

CO-CREATION AND STAKEHOLDER ENGAGEMENT





At a glance

New technologies and social media are challenging the traditional role of the Chief Communications Officer (CCO). This represents a paradigm shift of the role from controlling the corporate brand message to being capable only of influencing the targets. This shift also demands that brands listen more carefully to what is happening in online communities and social media, and to generate higher levels of engagement with their audiences.

So, how can organisations use co-creation to strengthen relationships with stakeholder groups? What's the best way to use co-creation in innovation and how can it be implemented in corporate communication strategies?

Corporate communication has traditionally been associated with conveying the organisation's messages to its diverse stakeholders. However, in such a hyper-connected environment – in which customers and many stakeholders are gaining increasing power – firms need to find new ways to listen to all stakeholders, and to involve them in strategic decision-making processes.

In this three-day masterclass, you will learn how organisations can use co-creation to strengthen relationships with stakeholder

groups. You will gain new insights for using co-creation in innovation, after which you and your fellow participants will discuss how co-creation strategies can also be applied to corporate communication.

Why co-creation and stakeholder engagement?

"In the current uncertain and volatile environment it is imperative for companies to understand what the expectations of their different stakeholders are, and to respond with agility. Additionally, companies should embrace their broader responsibilities beyond profits and serving their shareholders. This can only be achieved by developing a stakeholder perspective and fostering co-creation."

"Co-creation and stakeholder engagement will progressively become one of the keys to achieve sustained profitable growth. On one side, because growth demands disruptive innovations, which in most cases can only be achieved by combining capabilities through co-creation with stakeholders. On the other, because sustained growth is only possible with a strong reputation, which depends on stakeholder engagement."

- by dr. Oriol Iglesias

Learning objectives

This three-day course is designed to help you:

- Understand **why collaborative innovation – and more specifically co-creation – has emerged**, and how it differs from other collaborative innovation methods
- Comprehend the **key innovation typologies** and how to combine them to build a balanced portfolio of innovations
- Learn the **three-wave strategy** and why it is the **key for sustained profitable growth** in any organisation.
- Understand the 'new' role of the CCO as the Chief Connecting Officer
- Understand how the **CCO must also become the Chief Conscience Officer**
- Grasp the **benefits to management of adopting a co-creative perspective**
- See how brands and organisations can **approach co-creation from either a tactical or a strategical perspective**
- Discover how the CCO can **use co-creation to better connect the organisation with the outside world**, understanding expectations from its stakeholders, and creating better business models, strategies, innovations and communication platforms together with them.



Your learning experience

The format of this masterclass creates an environment based on **experiential learning**, which helps students to assimilate new knowledge. It combines these learning tools:

- **Lectures** that provide the basic theoretical frameworks to approach every topic, and additional reading to further develop your understanding of each course topic.
- **Case studies** to help you discuss each topic in depth and better understand how to practice the theoretical concepts.
- **Guest speakers** who transfer their knowledge gained through personal experiences.
- **In-class discussions** which encourage active engagement and sharing of experiences.

Preparation

You will need to do a small amount of preparation for this masterclass:

There is no pre-assignment but to get the most out of this course we recommend that you read the prescribed cases in advance of each session. This will take you approximately 1-2 hours. We have also suggested articles that complement this reading – you can read these before or after each session.

You will be assessed based on a group assignment. Further details will be included in the final session of the course.

Certification and ECTS

All participants will receive a certificate of participation upon completion of the course.

This masterclass is worth 5 ECTS, which will be granted upon successful completion of the assignment, provided that the masterclass is taken as a part of the complete RSM Part-time Executive MSc in Corporate Communication.

For whom?

This masterclass is meant for communication professionals who seek to understand the value of stakeholder contributions to innovation, value propositions, and corporate communication. It teaches you how to open up to external stakeholders in order to learn from them, and how to engage with them in strategic partnerships which benefit the organisation.

In our classroom you will meet a diverse group of accomplished, driven and open-minded professionals from Europe and beyond, working in various communication positions in the public and private sectors, NGOs, and consultancies.

Participants on this course should be educated to bachelor level and to have at least three years of work experience.



Teaching experts

This masterclass is led by an expert in co-creation whose knowledge is complemented by that of our guest lecturer.

Professor Oriol Iglesias – ESADE Business School, Spain

Oriol Iglesias is a Full Professor at ESADE Business School, renowned for its Marketing Department, ranked 2nd globally in Executive Education by the 2024 Financial Times. He has held various leadership roles at ESADE, including Head of the Marketing Department and Director of the ESADE Brand Institute. A member of several influential boards and committees, Oriol has worked with leading brands like Volkswagen, Nestlé, and Telefónica, providing training, research, and consultancy.

Oriol is also an accomplished author, with his latest book, *In Good Conscience: Do the Right Thing While Building a Profitable Business* (2022), focusing on ethical business practices. His research appears in prestigious journals, and he won the Best Paper Presentation award at the Global Brand Conference in 2019.

Prof. Nicholas Ind – Kristiania University College, Norway

Nicholas Ind is a Professor at Kristiania University College in Oslo, with a diverse background in brand consultancy and

design. Previously, he led Icon Medialab's brand consultancy in Sweden and operated his own consultancy in the UK. Nicholas has collaborated with international brands such as adidas, Greenpeace International, and The Economist.

An accomplished author, he has published sixteen books in nine languages, including *The Corporate Image* (1990) and *In Good Conscience* (2022). He serves on several editorial boards and advisory committees and has been a Visiting Professor at ESADE, Barcelona, since 2009, where he teaches courses on conscientious branding and co-creation.

Programme overview

This three-day masterclass is specifically designed to enable professionals working full-time to benefit. It combines lectures, case studies, in-class discussions and presentations from guest speakers.

General programme overview:

Lecture day 1

- Introduction
- What is co-creation?
- Explanation of the emergence of co-creation and its categorisation
- Group discussion of Case 1
- Category creation: the key innovation typology

Lecture day 2

- Recap and in-class discussion of Case 1
- Introduction to the three-wave strategy
- The CCO and co-creation
- How to manage a co-creation project

Lecture day 3

- Review of day 2
- Group discussion of Case 2
- Guest lecture
- How to manage a co-creation process
- Integrative session and co-creative wrap up session

Practical information

Explore the latest updates on dates, fees, and locations by visiting our website at rsm.nl/mcc. Take advantage of the convenience of our frequently offered live online courses.

If you have any questions or need more information, we're here to help. Feel free to reach out to us at ccc@rsm.nl or call us at +31 (0) 10 408 2851.

Ready to take the next step?
Secure your spot by completing our [online application form](#).

We look forward to welcoming you to our programme!



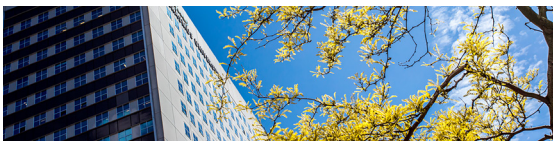
About our Part-time Executive Master in Corporate Communication programme

This course can be followed on its own, or as a part of our **Parttime Executive MSc in Corporate Communication**.

The master programme provides communication professionals with strategic, leadership and management skills, as well as in-depth knowledge of corporate communication, reputation management and related disciplines. Participants who complete the whole programme are rewarded with a master degree from Erasmus University Rotterdam to further enhance their careers.

Our accredited programme, which has been offered since 1998, is designed to be flexible and can be combined with a full-time career. You can start at any time, with any of our four modules:

Part I **Foundation of corporate communication** Foundation course (in January or June)



Part II Six advanced elective courses Six advanced elective courses. You can choose six courses from the 15 that are offered, depending on your personal or professional interest and availability



Part III International Study Trip Discover and learn from the best practices in corporate communication by visiting global companies.



Part IV **Master thesis** Master thesis.



To obtain the master degree you must complete all four modules. Upon completion, you will have gained insight from new academic, international perspectives, and learned from working with international peers from diverse industry backgrounds within Europe and beyond.

www.rsm.nl/mcc



Accredited by



RSM Executive Education

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Rotterdam School of Management Erasmus University (RSM)

is one of Europe's top-ranked business schools. RSM provides ground-breaking research and education furthering excellence in all aspects of management and is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM's primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class range of bachelor, master, MBA, PhD and executive programmes encourage them to become critical, creative, caring and collaborative thinkers and doers.