

new voices and different perspectives

**COLLABORATIVE INNOVATION:
A PILOT RESEARCH PROJECT**

"If everyone is thinking the
same thing, someone is
not thinking!" **GENERAL PATTON**



NESTA Making
Innovation
Flourish

INTRODUCTION & OBJECTIVES

WHO TOOK PART?

RESULTS: Executive summary

KEY ACTIONS & EMERGING THEMES

- Overview
- Technology cart before collaboration horse
- Social Innovation 2.0 assessment
- NESTA Connect framework: a means to...?
- Participant motivation factors
- Systematic CI support data
- Collaborative management optimisation
- CI management: inside out versus outside in

RESULTS: Breakdown

- B2B vs B2C collaboration
- B2C barriers to collaborative innovation (CI)
- Role of diversity
- Collaborative management

RESULTS: Breakdown (continued)

- Extra product metric suggestions
- Testing collaborative innovation versus traditional innovation
- Non-product benefits
- Evaluating project success

APPENDICES

1. COI portfolio framework
2. Initial lines of enquiry table
3. CI development framework
4. Measures/KPIs of success
5. Motivation review proposal
6. Systems management proposal
7. CSCW systematic review proposal
8. Detailed participant profiles

The backdrop to this pilot research project is summed up by this quote from **General Patton**:

"If everyone is thinking the same thing, someone is not thinking!"

NESTA Connect is aware that there's a danger of getting caught up in a vortex of self-affirming opinion when developing a framework for evaluating collaborative projects that lead to innovation. This research exercise seeks to introduce new voices and **re-introduce** some old ones, bringing different perspectives to the table, particularly regarding the use and value of collaborative innovation within the business arena.

The pilot research includes a literature review and an open survey developed by **Dr Alain Samson** at the LSE to: engage new voices and different perspectives; provide **NESTA Connect** with a benchmark for where opinions converge and diverge; reveal interesting new lines of enquiry.

PILOT OBJECTIVES

- 1.) Introduce NESTA Connect to new voices and different perspectives via a literature review and key contact interviews to investigate: who's working on what in the collaborative innovation field, why, and what are they interested in sharing/learning/participating in.
- 2.) Analyse pilot survey responses, and identify themes and any potential funding/experimental opportunities specifically relating to NESTA Connect's:
 - 'Corporate Open Innovation Framework' interventions (see Appendix 1)
 - Four cross-cutting learning themes (see Appendix 2)
 - Latest collaborative innovation development framework (see Appendix 3)
- 3.) Conduct analyses of further findings from pilot survey that don't necessarily fit into 2.) above.

- **Roland Harwood: NESTA Connect Perspective**
- **Alain Samson: Academic/Social Scientist Perspective**
[Academic, psychologist & market researcher]
- **Euan Semple: Social Media/Knowledge Management Consultant Perspective**
[Social Media Consultant with Knowledge Management Background in Media]
- **Julian Birkinshaw: Business Academic/Management Innovation Perspective**
[Research Director, Management Innovation Lab (MLab); Professor of Strategic and International Management at London Business School]
- **Bruce Lewin: Behavioural/Group Psychology Consultant Perspective**
[Partner, Consultant at Four Groups Ltd]
- **Hamish Taylor: B2B2C Facilitator/Consultant/Coach Perspective**
[Founder, Shinergise]
- **Francois Gossieaux: Social Media Entrepreneur/Marketing Perspective**
[Co-founder & Partner at Beeline Labs - a Marketing Innovation firm. Entrepreneur & Marketing Innovator]
- **Peter Andrews: B2B IT Consultant Perspective**
[Innovation Strategist, IBM Executive Business Institute]
- **Kevin Flaherty: Social Media Technology Perspective**
[VP Marketing, Wetpaint.com, Social Publishing Solutions]
- **Mark Gray: Academic E-learning Perspective**
[Director of CPD (continuing professional development) and Knowledge Transfer, University of Middlesex (referral by David Wilcox)]
- **Mehmood Khan: Multinational B2C Innovation Perspective**
[Global Leader of Innovation PD, Unilever]
- **David Wilcox: Social Innovation Participation Perspective**
[Social Reporter/Social Innovation Consultant]
- **Richard Potter: B2B IT Consultancy Perspective**
[Steria UK, Director of Consulting]
- **Steve Ennen: Academic Interactive Media Research Perspective**
[Managing Director, Wharton Interactive Media Initiative, The Wharton School. University of Pennsylvania]
- **Linda Hill: Business Academic -Leadership Innovation Perspective**
[Professor Harvard Business School, writing a book on the connection between leadership and innovation]
- **Donal Carroll: Organisational Change/learning Perspective**
[consultant and teacher at the Open University Business School MBA 'Innovation and Change']
- **Jemima Gibbons: Innovation Consultant Creative Sector Perspective**
[Founder, Interactive Know How]

See Appendix 8 for more detailed profiles

1. **B2B vs B2C COLLABORATION**

Not only B2B but also consumer initiatives can result in radical CI. In B2C, the key may be for companies to leverage B2(C2C) innovation, whereby consumers frame and solve their own problems.

2. **UNIQUELY B2C BARRIERS TO CI**

Company issues include mindset that they know better than consumers, 'not invented here' syndrome, loss of control and limited knowledge of consumer partners; consumers have lack of trust, risk of 'noise' motivation.

3. **ROLE OF DIVERSITY**

Diversity can be complementary or tension-inducing. Without differences (expectations, mindsets, demographics, skill sets, etc.) there will be no conflict. Conflict/tension is vital to create innovation.

In B2B, diversity is important when partner skills are highly specialised, and to bring new ideas from different divisions/disciplines.

3. **ROLE OF DIVERSITY** (continued)

However, similarities such as common interest and values are also important. In B2C, it's important to engage with detractors and non-customers as well as champion customers.

4. **COLLABORATIVE MANAGEMENT**

The most important issues in order of priority as voted by participants are:

- i) Encouraging dialogue/resolving conflict (though conflict doesn't have to be 'resolved' as it's vital to innovation; it can be managed and debate encouraged)
- ii) Selecting participants
- iii) Motivating participants

To manage CI successfully, companies need to be more open; equalise power dynamics; improve facilitation, critical feedback and conflict management skills; select best cross-discipline participant combos; leverage existing reward, management, ICT, etc. structures; do CI more to get better at it.

5. EXTRA PRODUCT METRICS

Additional product-focussed metrics to help gauge the success of projects were suggested by participants: look at the effect of the project on other innovations/products e.g. spin-offs and variants; cross-pollinate ideas between projects.

6. TESTING IF CI IS MORE SUCCESSFUL THAN TRADITIONAL INNOVATION

Participants suggested testing the hypothesis by conducting a field experiment between internal and external participants in the same company (to remove control variables); or by conducting a natural experiment reviewing historical successful innovation projects and examining their origins and processes.

7. NON-PRODUCT BENEFITS OF CI

Individual participant benefits include intangibles such as satisfaction, greater sense of community, more confidence ...

7. NON-PRODUCT BENEFITS OF CI

(continued)

... and tangibles such as increased skill set. Companies benefit from greater morale, new business opportunities, improved CSR and knowledge, being more open and flexible, making connections with outside world and therefore being more resilient through network.

8. EVALUATING SUCCESSFUL CI PROJECTS

Start project with end in mind and measure it against the delivery of its objectives. Ask 'What has been delivered?' and 'What have we learned?', even from projects that fail to meet their objectives. The findings may benefit future projects e.g. cross-project process improvements.

POST-PILOT KEY ACTIONS

As far as follow-up is concerned, one practical way to explore the core issues revealed from this investigation in an open, collaborative and diverse way would be for **NESTA Connect** to support the task of making these and other issues raised accessible to outside audiences, together with guidance on what to do to realise collaborative benefits. Four key actions:

1. **Analyse emergent themes** from pilot research and use these as the context to design a regular study that engages different (diverse) perspectives in order to bring interesting voices to the table, and throw up new and interesting ideas for discussion and refined ongoing research.
2. **Round table discussions:** DMC to introduce participants and identify other new voices, detractors and different perspectives for series of discussions with **NESTA Connect** about the themes raised here, and to explore other new/emerging themes.

3. **Set up a network facilitated by NESTA Connect** but 'owned' by participants that brings together people who are in the various networks around these issues, prepared to share ideas and discover commonalities and differences. This could be a pre-cursor to facilitating crowdsourcing about feedback on potential lines of enquiry/interventions and their prioritisation, as well as a platform for Thought Leadership Programmes.
4. **Leverage network to support a linked events programme**, e.g. *open2gether*, *Social Innovation Camp*, etc. This could largely be encouragement for people to go to each others' 'gigs' (**Bernie Rhodes Effect**), with some promotion and convening of key events by **NESTA Connect**.

Bernie Rhodes Effect: Bernie Rhodes was manager of The Clash who convinced Sex Pistols manager Malcolm McLaren and Stiff Records Founder and The Damned's manager Jake Riviera to encourage their fans to go to each others gigs, creating a movement, or impression of one, called Punk.

10 RELATED RECOMMENDATIONS

This is a summary of 10 other recommendations for action arising from the pilot research results. The rationales and themes behind them are explained in the rest of this report:

1. Develop collaborative innovation (CI) book/wiki using CI approach (D Wilcox)
2. Fund and support the use of social media tools to social impact and performance management guides for social innovators
3. Use NESTA intervention findings to inform framework development process
4. Conduct literature review to inform participant motivation factors, a key collaboration management issue (A Samson)
5. Fund systematic literature review to test hypotheses about CSCW tools and their impact on social innovation projects (M Gray)
6. Fund or facilitate introductions for systems management tool methodology experiment (B Lewin/4 Groups)
7. Reach out to MLab to fill corporate strategic innovation gap in NESTA portfolio framework
8. Focus on small player mentor role in facilitating collaboration management (large players tend to manage their own alliances)
9. Conduct field experiment between internal and external participants in the same company to test CI success versus traditional innovation success
10. Discuss Yooster filling product innovation customer/consumer gap in NESTA portfolio framework (J Kirby/DMC)

The title of our original proposal was ***“Understanding what can add value in the use of technology in co-creation for innovation”***.

The proposal needed to be refined because its scope was too broad, and it was trying to fit a research enquiry square peg into the round hole of **NESTA Web Connect’s** technology focus, which ended up ***putting the technology cart before the collaboration horse***.

Having continued discussions with **David Wilcox** during our different interactions with **NESTA**, we now believe a different window offers a better perspective. The more interesting question is:

“How can we develop collaborative approaches for engagement, marketing, product and service delivery - across sectors - that blend old knowledge and technologies with new?”

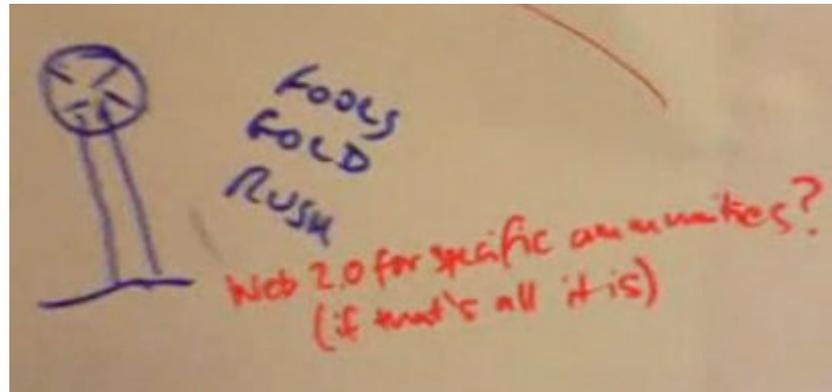
GUIDE SUGGESTION

David Wilcox has suggested creating a book/wiki, developed using an open, collaborative approach.

David has developed guides to participation, partnerships and networking in the past, and is currently working with a team on the **Socialbysocial handbook** for **NESTA**. All of these resources - and others in the field - give good though separate starting points from the perspectives of engagement, networking and social technology, but do not address the main issues from the perspectives of:

- **What are the benefits - in different circumstances of open collaboration?**
- **What's different or similar in corporate, social and other settings?**
- **How are benefits achieved in practice?**

MORE PROCESS + CONTENT INFORMATION
AVAILABLE FROM DMC ON REQUEST



SOCIAL ENTREPRENEUR LANDSCAPE

<http://www.vimeo.com/1273724>

As pointed out at **2gether08**, there's a danger of a Fools' Gold Rush where from time to time you get social entrepreneurs crowding in to do something that look goods at the time, but doesn't turn out to exceed expectations.

So is 'cranking' a euphemism? Social Innovation 2.0 (e.g. where Web 2.0 meets Open Collaboration) has captured the imagination of various funding bodies and institutions, but there's little in the way of any real social impact assessment to judge if all the 'cranking' is a means to an end or an end in itself.



NESTA's Socialbysocial handbook may be a good place to start, but what appears to be missing is an agreed means of assessing social impact of Social Innovation 2.0 to help form the basis of any funding criteria and project evaluation ... you can't manage what you can't measure!

RECOMMENDATION

NESTA Web Connect fund and support the use of social media tools for the open and collaborative development of a social impact assessment/social performance management guide(s) for social innovators.

Is the **NESTA Connect Framework** linked to the **COI Portfolio Framework** (see Appendix 1), and if so how does it support decisions made about the funding of any **interventions**? Or does the framework provide the basis for any guidance **NESTA Connect** might plan to produce for their future **interventions**, or simply for those wishing to adopt collaborative innovation approaches?

Obviously, **NESTA Connect's interventions** can help prove principle for different collaborative innovation methods/models + learning across a spectrum of where they might be used. The evaluation of these **interventions** also provides the basis for the following:

- Funding criteria for future interventions
- Collaborative innovation guides/guidance
- Intervention evaluation criteria/ impact assessment

What's less obvious is how the dots are joined between the **COI Portfolio Framework**, the initial **Lines of Enquiry** and the latest **Framework**, particularly as far as any output is concerned.



See Appendix 3

So how does **NESTA Connect's Extreme Collaboration** initiative map onto the above **Framework**; where have they got to and where are they heading/what's the intended outcome?

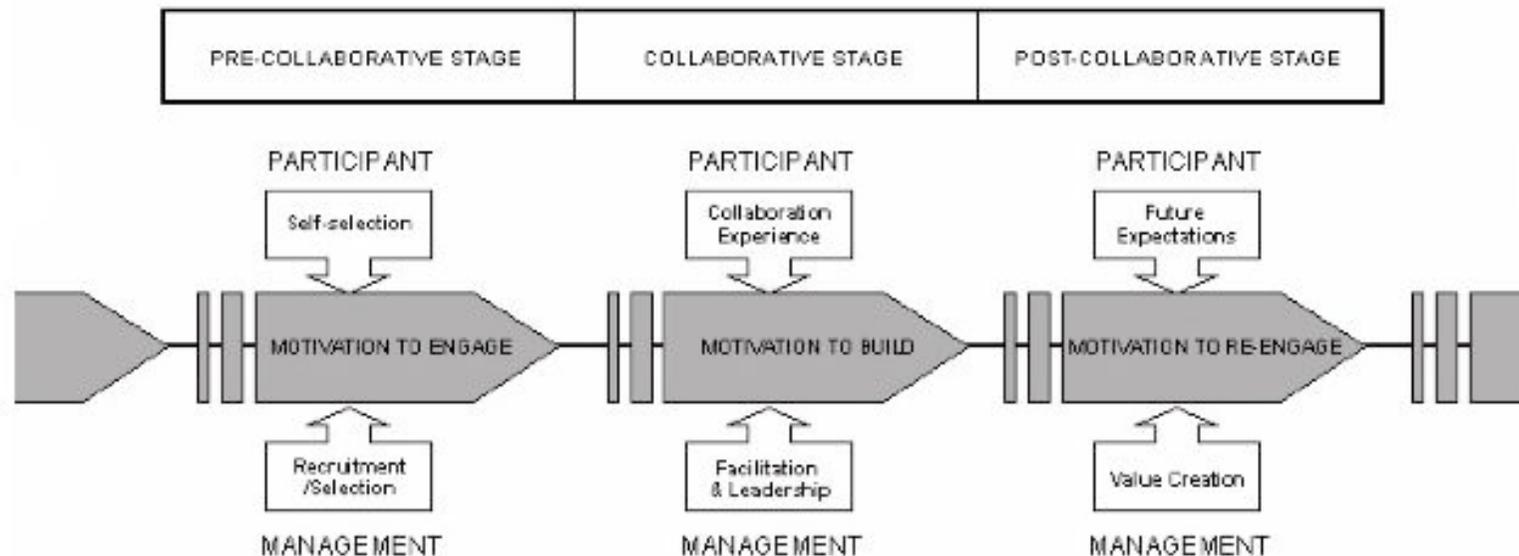
RECOMMENDATION

There's a danger of the **Framework** becoming a means in itself, when there's more useful output to be derived from your **interventions** (e.g. your story, funding criteria, collaborative innovation guides/guidance, and evaluation criteria/impact assessment). If the **Framework** provides a more integral part to **NESTA Connect's** endeavours, then perhaps a more open and collaborative approach to its development might be an interesting and rewarding intervention.

This pilot scoping research on collaborative innovation shows that the selection and motivation of participants are considered key issues in collaborative innovation management by both academics and practitioners. However, there has not yet been any systematic research that answers questions of motives to engage in participation for different types of collaboration (e.g. social vs corporate) and in different kinds of settings, as well as their effect on collaboration outcomes.

RECOMMENDATION

Dr Alain Samson has proposed a structured review of existing literature that addresses a set of questions detailed in Appendix 5 around the areas of B2B and/or B2C corporate and/or social areas. The output would be a document in non-academic language including both literature review and recommendations for future research - providing the basis for possible guidance, as well as lines of enquiry for any future *interventions*.



THE MOTIVATIONAL TRAJECTORY IN COLLABORATIVE INNOVATION



The pilot research appears to support the findings from the initial thin-slice scoping work that the area of collaborative innovation is somewhat underdeveloped and scattered, lacking consensus on "proven" strategies, enablers/barriers, management implications, and most importantly empirical frameworks for the assessment of collaborative innovation effect.

"I just can confirm that all research w/r to analyzing the impact of Open Innovation (OI) methods on companies is very much demanded. There is, however, not a single construct to measure what OI is. To develop this thus would be the first task. Also, I doubt that many companies are already having a "practice" of OI, most are just piloting with some methods. Hence it will be difficult to conduct really an empirical study (if you not do it as previous researchers just claiming traditional R&D networks as "open innovation")."

Professor Frank Piller
WTH Aachen University/MIT

"I think you are right to say that there is a lack of good data on collaborative innovation. There are isolated examples that keep coming back – Eric von Hippel's work on user-led innovation, the technology-based examples from Hank Chesbrough's book, perhaps some of corporate venture capital-based stories – but little in the way of systematic evidence."

Professor Julian Birkinshaw
London Business School/MLAB

RECOMMENDATION

There's a case for **NESTA Connect** funding of some more systematic hypothesis testing, or at least to set up some collaborative intervention that looks into how more supporting data could be generated or encouraged. Perhaps the first place to start, as mentioned in our analysis of responses relating to hypothesis testing (see slides 30-31), would be to carry out a more thorough literature review that goes beyond our initial thin-slice. This will determine the viability of the most comprehensive hypothesis testing research recommendation we received as part of this pilot, as well as highlight any major gaps.

(See Protocol for Systematic Review in Appendix 7.)

NO SYSTEMS THINKING/MANAGEMENT TOOL-TYPE METHODOLOGY FOR OPTIMISING COLLABORATION

Many of the respondents point towards the difficulties surrounding the more 'intangible' aspects of managing innovation e.g. where accountancy doesn't prove to be particularly useful.

Many large organisations claim to have excellent and world-class capabilities in:

- Business processes
- Collaborative software (video conferencing, blogs, wikis etc.)
- Developmental support (workshops, training, coaching, learning etc.)

What appears to be missing from the client perspective is a methodology, system or tool (e.g. Kaplan Norton 'Balanced Score Card', Six Sigma, etc.) to help optimise collaboration, working relationships and productivity, particularly if a new project is starting or a new initiative is under way.

So while the three areas mentioned earlier are very well understood by the majority of large organisations, a means or method to 'scale' collaboration and help enhance productivity in a systematic fashion is potentially a missing piece of the jigsaw.

By providing a systematic methodology and framework for decision making, research participant **Bruce Lewin of 4 Groups** has suggested that their **4G technology** helps optimise the often 'hard to manage' or intangible elements of collaboration, namely working relationships, shared values and creative tensions that are part and parcel of any collaborative activity.

He has proposed an experiment/intervention that he'd like to speak to **NESTA Connect** about helping to support with either introductions and/or funding. (See Appendix 6 for details.)

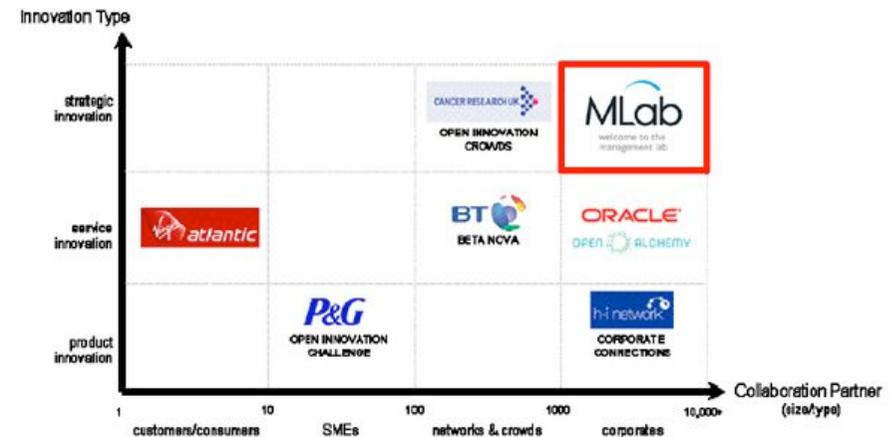
Bruce has already been introduced to Jonathan Cowley at NESTA Connect by DMC after DMC identified a potential brand perceptions spin-off for their 4G tool.

As part of our extended research we've briefly looked into **strategic management** innovation. It's one of the horizontal categories of **NESTA Connect's Corporate Open Innovation (COI) Framework** (see Appendix 1).

One school of thought represented by the likes of London Business School's Management Innovation Lab has focused on strategic management innovation from the **inside out**, e.g. internal innovation.

The counter argument is that some of the **cultural barriers** that **NESTA Connect** has raised would suggest that innovation is more effective when undertaken outside the organisation initially, perhaps in partnership with the organisation, and only bought into the organisation once the innovation has reached critical mass – with the likes of **Nespresso** being cited as an example.

The 'Outside In' versus 'Inside Out' debate may be one of those horses for courses decision-making scenarios, largely dependent on cultural attitudes towards incubating new ideas.



RECOMMENDATION

Either way, **NESTA Connect** have nothing to lose by reaching out to **MLab** - they are very proactive in the strategic management arena, fill one of the holes in the **Corporate Open Innovation (COI) Framework** (above) and are well connected.

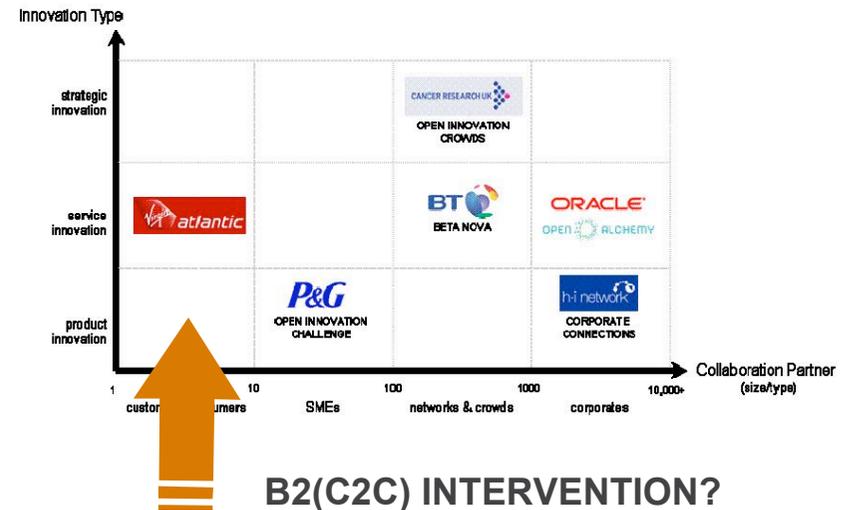
(Selection of participants from MLAB's recent **Inventing the Future of Management** Conference: Tim Brown (CEO, IDEO), Alex Ehrlich (Managing Director, UBS), Gary Hamel (Management Lab - *The Future*), Kevin Kelly (*Wired/Out of Control*), Lenny Mendonca (McKinsey Global Institute), CK Prahalad (University of Michigan – *The Bottom*), Eric Schmidt (CEO, Google), Peter Senge (SoL – *The Fifth Discipline, Presence*), James Surowiecki (*The Wisdom of Crowds*.)

Q. Some academic and management literature indicates that B2B partners with innovation expertise across a range of business sectors can produce radical innovations with greater potential for impact, while consumers are best involved in initiatives looking for more incremental or continuous innovation. Do you agree?

RESPONSE SUMMARY

There were slightly more disagrees than agrees. However, those who agree tend to cite C2C (e.g. open source) rather than B2C collaboration examples → key may be for firms to leverage B2(C2C) innovation.

(See interview extracts on next slide.)



INTERPRETATION

There is some potential for radical innovation to occur in C2C collaborative innovation because in those settings consumers solve their own problems, rather than having the problems to solve framed for them by companies.

AGREE

“B2C organisations typically have to evolve existing brands; where incremental innovation is less risky when it comes to retaining consumer loyalty; the potential dangers to existing brand share can make some B2C companies risk-averse.”

B2B2C Facilitator/Consultant/Coach Perspective

DISAGREE

“Napster, Dyson, Linux all come to mind”

Social Media/Knowledge Management Consultant Perspective

“I think collaboration is a social phenomenon and there are likely to be as many if not more breakthroughs in a consumer environment.”

B2B IT Consultancy Perspective

“Consumers are not constrained to business models or corporate ethos. They are driven by passion and online collaboration is a passion-based game.”

Social Media Technology Perspective

“Listening to customers ... one consults to frame innovation, not to engender it.”

Academic E-learning Perspective

THAT WAS THEN THIS IS NOW

“Historically has been the case ... What is happening nowadays is that consumers find a use and leverage which is unexpected. Look at how consumers have used the internet ... And I think the consumer will be making major changes, doing these major innovations over time. It may be that once the tools are in people’s hands that we are going to have a higher percentage of this from consumers and communities than we’ve ever had before.”

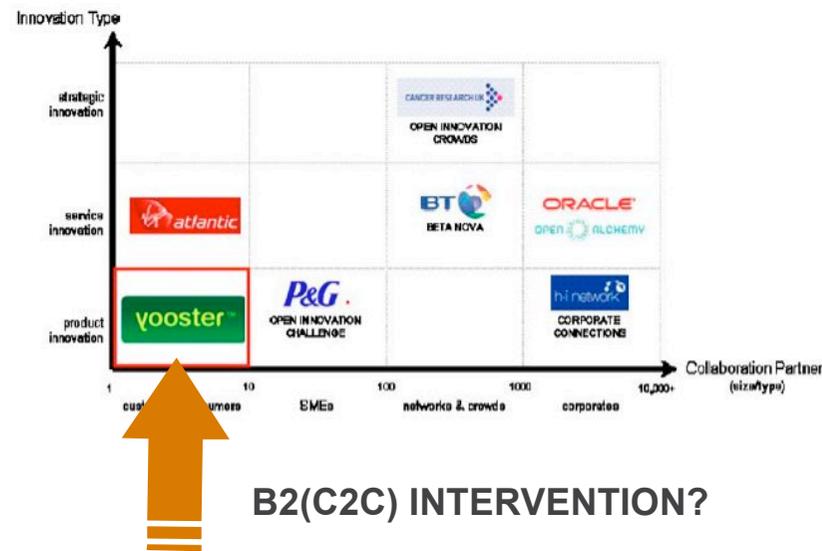
B2B IT Consultancy Perspective

NESTA BENCHMARK

Not because the quality of the original ideas is likely to be any better/worse in b2b versus b2c but because the collaboration partners have more resource and infrastructure to make them happen.

YOOSTER + NESTA: FILLING A GAP

Yooster fits the 'product innovation: 'customers/consumers' gap in NESTA
Connect's collaborative innovation portfolio:



NEXT STEPS

NESTA Connect have a copy of *Yooster UK NESTA Overview* proposal. Yooster would like to discuss this document and the possibility of Yooster and NESTA working together one stage at a time.

YOOSTER + NESTA: WORKING TOGETHER

1. UK white label model:

NESTA could introduce Yooster to brands wanting to try an introductory Yooster project, to help establish Yooster's credibility in the UK and help NESTA fill their portfolio gap.

Possible funding from NESTA for trial projects.

2. UK media network model:

NESTA could facilitate a partnership between Yooster and a brand (e.g. media owner) to create a UK consumer panel, giving a brand with a large customer base a new IP asset and revenue stream.

Possible funding from NESTA to help recruit panel members, and help with introductions to sell services to brands.

3. General:

More funding for R&D, e.g. mobile integration, social media integration (widgets, etc.)

Q. Can you think of any barriers unique to the B2C (rather than B2B) area, that prevent businesses from engaging in collaborative innovation with consumers?

RESPONSE SUMMARY

CONSENSUS: Barriers are more intangible (e.g. cultural including issues of trust) than tangible:

- mindset that organisations 'know better'
- culture and values of the organization
- language is a great barrier: 'describing possibility' is difficult for consumers
- organisation: respect (for consumers); trust of consumers
- wrong expectations by consumers; noise level (wrong motivations = bad input, e.g. just wanting to be heard as an individual);
- 'not invented here' (mentioned by several): unwillingness to adopt an idea or product because it originates from outside of the organisation

- 'holier than thou' attitude of businesses to consumers e.g. we're going to 'sell' to you, we're going to tell you what to think, we know best; the traditional distrust between businesses and consumers (what do 'they' know?)

OTHER BARRIERS

- **consumer reach and relevance:** consumer ideas may not necessarily be what consumers will buy
- **problem with B2C:** have to set up communities, where people don't know each other / **B2B advantage:** people do their job when they collaborate and know each other
- filtering out good ideas
- **data protection** (of consumer personal information)
- **Intellectual Property**

“Still a pervasive mindset in organisations that they know better ... [Yet] increased collectivity and communication offered by the Internet is that they increase the opportunities for conversations between customers and the companies.”

Social Media/Knowledge Management Consultant Perspective

“Comes down to the culture and values ... of the organisation.”

Behavioural/Group Psychology Consultant Perspective

“Consumer reach and relevance e.g. consumers often cite particular needs at a FGD ideation session that they (or others) are not willing to then pay for.”

B2B2C Facilitator/Consultant/Coach Perspective

“Language is the great barrier ... [customers] describing possibility.”

Academic E-learning Perspective

“... you have to do it as part of communities – where people don’t necessarily know one another and providing feedback/collaborating is not part of their job. With B2B partners you can more easily set up teams who know one another and whose job it is to collaborate.”

Social Media Entrepreneur/Marketing Perspective

*“**Treat people with respect** so if you are trying to have a conversation with them you have to talk about things on their level and not consider that they are beneath you ... You have to also **trust** them ... There are **expectations** on the other side ... The **handling the noise level** is a tremendous barrier/**filter** out good ideas ... you will find a lot of people at consumer level who are less interested in commenting or making things better than they are than in getting their own views out there.”*

B2B IT Consultancy Perspective

NESTA BENCHMARK

Customer complaints and ultimately lost business due to (perceived) unresponsiveness.

Q. In order to create successful collaborative innovation, there appears to be a tension between similarity (e.g. compatibility between participants), which can make cooperation easier, and diversity (e.g. participants from different sectors, business sizes and job functions, or customers with different demographics, product expertise, etc.), which can lead to greater creativity and innovation. Have you had to manage diversity? (If so, please summarise your experience.)

RESPONSE SUMMARY

CONSENSUS: Diversity is mostly about **subjective factors** – it is a ‘**creative tension**’:

- Opposites can be either complementary or tension-inducing
- Diversity also means differing expectations
- Diversity is about the subjective (minds) as much as the objective (e.g. demographic backgrounds)

- Diversity leads to conflict, which leads to innovation: without difference, there will not be conflict; innovations (new and useful products, services, ways of organizing, etc.) are born out of conflicts, or the abrasion of ideas.
- Diversity with a common purpose: Successful leaders of innovation *amplify* the diversity in their organizations. They are able to do this because these leaders focus on shaping contexts where groups of diverse individuals are all committed to a common purpose. This is what makes leveraging diversity possible.

OTHER THOUGHTS

- cross-cultural diversity is probably increasingly important
- opposites can be either complementary or tension-inducing
- diversity can also mean diversity in leadership, not just participants

EXAMPLES IN PRACTICE

"I set up and managed 'Technical Change', a two-year programme which placed women with technical skills in workplaces where women were severely under-represented (eg: cinematography, sound editing, web development)."

Innovation Consultant Creative Sector Perspective

"Wetpaint sites are built on diversity when it comes to user demographics and the like. However, what is very similar is the interest-based nature of the site they contribute to."

Social Media Technology Perspective

INTERVIEW EXCERPTS

"Showcase situations in which 'opposite' perspectives complement and equally where other 'opposites' create a lot of tension."

Behavioural/Group Psychology Consultant Perspective

"While it is harder to do, the innovations coming out of a diverse and sometimes clashing team can be stronger."

Social Media Entrepreneur/Marketing Perspective

"We've had very different people in the leadership and all the way through"

B2B IT Consultancy Perspective

"Framing expectations around what is possible."

E-learning Perspective

Q. In your view, what are some of the important dimensions in which there should be diversity when organisations collaborate with other organisations?

RESPONSE SUMMARY

- Diversity, but common interest is important
- Diversity in *participating organisations* is particularly important when skills are highly specialised
- Dimensions: Experience; demographics; service/back-office mix; sectors
- At all levels: brainstorming, idea incubation, decision-making, dissemination, etc.
- Similarities needed are positive relationships, similar values

NESTA BENCHMARK

Diversity in perspectives, culture, skills, experience, mindsets, knowledge

“I’m going to emphasise the psychological again, in particular, positive relationships, similar values and so on.”

Behavioural/Group Psychology Consultant Perspective

“Diversity in organisations is extremely important when skills are highly specialised.”

B2B2C Facilitator/Consultant/Coach Perspective

“Experience; demographics; service/back-office mix; sectors.”

E-learning Perspective

*“When you’ve got business to business there has to be a **common interest**.”*

B2B IT Consultancy Perspective

“Clear understanding and control of intellectual property.”

B2B IT Consultancy Perspective

Q. In your view, what are some of the important dimensions in which there should be diversity when organisations collaborate with consumers?

RESPONSE SUMMARY

The idea of not just engaging with your champions, but also **detractors** is a good one (see *round table discussions* recommendation on slide 6).

OTHER THOUGHTS

- Diversity in demographics, experience, direct/indirect user status, budget (high/low value customers?)
- Will vary from case to case
- Also include non-customers

NESTA BENCHMARK

Same as **B2B**: *Diversity in perspectives, culture, skills, experience, mindsets, knowledge*

“Don’t just engage with your champions, make sure that you also engage with your neutrals and especially your detractors.”

Social Media Entrepreneur/Marketing Perspective

“Demographics, experience, direct/indirect user status, budget.”

E-learning Perspective

EXAMPLES IN PRACTICE

Anything from Google to Zapo bank.

Q. Some collaboration management issues that have been identified within business management literature include:

1. Selecting participants
2. Motivating participants
3. Encouraging dialogue; resolving conflicts arising from dialogue
4. Capturing and processing information/knowledge
5. Managing diversity
6. Dealing with risks

In your view, which three collaboration management issues are the most crucial? (Use the list above and/or include other issues you feel are crucial.)

RESPONSE SUMMARY

Most important issues in order of priority:

1. Encouraging dialogue/resolving conflicts
2. Selecting participants
3. Motivating participants

However, conflict doesn't necessarily have to be 'resolved':

"A quick note: the most innovative organizations do not rush to 'resolve conflicts arising from dialogue.' They know that creative abrasion (the process of creating a marketplace of diverse ideas, generating as many ideas, options or alternatives as possible and then refining, editing, developing those ideas, options or alternatives) is crucial for innovation. Therefore, they do not minimize conflict and debate; they encourage it, making sure that the debate stays focused on ideas, not people and results in more consensus as opposed to compromise-based solutions..."

Business Academic -Leadership Innovation Perspective

"I would say encouraging debate/ handling conflict rather than resolving as this indicates that resolution needs to happen – we are too fearful of unresolved conflict/chaos!"

Innovation Consultant Creative Sector Perspective

*“The first and foremost part of any collaboration is the people who are involved. I think everything else can be taken care of. You have to have competency within that group, you have to have trust and you have, and they have to have direction. And those are the main components. And passion, I mean, passion is the big piece too. So **passion, trust, competency and direction is what you are looking for.** And if you have all those elements there is nothing much that can stop them. All the other things they will find a way to make it work.”*

B2B IT Consultancy Perspective

NESTA BENCHMARK

1. Motivating participants
2. Encouraging dialogue; resolving conflicts arising from dialogue
3. Capturing and processing information/knowledge

NESTA'S ROLE WITH DAVID & GOLIATH

The following anecdote on managing diversity, sums up the two sides of the coin as far as **NESTA Connect's** potential role as facilitator between the *Davids and Goliaths*.

Large organisations have the resources to manage their strategic collaborative innovation alliances, although there's still a role to play in nudging them to do so.

Where **NESTA Connect** has a potentially more important role to play is to provide guidance and facilitation between the 'small player' innovators and large organisations. A trusted third party can not only help manage the expectations of the smaller player innovators, but also ensure they are fairly rewarded for their input/ideas.

"I have led one major collaboration project (end-use sales \$100m+ of the B2B product, impacting \$2bn+ at the B2C level) involving a one-man band, a \$1.1bn sales organisation and a \$80bn organisation. Expectations, resources and behaviour patterns were completely different ...

"One of the big issues was the level of TRUST and a sense that the small guy was 'giving up his baby' and 'being ripped off'. The project eventually foundered for this reason and the sales were lost to the one-man band and the middle-sized organisation - the latter having spent several millions in sunk costs which were now irretrievable!

"Equally I have managed a complex B2B2C Innovation project in Japan involving a major multinational completely restaging a brand – new product promise, new packaging, new variants, new fragrances, new claims, new colours, new advertising – but same brand. The result: a 49% increase in sales delivered by a project which lasted in total 16 weeks from inception to production. This involved direct contact with consumers helping to define the project and indeed involved the key collaboration supplier recommending competitor products to complete the optimised portfolio."

B2B2C Facilitator/Consultant/Coach Perspective

Do you think existing roles and relationships within your organisation (or organisations in general) need to change in order to manage collaborative innovation successfully with consumers and/or business partners?

RESPONSE SUMMARY

CONSENSUS = Yes

NESTA BENCHMARK

Yes

“Being able to step outside of a role and engage with others and build a trusting relationship is necessary for innovation and creativity, but is not easy when your focus is on defending your own patch.”

Social Media/Knowledge Management Consultant Perspective

Q. How do companies need to change?

RESPONSE SUMMARY

Relationship/organisational factors:

- being able to 'engineer' certain relationship combinations to raise both the productivity of the individuals and of the overall project opens up a series of choices for all participants
- skills of facilitation, critical feedback and conflict management (without blame allocation) are missing within organisations
- B2C: be able to respond to cross-functional issues, so people don't feel like they are not being heard and stop collaborating
- issues include crossing disciplinary or other managerial divisions (e.g. marketing and product development; branch and home offices) and the impact on understanding motivations, needs and goals

- reward structures and how they facilitate or inhibit collaborative practices, and particularly collaborative practices across divisions
- familiarity with working collaboratively
- existing structures (managerial, reward, IT, ICT) for working collaboratively
- we need to be better at narrowing the distance between engineering and the end user. Too often, engineers developing the feature don't completely internalize the issues at hand, so they are unable to develop the optimal user solution

Cultural factors

- Need more patience
- Equalize power dynamics
- Lighten up, be more open and take themselves less seriously

NESTA BENCHMARK

Become more open, because organisations are naturally distrustful

Q. It appears that the success of collaborative innovation projects could be evaluated in two main ways:

- **Product-focussed innovation success**
- **Participant- or organisation-focussed impact**

(Interviewees shown KPI chart from product-focussed perspective, see Appendix 4.)

Can you think of any useful measures of product-focussed innovation success that aren't depicted on the chart above? (If so, please describe where you would place them within the chart.)

RESPONSE SUMMARY

CONSENSUS: Need to look at effect of innovation on other innovations/products:

- spin-off products
- cross-pollination of product ideas
- variant application
- effectiveness of future innovative activity ('double loop' instead of 'single loop')

OTHER THOUGHTS

- 'throughput' measures e.g. some companies measure details of their pipelines
- number of ideas, number of seed projects, ventures, yield rate, time to experimentation, etc.
- how many product ideas get killed upfront
- sustainable value creation
- perceptions of the meaning of the product (e.g. social status, etc.)
- other forms of IP e.g. trademarks
- creative products: new commissions (for TV programmes) or publications/launches (for books/magazines)
- take-up rate - % of users that use the feature (market/objective)

Q. What kind of research would best test the hypothesis that collaborative innovation is more successful than traditional forms of innovation? (Please describe existing examples if you have any.)

RESPONSE SUMMARY

CONSENSUS: Research would have to be experimental ('field/business experiment'):

- e.g. put out challenge to internal and external participants → measure outcomes
- field experiment with combination of qualitative and quantitative: get two organisations to effectively compete for market share with new product innovations; one does it all by itself, the other via collaboration
- An array of A/B test that pairs two different potential solutions to a problem. One solution is done via collaborative innovation. The other via the traditional forms of product development. Market results determine the winner.

INTERPRETATION

Field Experiment 1: Since there are so many variables to control for, the kind of field experiment that may be useful would be the first one: put out challenge to internal and external participants *of the same company*, then measure outcomes. This would control for many variables, because the same company would be used.

Field Experiment 2: Could only be done if many different companies participated, matched for sector and size, etc., because it would be problematic to just compare two companies (the problem of too many uncontrollable variables).

"I know some guys at Roche who put out a challenge to their own internal network and also the innocentive network. They got way more responses from the innocentive network, though ultimately one answer from their internal network ended up being sufficiently thoughtful that it paid for the experiment many times over."

Professor Julian Birkinshaw
London Business School/MLAB

OTHER IDEAS

The first two are similar suggestions for comparative analysis of existing data:

- 'Natural experiment': e.g. look at top 100 innovations of the last ten years in IT, then ask: Where did these come from? Did they come from collaboration, or were they all done by one well-specified group?
- Compare patent registrations in distant past and more recently, bearing in mind that number of companies using collaborative innovation should have increased.
- Hypothesis tree: hypothesis at the top, and a tier of inductive assertions underneath. I would then seek to prove each of the assertions objectively.
- Interview people with long track record who've used more traditional means in past and are now trying collaborative models.

INTERPRETATION

Natural experiment: would also be useful, but the trouble is that these innovations would come from different historical contexts. Perhaps in a few year's time, this would be more feasible.

See Appendix 7 for proposal by Mark Gray (University of Middlesex: *Protocol for a systematic review: computer supported cooperative working (CSCW) tools and the effectiveness of Social Innovation*)

He'd be looking to partner with the likes of Joint Information Systems Committee (JISC - www.jisc.ac.uk) on this, since they face the same research questions and need the same sorts of answers.

NESTA BENCHMARK

Try a number of different approaches, some more collaborative than others, and compare the relative outputs and successes. Use of control/placebo groups could be introduced if seeking more robust numerical data.

Q. Other than product success, what might be some of the beneficial impacts of collaborative innovation on individual participants?

RESPONSE SUMMARY

CONSENSUS: intangible impacts:

creativity/ out-of-the-box-thinking / social skills & better relationships / satisfaction & loyalty / strengthened sense of community

- employee engagement, motivation
- feel-good factor
- skills enhancement, creative thinking, personal growth, satisfaction
- internal: satisfaction, better relationships / consumers: more customer champions
- co-learning, confidence, creativity
- outside-of-the box thinking, optimism, skills transfer
- increased loyalty (retention)

- A beneficial impact of this sense of collective identity is that each time the group engages in co-design and creates an innovation, this sense of community is strengthened, making future attempts at co-design all the more powerful.
- Exposure to diverse viewpoints, cultures, ways of doing things; increased stimulation, inspiration; increased self-awareness, confidence, ability to handle conflict; improved networks + contacts
- Increased interest in the solution
- Enhanced skill sets as people collaborate and share POV

NESTA BENCHMARK

Social skills, facilitation skills, negotiation skills, better access to new knowledge.

Q. Other than product success, what might be some of the beneficial impacts of collaborative innovation on organisations as a whole?

RESPONSE SUMMARY

CONSENSUS 1: organisation will benefit in same way as individuals (or due to individuals)

CONSENSUS 2: organisational learning:

- potentially more competitive / the process becomes intellectual property not the content (which is more transferrable)
- greater flexibility
- better morale, higher collaboration on non-product-innovation related projects, more cross-functional learning and sharing
- powerful insights into the organisation as a whole; improved understanding and new needs are identified, new opportunities created and new relationships built.
- positive collaboration should make organisation more networked, and better connected with outside world and thus more resilient

Other (more commercially-phrased) impacts:

- commercial outcomes: lower costs of production, possible CSR and recognition benefits as an 'innovator', etc.
- value improvement for all stakeholders

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Improved productivity, improved ROI on innovation

“Commercial outcome, lower costs of production, greater flexibility, possible CSR and recognition benefits as an ‘innovator’ etc.”

Behavioural/Group Psychology Consultant Perspective

“Powerful insights into the organisation as a whole ... improved understanding and new needs are identified, new opportunities created and new relationships built.”

B2B2C Facilitator/Consultant/Coach Perspective

“More competitive and it’s the process that becomes intellectual property not the content which is more transferable.”

B2B IT Consultancy Perspective

Q. With some of those impact factors or KPIs in mind, how do you think the success of collaborative innovation could be evaluated on a project-by-project basis?

RESPONSE SUMMARY

What have we learned?

- I think these things are difficult to evaluate on a project-by-project basis as not all projects are commercially 'successful', or even necessarily successful in bearing in mind the KPIs you've described: a problematic project which might cause disputes and disagreements among stakeholders and then fail commercially can still teach useful lessons and even be revisited as the basis for a successful venture in future. Maybe this **'benefit in hindsight' is another KPI** that might be added at any point on your table.
- Where has project delivered?
- ROI / exit interviews (e.g. what participants learned)

What would we like to achieve?

- Start with the end in mind: measure against project's own objectives or intentions
- 'The ends justify the means'

Process improvements:

- Learning how to work together in new ways
- Need to address process improvements, including dialogue in meetings, actionable outcomes, shared agendas
- Project-to-project cross-pollination of ideas

OTHER IDEAS

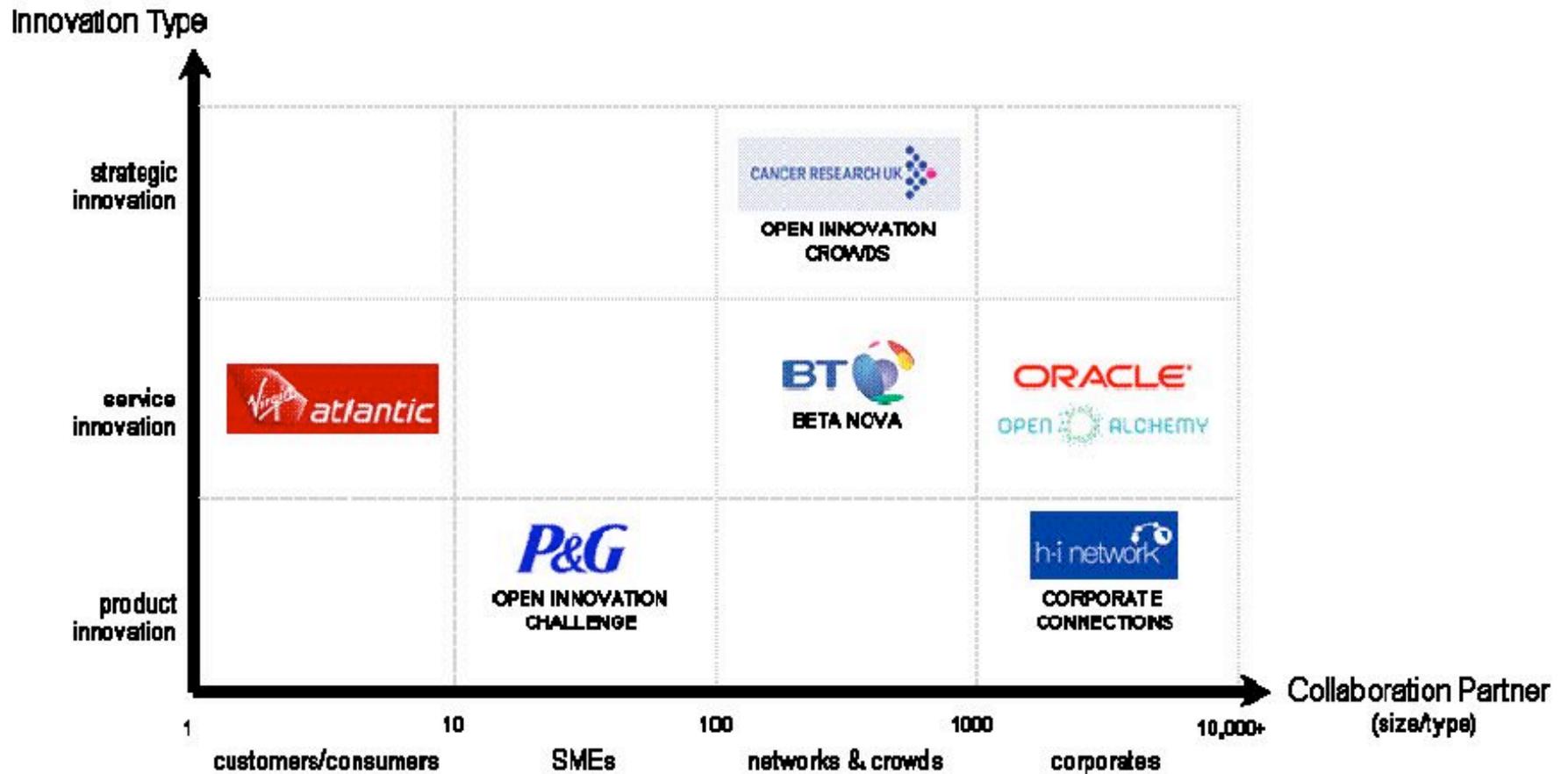
Purpose of what is being created / Design setting of the project / Values of collaborators

Employee engagement before and after / Time to innovate versus competition benchmark

NESTA BENCHMARK

Assess both direct business metrics but also softer cultural factors around skills and aptitudes of participants

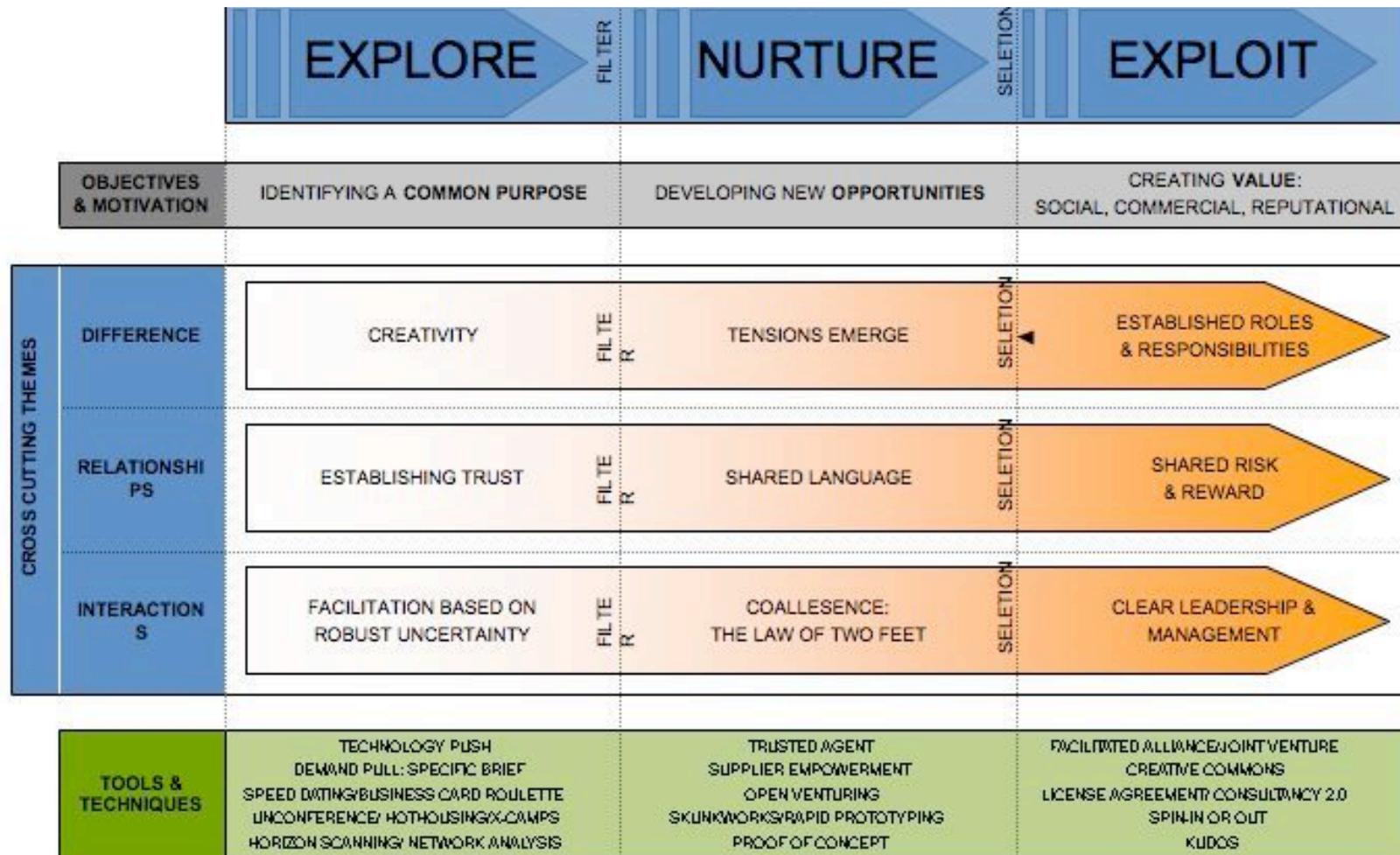
NESTA CONNECT'S CORPORATE OPEN INNOVATION (COI) PORTFOLIO FRAMEWORK

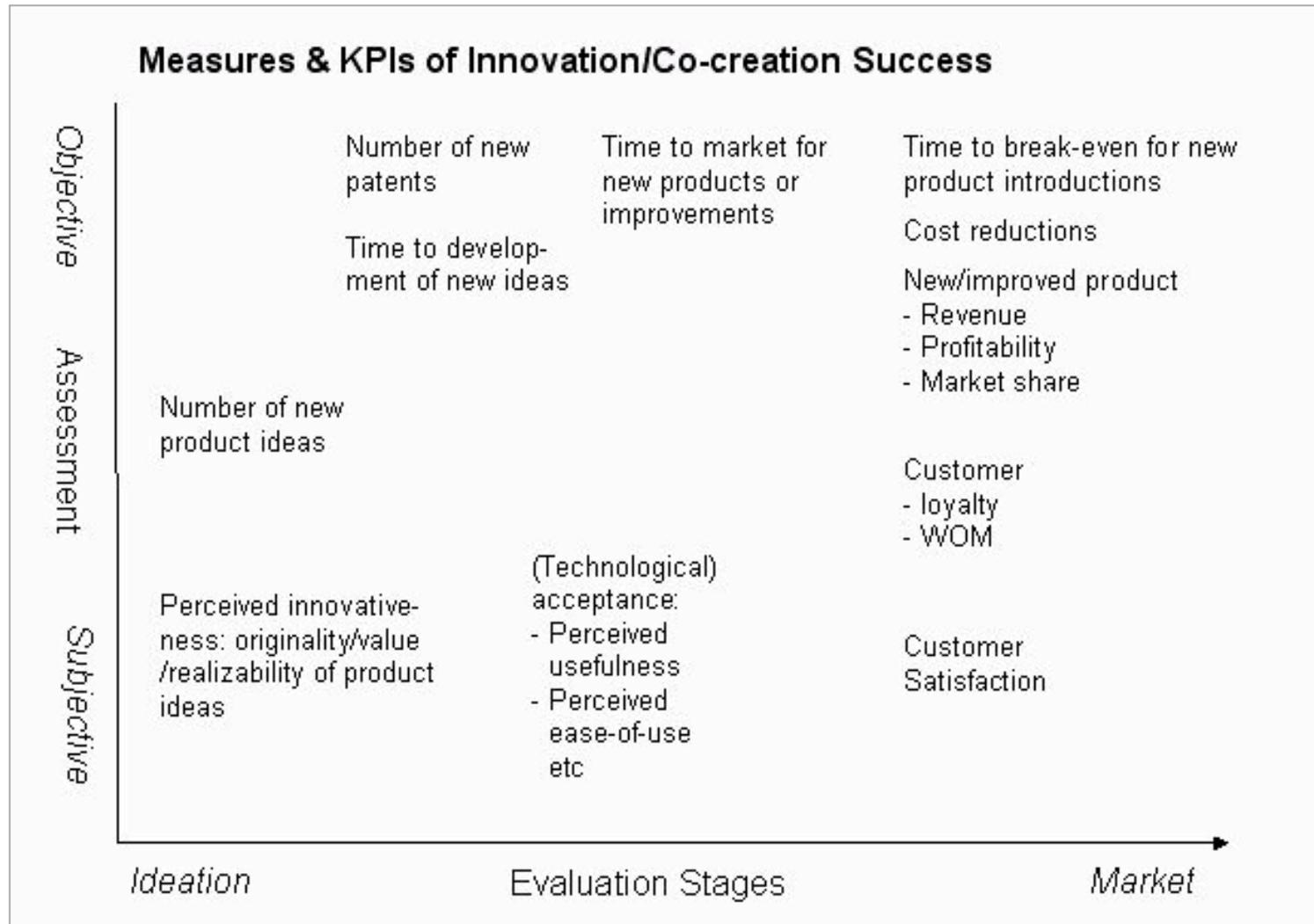


NESTA CONNECT'S INITIAL LINES OF ENQUIRY

Learning Themes	Technical barriers to COI	Enabler	Cultural barriers to COI	Enabler
Difference	- Lack of proven effectiveness of external collaboration compared to internally driven R&D.	Co-developing robust and profitable collaborative business models.	- The unwillingness of large firms to move away from a client/supplier relationship to one of greater equity. - The 'not invented here' syndrome.	Co-developing successful case studies of companies who have developed successful shared risk/shared reward business models with clients/suppliers.
Interaction	- The inability of firms to deal with the increased complexity of innovating 'outside'. - Choosing the right business model for collaboration – joint venture, spin out, licensing etc?	Sharing the risk and reward of experimenting with new approaches to collaboration.	- Language, speed, inertia. - 'Day job' factor. Personal motivations in large and small companies.	Nesta acting as facilitator and catalyst. Creating the resource and space to act outside the typically narrow confines of the 'day job'
Network	- How to find the right partners.	Nesta acting as and honest broker in facilitating connections that span multiple professional networks.	- How to engage smaller firms on wide-ranging step-change innovation rather than innovating in increments.	Creating the resource and space to operate outside the typically narrow confines of simply focussing upon incremental improvements to existing activities.
Trust	- The lack of prescribed solutions to problems of intellectual property. - The confidentiality problem: how do you brief a wide group without giving away your intentions to competitors?	Nesta acting as intermediary and honest broker. Educating and encouraging small scale experimentation with increased sharing and transparency.	- The difficulty of developing an effective working relationship between unequal partners.	Co-developing processes that balance the risk, reward and influence in collaborative partnerships.

LATEST NESTA CONNECT COLLABORATIVE INNOVATION DEVELOPMENT FRAMEWORK







MOTIVATION & COLLABORATIVE INNOVATION

DMC’s scoping research on open/collaborative innovation shows that the selection and motivation of participants are considered key issues in collaborative innovation management by both academics and practitioners. However, there has not been any systematic research to-date that answers questions of motives to engage in participation for different types of collaboration (e.g social vs corporate) and in different kinds of settings, as well as their effect on collaboration outcomes.

Dimensions

The following four types of motives can be identified, which may be relevant for different collaboration objectives and contexts:

The 4 Fs of Participant Motives

	<i>Self-focused</i>	<i>Other-focused</i>
<i>Extrinsic</i>	<i>“Fortune” (tangible reward)</i>	<i>“Fame” (image, status & recognition)</i>
<i>Intrinsic</i>	<i>“Fun & Fulfilment,” interest, learning</i>	<i>“For Others” (altruism) & sense of belonging</i>

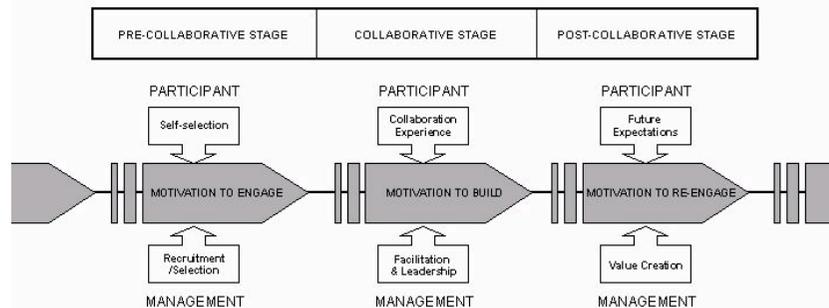
Motivation is an important thread that influences both attitudes and behaviour at different stages of collaborative innovation. Past research has identified intrinsic motives as particularly important to keep people engaged and foster creativity. From participants’ perspectives, the decision to collaborate will depend on what they hope to get out of collaboration, perceptions of others’ motivations, trust, past experiences, etc. From the perspective of collaborative innovation management, selecting people with the right skills and mindset is key, as are decisions about how to motivate people to join, including incentives. For example, individuals with the wrong expectations and motivations (e.g. those primarily driven by image motives) may significantly contribute to “noise” in the interactions and produced outcomes.

During the actual collaboration phase, collaborative innovation management has to continue building trust and a common purpose, while fostering engagement, creativity and a sense of progress. At the end of a collaboration encounter or project, motivational issues may have influenced the quality of the product of collaboration itself, while participants’ motivations to collaborate in the future are a key indicator of success or failure of the collaborative work.



Motivation in collaborative innovation, then, can be viewed as a trajectory with different stages:

The Motivational Trajectory in Collaborative Innovation



RELEVANT QUESTIONS

Some important questions emerge:

- What is the current state of thinking about the role and importance of motivational factors in collaborative innovation (B2C, including social and corporate and/or B2B)?
- How do motivations among participants vary for different types of collaborative innovation (e.g. social vs corporate)?
- What is the mediating effect of variables like collaboration settings, incentives and ...

... facilitation/leadership, on collaboration outcomes, such as the quality/quantity of ideas, motivations to re-engage, etc.?

- How can this knowledge improve the development/management of collaborative innovation strategies/projects?

METHODOLOGY

I propose to conduct a structured review of existing literature that addresses the above questions in the areas of B2B and/or B2C corporate and/or social areas. Expected sources would include the management, innovation, marketing and (consumer and organisational) psychology literature.

Publications of both theoretical and empirical nature would be considered, although the latter would take precedence, depending on the availability of sources.

DELIVERABLES

A 5-15 page document (depending on budget) in non-academic language including both literature review and recommendations for practice / future research.

DR ALAIN SAMSON (a.samson@lse.ac.uk)

NO SYSTEMS THINKING/MANAGEMENT TOOL TYPE METHODOLOGY FOR OPTIMISING COLLABORATION

1. The Problem - Collaboration is caught between a rock and a hard place

From a commercial and organisational perspective, collaboration is caught between a rock and a hard place. On the one hand, people intuitively acknowledge its value and significance, often citing ‘team work’, ‘engagement’ and open source and internet-based examples such as Linux or Wikipedia as success stories. On the other hand, there are no widely recognised processes or methodologies for collaboration which can be easily ‘managed’ or systematically applied to an organisation’s problems and its stakeholders. For the most part strong, replicable collaboration appears to most as an ethereal and intangible process and the main reason for this is that collaboration is dependent on the notoriously fickle and complex area of human interaction and dynamics.

2. A Possible Solution?

Four Groups have developed a tool, 4G, which is designed to systematically predict and optimise key components of collaboration, namely relationships, behaviours and culture. Having defined a number of ‘ideal’ relationship and cultural configurations, along with being able to predict relationship and cultural outcomes given different combinations of people, 4G creates a framework to enhance decision making and choices when looking to actively manage and enhance effective collaboration. A brief introduction to 4G’s application for collaboration and teams can be found at:

<http://fourgroups.com/teams>



3. Outcomes

In terms of 'testing the hypothesis' in point 1, using 4G to help analyse existing or facilitate the choices of new collaborative activities is an obvious starting point. Examples might include current organisational processes, comparing team or collaborative performance amongst different groups, or better understanding the initial undertakings of new projects.

While the scope of collaboration is potentially limitless, it would be important, as much as possible, to compare like with like and make use of any controls. Equally, in terms of establishing outcomes, quantitative measures may include specific goals, existing KPIs, or other organisational measures. From a qualitative standpoint, outcomes might focus on the experience of collaboration, for example, quality of, perceived success, discernable differences and other noteworthy observations.

There are of course a number of new approaches, perhaps more suited to innovation than collaboration per se, which evolve around the wisdom of crowds. Examples include prediction markets, open innovation and creative commons licensing, amongst others. For the purpose of this document, collaboration and innovation processes are treated as separate and distinct concepts.

BRUCE LEWIN - FOUR GROUPS
(bruce.lewin@fourgroups.com)

PROTOCOL FOR A SYSTEMATIC REVIEW: CSCW TOOLS AND THE EFFECTIVENESS OF SOCIAL INNOVATION PROJECTS

This protocol uses the methodology of the Centre for Reviews and Dissemination (York) Undertaking systematic reviews of research on effectiveness: CRD's guidance for those carrying out or commissioning reviews, (CRD:York, 2001), paras. 1.2.1 1.2.11

Background to the research question

There is no systematic evidence to confirm the hypothesis that the use of forms of collaborative software, and specifically computer supported cooperative working (CSCW) tools, is a significant factor in the success of innovation projects generated by groups of individuals (i.e. not by pre-existing groups or work teams). This is partly because - as noted in the proceedings of the 2005 international ACM SIGGROUP conference on Supporting group work (Guy, Elizabeth S., "...real, concrete facts about what works...") - the majority of studies of CSCW effectiveness focus upon the 'usability' of tools rather than the impact of their use on collaborative outcomes. This remains the case.

NESTA wants to establish whether CSCW tools, when used as an integral element of an innovation project involving a group of people coming together for the purposes of the project (i.e. not a pre-existing work team), contribute to the effective conclusion of the project, and which tools specifically prove the most effective.

Research problems that will need to be addressed in the design of the systematic review are:

1. How to exclude the effect of other project-related variables on outcomes (e.g. quality of project leadership, budget, quality of external support, degree of project management)
2. How to define CSCW technologies to exclude those technologies which might, incidentally, have been used with the group
3. How to measure the success of a wide variety of innovation projects consistently, given the varying standards of success criteria established



Review questions

The review would focus on two questions:

1. Is there evidence of a strong association between the successful completion of public innovation projects and the deployment of computer supported cooperative working (CSCW), as measured statistically in structured sample populations within published observational studies?
2. Is there any statistical evidence of what may cause the variation between outcomes for different deployments of CSCW technologies in generating success in innovation projects?

Study selection criteria and procedures

Population: Published observational studies (case studies) with structured sample populations, of publicly funded projects concerned with generating innovation using (i) any form of computer supported cooperative working (CSCW) during the course of the project or at inception, or (ii) using no forms of CSCW during the course of the project or at inception.

Intervention factor: The use of CSCW technologies to effect the development and/or management of socially beneficial innovation projects.

Outcome: Successful completion of an innovation related activity in which collaborative electronic networking has played a part, either at inception alone or throughout the project, where success is measured in terms of the original intended project outcomes.

Types of study design for inclusion: Any type of study design



Study quality assessment procedures

Observational studies included in the sample should be published in peer-reviewed publications between 1988 and 2008. Studies listed in standard subject referencing lists (e.g. the H.5.3 classification of the ACM Portal (<http://portal.acm.org>) from the CSCW evaluation domain) should be used to identify case studies in which structured samples of statistical data are reported and in which:

CSCW technologies have been used by a group of people at inception and/or throughout the life of an innovation-related project;

CSCW technologies used can be assigned to one or more of the categories of CSCW tools described by Penichet et al (2007).

Synthesis of the extracted evidence

Based on the methodology in Pinsonneault, Alain and Kraemer, Kenneth L., The Impact of Technological Support on Groups: An Assessment of the Empirical Research, Decision Support Systems, 5(2), June 1989, pp. 197-216.

Key variables for collection from the data sources should include contextual variables (nature of the project, size of the group, coordination element of the project which influences the group process, task-related outcomes and group-related (end) outcomes).

Project timetable

To Be Confirmed

MARK GRAY (M.Gray@mdx.ac.uk)



Euan Semple: Social Media/Knowledge Management Consultant Perspective

[Social Media Consultant with Knowledge Management Background in Media]

While I was at the BBC I ran a unit whose aim was to explore innovative technologies and their possible application to the world of broadcasting. To do this we built a network of innovators within the organisation to help people find each other collaborate more effectively. It was in the process of doing this that we began to use social media technologies within the BBC to considerable success ending up with 32,000 people using our internal bulletin board, 8500 using our wiki and several hundred blogging.

.....

Julian Birkinshaw: Business Academic/Management Innovation Perspective

[Research Director, Management Innovation Lab (MLab); Professor of Strategic and International Management at London Business School]

Business Academic

Bruce Lewin: Behavioural/Group Psychology Consultant Perspective

[Partner , Four Groups Ltd]

Mixture of academic and professional. Academic via psychometric research, practioner via commercial work with clients. Both activities have been done via Four Groups Ltd.

Focus on collaboration is around the psychological, in particular behaviours, relationships and group values.

As a company, we have developed a psychological tool for predicting and optimising relationships and group dynamics. The tool also features a number of 'ideal teams/ideal groups' which, while not necessarily 100% transferable to practice, does form the basis for using the tool to support decision making.

.....

David Wilcox: Social Innovation Participation Perspective

[Social Reporter/Social Innovation Consultant]

Hamish Taylor: B2B2C Facilitator/Consultant/ Coach Perspective

I am a consultant and coach typically working with multi-national B2B2C organisations i.e. businesses involved in supplying services and products to other businesses that have an identifiable added-value benefit to the end consumer. Typically the companies I have worked with and am still working with are involved primarily in the supply of fragrances and flavours to the likes of Unilever, P&G, Reckitt & Colman etc. Personally I have been directly involved in collaborative innovative processes with both Unilever and P&G [I was working directly with the likes of Nabil Sakkab who was one of the lead figures behind P&G's Connect & Develop programme]. Currently I am working with a particular client who is developing new product innovation processes targeted at Pepsico, Danone and Unilever in the foods arena. Equally I am working with P&G on the next stage of their Connect & Develop programme. Overall I have worked for 20 years in this collaborative innovation arena in Europe, USA and Japan/Asia.

Francois Gossieaux: Social Media Entrepreneur/Marketing Perspective

[Co-founder & Partner at Beeline Labs - a Marketing Innovation firm]

I was the CMO at eRoom Technology, a collaboration platform provider for 5 years before the company got acquired by Documentum. After that I founded a software startup that was focused on the the front end of the product lifecycle – it was a social media based collaborative platform that could embed known product innovation methods. I am still working with clients who develop collaborative innovation platforms and have continued to have an interest in what makes then work and what the barriers to adoptions are – as part of these efforts I also connected with various Academics at MIT to better understand the academic work around those tools and processes. I have also been a long time user of these tools and processes. Although not technically collaboration, I am also involved with a yearly “Tribalization of Business Study’ research project with Deloitte where we look at how companies leverage communities as part of the business processes.



Mark Gray: Academic E-learning Perspective
[Director of CPD (continuing professional development) and Knowledge Transfer, University of Middlesex (referral by David Wilcox)]

Practitioner and developer within academic over a number of years. Background in CPD, knowledge transfer but in e-learning/e-mediation specifically there is much - including being director of the 'Future Learning, Future Work' project at the Technical Change Research Centre (TCRC) in Edinburgh in the late eighties, research director of the Computer Board's programme on humanities and social science computing at Bath in the early 1990s, a panel member of the ONS e-resources group at the same time, and Director of CPD responsible for oversight of Oxford's TALL group (and therefore all of Oxford's e-learning work) for a spell in the late 1990s – a group which had its own e-learning pedagogy research programme, to which he contributed until 2005. I co-promoted the spin-out of two online learning/collaborative working businesses from Oxford, have held non-exec director positions on two boards of other e-learning related companies, ...

... created developed and won bidding for some 15 successful and pedagogically original online learning programmes, worked on international consulting assignments in HE and the public sector on implementing online learning in curriculum delivery in Asia, Africa and the Middle East, developed and authored his own online courses and resources in economics. I have published (occasionally) and lectured on the subject, as well as e-commerce and e-governance, in the UK and overseas.

.....

Mehmood Khan: Multinational B2C Innovation Perspective
[Global Leader of Innovation PD, Unilever]

My work involves: Monitoring Strategy in Action; Leading Innovation Proces; Developing systems to support Strategy and Innovation Process; and Developing and supporting Innovation capability programmes.

I am currently experimenting with collaboration at wider level.



Peter Andrews: B2B IT Consultancy Perspective

[Innovation Strategist at the IBM Executive Business Institute]

I've been an inventor, and IBM even dubs me as one of the pioneers of www.ibm.com. I've also been active in a lot of studies at IBM on Innovation. I've just completed a worldwide one involving over 100 people. In addition to that, I'm someone who teaches in this area, helping people learn how to do it better.

I teach researchers who don't really get it as far as socializing the ideas. They don't understand that if you are going to move the idea along then things are going to really happen and you are going to have to engage with other people and engage with your audience. And the other direction which has to do with all these emergent technologies and how people can fit them into their world, and I've done a lot of facilitation work on this. I've been a technical analyst at IBM and once upon a time I was a chemist.

Richard Potter: B2B IT Consultancy Perspective

[Steria UK, Director of Consulting]

I'm the Director of Consulting for Steria UK also responsible for Strategy and Innovation.

I use collaborative environments to support a geographically dispersed team of consultants (document libraries, management tools, forums, blogs, etc)

I'm also setting up a 'knowledge marketplace' as the basis for innovation in the company: a combination of an internal social network and a demand-supply marketplace for innovation.

.....

Alain Samson: Academic Social Scientist Perspective

[Academic, psychologist & market researcher]

... with theoretical knowledge of the collaborative innovation / co-creation area; practical knowledge of research methodologies and consumer psychology. Co-authored LSE B2C co-creation report.



Linda Hill: Business Academic Leadership Innovation Perspective

[Professor Harvard Business School, writing a book on the connection between leadership and innovation]

In my 27 years as a professor at Harvard Business School, I have developed three areas of expertise: how people learn to lead, innovation, and globalization (from how to implement global strategies to economic development). Currently, I am writing a book that brings my three interests together. Along with the Chief Technology Officer at Pixar Animation Studios and my research associate at HBS, I am writing a book on the connection between leadership and innovation. It turns out that what individual leaders do to foster sustained innovation in their organizations is something of a “black box” in the academic literature. Most of the work on innovation takes a macro perspective and looks at the impact of strategy and organizational design on innovation. The work on creativity focuses mostly on exceptional individuals—like Howard Gardner’s work on geniuses and most of it is not in an organizational context. ...

For our book, we have spent years studying ten leaders of highly innovative teams relying upon ethnographic methods. Based on this research, we have developed a conceptual framework for what it takes to lead for innovation which attempts to incorporate both the micro and macro perspectives. We have found that leaders of innovation create what we refer to as collective genius. Collective genius is when the slices of genius™ in an organization have been harnessed for a collective purpose, rendering the whole greater than the sum of its parts.

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Donal Carroll: Business Academic/Organisational Learning Perspective

[Consultant and teacher at the Open University Business School MBA ‘Innovation and Change’]

Explain ‘collaborative innovation’ please.
Tautology??

Critical Difference work:

Exploiting and tackling ‘mess’

Extracting and engaging learning from unpromising circumstances



Steve Ennen: Academic Interactive Media Research Perspective

[Managing Director, Wharton Interactive Media Initiative, The Wharton School. University of Pennsylvania]

I oversee a University of Pennsylvania research center examining the impact of emerging technologies on business. By nature, our mission is a collaborative effort between a global network of academic researchers and industry practitioners as we investigate the insights generated by individual interaction across multiple platforms. This is a new behavior for the U.S. – that of practitioners and academics sharing resources on emerging media.

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Jemima Gibbons: Innovation consultant creative sector perspective

[Founder, Interactive Know How]

Management consultant - I advise, set up and manage projects which support innovation and enterprise in the creative sector.

Kevin Flaherty: Social Media Technology Perspective

[VP Marketing, Wetpaint.com, Social Publishing Solutions]

The cast and crew of Wetpaint are experts at turning the web from a one way medium of consumption to a two way medium of contribution and consumption. We have been extremely successful of increasing the absolute percentage of online users willing to contribute to the online conversation. Most works suggests that only 1% of the online audience contributes meaningfully online. We're seeing numbers significantly higher. To spur that, we've focused most of our attention on UI development and calls to action that clearly tells the community what to do and how to do it constructively.