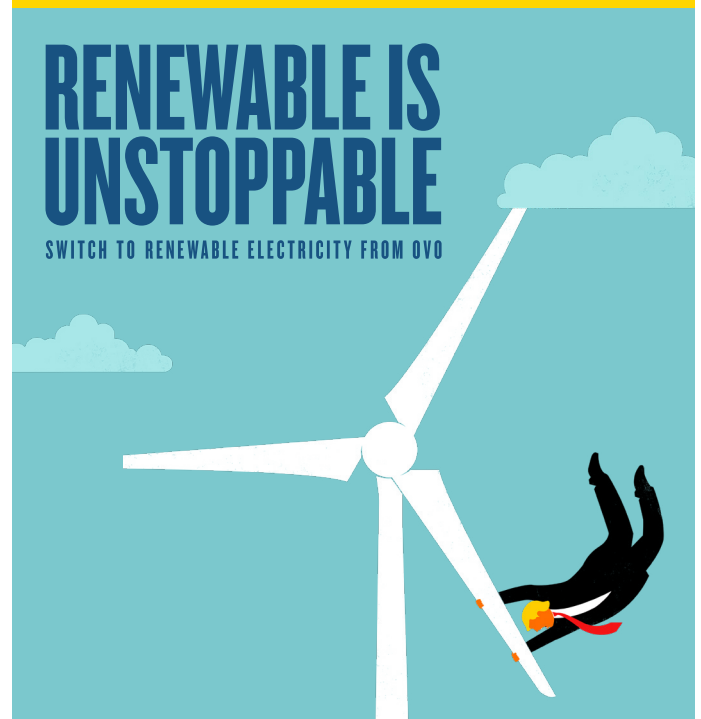
THE TELEGRAPH TAKEOVER

### The Feedback

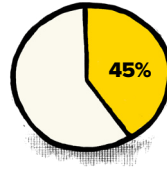
**“THE TEAM AT SHARP PRODUCED POWERFUL AND STRIKING DIGITAL ADS FOR OUR RECENT CAMPAIGN. THEY CAME UP WITH LOTS OF STRONG CONCEPTS WHICH RESULTED IN SOME REALLY GOOD WORK IN SPITE OF A DIFFICULT (AND MOVING) BRIEF – OUR TAKEOVER ON THE TELEGRAPH A PARTICULAR HIGHLIGHT. MOST IMPORTANTLY, AS EVER, THEY WERE A PLEASURE TO WORK WITH.”**

Peter Lawrence, Senior Online Marketing Manager, OVO Energy

### The Creative



# WE SUPERCHARGED ACTIV PAYROLL



45%  
IMPROVEMENT  
IN ROI



SURGE IN GLOBAL  
BUSINESS  
ACQUISITIONS



NEW GLOBAL  
BRAND  
PROPOSITION

## ACTIVPAYROLL NEEDED A BRAND OVERHAUL TO TRANSFORM THEM INTO A GLOBAL MARKET LEADER IN A CATEGORY EXPERIENCING A TIDE OF AGGRESSIVE COMPETITOR ACTIVITY.

### The challenge

Through global in-person and virtual Co-Create by SHARP workshops with stakeholders, customers and in-country partners, 'We Partner to Navigate Global Complexity' emerged as their new proposition. We then created their powerful, new tagline and brand promise, 'We've Got You'. A fresh logo and visual identity featuring the ownable 'activ-line' captured the momentum they bring to their customers' businesses.

### We've got you

The new brand was exploded across all collateral, events, internal branding, paid, earned and owned media. A dynamic website featuring flowing pathways between sections, and the new activBlue and activMint colour palette delivered a behaviour-changing digital experience on a vital platform that helps process over 2 million payslips annually across more than 150 countries. Working shoulder to shoulder with their sales team, we also helped map out the sales journey to aid conversion. Now activpayroll has a brand that will grow with them as they expand into new markets and acquire new businesses along the way.

### The Feedback

**"SHARP ARE ALWAYS MY FIRST CHOICE AS AN AGENCY PARTNER. THEY INTUITIVELY UNDERSTAND WHAT'S NEEDED AND DELIVER WORK THAT WORKS."**

Grace Cowan, Head of Global Marketing, activpayroll

### The Creative

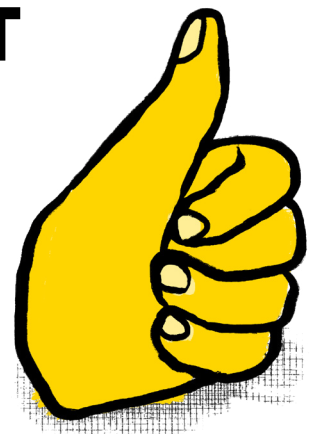


**“WE THINK OF SHARP AS A STRATEGIC EXTENSION OF OUR OWN MARKETING TEAM AND THAT’S THE WAY WE WORK TOGETHER.**

**THE FINDINGS FROM OUR INITIAL CO-CREATE SESSIONS FORM A SOLID LAUNCHPAD - PACKED WITH THE PROOF POINTS THAT OUR TARGET MARKET REALLY CARE ABOUT!**

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**Kate Perrin,**  
Marketing Director



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# ABOUT THE RESEARCHERS



## Primary researcher

Ecuadorian born María Gabriela Vivero holds two degrees, one in Advertising from the Universidad de Las Americas (Quito, Ecuador) and an MSc Psychology of Advertising from Lancaster University (Lancaster, United Kingdom). Her interest in advertising stems from a fascination with consumer behaviour and how it connects to our human instincts and desires.

### *What brought you to the UK?*

“My professional journey began in a Latin American country. In Ecuador advertising is influenced by best practices in the north part of the continent (USA) as much as the south (Argentina). However, I wanted to expand my knowledge and knew there was so much more out there that I needed to learn, specifically about human behaviour and consumer decisions. I did some research and found a Masters degree program that perfectly combined the study of humans and brands at Lancaster University.”

### *Why co-creation and The SHARP Agency?*

“After approximately 8 months into the MSc program, The SHARP Agency came in to one of my lectures and taught the class about co-creation in the industry and how they had designed a unique method to develop campaigns with stakeholder collaboration. SHARP’s perspective about co-creation intrigued me. I wanted to find out how it worked from a psychological perspective. What happens in people’s heads when participating in a co-creation workshop? Why are they motivated to participate? How effective is it for campaign development and brand building?”

## Supervising researcher

Leslie Hallam, Qualitative Director, Course Director and Lecturer of Psychology of Advertising Masters Programme at Lancaster University.

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[richard@thesharpagency.co.uk](mailto:richard@thesharpagency.co.uk)

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