Events and innovation research

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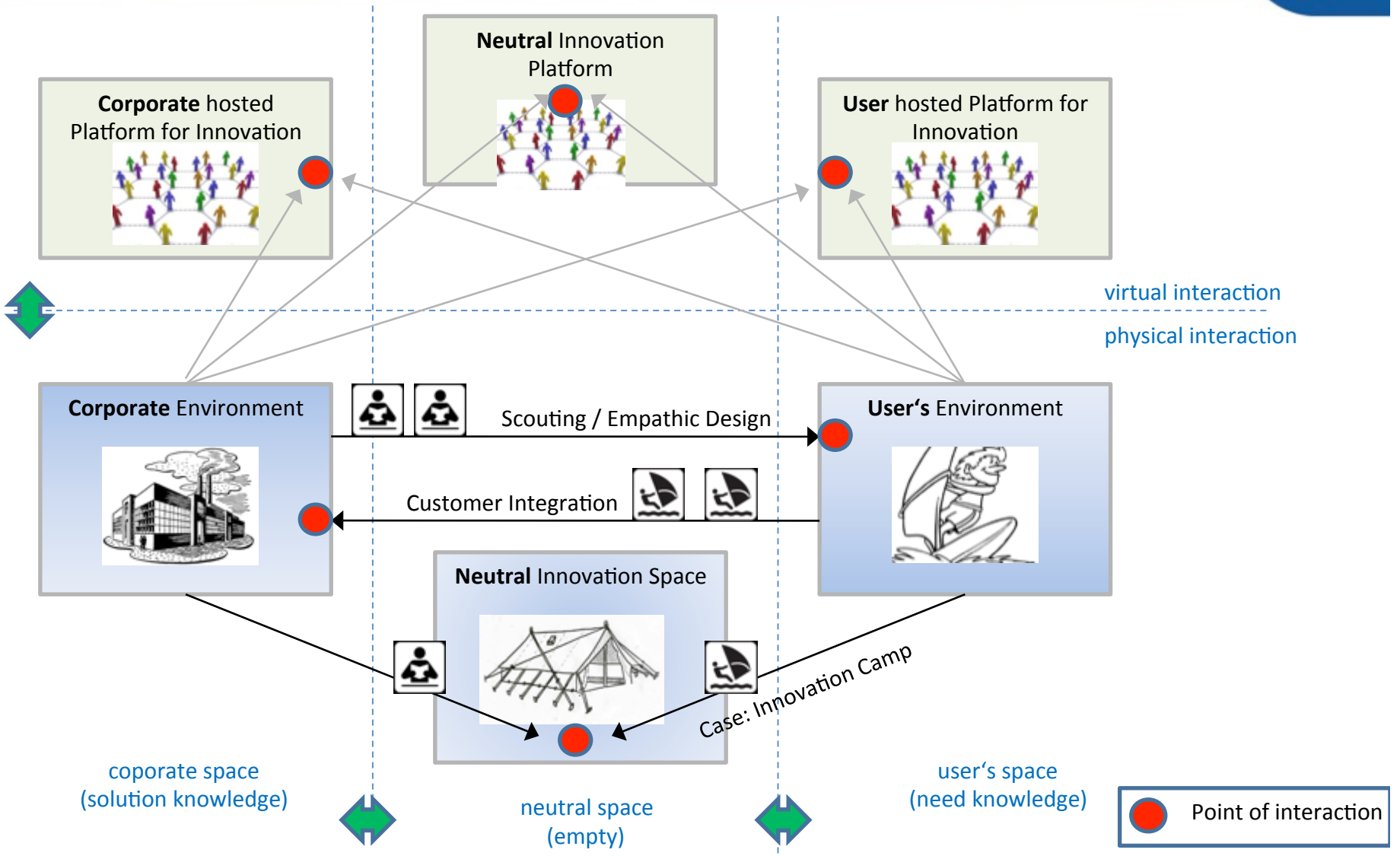
Which colloborative innovation forms do we know?



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Share. Vote. Discuss. See.

You know better than anyone else what you want from Starbucks. So tell us. What's your Starbucks Idea? Revolutionary or simple – we want to hear it. Share your ideas, tell us what you think of other people's ideas and join the discussion. We're here, and we're ready to make ideas happen. Let's get started.

Submit Your Idea

Ideas In Action

What are we doing to make your Starbucks experience better? These are some of the things you've asked for.

However-you-want-it Frappuccino is Officially Here May 4, 2010 by **Jennifer K**

New Highly Energy-efficient LED Lighting Coming to a Starbucks near You April 26, 2010 by **Sue Long**

Molasses Cookie Returns April 23 by **sbx_mdro**

One Person Can Save Trees. Together we can Save Forests. April 12, 2010 by **Heidi Durham**

Help us Develop a More Recyclable Coffee Cup – Join the Beta Cup Challenge April 2, 2010 by **Sue Long**

Starbucks Card Mobile Payment Now Available at all Target® Starbucks Stores April 1, 2010 by **Chuck Davidson**

COFFEEHOUSE

Entertainment

Mobile Apps

Starbucks for iPhone

Starbucks Card Mobile App for iPhone

AT&T Wi-Fi (United States)

Allstream Wi-Fi (Canada)

Online Community

MyStarbucksIdea.com

Commitment to Community

Starbucks is dedicated to supporting communities around the world – where we live, where we work and in the countries where our coffees are produced.

Join the Conversation on Twitter

It's our commitment to doing business in ways that are good to the earth and good to each other.

Starbucks Coffee Company @Starbucks

Starbucks Careers @StarbucksJobs

Starbucks Live @StarbucksLive

InnovationJam 2008

May you Jam in interesting times ...

InnovationJam 2008 had a simple mission: tap the collaborative insight of leading thinkers from thousands of companies to help advance the vision of IBM's recently released CEO Study, "The Enterprise of the Future"—based on interviews with more than 1,100 CEOs—to reality.

That simple mission became more daunting—but even more critical—in the light of unprecedented financial turmoil and economic uncertainty sweeping the world just as the Jam started. Suddenly, building the "Enterprise of the Future" was no longer an interesting academic exercise. It was essential for survival.

> "Despite the dark skies we are seeing today, I believe there is enormous upside and opportunity. Many are going to hunker down and try to ride it out. But the leaders who emerge will be those who see the opportunities for growth and societal progress, make the tough choices ... and go on the offense."
>
> *Sam Palmisano, CEO, IBM*

The conversation focused on four major areas of inquiry (AOI), each reflecting a fundamental component of "Enterprise of the Future:"

- **Built for change**: Organizing to lead waves of change by adopting collaborative business models and new approaches to harnessing disruptive innovation.
- **Customers as partners**: Effectively engaging a new class of informed, demanding and collaborative customers to differentiate products, services, customer experiences and a company's brand.
- **Globally integrated**: Tapping into new markets and talent by adopting new, globally integrated business models and
- **The planet and its people**: Building sustainable brands, products and services that attract a growing class of environmentally and socially aware customers, employees, investors and partners.

Held over a 90-hour period from October 5th through 9th, 2008, the Jam benefited from nearly 90,000 log-ins that generated over 32,000 posts. It tapped employees from more than 1,000 companies across 20 industries—including thousands of IBMers, as well as independent authorities from a variety of fields. Several of these independent authorities also played lead roles in guiding Jam discussions, such as subject-matter experts from Mars Incorporated, Eli Lilly and Company, Citigroup, and the

InnovationJam 2008 Report

Explore insights that emerged from InnovationJam 2008 (2.41MB)

Get Adobe® Reader®

Global Activity Map

→ View global participation

Built for Change Videos

→ Fresh perspectives on the Enterprise of the Future from leading CEOs

Want to learn more?

E-mail us your questions

Collaborative Innovation as instrument to respond to constant change

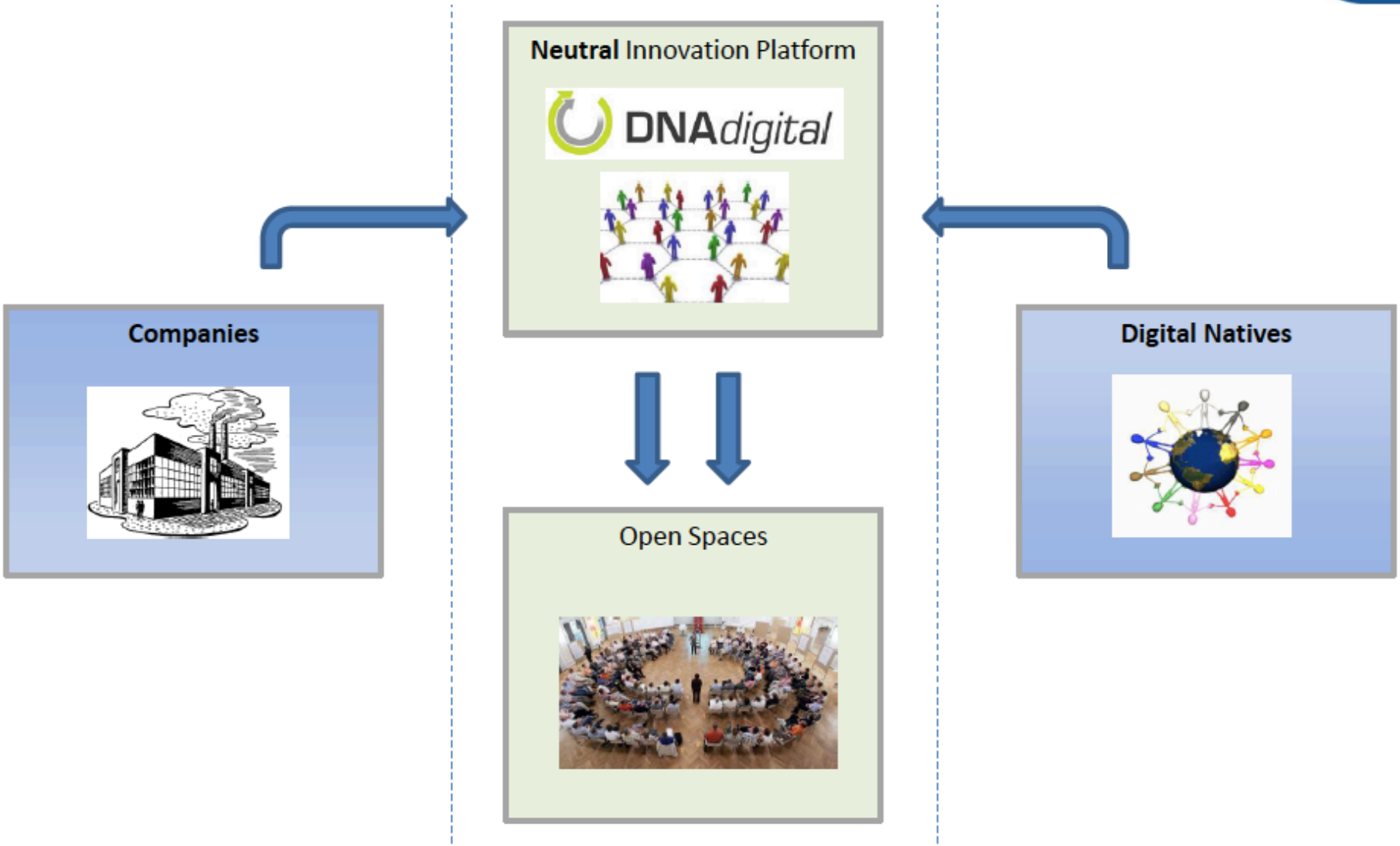
„There are always more smart people outside your company than inside your company.“ **(Bill Joy – Founder Sun Microsystems)**

- The key to delivering both operational excellence and innovation is having collaborative innovation networks (COINs)
- Executives should analyze collaboration networks to discover how high-performing individuals and teams connect:
  - Attain benefits of scale through effective global collaboration
  - Uncovering the network characteristics of high performers can show employees who play similar roles how to improve their own performance.
  - Align collaborative with business partners and external stakeholders:
  - Minimize network inefficiencies and costs

(„How to make employee networks REALLY work“, MIT Sloan Review 2010 (**Winner of the 2012 Richard Beckhard Memorial Prize)**

PALOMAR
exploring creative space

Background of Palomar5



Involved Networks and Institutions

5 Founder

Barcamps

Daily Work

„Much of what we know about management, about talents, about collaboration is changing as a new generation comes into the work-force with a new culture. And if we will listen to them, they will help us to transform our organisations for the 21. century."

Don Tapscott
Business Consultant & Author of
„Wikinomics" & „Grown up digital"

Longterm

Hands on

Iterative Growth

Palomar 5 Core Team

Co-Location:
Ideation
and Support

Innovation Agency

1st Result: Experimental Micro-Camp (1 week)

2nd Result: Ambassador Approach

3rd Result: Definition of Content Streams

4th Result: Concept of Innovation Camp

Successful Micro-Camp

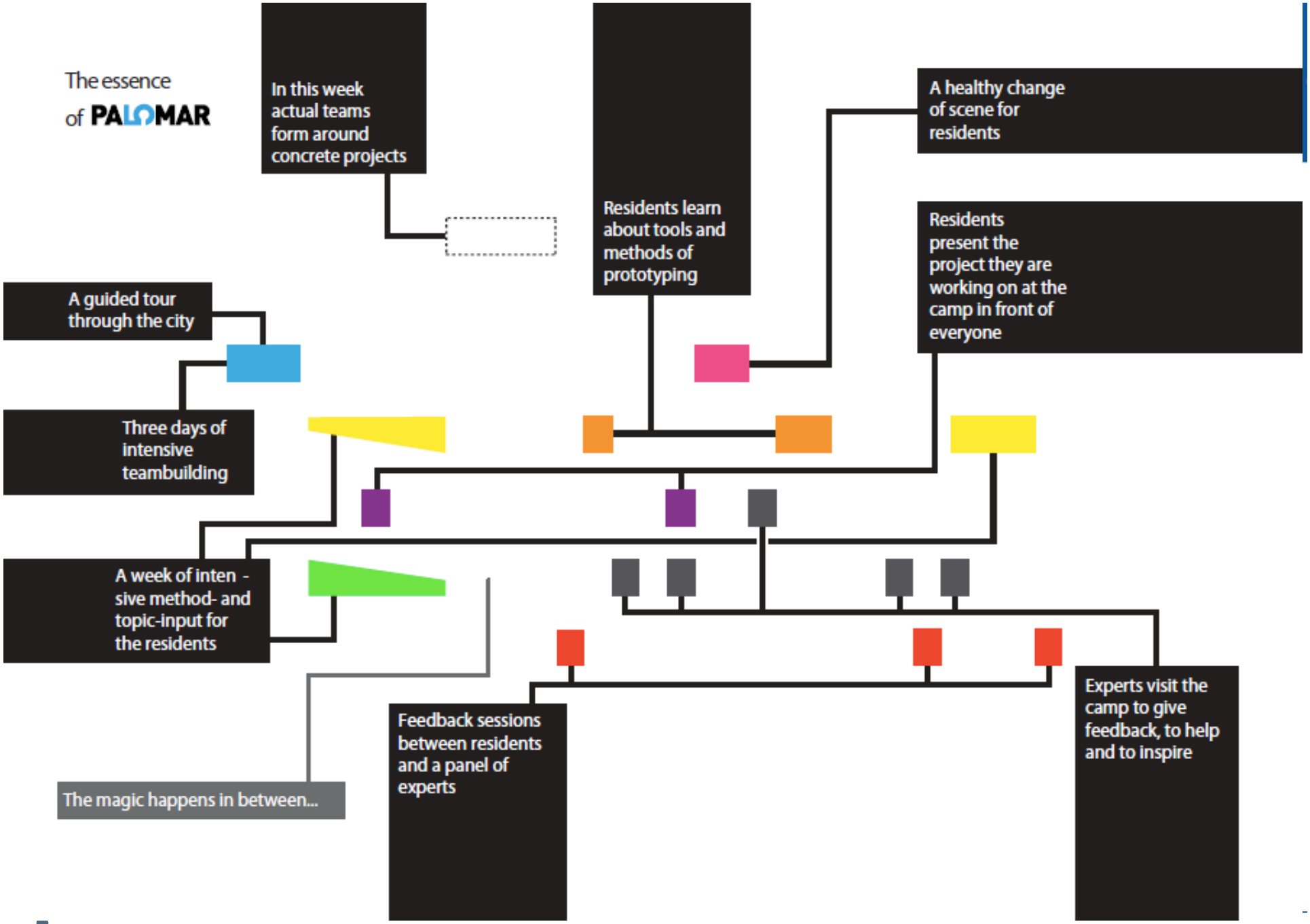
PALOMAR5
// micro-camp // MAY2008

Ambassador Approach

Content Streams Definition

Themen

Concept Innovation Camp


The essence
of PALOMAR
In this week actual teams form around concrete projects
Residents learn about tools and methods of prototyping
A healthy change of scene for residents
Residents present the project they are working on at the camp in front of everyone
A guided tour through the city
Three days of intensive teambuilding
A week of inten - sive method- and topic-input for the residents
The magic happens in between...
Feedback sessions between residents and a panel of experts
Experts visit the camp to give feedback, to help and to inspire

Oct/Nov 2009

30 under 30

MAGOVSKY
BIENVENUE
PALOMAR
Live &
work

Different collaboration forms in the Camp

Input Sessions

Input sessions will acquaint the residents with the cutting edge status of camp topics and the most up to date working methods. Apart from the optional expert days the first week will be devoted to maximum occupation with the topics and methods that are going to shape the future of work. We call this "Pressure fueling". The focus of the second week's sessions is on providing tools to structure the first weeks input. The structure & research module will provide a basis for further research and a more detailed look at the topics.

Show & Tell

Show & Tell events are presentations of the residents' ideas, projects or favourite topics. The residents organize and choose the format of these presentations themselves. This will make them think about their own work and it's a nice way to gather all the residents and inform them about what everybody else is working on.

Reality Checks

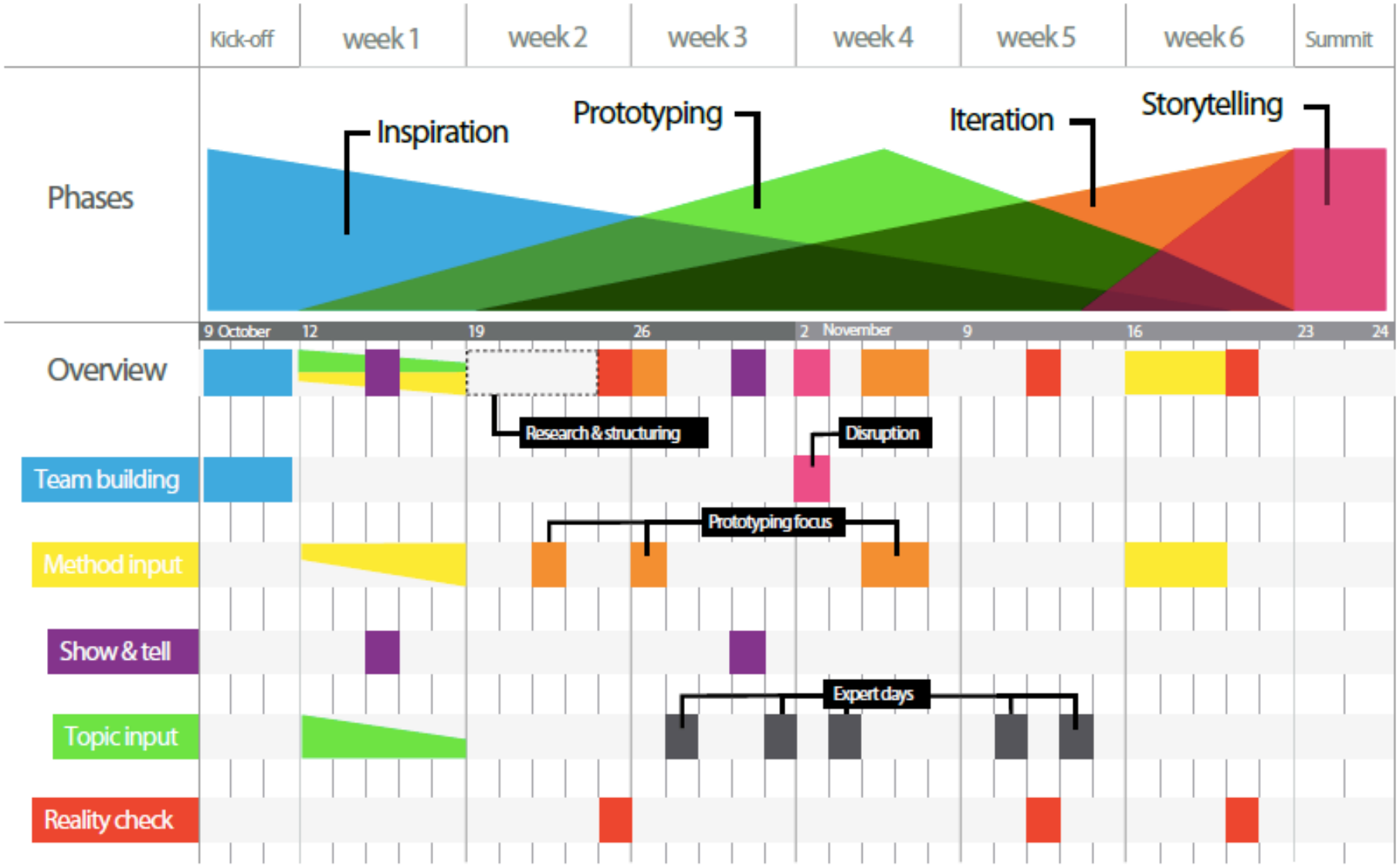
During Reality Checks panels of outside experts are brought in to review the residents work in intensive feedback-sessions. The goal is to help the residents evaluate their work, give them new perspectives and if necessary, disillusion them, make them work harder, make them work differently – to make their goals as realistic as possible.

Disruption

The three-day Disruption-Event is set right after a phase of intensive work at the camp. Just as residents might have gotten comfortable with their work and environment we will set them into a new environment, outside of the camp location. The disruption is about not getting to comfortable with a modus operandi, but to remind the residents that their job is to innovate and create new structures.

6 weeks

Process Design



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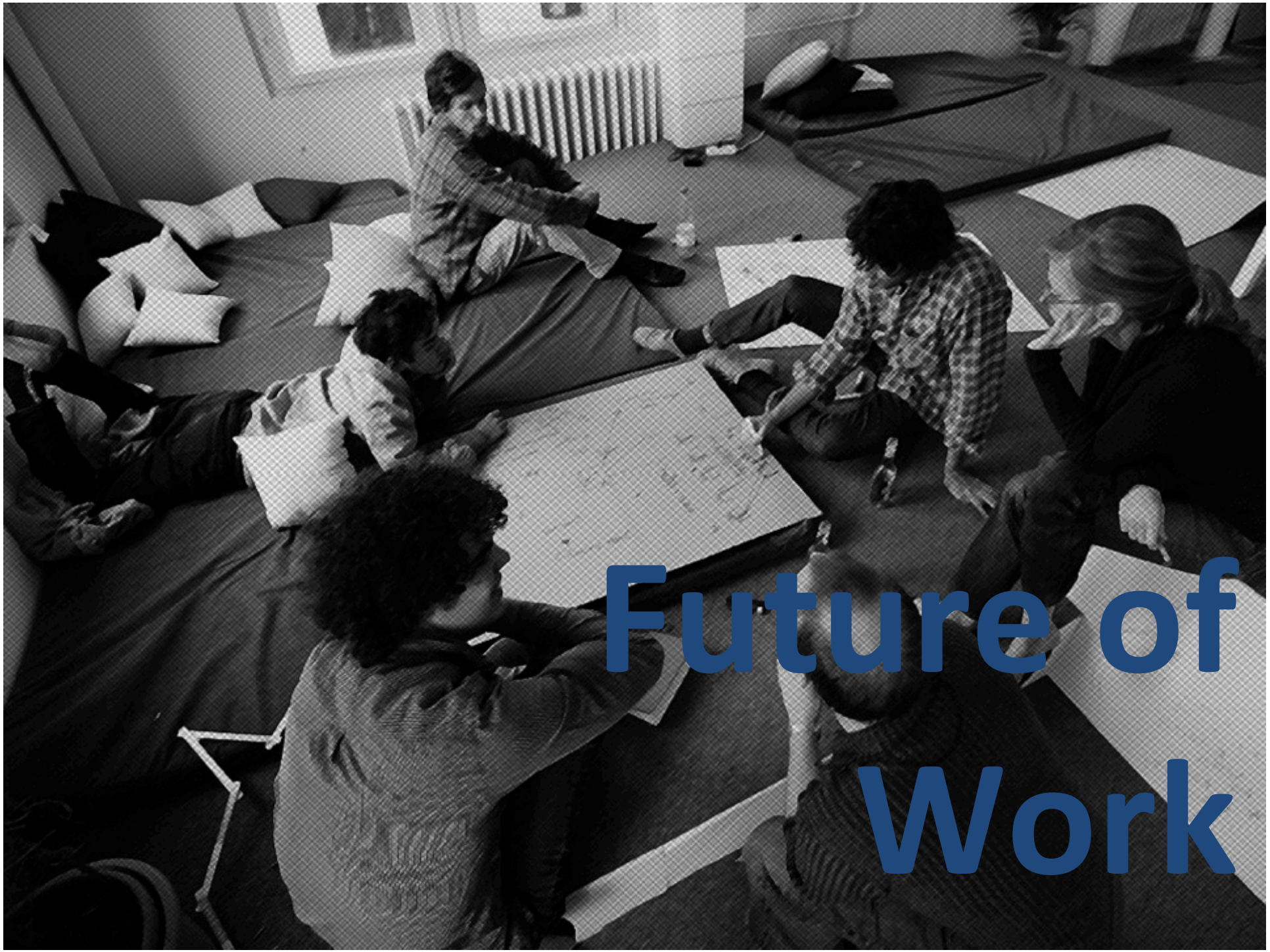

Future of
Work

Topics I

content streams	description
1. **flexibilized organizational structures** within business eco-systems with adaptive resource handling	hybrid forms of organizations between authoritative legal (formal vs informal) entities and informal symbiotic cells will arise; the existing coherent social entities have to be transformed; corporations have to enter into a symbiosis with temporary value creation structures; open business ecosystems for innovation and value creation have to be created; build ability for a flexible combination and management of individual + complex relationship networks (to leverage the collective operational intelligence); ability to deconstruct + recombine + outsource; ability to adapt seamless to environmental challenges; development of decentralized and open work structures, free workspace and labor times; faster idea-to-market lead times require higher failure tolerance and openness in corporate environments; organizational ability to adapt fast to network imposed fluctuating societal and economic constraints (e.g. wild cards);
2. **knowledge, innovation and creativity** as future key success factors for productivity	Formation of global elite clusters for a vividly shared knowledge and ground-breaking impulses; collective development and deployment of knowledge needs ability to gather like-minded to build up a collective operational intelligence; increased importance for establishment of creative self-determined elements in existing value chains; giving access to and enabling collective development of infrastructure, knowledge, processes as part of the open-innovation process; open innovation structures without formal leadership are required;
3. **networks, spheres and dynamic collaboration models** as key driver for employee motivation, innovative impulses & essential value creation	Innovative impulses will mainly be generated out of personal and ad-hoc networks outside the corporate world – the refore mechanisms have to be developed which are able to manage network oscillated risks; established and new economic systems have to acquire the ability to conquer the smallest, innovative cells and volatile networks out of the established industrial boundaries, and effectively integrate them into temporary partnerships – companies should allocate their most specialized organizational parts to support these networks; new financial models for (temporary) value creating systems have to be designed;
4. **management of skills, qualification, rewardsystems + performance efficiency** & profiles has to be adapted to changing conditions within newly arising ecosystems	Adaption of employment/HR concepts, reward systems and structures are required due to changes as: patchwork biographies, increased demand for 'working poor', continuous education, etc.; new bio-technological procedures allow the assessment of individual performance levels and generate operational workflows + profiles; neuronal organizational patterns with automated perception/memorizing/decision processes have to implemented, needs and competencies will be matched by using smart and semantic technologies; the application of nano/biological/ cognitive/informative technologies will allow an increase of the operating efficiency of organizations, networks and individuals; new areas of qualification will arise (life-long learning); new services of creativity supporting services have to be developed;

Topics II

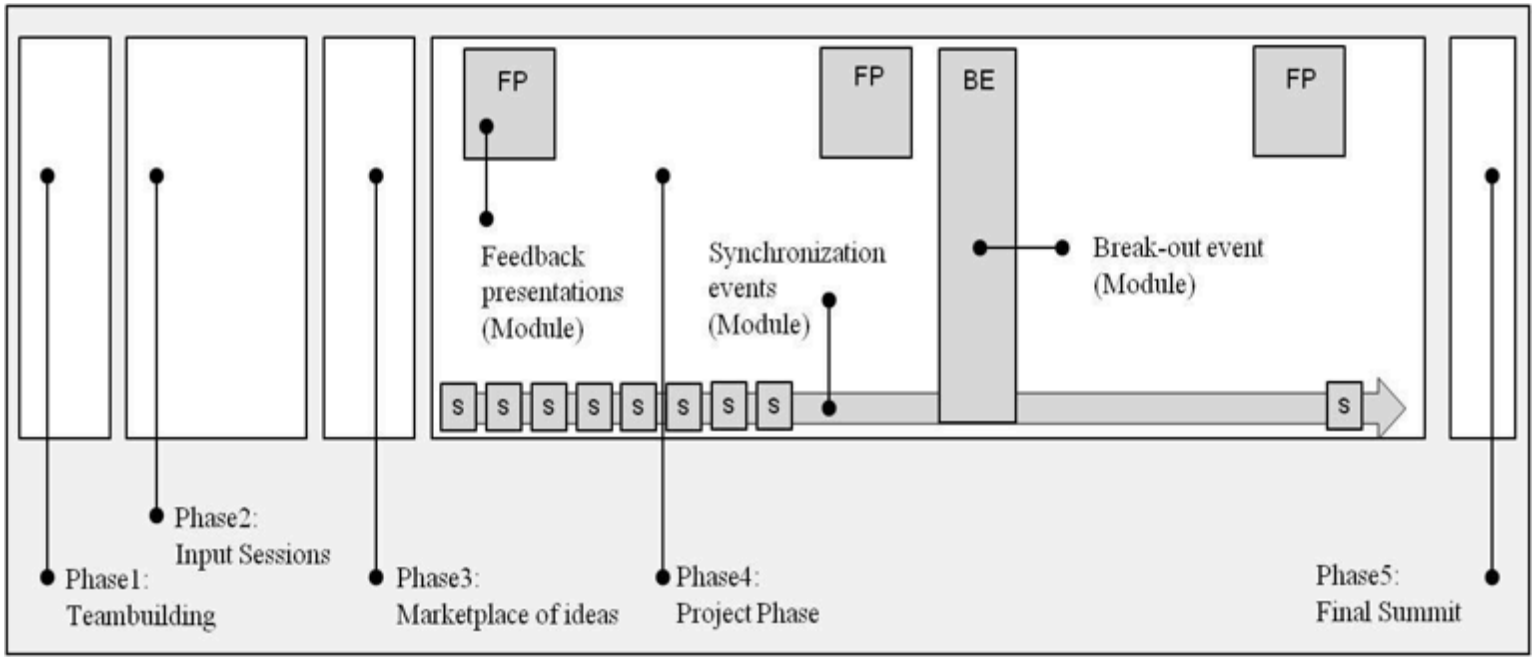
content streams	description
5. activation, bundling and overall **efficient application of collective knowlegde** as leverage for the operational intelligence	Develop ability to cultivate and trade with modularly existing but commonly assessed knowledge; therefore ability for a collective development and deployment of knowledge needed, in order to gather like-minds to enhance the operational intelligence; develop enabling tools to converge separate areas of knowledge and values and tools to enable the creation of complex system products; includes mechanisms for constructive destruction of (internal and external) dispensable parts of the value chain;
6. by increasing the individual efficiency, by exploring future **abilities to extend human life** and by **leveraging the immaterial sphere** of employees, crucial reserve as sets can be activated	Corporations have to approach ecology holistically and translate it into new value chain models; the handling of mind-expanding substances to enhance work processes will play an important role in terms of consciousness and corporate image; consider adaptions of future work processes and organizations to the lawful use of life extending and performance increasing supplies; applied nano-scientific tools will soon allow to match individual knowledge and performance profiles with ideal profiles according to the requirements of the corresponding value chains and creativity/innovation environments;
7. new understanding of **governance models** has to be established, **corresponding capable leadership principles** have to be created	individuals/ethical groups/networks take over governance from governmental/religious authorities – this requires a more participative and autonomous conduct of life; a new managerial understanding: away from managers who lead other people to self-manager who coordinate internal + external cooperations + networks; most employees (esp. digital natives) become individual managers who live between various networkspheres – these spheres keep them updated about challenges and interesting + powerful offers for contribution; new tools have to be developed to give necessary freedom for living + working in 2 spheres, to offer continuous challenge stream to employees; ways to involve + integrate NGOs and their work stronger into corporate world;
8. increasing collaboration models and networked structures request **new communication culture, processes and technologies**	machine-to-machine communication will exceed the interpersonal communication; spaces with high degrees of freedom for simple communication flows between networks and value creating entities within networks have to be created; office environments must be evolved into the nerve center of the knowledge society - with a highly interactive, modular communication infrastructure, network supporting abilities, degress of freedom, plug 'n play systems, mobile working infrastructure, 'telepresence', non territorial office concepts, intuitive operable IT-Systems (speech enabled, gestural interaction etc.); creation of virtual work environments (that don't feel virtual) which enhance the workflow and the communication between different generations, locations, languages, professions and cultures;

Topics III

content streams	description
9. overall changes in the corporate environment force new approaches and solutions in **the handling of ethics, corporate & individual culture**	domain of homo faber will vanish, necessity for a new autonomous conduct of life; anonymous spheres of communication will arise and will create an independence of physical presence (the reference frame of presence will disappear) and dissolve/liquefy tracks of human sensuality and will weaken the bond strength of social relationships, communication frequency will increase with a code-regulated accessibility, digital identity driven work will domain the corporate environment, new culture supporting technologies have to be developed and implemented, which generate trust despite absence; work fades more and more into the immaterial part of life which traditionally was dedicated to leisure and private life; forces of communication and production emerge; support mechanisms to promote growth of autocracy; leadership will not be tighten to age any more - a continuous sphere between contributing generations has to be built according to skill sets and competencies;
10. highly **flexible and precise migration capabilities** as future key competitive factors	tools to handle the increased division of labor between locally and globally hired employees, the international division of labor (until 2020 integration of 1.2 Mrd. young + highly educated job seekers from china/india/eastern europe, by 2015 30% of globally new available jobs will be available in 3rd world); develop proactive ability to migrate/ rehire elder/retired people/experts back into temporary projects; ability to migrate economic systems with totally different standards (e.g. western vs. african) and different speeds (e.g. regulated, non-regulated); ability to migrate of various economic environments to lever innovation and creativity;

Deutsche Telekom
Sponsor

Phase structure of the Palomar5 innovation camp



Results

- **Cooperation not competition:** implicit knowledge, skills and experience shared inside and outside pre-defined formats
- **Flexible rooms:** Rooms and furniture are always flexible, they adjust to the requirements of works
- **Playground atmosphere**: Playing, testing and curiosity are asked for and
- **Self-organizing event**: Responsibilities and proposals from changing key actors within a flexible and common rules
- **Motivation**: passion, personal challenge and sense-making as key drivers; money is not important
- **Dynamic working processes**: need-oriented change between the level of the individual, small and large groups; flexible of time and space; multiple engagement possible
- **Try-and-fail environment**: Risk-taking encouraged; Make mistakes and learn; shared individual development

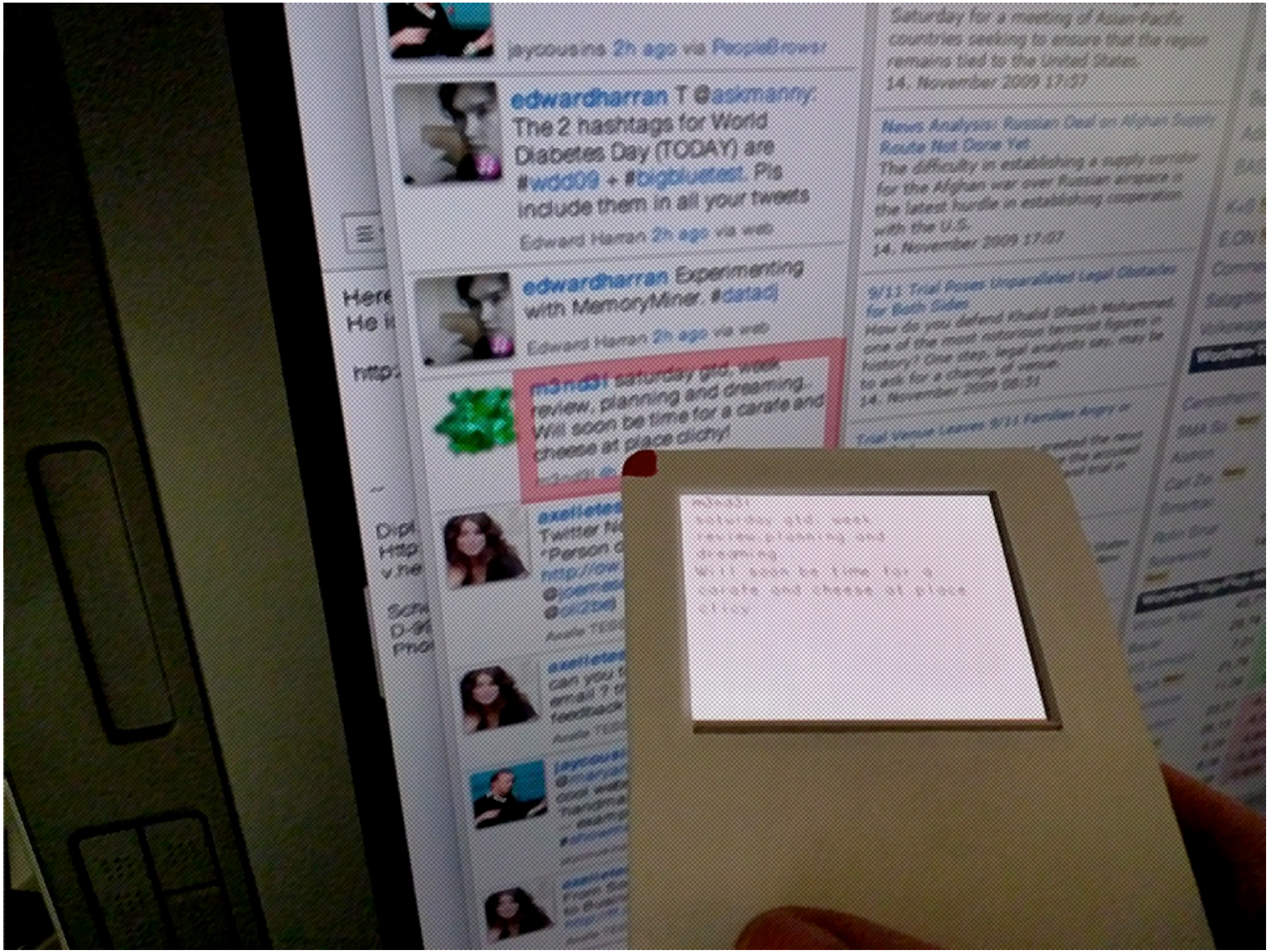
Network

Projects

Projects

- **Stratalab (aka Data DJs):** On- and Offline Tool for digital storytelling; new use and visualization of data
- **A Human Right (aka Spacecamp):** worldwide, free internet access via satellite
- **Dada Technology**: System for the exchange of digital data more haptic, direct and more human
- **Show me love Lab**: Research lab how we define work and how we want to work in the future
- **I Am Display**: interactive, large-scale art object that critically looks at human-technology interface
- **Inspire Bureau**: Agency for young speakers and brainstorming/feedback partners for global network
- **Startup for Startups**: online toolset for the collaboration of young start-ups
- **Mobile Aid Monitoring:** Aggregation and analysis of data from developing-aid projects to make them more effectively
- **The Egg:** physical room-in-room concept to support the change of work environment
- **King Arthur's Table:** An award gala of young actors to establish new role models for the young
- **Mosaic:** A Palomar5 camp with focus on the solution and implementation of social challenges
- **The-enablers.org:** Platform for collaboration of project ideas, actors, and customers

THIS IS FREE
Cell phone and laptop access. Huge adoption expected


jaycousins 2h ago via PeopleBrowsr
edwardharran T @askmanny:
The 2 hashtags for World Diabetes Day (TODAY) are #wdd09 + #bigbluetest. Pls include them in all your tweets
Edward Harran 2h ago via web
edwardharran Experimenting with MemoryMiner. #datadj
Edward Harran 2h ago via web
m3nd31 saturday gtd. week review, planning and dreaming. Will soon be time for a carafe and cheese at place clichy!
Saturday for a meeting of Asian-Pacific countries seeking to ensure that the region remains tied to the United States.
14. November 2009 17:57
News Analysis: Russian Deal on Afghan Supply Route Not Done Yet
The difficulty in establishing a supply corridor for the Afghan war over Russian airspace is the latest hurdle in establishing cooperation with the U.S.
14. November 2009 17:07
9/11 Trial Poses Unparalleled Legal Obstacles for Both Sides
How do you defend Khalid Shaikh Mohammed, one of the most notorious terrorist figures in history? One step, legal analysts say, may be to ask for a change of venue.
14. November 2009 08:51
Trial Venue Leaves 9/11 Families Angry or
saturday gtd. week review, planning and dreaming
Will soon be time for a carafe and cheese at place clichy

OPEN STATE
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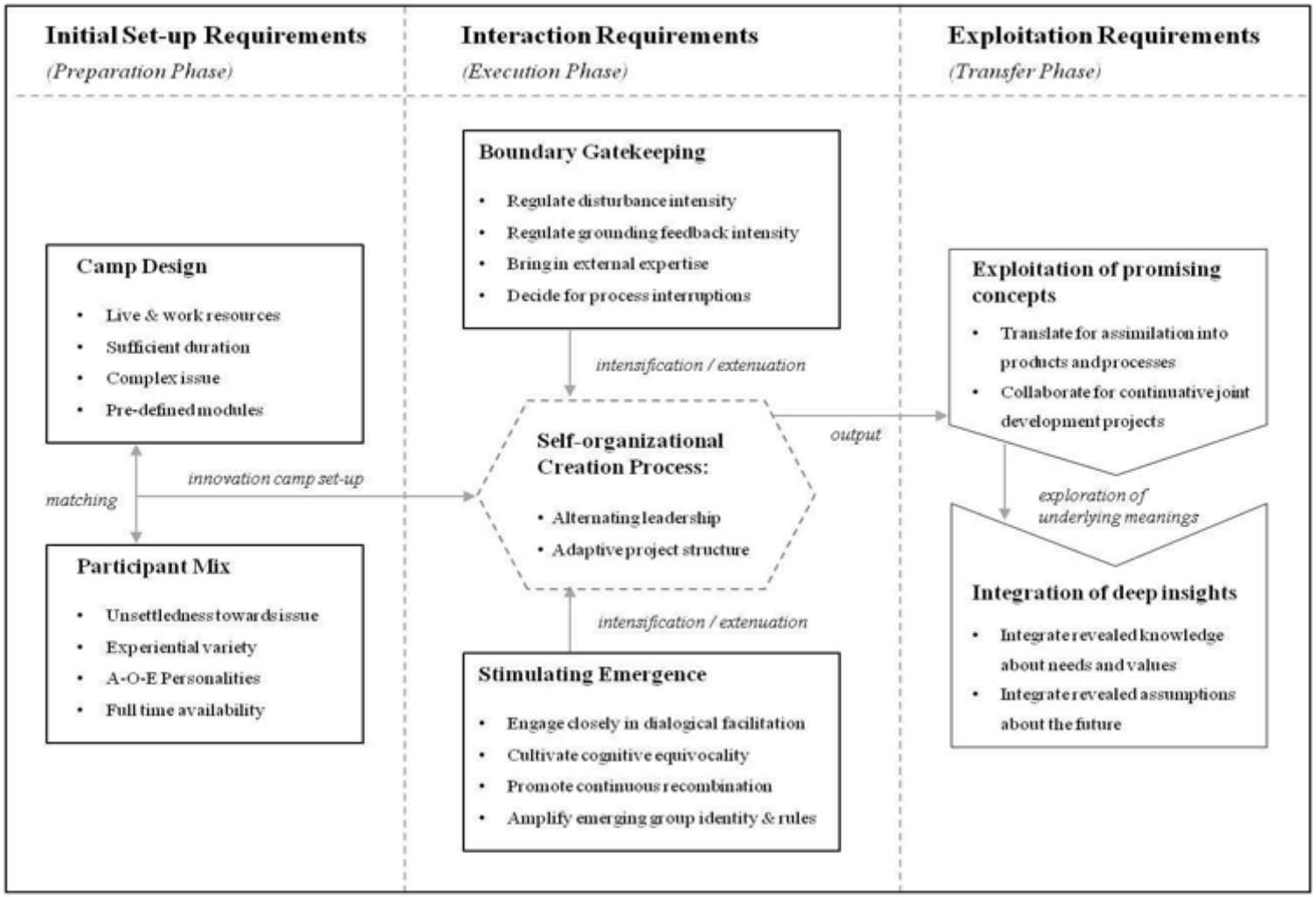
KONFERENZ. CAMP. COMMUNITY.

Innovation Camp Framework



Research Design

- 24 interviews:
  - the organizing core team (6)
  - the participants of the camp (8)
  - external facilitators (4)
  - different managers of the corporate sponsor (6)
- complete archive access to all internal documents, a collection of public media articles and video records of the camp