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Barometer on social & business *Co-creation* Switzerland

Laurent Houmard, Anka Pilauer, Gabriel Simonet, Olivier Fruchaud, Fabienne Odermatt, Stephanie Schmidt

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Haute Ecole Spécialisée
de Suisse occidentale

Fachhochschule Westschweiz

University of Applied Sciences and Arts
Western Switzerland

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+41 (0) 26 429 63 67

www.heg-fr.ch

Ashoka Switzerland
c/o Happy City Lab
Rue Rothschild 50
CH - 1202 Geneva

<https://www.ashoka.org>

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Editorial

One of today's key development is social-business Co-creation. Companies are responsible for their business activities - both internally as well as towards the environment and society, in the short and in the long term.

Although growth and profit decide whether to be or not to be, social entrepreneurship and profitability are not mutually exclusive. On the contrary, one cannot do without the other.

The fact that "social" is now coupled with entrepreneurship and called "social entrepreneurship" indicates that a sense of responsibility extending beyond purely entrepreneurial rationality is emerging. Businesses not only see the opportunity to contribute to solving major societal problems such as poverty, unemployment, social exclusion and environmental pollution, but also see this as their duty.

As a cooperative with 1.9 million members, Raiffeisen has been a social enterprise since its inception and is committed to a healthy working and living environment in Switzerland. The four values of closeness, entrepreneurship, credibility and sustainability are lived daily. Raiffeisen consists of 255 independent Raiffeisen banks, which know the challenges of SMEs and exchange ideas with entrepreneurs on an equal footing. By establishing regional Raiffeisen Business Centres (Raiffeisen Unternehmerzentren RUZ), Raiffeisen has also created a platform for local entrepreneurs to promote active cooperation and mutual support. We consider this to be a fundamental prerequisite for living social entrepreneurship.

The present barometer is the first of its kind and sheds light on what is happening in the Swiss corporate world and how it relates to Co-creation. The idea behind this English term is that companies team up with knowledge experts to tackle economic, social and ecological challenges that cannot be solved individually. The conclusion: co-creation is still little known in Switzerland, but the results of those who have embarked on this new form of cooperation is consistently positive.



Urs P. Gauch

Head of Corporate Clients Department and Member of the Executive Board, Raiffeisen Switzerland

Foreword

The mission of the School of Management Fribourg is to support, prepare and empower leaders and international entrepreneurs to apply actionable executive skills to address global challenges faced in business and society. We invest in social entrepreneurship and social innovation and entertain a longtime partnership with Ashoka.

The partnership with Ashoka is a perfect symbiosis and it underlines our intentions. Furthermore, we are proud to have published, together with Ashoka, the first social & business *Co-creation* barometer for Switzerland. The mindset of opening the innovation and management processes is key in exploring new business models and exploiting social solutions.

We are convinced that there is a need to intensively discuss *Co-creation* concept and change-maker programs in academia and practice. We hope the following guide will serve entrepreneurs, companies, policy makers, students and researchers alike to find new ways in understanding and developing sustainable business models.



Prof. PhD Rico J. Baldegger
Director, School of Management Fribourg

This survey is an exciting milestone in the engagement of the business community and in breaking down the silos between the social and the private sectors. For 35 years, Ashoka has pioneered the field of social entrepreneurship - finding, selecting and supporting some of the world's leading social entrepreneurs.

In order to accelerate their innovations, Ashoka has been investing significantly in the engagement of visionary businesses and building new types of alliances ready to address societal problems at scale. We believe solving social problems is no longer a nice-to-have for today's corporations; it is a prerequisite for growth.

I am thrilled to share with you the very promising results of the questions we addressed to 140 large and medium businesses: this study not only allows us to understand the levers for *Co-creation*, it is also very encouraging in highlighting Swiss business leaders' positive views towards *Co-creation* and its strategic imperative for their core business. They recognize the need to take a proactive role in navigating the diverse internal and external barriers to *Co-creation* in order to drive long-term innovation and growth.

We hope this study will help businesses strengthen *Co-creation* leadership within their own companies and become a starting point for a promising *Co-creation* journey together!

Looking forward !



Olivier Fruchaud, Director Ashoka Switzerland

Overview of the study

The barometer on social & business *Co-creation* was conceived to better understand the perceptions and practices of companies towards collaborating strategically with organisations with social and environmental objectives. *Co-creation* according to Ashoka is a new type of alliance which pools additional competencies and the expertise of social entrepreneurs, public enterprises and authorities to address challenges which neither of these actors would be able to solve on their own.

A sampling of 1,200 companies of the largest sectors of the Swiss economy from regions of German- and French-speaking Switzerland was selected. 140 companies responded.

The study demonstrates that the companies are mindful of their responsibility regarding their social and environmental impact, and the majority acknowledge a strong compatibility between profit and positive impact on society. Yet when faced with social challenges and difficulties in responding to them, they affirm that no actor can take action on their own. The survey demonstrates that commitments of companies are frequently implemented through their missions and their activities. Yet a number of companies have a multiple commitment which includes financial support for social policy organisations and the provision of competencies or specific projects in partnerships with actors from society. One of the issues is to understand if the commitment through their own activities is geared at resolving social issues in the long term or if the commitment is more philanthropic or reactive when faced with legal pressure or pressure from civil society.

Nearly half of the companies interviewed assert that they actively practice *Co-creation*, while another part wishes to seriously develop this type of approach. One of the objectives for large companies is to promote a responsible image, and for SMEs, this means responding to the expectations of customers. These again are reactive approaches.

As a result, according to companies already involved in *Co-creation*, this type of approach allows them to make a stronger impact and access a variety of know-how. But one of the key conditions to making a commitment is the culture and values of the company, which should be accompanied by a strong determination from management and real willingness to put the general interest before the individual interests of the company.

The study also identifies certain internal obstacles in the development of *Co-creation*, such as lacking budget or competencies, or the lack of will on the part of management. On the outside, differences in culture between the company and social entrepreneurs, and the search for a good partner are the critical obstacles all companies must overcome. For those which are involved, the complexity induced by *Co-creation* is also a difficult factor to grasp.

What can be done to overcome the obstacles? The study shows that once *Co-creation* is kicked off, many of the barriers tend to decrease. Creativity and risk-taking will be the key factors needed to launch the process of Co-creation.

The overwhelming majority of companies involved are very satisfied with their experience with Co-creation. But the companies which are not yet involved still do not perceive the benefits and remain pessimistic as to whether they have the necessary conditions within their organisations.

Context, objectives and scope of the study

Context

The School of Management in Fribourg (HEG-FR) aims to become one of the references in Europe in the offering and development of internationally acknowledged educational programmes in the areas of innovation and entrepreneurship. It enjoys an international reputation, while its trilingualism, experienced every day, distinguishes it from other universities. We are considered to be a forerunner in Switzerland in the areas of training and interdisciplinary research.

In this context, the school wishes to develop entrepreneurship and social innovation. We want to make students aware of the great social challenges which await them in the future. The HEG-FR has created an institute dedicated to social innovation; its objective is to simultaneously develop skills and knowledge through research and mandates, as well as propose new education programmes in the area of social entrepreneurship at the bachelor and master's level and also in the area of continued education.

Along with Ashoka Suisse, the HEG-FR has completed several projects geared at the increased integration of social entrepreneurship and social innovation at the core of the education programmes.

Ashoka's objective is to create a world where each person is capable of acting quickly and efficiently to respond to social challenges and can become a creator of change - Everyone a Changemaker™. Over the past 30 years, Ashoka has identified and supported more than 3,300 pioneer social entrepreneurs and helped them grow, while also contributing to the establishment of the social entrepreneurship sector. The fact of having accompanied a large number of social entrepreneurs has given Ashoka a unique position and a collective vision to understand social issues and identify the trends and key drivers to accelerate social change. The core business of Ashoka is to identify, select and support pioneers amongst the social entrepreneurs and help them grow; these are people who bring system solutions¹ to contemporary social and environmental issues. Ashoka searches for innovators, men and women, whose ideas are strong enough to make a difference in the area where they take action and who have all the entrepreneurial qualities needed to develop and promote their activities.

Ashoka and HEG-FR have mandated GFS.Bern to carry out this first survey to understand the perceptions and practices of large companies as regards "*Co-creation*" with non-profit or

¹ Capable of transforming society deep down

limited profit actors who have a social or environmental mission, that is to say, the social entrepreneurs.

Co-creation, as it is described by Ashoka, is a new type of alliance which pools additional competencies and the expertise of social entrepreneurs, public enterprises and authorities to address challenges which neither of these actors would be able to solve on their own, and to access new strategic opportunities at the same time. Ashoka is convinced that *Co-creation* is one of the key drivers which will allow for a change in the scale of social innovations by social entrepreneurs and promote the creation of innovative models with strong social impact.

Objective of the study

A first study was completed by Ashoka in France on social entrepreneurship and the concept of *Co-creation*. It was used as the basis on which to design the study carried out in Switzerland. The point of expanding the geographic scope is to be able to conduct comparative analysis between several European countries. It should be noted that this report focuses on the data acquired in Switzerland only.

The main goal of the study is to understand the extent to which cooperation with general interest actors can be a driver not only of social responsibility but also of growth and innovation, enabling companies present in Switzerland to reconcile profit and positive social impact.

The goal of the study in particular is to respond to the following questions:

- Why and how do companies integrate their willingness to have positive social or environmental impacts in their activities?
- Why and how do companies seek to develop external partnerships and introduce *Co-creation* to better respond to social challenges?
- If companies develop partnerships and introduce *Co-creation*:
 - What are the internal and external difficulties of *Co-creation*?
 - What are the success factors of *Co-creation*?
- If the companies are not yet introducing *Co-creation*:
 - What are the reasons which prevent introducing *Co-creation*?
 - What are the necessary means and competencies to develop *Co-creation*?

Scope of the study and types of companies surveyed

The study was completed by GFS Berne and conducted in Switzerland between 3 October and 9 November 2017. It involved a quantitative survey completed among a sampling of companies based in German-speaking and French-speaking regions of Switzerland. The goal was to obtain 100 completed questionnaires from SME companies and 50 completed questionnaires from large companies². Certain categories of companies (NOGA) were removed from the sampling. The base sample (n = 1,200) was allocated randomly by the Swiss Federal Statistical Office.

The results were obtained on the basis of CATI telephone interviews (43%) and online responses (57%) from CEOs (42%), financial managers (11%), human resources managers (11%), CSR managers (4%), communication managers (2%) and others (30%).

In total, 140 questionnaires were completed (cf. Table 1), while the margin of error is significant at about $\pm 8\%$.

Distribution between regions shows a slight overrepresentation of companies located in French-speaking Switzerland. As mentioned before, the number of large companies is deliberately large, because they are more effective at offering large-scale solutions to social entrepreneurs.

It should be noted that differences in opinion between companies in German-speaking and French-speaking regions and between small, medium and large companies are not remarkable in the results of the survey. If that is the case, the differences of opinion are noted and commented on.

Region	Size	Absolute number of companies	Proportion of companies in %
German-speaking Switzerland	10 < 250	60	42.8%
German-speaking Switzerland	>= 250	30	21.7%
French-speaking Switzerland	10 < 250	34	23.9%
French-speaking Switzerland	>= 250	16	11.6%
Total		140	100.0%

Table 1: Distribution of companies by region and size

² The overrepresentation of large companies was a deliberate decision, since experience has shown that large companies are more likely to become involved in *Co-creation*.

Distribution by sector is representative of company categories in Switzerland with a large majority of companies active in services (61%), industry monitoring (19%), commercial monitoring (10%) and construction (10%) (cf. Figure 1)

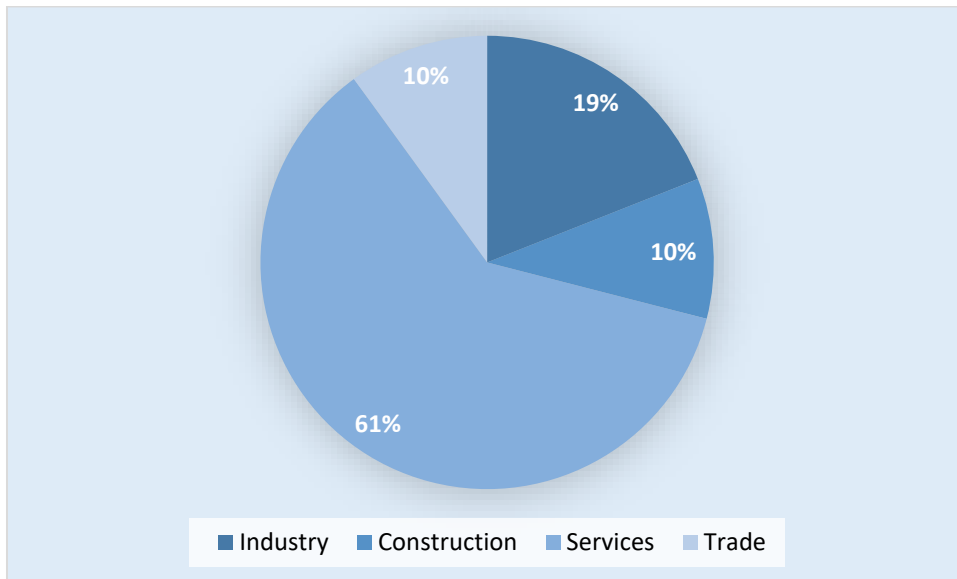


Figure 1: Company sector

Social commitment of companies

In the previous chapter, the structure of the sample and the types of companies which participated in the survey were analysed. In this chapter, we will try to gain a better understanding of companies' social and environmental commitments, and how these commitments can be perceived strategically and not only philanthropically. Finally, we analyse if the companies actively and positively contribute to society in general.

A positive impact on society means a contribution by the company over and above the creation of jobs or conventional economic development linked to its activity. A contribution to general interest projects: access to essential products or services for vulnerable sections of the population, inclusion of those furthest away from the labour market, outsourcing to not-for-profit social enterprises, projects geared at the reduction of CO2 emissions, fair trades, etc.

A series of questions is asked beforehand on the integration of corporate social responsibility (CSR). These questions allow us to understand if there is a link between the presence of a department or person in charge of CSR and the fact of practising *Co-creation*. The results show that only 12% of companies responded that they have a CSR department and 29% responded that they have a person specifically in charge of CSR. Of all the companies who have a CSR department or a person in charge of the CSR Theme distributed among several departments, a majority responded positively to the question of whether they practise *Co-creation*. A link

seems to exist between these two variables, but the size of the sampling does not allow us to conclude that there is a strong correlation.

Furthermore, it appears that CSR is more naturally integrated into large companies. In fact, CSR is a concept that large companies had taken ownership of in the 1990's to integrate social and environmental concerns in a rather reactive manner in their interactions with key stakeholders. As we mentioned in the first chapter, *Co-creation* is more ambitious than CSR, according to Ashoka, since it assumes that the search for a positive social impact will be integrated into the core business of the company by creating strong partnerships with general interest actors. It is this very question that the study discusses.

A question had also been asked of the companies surveyed to find out if they agreed with the assertion that their company was an actor for change. For those who practise *Co-creation*, the vast majority confirmed that they did, and this fact tends to demonstrate that companies which are already active are willing to have a positive impact to respond to current social issues above and beyond CSR.

Compatibility between activities of the company and social commitment

The vast majority of companies confirm that profit and positive impact on society are compatible based on their core business (cf. Figure 2). In fact, 78% of the companies are convinced of this fact, regardless of their size and geographical origin. Yet the proportion is even greater in large companies, with 92% endorsing the link between profit and positive impact on society.

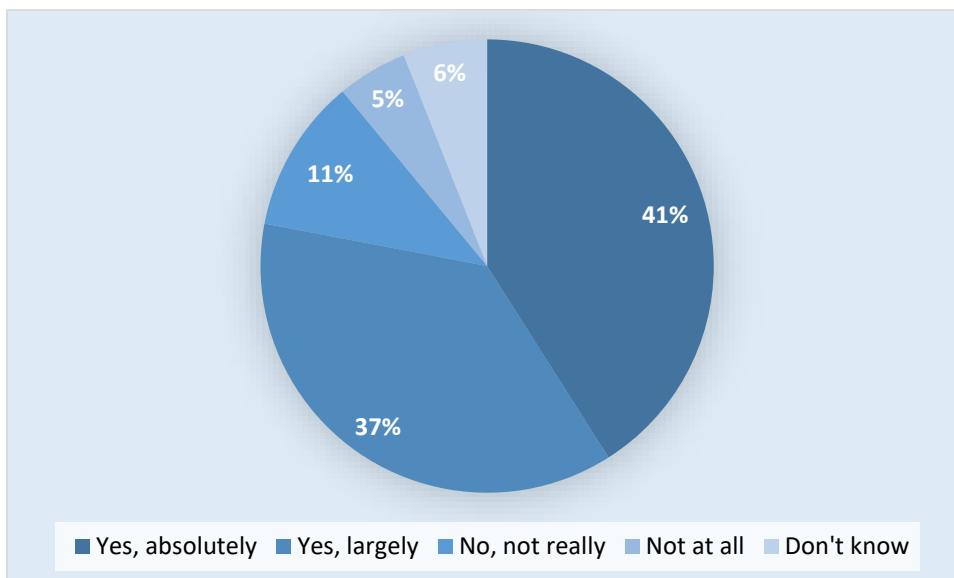


Figure 2: Do you think that profit and a positive impact on society are compatible for your company based on its core business? (n = 140)

The surveyed companies also declare that all the actors in society should become involved first of all to resolve social and environmental challenges (cf. Figure 3). Companies themselves (10%) are not effective enough, and neither are the authorities, (6%) or NGO associations (5%). This trend will confirm itself when the questions raise the topic of the means to resolve these challenges. When addressing complex social issues, all the principal actors are needed: companies, social entrepreneurs, authorities, etc.

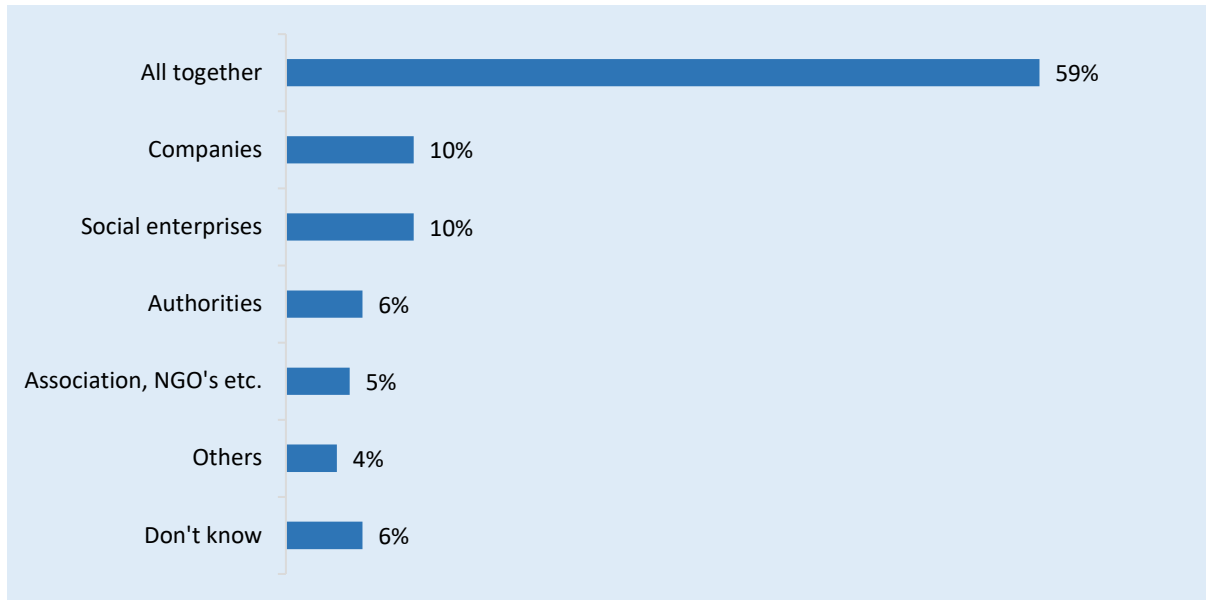


Figure 3: Which type of actor is most effective at resolving environmental and social problems? (one response only / n = 140)

Yet it is important to know if the company itself is directly involved in projects which have a positive social and environmental impact on society. A majority (52%) of the companies responded positively to the question, which still leaves wide potential for improvement. Large companies are even more involved in projects with a positive impact on society. These responses are interesting and open the door to research on the type of activity and the existence or non-existence of a partnership in *Co-creation*, which in itself is the object of this barometer (cf. Figure 4).

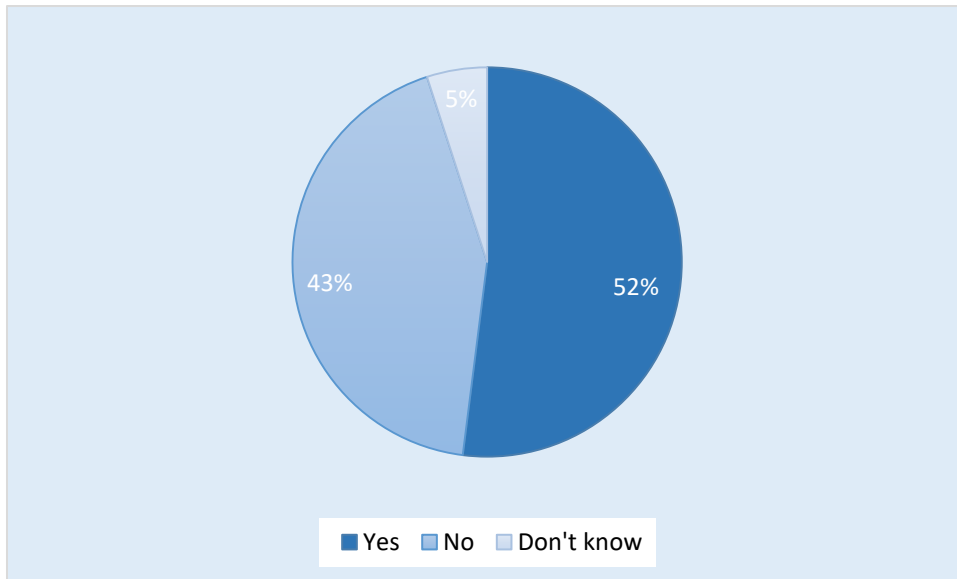


Figure 4: Is your company involved in one or more projects that have a positive social or environmental impact on society? (n = 140)

Types of social commitment, pursued goals and partnerships

Among the companies which answered in the affirmative to the question of whether they have projects with a positive impact on society, several of them responded that their activities and mission are the principal drivers of their commitment. A significant number of companies interviewed (25%) carry out activities with a positive impact, such as education, health or social integration. Some other companies argue that they have a positive role through the creation of employment.

This is a positive element, as companies perceive social commitment as being essential to the long-term success of the company, but we can ask ourselves if this commitment is considered above and beyond classic activities (distribution of goods and services, purchases, etc., which are done anyway), with a real goal of solving a social or environmental issue, and how this commitment could be optimised.

The question on positive impact has also allowed us to bring to light the impacts through activities such as financial support or specific projects linked to the social or environmental domain (cf. Figure 5). Among the *Other* responses, volunteer work was mentioned several times. This probably refers to *classic* volunteer work offered by individuals or companies for social or environmental causes. The results of the survey do not allow us to assert this. But we can make a correlation with providing competencies *pro bono* (for free), which seem to be offered by large companies in particular.

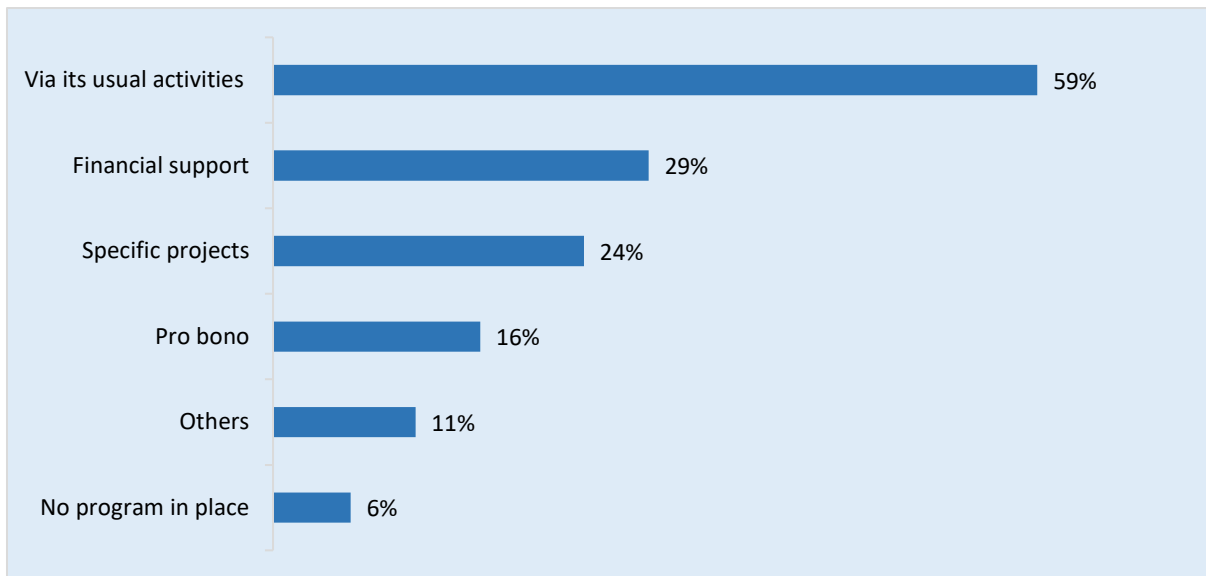


Figure 5: What means does your company apply to have a positive social impact? (More than one response is possible / n = 73)

When asked about the goals of their social and environmental commitments, the companies confirm that they pursue several at once. They get involved to create an image of being responsible towards the general public on the one hand, and to respond to customer expectations on the other (cf. Figure 6). These results again demonstrate a reactive attitude to external pressure, which also confirms that the companies still have difficulties in integrating these social issues in their growth strategy.

A more detailed analysis shows that the concerns associated with customer expectations are especially high for companies in French-speaking Switzerland and for SMEs, while the concern for a responsible image is greater among large companies, which deal with growing pressure from consumers, who lean more and more towards responsible purchases. With the arrival of the millennials on the job market, companies are confronted with new challenges, such as the meaning of work and its lasting impact on society.

We also note the emergence of themes such as the perpetuation of activities and competition issues, which are strategic concerns and require genuine commitment to integrate social issues in the agenda.

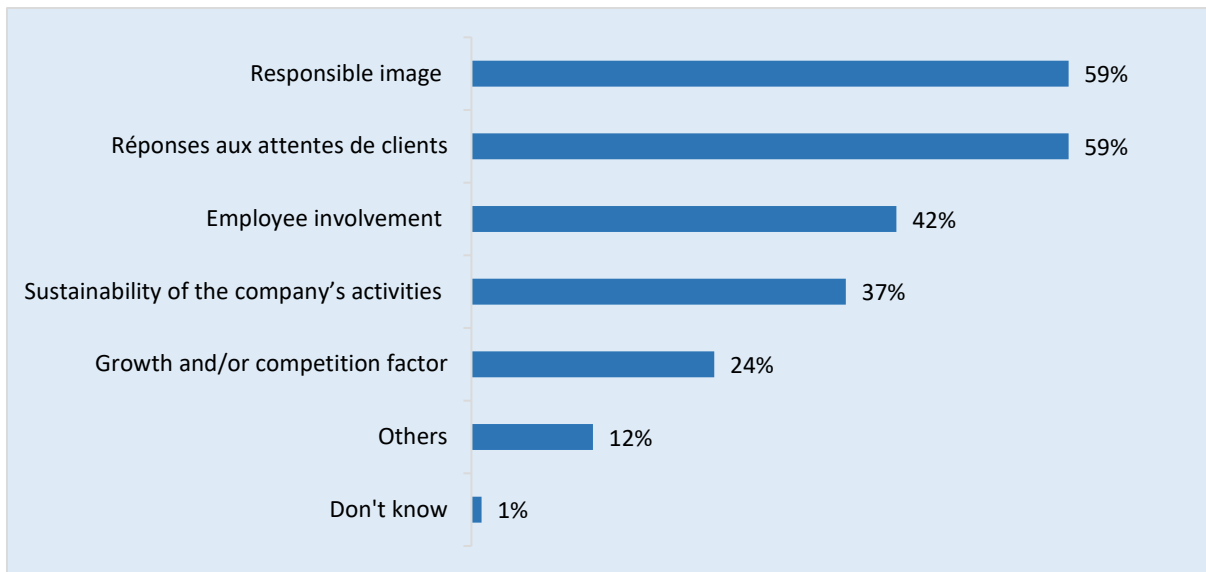


Figure 6: What are the main expected goals of your company's social activities? (More than one response is possible / n = 73)

To deliver on their social commitments, a vast majority of companies is developing external collaboration, especially large companies (88%). They develop these collaborations by establishing a dialogue aimed at improved integration of the needs and interests of stakeholders and in the form of common *Co-creation* projects (cf. Figure 7). A joint venture partnership, which is the most challenging, as it is a final culmination of a partnership between two companies, is also mentioned by some of the companies.

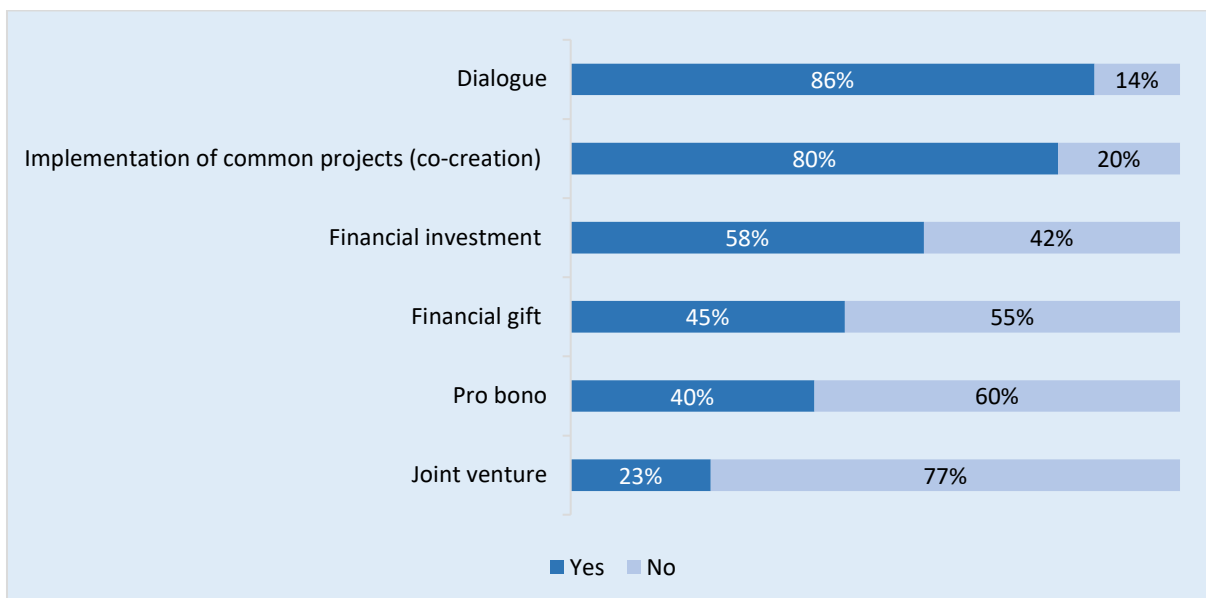


Figure 7: Under what form does your company develop external collaboration efforts? (n = 73)

Co-creation: Advantages, success factors and obstacles

In the previous chapter, the factors associated with a partnership through established dialogue and the common project are among the main means pursued to obtain a positive impact on society. In this chapter, the results of the survey allow us to conduct a more detailed analysis of the conditions of company commitments and to understand if the companies surveyed have a good knowledge of the concept of *Co-creation* according to the definition by Ashoka. We also explore if they are involved in *Co-creation* and in what way.

We define *Co-creation* here as cooperation between one or more companies and one or more not-for-profit organisations (associations, social enterprises, etc.) with a view to developing new solutions to social and environmental problems, while also creating economic value for the company. This may lead to the development of new product/service offerings or business models that have a significant and lasting social impact.

To the question of whether the company practises *Co-creation*, 43% of the companies surveyed respond in the affirmative and part of them (16%) declare that they will seriously consider it. Large companies commit more, with 73% of those surveyed declaring that they practice *Co-creation* or are seriously considering it, while the rate for SMEs is at 47%. The difference between the two large language regions is small, with a slightly higher proportion of companies in French-speaking Switzerland declaring that they practise *Co-creation*.

We should now ask ourselves how the companies who had responded yes (n = 33) experience and practise *Co-creation*, what benefits they reap from it and what the main obstacles are.

The companies which answered no (n = 107) are likewise asked to respond to a series of questions on *Co-creation* and its potential benefits, as well as the obstacles which they would need to overcome.

Benefits of *Co-creation* and success factors

Benefits of Co-creation:

The companies which practise *Co-creation* stress the importance of achieving a strong social impact and obtaining a better understanding of vulnerable populations (cf. Figure 8). This result demonstrates a strong commitment towards vulnerable populations and society in general. It is interesting to note that the development of new business models is not perceived as a significant advantage, which also confirms the results of the previous chapter on the fact that companies are still very reactive to social issues.

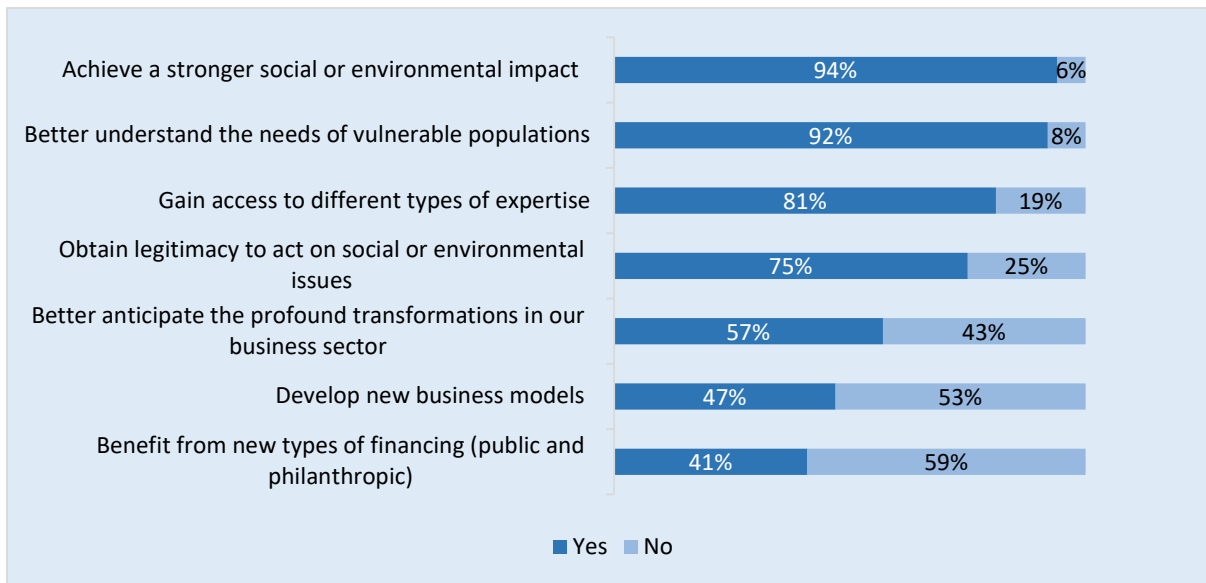


Figure 8: What are the benefits of practising Co-creation? (Companies involved / n = 33)

If we analyse this in greater detail, we observe a difference between the two main regions concerning the benefits perceived by involvement in *Co-creation*. Companies in French-speaking Switzerland attach greater importance to achieving a stronger social and environmental impact, while companies in German-speaking Switzerland would rather better understand the needs of vulnerable populations.

Companies which are not involved in *Co-creation* noticeably have the same opinion on a question which is very similar, except that they indicate access to diverse know-how as the main advantage (cf. Figure 9).

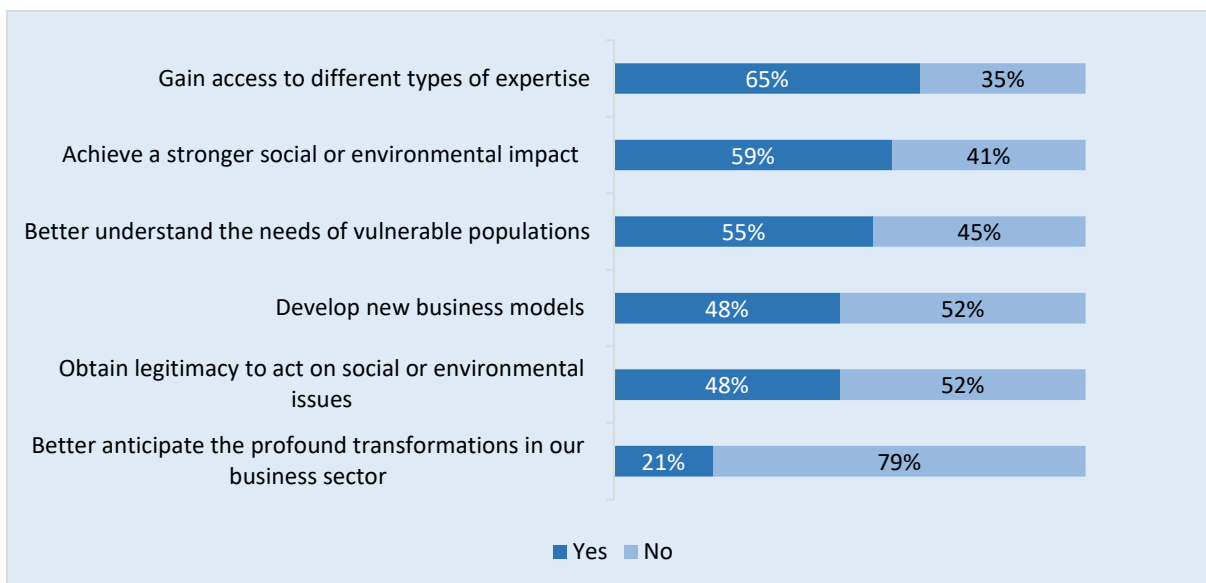


Figure 9: In your opinion, would Co-creation with not-for-profit organisations allow you to ? (Companies not involved / n = 107)

Conditions of involvement and success factors:

Intangible elements such as values, culture and management commitment are considered by companies which practise *Co-creation* as determining factors which promote the process of *Co-creation* (cf. Figure 10). The availability of budget or a result-related incentive is not a triggering factor. Surprisingly, when compared to the question of goals perceived, brought up in the previous chapter, external pressure was no longer a determining factor for non-involved companies.

SMEs place management commitment as the main condition needed to initiate change and involvement in *Co-creation*.

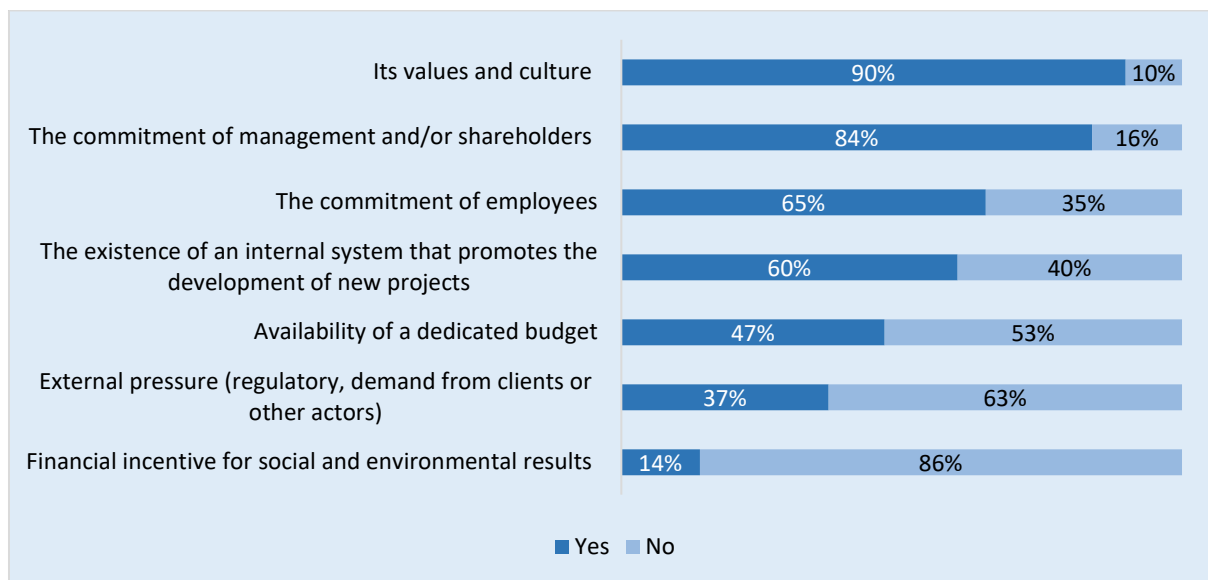


Figure 10: Which elements paved the way for involvement in *Co-creation*? (Companies involved / n = 33)

These same companies identify priority to the general interest, culture of collaboration and the capacity to experiment and innovate (cf. Figure 11) as the essential key success factors. Large companies and companies in French-speaking Switzerland in particular feel that the capacity to experiment and innovate is fundamental for the success of a *Co-creation* process.

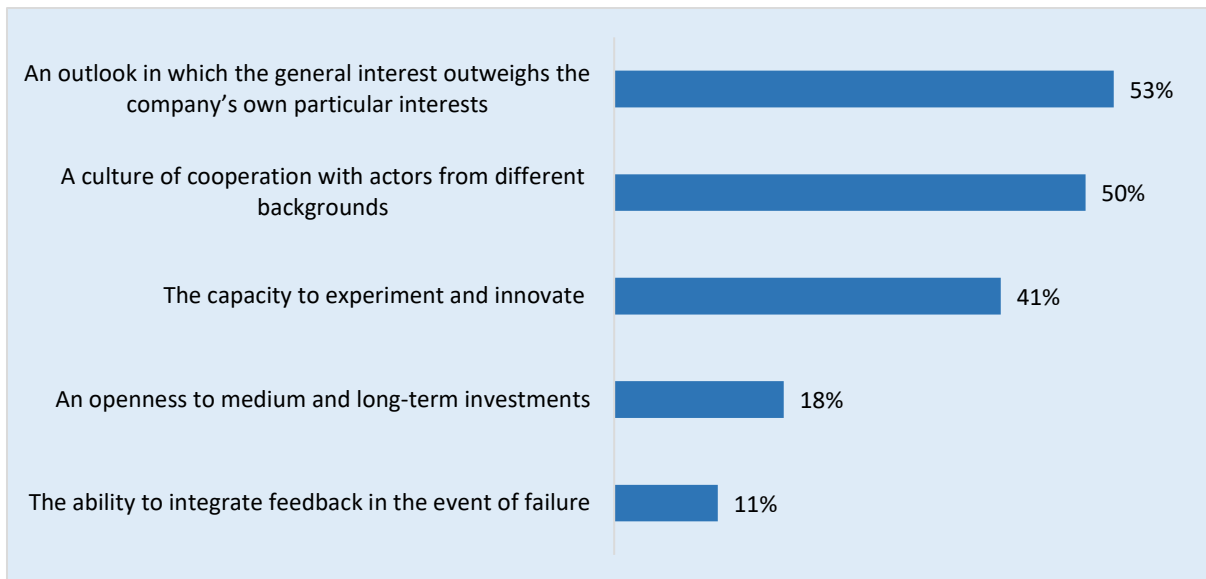


Figure 11: What are the principal success factors? (More than one response is possible / companies involved / n = 29)

Main obstacles to *Co-creation*

What are the main difficulties encountered by companies when they develop and practise *Co-creation*? We have distinguished the obstacles related to internal organisation, such as management commitment from those factors external to the organisation, such as the search for a partner.

Obstacles internal to the company:

It appears that internal obstacles have a weak impact, according to the companies which practise *Co-creation*. Results in the graph below illustrate this situation. Difficulties in allocating a budget or the lack of a structure and competencies are the principal issues that companies need to tackle. The availability of a budget is especially true for companies in French-speaking Switzerland.

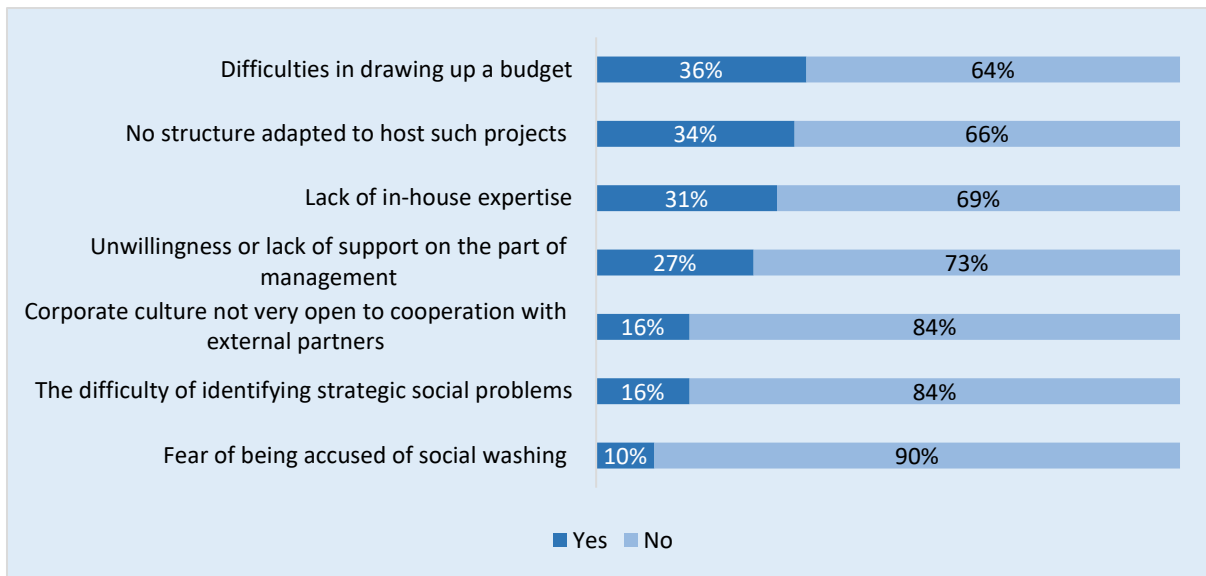


Figure 12: What are the internal difficulties encountered when developing *Co-creation*? (Companies involved / n = 33)

At the same time, companies which do not practise *Co-creation* stress the difficulties related to structural factors, such as budget, and intangible factors like the lack of commitment and little support from management (cf. Figure 13).

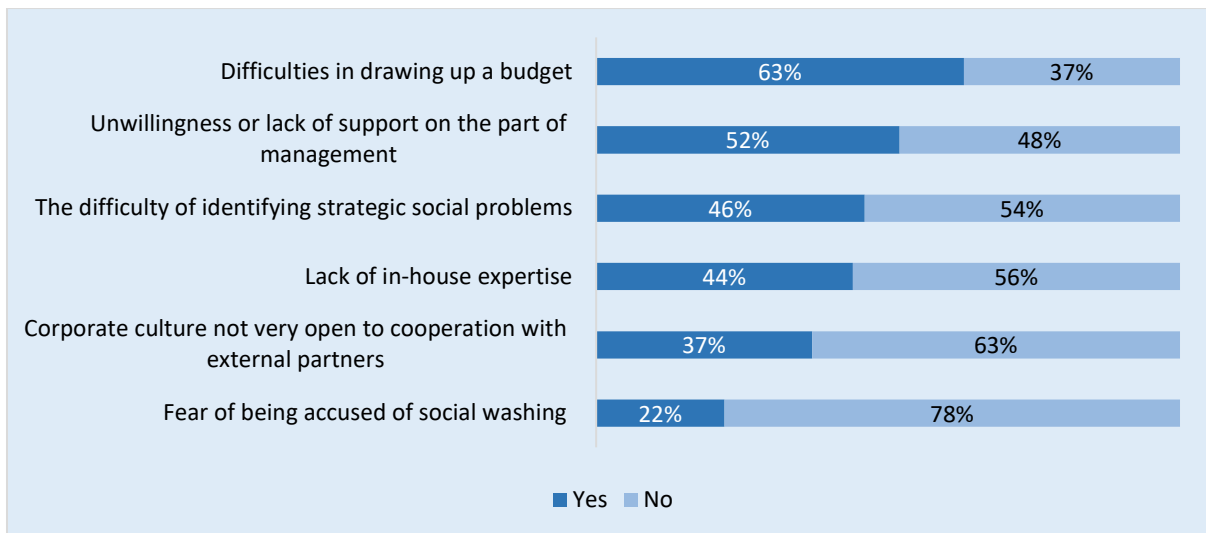


Figure 13: What are the internal difficulties encountered when developing *Co-creation*? (Companies not involved / n = 107)

It is interesting to compare the results between companies involved and companies not involved in *Co-creation*. Table 2 below illustrates this comparison:

	Companies not involved in <i>Co-creation</i>	Companies involved in <i>Co-creation</i>
Difficulties in allocating a budget	63%	36%
Unwillingness or lack of support on the part of management	52%	27%
Difficulty in identifying social issues	46%	16%
Lack of in-house expertise	44%	31%

Table 2: Comparison of main internal obstacles in a company in the process of *Co-creation*

The rate of positive responses of involved companies and non-involved companies decreases from 63% to 36% for difficulty in allocating a budget. The rate of positive responses decreases nearly by half for obstacles related to the lack of support and unwillingness of management, as well as the difficulty in identifying social issues. These results confirm that once the main obstacles to the development of *Co-creation* are overcome, companies which make the commitment do so in the long term with the support of management and an internal organisation up to the goal pursued.

Obstacles external to the company:

The **external obstacles**, on the other hand, are perceived as factors which are much more difficult to overcome for all companies, whether they are involved in *Co-creation* or not, as illustrated in the graph below.

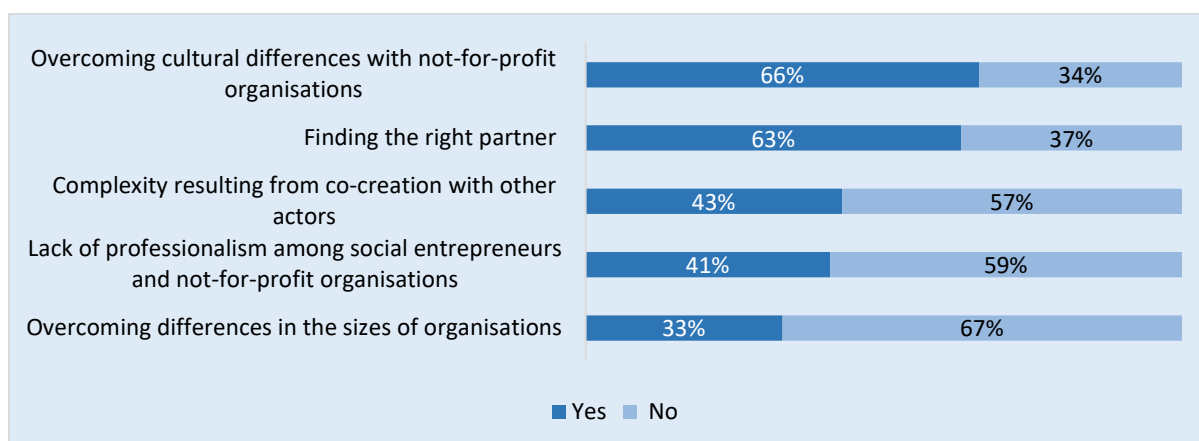


Figure 14: What are the external difficulties encountered when developing *Co-creation*? (Companies involved / n = 33)

The differences in culture between partners of *Co-creation* are the main obstacles for companies, and especially for large companies. SMEs and companies in French-speaking Switzerland are more concerned with the search for a “good” partner.

For non-involved companies, the complexity induced by *Co-creation* and the search for a good partner with other actors make up the biggest difficulties (cf. Figure 15). This observation is valid for large companies and SMEs, as well as the two main regions in Switzerland.

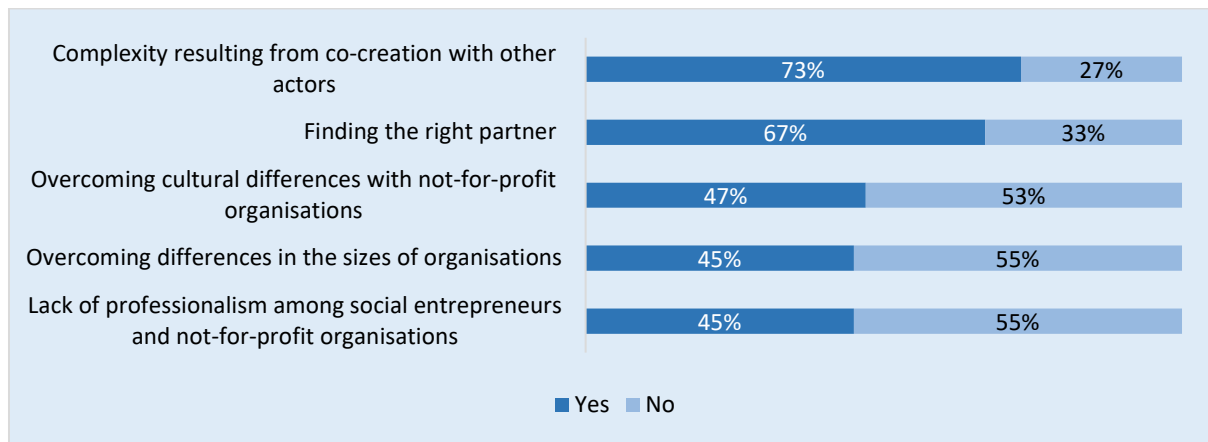


Figure 15: What are the external difficulties encountered when developing *Co-creation*? (Companies not involved / n = 107)

If we again compare the opinions of companies involved and not involved in *Co-creation*, we observe that the external barriers also have a tendency to decrease once we are involved in the process. Yet this tendency is far less pronounced when compared to internal obstacles seen previously. The culture difference with a partner company remains a significant barrier for involved companies, but not for non-involved companies. In contrast, finding a good partner with the same vision built on similar values is the most sensitive challenge. The complexity induced by *Co-creation* decreases once the company becomes involved in the process, as illustrated in Table 3 below.

	Companies not involved in <i>Co-creation</i>	Companies involved in <i>Co-creation</i>
Finding the right partner	67%	63%
Complexity induced by <i>Co-creation</i> with other actors	73%	43%
Differences in size between the company and the partner	45%	33%
Differences in culture with social entrepreneurs	47%	66%

Table 3: Comparison of main external obstacles in a company in the process of *Co-creation*

Competencies and measures to encourage *Co-creation*

This chapter presents the analyses and results obtained in association with questions related to measures and means needed to encourage *Co-creation*. The questions were submitted to companies involved and not involved in *Co-creation*.

In order to stimulate *Co-creation*, the ability to cooperate with actors of different profiles is a key competence for all involved or non-involved companies (cf. Figure 16 and 17).

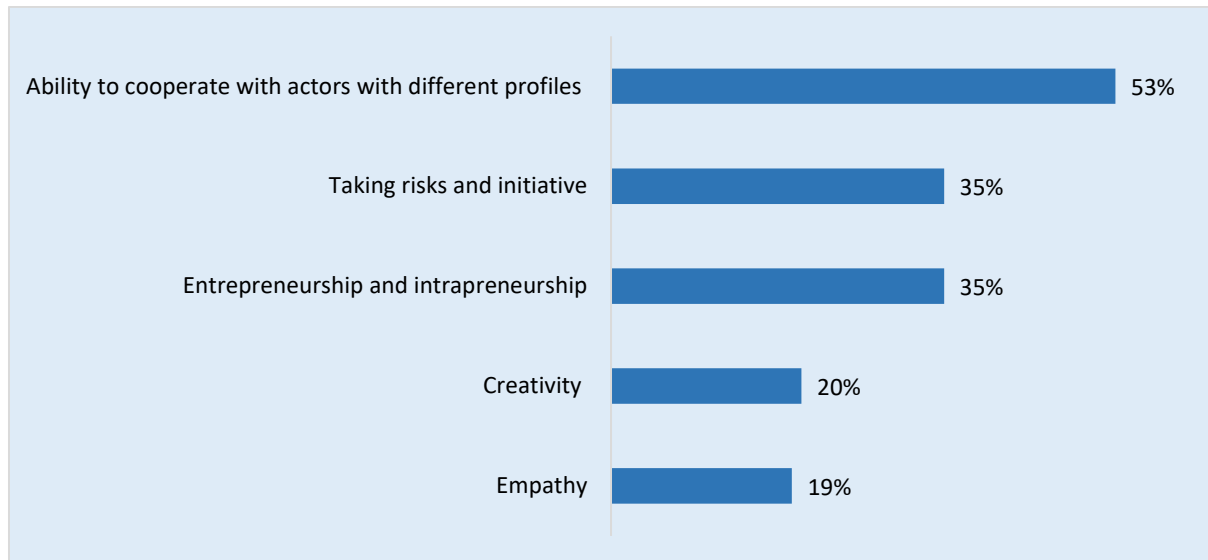


Figure 16 : What are the main competencies to stimulate *Co-creation*? (More than one response is possible / companies not involved / n = 107)

Yet if we analyse the data in more detail, we observe that intrapreneurship and entrepreneurship are the most important factors for large companies involved in *Co-creation*, whereas for non-involved companies, the ability to cooperate, creativity and risk-taking are the most important elements to encourage triggering of the process. This result seems consistent because the non-involved companies are in the process of thinking or searching for partners to get started and they therefore need competent and creative people to identify projects. The entrepreneurial spirit is already present but competent people are needed.

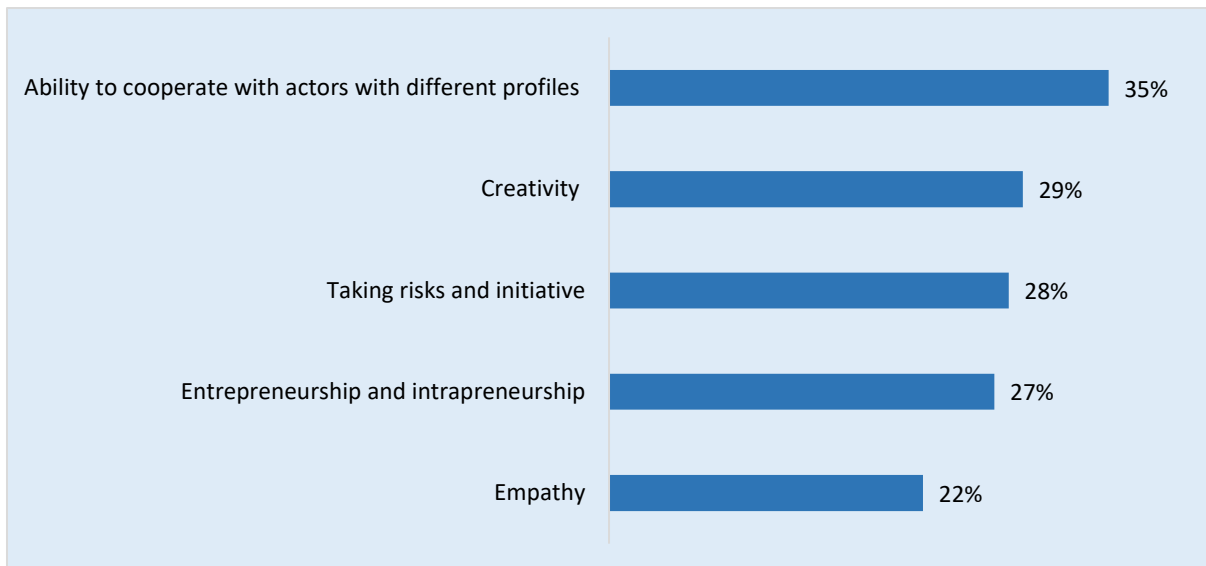


Figure 17 : What are the main competencies to stimulate Co-creation? (More than one response is possible / companies not involved / n = 107)

Nevertheless, the majority of companies involved in *Co-creation* (55%) recognize that they lack the means and the resources to develop these competencies (cf. Figure 18).

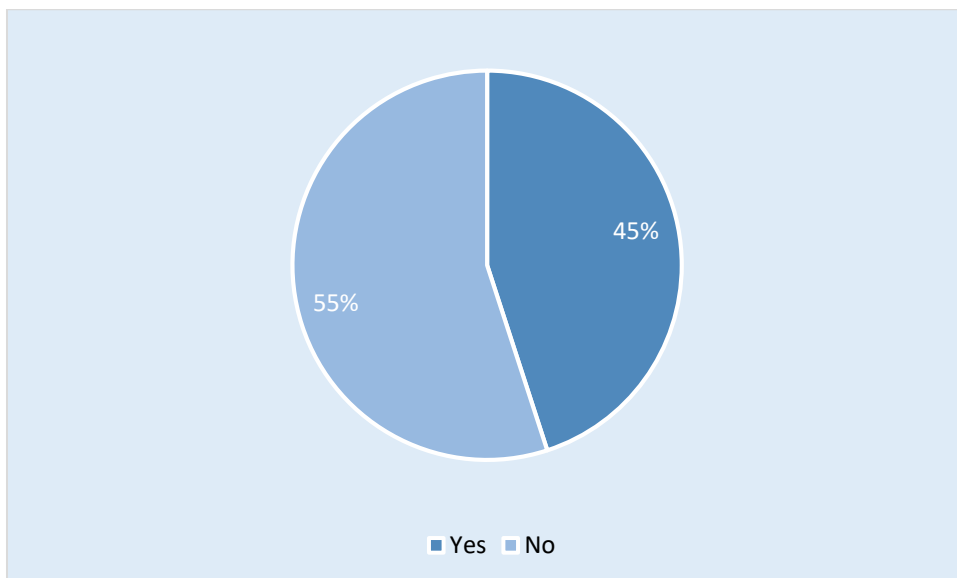


Figure 18: Do you have the resources available to develop competencies?
(Companies involved / n = 33)

Among the companies not involved in *Co-creation*, a vast majority (73%) say that they have not put in place the necessary measures to develop these competencies (see Figure 19).

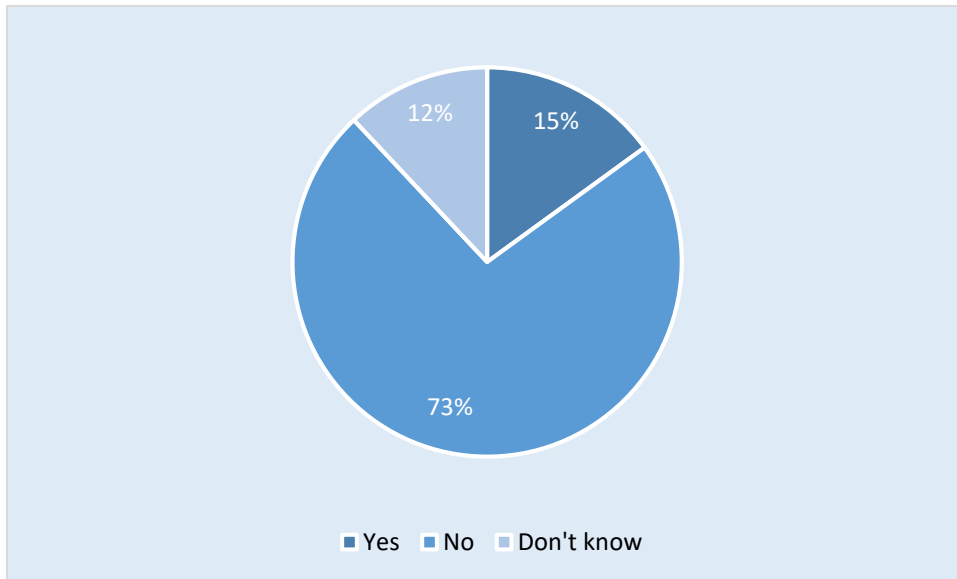


Figure 19: Do you have the resources available to develop competencies?
(Companies not involved / n = 107)

Perception of the impact for the company and willingness to commit

The study shows that a large majority of companies involved in *Co-creation* (88%) are satisfied with their experience.

However, for non-involved companies, the benefits of *Co-creation* and the very concept of *Co-creation* are not yet very well understood. The results presented in Figure 20 below illustrate this observation with more than a third of respondents who think that *Co-creation* will not have a positive impact and almost a third who do not know.

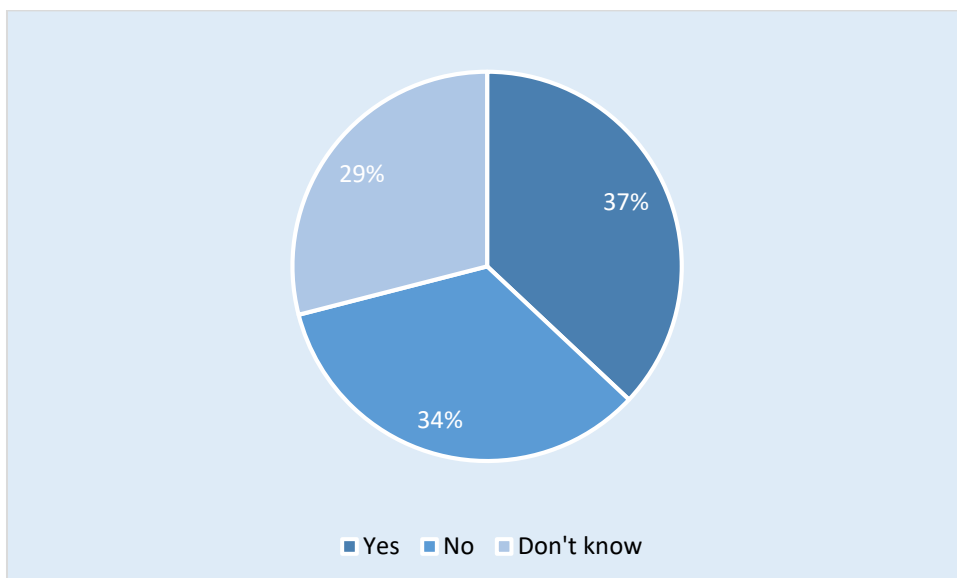


Figure 20: Do you think that your company's activities may be impacted positively thanks to *Co-creation*? (Companies not involved / n = 107)

This negative result is further reinforced by the rather unfavourable (45%) or even very unfavourable (19%) opinion concerning the conditions for the emergence of *Co-creation* in the company (cf. Figure 21). This result confirms the observation made in Chapter 3 in which several internal and external barriers were mentioned by companies not involved in *Co-creation*, namely, the availability of a budget, the availability of competent persons or difficulty with identifying a partner.

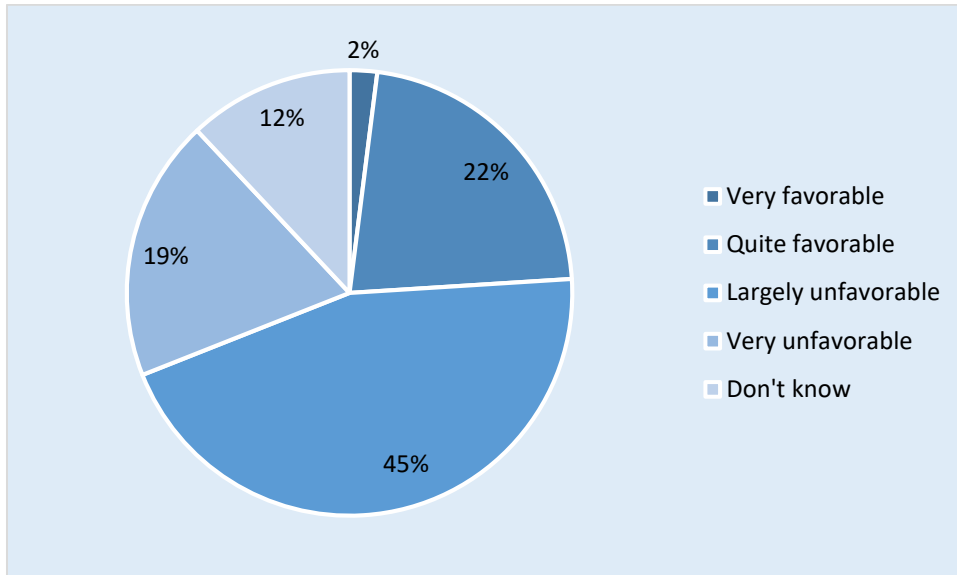


Figure 21: Do you think that the conditions to establish *Co-creation* in your company are:
(Companies not involved / n = 107)

To the question of whether the company is ready to commit, the result is balanced with a propensity for commitment with long-term maturity (see Figure 22).

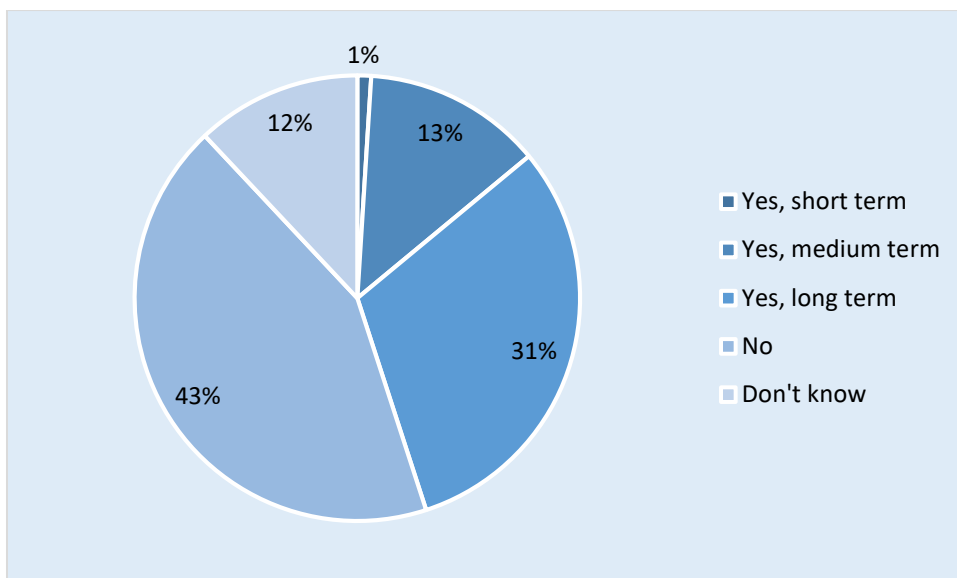


Figure 22: Do you think your company is ready to commit to *Co-creation*?
(Companies not involved / n = 107)

Finally, companies were asked whether they think they are actors of change. This concept is important for Ashoka because it implies that the company is aware of its impact on society and its ability to act positively through its activities. A majority (53%) of companies involved in *Co-creation* say they fully agree with this statement (see Figure 23), whereas companies not involved in *Co-creation* are still pessimistic, with only 18% of companies agreeing with this question.

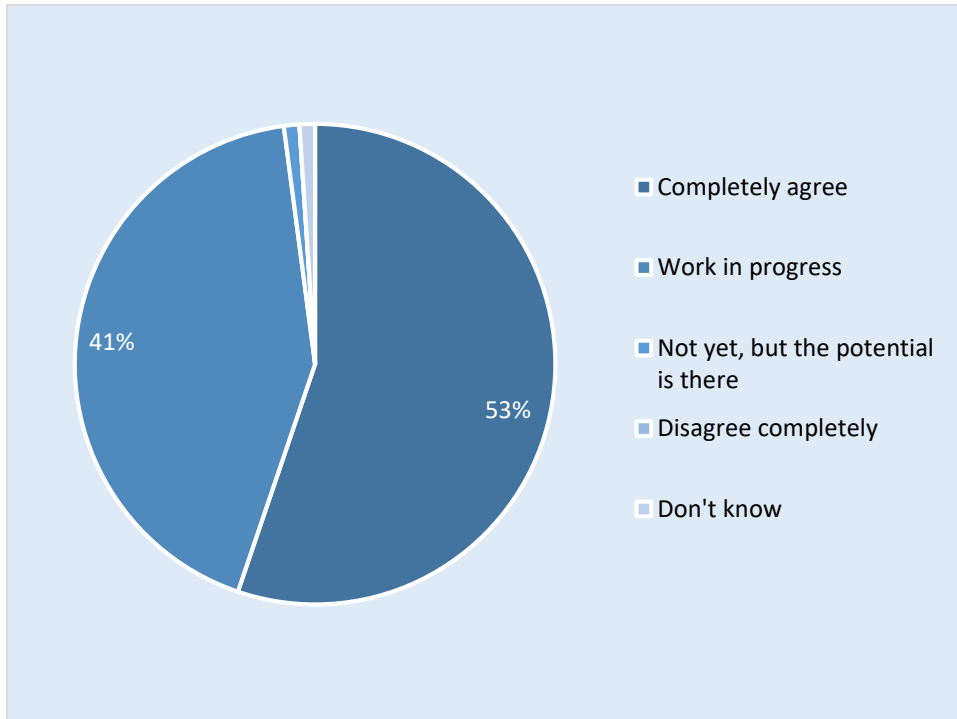


Figure 23: Do you agree with this statement: "My company is an actor for social change"? (Companies involved / n = 31)

Conclusion

Swiss companies are looking for partnerships to better integrate key social issues, but are still cautious in their approach to *Co-creation*. About a quarter of the companies surveyed claim to practise *Co-creation* but a majority, of which a big part are large companies, acknowledge they have activities that have a positive impact on society.

One of the challenges of this study was to understand whether the social and environmental commitments of companies through their own activities are really intended to solve social issues in the longer term. The conclusion is that the objectives are more reactive, with a desire to promote a responsible image and meet the expectations of customers. Nearly half of the companies which state that they actively practise *Co-creation* claim that it allows them to make a stronger impact and have access to diverse know-how. But one of the key conditions to making a commitment to *Co-creation* is the culture and values of the company, which should be accompanied by a strong determination from management and real willingness to put the general interest before the individual interests of the company.

The study also identifies certain internal obstacles in the development of *Co-creation*, such as lacking budget or competencies, or the lack of will on the part of management. On the outside, differences in culture between the company and social entrepreneurs, and the search for a good partner are the critical obstacles all companies must overcome. For those which are not involved, the complexity induced by *Co-creation* is also a difficult factor to grasp.

The study shows that once *Co-creation* is kicked off, many of the barriers tend to decrease. Creativity and risk-taking will be the key factors needed to launch the process of *Co-creation*.

Overall, companies involved in *Co-creation* are very satisfied with their experience and are overwhelmingly convinced of being actors of change. The companies which are not yet involved still do not perceive the benefits and remain pessimistic as to whether they have the necessary conditions within their organisations to establish *Co-creation*.

Despite the small sampling of companies, the barometer helped to build a slightly more accurate picture of Swiss companies' commitment to *Co-creation* and reconciliation between profits and social and environmental commitment. Some are aware of being important actors of change and are convinced that they must work together with social entrepreneurs, public institutions and all actors of general interest. The potential for improvement in *Co-creation* is considerable in the face of the numerous social challenges to resolve.

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Notes :

