Chapter 8
Beyond the Business World

This book started by discussing how the forces of collaboration and co-creation are transforming traditional firm-centric activities like marketing and innovation. What is important, though, is to recognize that the relevance of these platforms is not limited to the business world. Their relevance extends beyond the business world to fields such as education, health care, energy, alleviation of poverty, and sustainability. Their usage in non-business environments is gaining momentum, as countries, regions, and cities experiment with collaboration to co-create more promising futures for their people and the environments in which they live.

In this chapter, we would like to go off the beaten path and travel beyond the business world. We would like to introduce the reader to organizations and people that can be referred to as "silent revolutionaries." Silent, because they don't generally thump their chests on YouTube or celebrate victories on Facebook. Revolutionaries, because the collaboration and co-creation programs they are working on are significant agents of change. We were filled with awe and excitement by what we learned about these organizations and their programs during our discussions with them. We felt we were in the presence of tall people who were aiming for even taller achievements. We would like to share some of their wonderful stories with you.

Denmark: Co-creating a More Vibrant Future

Our first example comes not from an organization but from the country of Denmark. Part of a larger region known as Scandinavia, the Kingdom of Denmark, which includes Greenland, has approximately 5.5 million people. It is the only country in the world with a national collaboration and co-creation program.[1]

Readers familiar with the management culture and business practices of the region will probably not be surprised. Led by pioneers like Professor Jacob Buur, Scandinavian nations have a rich heritage in participatory design. Both private and public sector organizations in the region are known for involving stakeholders in innovation and design processes. Denmark elevated co-creation to a national priority when it launched the Program for User-Driven Innovation (UDI) in 2007. As the world's first government-sponsored user-driven innovation program, UDI exemplifies

Denmark's belief in collaboration and co-creation as a core component of its strategy for economic growth and for competing globally. The program also reflects the country's resolve and commitment to increase its stock of innovations and innovating capabilities.

By way of background, the foundation for a national-level co-creation initiative was laid in 2006, when the Danish government articulated a new strategy for elevating Denmark's status in the world economy and reshaping the country's national identity. Four initiatives form the backbone of this strategy:

- Premier education system
- Robust and innovative research
- Increase in high-growth start-up companies
- Renewal and innovation.

In order to execute this new global growth and leadership strategy, the Danish government realized it needed an unconventional and distinctly Danish approach to innovation. The government decided to focus on two factors — scope and cost-effectiveness — because it believed these factors would give the country a unique competitive advantage. In terms of scope, the government decided to support both technological and non-technological initiatives, whether new or supplementing existing innovation, in both public and private sectors. On the cost-effective front, Denmark realized that its high-wage structure would make it impossible for it to compete effectively against low-wage/low-cost countries. The only way it could be cost-effective was if it focused on innovation efficiency. This was fine-tuned to hitting the market with precision, which meant meeting end-user needs accurately by formally and consistently involving them in the innovation process.

The User Driven Innovation (UDI) Program

Denmark's Enterprise and Construction Authority (DECA), a branch of the Danish national government, manages the UDI program. A twelve-person Board, comprising individuals from both the public and private sectors, oversees the initiative. The Board's responsibilities include determining overall strategy for the program, selecting themes for UDI's strategic effort, and evaluating and prioritizing new project applications.

DECA initiates projects to deliver outcomes at both the national and regional levels. Across both categories, the UDI program had initiated 83 co-creation projects by the end of 2009. A majority of these projects address contemporary economic and social issues, such as education, social welfare, and sustainable energy. Case studies of a few UDI funded projects follow:

- Minimum configuration home automation: This project created a prototype for a more efficient home energy system to increase people's awareness of their energy consumption, so that they could modify their behavior to

conserve energy. It covered all of a building's energy-consuming installations. Inputs to the project were obtained by observing the daily routines and consumption habits of two test families over a one-year period. Based on these observations, the project team was able to determine end-user preferences, in terms of which aspects of the home energy system they wanted to manage directly and which they preferred to be managed remotely and automatically. The project also developed an inventory of factors to motivate end users—in this case homeowners—to conserve energy. An engineering school led the project. Other companies and organizations that partnered in the project included a manufacturer of windows; two electronic surveillance companies; and a knowledge broker, Alexandra Institute, responsible for knowledge diffusion between universities and businesses.

- E-Trans: The road to success with electric cars in denmark: The goal of this project is to help Denmark move further away from transportation dependent on fossil fuel. Significant technical uncertainty surrounds the future of electric cars, in terms of their design and technical specifications. A new e-car system must address these technical issues; it must also address and evaluate commercial issues, such as customer willingness to switch to electric cars, commercial potential, and market size. Lastly, the overall economic value to the economy of switching energy platforms from fossil fuels to electricity also needs to be assessed. Project E-Trans addresses these interrelated issues using user-driven innovation methods. The focus of the innovation methods is on designing interrelated systems that will produce the highest rate of adoption of electrical cars in Denmark. A major Danish design school, Design Kolding, is the project leader; twelve other private and public organizations also partnered on the project.

- Innovation center Copenhagen: This is a platform for collaboration between the public and private sectors for the co-creation of welfare services. It focuses entirely on the Danish welfare system, which faces a number of challenges, including an aging workforce and continuous demand for high-quality services from users. The center works with communes (the smallest unit of a local community in Denmark) in Copenhagen that are seeking new and better ways to provide welfare services in child, school, and elderly care settings. The program matches public sector institutions with companies, invites participation from a broad group of interested parties and facilitates projects that involve end-users.

- Bringing the hospital closer to citizens: This initiative focuses on co-creating wellness. The fundamental goal of the project is to motivate patients to take a more active role in their own treatment by providing them with appropriate tele-medicine solutions. It hopes to achieve this goal by identifying user needs that can be effectively met by tele-medicine solutions and by developing new and appropriate tele-medical services to effectively meet these needs. The project is led by Herley Hospital, one of Copenhagen's largest hospitals. A leading IT company and a tele-solutions provider are also involved in this collaborative effort. Pregnant women and patients with heart conditions were among the first groups on which the project was tested.

As of early 2010, many of UDI's projects, including some discussed above, are still ongoing. Consequently, the full range of results and outcomes has yet to emerge. However, based on activities completed so far, DECA does have some initial performance indicators to track success against overall program goals:

- Innovation activity: 72 percent of participating companies have developed, or were expected to develop, new products or services by the end of 2009.
- Cross-sector participation: 75 percent of projects involve public-private sector partnerships.
- Private sector involvement: 66 percent of participating organizations are private sector companies.
- Small organization involvement: Over 50 percent of participating companies have fewer than 50 employees.

Based on the original plan, UDI was slated to run for three years, through 2010, which it has done successfully. Going forward, the original UDI program has been discontinued and replaced by a new program called the Business Innovation Fund. The new fund will also run for a period of three years, until 2012. UDI will be a part of this new fund. However, the new fund will also support large, mature projects developed and implemented with relevant collaborators in the business sector. In both cases, the Innovation Fund will focus on primarily supporting projects that aim to develop Welfare and Green solutions. A visual depiction of the goals and focus of the new Business Innovation Fund is presented in Appendix 8.1.

Scotland: Co-creating Quality of Life for the 50+ Age Group

The next example is from Scotland and centers around co-creating quality of life for Scotland's aging population. (NESTA) National Endowment for Science, Technology and the Arts is the UK's single largest endowment focused exclusively on innovation. Its charter is to help solve economic and social challenges by funding research and start-ups and by implementing new programs.

The demographic shift toward an aging population, common to many Western countries, including Scotland, creates specific demands for health, economic, and social services. In response to its own aging population, Scotland's government has created a strategic initiative called *Reshaping the Future Care of Older People*. The main goal of this program is to prevent social isolation, so that the quality and prosperity older individuals enjoy in the later years of their lives can be improved. Scotland's government sees this initiative as a critical component of its national priority of sustainable economic growth.

Age Unlimited Scotland, a part of the Reshaping the Future Care program, went live in December 2009. The program is designed to mitigate social isolation by involving Scotland's senior citizens in shaping their own quality of life. It aims to sponsor and nurture approximately 20 socially motivated start-ups or community ventures that will address the issue of social isolation among elderly citizens.

The program's beneficiaries are also the innovators; the target age group, 50+, that benefits from services to prevent social marginalization and isolation also helps co-create and develop them. Consequently, these ventures are led by teams of individuals from local communities who seek to make aging a more "fulfilling, healthy and socially inclusive experience."[2]

NESTA has specified three criteria for projects and ideas to be considered. Ideally, projects should:

- Be scalable and replicable
- Be cost-neutral, preferably cost-saving
- Demonstrate genuine innovation and avoid replicating existing community initiatives.

The agency considers all adults living in Scotland, especially those in the 50+ age group, to be its primary collaborators. NESTA is aware that individuals in this age group often have valuable business experience and first-hand involvement with caring for the elderly. They are also aware that the ideas and contributions of this group often go overlooked, as older adults tend to be pushed aside and feel marginalized in today's world. Just as Professor James Murray appealed for readers in May 1879 to help co-create the Oxford English Dictionary (see Chap. 1), Age Unlimited too appeals directly to its potential collaborators:

> Maybe you have experience as a caretaker or volunteer with older people and have skills and experience you'd be willing to share? Maybe you are approaching retirement, are recently retired or have been made redundant and are looking for a new challenge? If so, we want to hear from you. In return we've got support and funding to make your idea become real.[3]

NESTA plans to build its pipeline of ideas and projects by following a multi-stage process that covers submission, selection, refinement, and implementation. The program promises to support chosen ventures with funding and training, offering £10,000 in staged payments and a 10–12-week incubation process involving:

- Group training: One day per fortnight in marketing, finance, and presentation skills
- Telephone coaching: To help participants take more intelligent risks
- Mentoring: Assistance in developing the venture from a volunteer mentor, who will act as a critical friend and ally.

Age Unlimited Scotland is still in the early stages of conception and implementation. However, NESTA and those guiding Age Unlimited Scotland need to be complimented for their bold thinking. The creation of the program itself has helped the program achieve part of its overall goals. Not only does the program offer potential innovators a proving ground for testing and refining their ideas, it also offers them a chance to build community. Social connectivity — the ability to connect and network with peers — offers potential entrepreneurs and innovators a chance to both refine their ideas and reverse their sense of isolation and marginalization. Age Unlimited Scotland benefits because it gets to build a pipeline of ideas and projects.

Simultaneously, the pool of collaborators and co-creators in the 50+ age group benefit because they are now more immersed in their communities.

Early results have been very promising. The first Age Unlimited Scotland challenge drew 115 entries from individuals and/or teams with the seed of an idea for a social or community enterprise. In a press release issued in July 2010 to celebrate the winners, Jackie McKenzie, NESTA's Head of Innovation Programs in Scotland commented: "The Age Unlimited Scotland program has shown that there is a wealth of innovative ideas amongst local people to help improve services in their own community for older people. With intelligent support and appropriate funding, they can make a significant difference in tackling one of Scotland's biggest social challenges." Appendix 8.2 presents a list of Age Unlimited Scotland challenge winners, and a link to the press release.

Chicago: Co-creating a Greener City

Popularly known as the Windy City, Chicago is also one of the greenest cities in the United States. Under the leadership of Mayor Richard Daley, the city has undertaken major initiatives like protecting waterways, preserving green spaces, and promoting alternative transportation, to earn and protect its green badge.

Emission reduction as a means of stemming climate change is a key priority of the city's administrators. A special council, the Chicago Council on Climate Change, the only legally binding carbon reduction program of its kind in the United States, was created to help Chicago meet these goals. To implement carbon reduction activities, the Council developed and launched the Chicago Climate Action Plan (CCAP).[4]

CCAP is a highly collaborative initiative and is designed to involve and benefit multiple stakeholders. According to the program's vision, every Chicago resident and business has a role to play in implementing the Chicago Climate Action Plan. In addition to improving the quality of life by improving the city's climate, the program also hopes to contribute to the city's economy, to job creation, and to new technology development. In order to ensure that the program is actionable, CCAP has developed a system of interrelated program goals, specific strategies, and supporting activities.

First are the emissions reduction goals:

- Reduce 1990(1)-level greenhouse gas (GHG) emissions by 80 percent by 2050
- Reduce1990-level GHG emissions by 25 percent by 2025
- Prepare for the effects of climate change.

Next are the strategies that support the overall emissions goals:

- Increase energy efficiency of buildings
- Transition to clean and renewable energy sources
- Improve transportation options
- Reduce waste and industrial pollution
- Adapt to climate change.

Finally, the five strategies are supported by a portfolio of over 30 specific activities and projects.

Where does collaboration and co-creation enter the picture? From start to finish: from goal setting through implementation. CCAP goals were developed through a collaborative partnership among the city government, local businesses, and environmental science leaders. This cooperation helped ensure that the goals were challenging, yet attainable. CCAP intends to directly engage all stakeholders in implementing a variety of emission reduction activities. Collectively, the program will offer all Chicago residents, from businesses, to community organizations, to individual residents, an opportunity to co-create a greener city and do their bit to help fight climate change.

Two examples of these collaborative projects are shared below:

- Chicago Conservation Corps (C3): This is an environmental volunteer program and is run by the city's environment department in collaboration with community partners. C3 volunteers work to improve the quality of life in the community through environmental service projects like water protection, land restoration, and energy conservation. C3 seeks collaboration and co-creation participation at three levels: leadership, student clubs, and explorers. Collaborators participating in the C3 leadership track are community members who receive training and resources to implement environmental service projects in their neighborhoods. The C3 student clubs offer an opportunity for students and teachers to collaborate by facilitating participation and involvement in environmental activities in their schools. The C3 explorer track allows ordinary residents to get involved with short-term environmental volunteer opportunities in projects led by partner organizations and C3 leaders.[5]
- The $800 Savings Challenge: This project aims to educate and motivate individuals to make small environmentally friendly contributions. In spirit it is similar to Denmark's Minimum Configuration Home Automation project. Using checklists, it demonstrates how by taking small steps Chicagoans can benefit the environment and their wallets. Individuals log in to the program's dedicated website, where they can receive information on small changes that they can make in their energy consumption habits, such as adjusting home thermostat settings. The website also helps individuals compute the monetary impact of their efforts. By aggregating the impacts across several participants, individuals participating in the program are able to develop a big-picture understanding of their grassroots contributions. Getting people to change their energy consumption behavior is an important aspect of combating climate change (Box 8.1).[6]

These activities are a token indicator of CCAP's expansive plans to co-create a greener Chicago. They are designed to mobilize the entire city of Chicago so all stakeholders, from individuals to large organizations, feel empowered to collaborate and contribute. By all accounts, CCAP has been very successful in making significant contributions toward helping Chicago meet its overall emissions reduction goals. A progress report published in 2010 applauds the achievements of

Box 8.1 Next Frontier in Sustainability: Getting People to Change Their Behavior

Washington, D.C. hosted the third annual Behavior, Energy and Climate Change Conference in November 2009. The conference focused on the critical role of individual and organizational behavior and decision making in accelerating society's transition to an energy-efficient and low-carbon future.[7]

The conference brought together a diverse group of energy experts, social scientists, and policymakers to discuss practical implementation issues, like reducing energy use through the adoption and application of more energy-efficient technologies, energy conservation activities, and lifestyle changes. An important outcome of this meeting was to demonstrate that technology alone can't help a household, organization, community, city, or country achieve its reduced energy consumption and sustainability goals.

There will always be a choice component to human behavior that technology alone can't address. Decisions related to recycling, composting, cycling to work, walking to the store, unplugging electrical components not in use, turning off lights, buying from local farmers, and using daylight rather than incandescent or fluorescent light while working are essentially human decisions. To influence these decisions requires a deeper understanding of human beings, of behavioral economics, and the dynamics of social change.

Grassroots efforts like the $800 Savings Challenge attempt to achieve this change one human being at a time. The platforms of collaboration and co-creation help accelerate this change within communities and countries, by using the power of technology to connect individuals with one another and to worthy causes.

CCAP and provides a comprehensive list of impact highlights for the first two years (2008–2009). Appendix 8.3 lists the key achievements and provides a link to the progress report.

Norway: Co-creating Health Care Innovations

Outpatient clinics are a common complement to hospital health care in most urban centers. But the outpatient Clinic of Innovation at Oslo University's Ullevaal Hospital is literally one of a kind. Unlike traditional outpatient clinics that augment inpatient hospital care, the Clinic of Innovation builds a bridge between research and innovation on one side and socially useful services and products on the other. Instead of catering to patients with illnesses, the Clinic of Innovation caters to individuals with ideas. Though designed to operate like a traditional outpatient clinic, it is not in the business of creating physical well

being, but in the business of facilitating innovation through the creation of new technologies and services.

The clinic is the brainchild of Andreas Moan, MD, Ph.D., and Kari Kværner.[8] It was launched in 2007, on Dr. Moan's return to Ullevaal Hospital following an eleven-year stint with the pharmaceutical industry. On his return, Dr. Moan observed that the entrepreneurial and innovative mindset that he had experienced in the private sector was lacking in the hospital environment. The scientific process seemed to stop with the publication of research. There was little interest in moving from research to developing practical, useful solutions for patients or for society. He and Kari Kværner were convinced that more could be done to foster innovation by soliciting ideas from end-users and putting them into practice.

The Clinic of Innovation

The overall purpose of the Clinic of Innovation is to increase the volume of ideas generated and facilitate their conversion to new commercially viable products and services, that benefit both patients and society. In addition, the Clinic also sees itself as a forum for advancing the cause of innovation in society. The Clinic believes that it has an obligation and the ability to inform and educate society at large on the importance of innovation and on its positive economic impacts. Because the Clinic is a joint venture between one of Norway's leading hospitals and a major technology transfer firm (Medinnova), the Clinic of Innovation has legitimacy and the strength of voice to achieve this higher-order purpose.

To fulfill its purpose, the Clinic of Innovation works with two sets of important stakeholders (or customers):

- Professionals working within the health system: the Clinic helps them develop new ideas on how services, treatments, processes, or products can be improved or developed.
- Individuals, commercial parties, and biotech and other research-intensive companies that are external to the hospital: these parties are but interested in collaborating on specific ideas with experts within the health care system.

So, how does it work? Very much like a normal outpatient clinic, except that its procedures are applied to ideas rather than illnesses:

- The process begins when collaborators or customers refer themselves to the Clinic with an idea for a product or service innovation. Ideas can also be submitted online or by telephone for initial vetting. The Clinic has weekly intake meetings to review ideas. Collaborators who have referred ideas usually receive a response within two weeks. On occasion, the Clinic may contact the customer before the intake meeting to obtain more information on the submitted idea. The Clinic guarantees full confidentiality and signs a confidentiality agreement with the client during the first appointment.

- Next, the idea is diagnosed. Diagnostic work-ups at the Clinic involve evaluating an idea's potential, using both research and commercial criteria. External experts are called in to assist with the evaluation on an as-needed basis. Based on the diagnosis, the Clinic offers various treatment options for the idea, such as:

  1. Direct problem solving: The Clinic works one-on-one with the owner of the idea.
  2. Development as a joint venture: Sensing synergy, the Clinic may suggest getting other parties and collaborators involved.
  3. Expanding inputs by networking with other individuals or groups: In cases where the Clinic feels that the idea needs further development, it may recommend inputs from a network of individuals or groups.
  4. Group therapy: The Clinic may connect the idea owner with other innovators facing similar problems.

- Occasionally, the Clinic may also offer follow-up consultation, if an idea requires additional attention, or if it requires support in the implementation process.

By its first birthday in 2008, the Clinic had reviewed forty ideas, eight of which became technology projects. In addition, patent applications were filed for three new inventions, including a support technology that informs doctors/nurses whether they have properly intubated a patient. More ideas have been submitted since then, and by early 2010, the Clinic had received approximately eighty ideas. To cope with increased flow of ideas, the Clinic upgraded its current system of manual registration to an online, open access system for soliciting and treating ideas in March 2010.

One particularly successful idea generated from the clinic, which has also resulted in the launch of a new venture, involves using stem cells to grow corneal eye tissue. Developed by two Oslo University Hospital ophthalmologists, the innovation overcomes the major limitations of today's know-how related to variation in quality, problems with storage, difficulty of transportation, timing of elective surgery, and feasibility of large-scale production. The proposed innovation, because of its new technological properties, opens up an entirely new realm of treatment possibilities:

- Corneal tissue can be stored for up to a week.
- Storage makes it possible to transport the tissue.
- Transportation makes treatment available in different parts of the world, including developing countries.

In addition, the new technology helps deliver better clinical results through enhanced quality and sterility of transplants. Finally, the innovation makes large-scale production feasible and economically attractive, in one or a few centers.

The Clinic has recently established a collaborative partnership with Harvard University for scientific and commercial development of the corneal tissue cultivation technology. Three scientists from Oslo University Hospital have been invited to Harvard to further develop the technology. Institutions like the U.S. Department of Defense have also shown significant interest in collaborating to further develop

the technology. Private investors have funded a venture to help develop the technology in which Harvard University, Oslo University Hospital, and the ophthalmologists who developed the innovation will all be shareholders.

The next stage in the Clinic's evolution as an innovation accelerator is to shift a portion of the responsibility for disease prevention and treatment to people's homes. In short, the Clinic would like to co-create well-being with customers of health care in their homes, not just in the hospital. Online medical services are likely to play a central role in this effort. By empowering health care customers with digital tools, the Clinic would like customers to engage in behaviors like entering relevant information about themselves and their disease online, recording specific behaviors and daily practices, and monitoring the health-related consequences of their behavioral choices. Using these tools, customers and Clinic staff can collaborate to generate data and knowledge that can be applied toward the care of the specific individual, as well as other health care customers. The Clinic would like customers to reset their thinking and migrate from being mere consumers of health care services to being enlightened contributors, responsible for co-creating their personal well-being.

Visionaire 42 and 47: Co-creating a Unique Sensory Experience

What do you get when leading perfumers, chefs, and artists collaborate with one another to co-create an entirely new aesthetic experience — one that combines the senses of taste and sight? The sponsors of this unique experiment, Visionaire, an exclusive multi-format album for fashion and art, and International Flavors and Fragrances (IFF), a global leader in creating some of the most famous scents and tastes, were not sure, but they had a strong hunch on what to expect — a unique sensory experience![9]

They had good reason. Their previous collaboration had been very successful, culminating in Visionaire No. 42, a limited edition, boxed, forty-page booklet with twenty perfume bottles, devoted exclusively to the exciting world of *Scent*. The collaboration exercise, conducted in 2003, asked some very interesting questions:

- What does cold smell like? What does it look like?
- What about heat? Electricity? Softness?

Leading image-makers from the world of fashion and art were asked to visually interpret an innovative roster of never-before conceived modern scents, mixed by some of the best noses in the perfume industry. For example, Mario Sorrenti, a successful fashion photographer was paired with a fragrance developed by Yves Cassar to interpret *Cold*. Karl Lagerfeld, a versatile man of many interests including fashion, antiques, and photography, was paired with a fragrance developed by Sandrine Malin to interpret *Hunger*. The outcome was an exclusive issue consisting of individual vials of exclusive scents to be enjoyed over time, with a complement of full-color images, housed in a customized case.

In Visionaire 47, produced in 2005, the two companies wanted to explore the realm of *Taste*. Leading artists such as Jenny Holzer, Yoko Ono, Maurizio Cattelan, and Bruce Weber, as well as other accomplished cultural figures like chef Ferran Adria and rock star Elton John, teamed up with IFF's professional flavorists and perfumers, such as Kevin Miller, Cathianne Caiazzo, Guinevere de la Margarite, Marion Sudol, Mauricio Poulsen, and Christophe Laudamielto, to break new ground in the exploration of taste. The co-created experience consisted of twelve original flavors produced exclusively for Visionaire, in the form of fast-dissolving breath-strips in individually marked, custom-designed cases, with images corresponding to each taste printed in an accompanying hardcover book. True to Visionaire's custom and style, the limited edition of 4,000 numbered copies was housed and presented in an innovative, eye-catching package.

This groundbreaking collaboration produced a stunning result. Featured at the international art show in Miami, *Taste* elevated flavor to a pure art medium and co-created yet another unique sensory experience. *Taste* features twelve themes such as *Mother, Guilt, Youth, Luxury,* and *Adrenaline*. As in the case of *Scent* (Visionaire 42), each theme is interpreted by selected artists collaborating with a flavorist, to co-create a unique sensory experience around that theme (Box 8.2).

For IFF, both *Scent* and *Taste* were important experiments: forays into new areas where flavor, art, and emotions converge. Both experiments resulted in new value for IFF's customers.

- The *Scent* experiment resulted in two new products: Liquid Karl (Karl Lagerfeld) and New Dior Fragrance for Men.
- The *Taste* experiment resulted in an enhanced understanding of the role of emotions in taste, expanding the domain of flavors to include both gustatory and emotional aspects. The fast-growing category of comfort foods is a good example of a category where both emotions and taste interact to deliver value to consumers.

IBM's Habitat Jam: Solutions for Pressing Human Problems

Habitat Jam is the celebration of three remarkable days in history. A collaboration between the United Nations (UN) and IBM, it offered 40,000 individual citizens from around the world an opportunity to be heard as equals. We can't think of a better way to end this chapter than on this note of hope and inspiration.[10]

Held in 2005, Habitat Jam was a 72-hour online global event. The Jam invited participants from all walks of life to share their ideas on issues critical to their communities, like sustainability, governance, poverty, and peace. The event's lofty goals included:

- Fostering collaboration on a global level
- Involving individuals who typically would not have the opportunity to participate in a formal social policy forum

- Jump-starting the change process for critical social welfare issues
- Generating actionable ideas for implementation
- Creating new networks for global collaboration.

In the words of Charles Kelly, Commissioner General of World Urban Forum III:

Habitat Jam is the first time that citizens of the world have the opportunity, without the filters of national governments or repression, to share their points of view.

Box 8.2 The Flavor of Luxury and Youth

Luxury[11]

- Inspiration: Chef Ferran Adrìa's famous dish of pinecone tips was served in a sweet acidic syrup. Adrìa says that the pinecone tips are more exclusive than white truffles or caviar. They are picked in May and June from the pine trees that surround his renowned El Bulli restaurant in Spain.
- Flavor: Flavorists John Wright and Guinevere de la Marguerite combined the flavors of pine needle, nuts, fat, and freshness to convey sophistication.
- Art: Photographer Sølve Sundbø captured an up-close view of a woman's lips and tongue, coated in a rich syrup and preparing to eat a single, savory pine nut.

Box 8.2 (Continued)

Youth

- Inspiration: Photographer Bruce Weber wanted to capture the essence of youth and happy emotional memories from childhood.
- Flavor: Flavorist Kevin Miller crafted a cherry licorice flavor to convey youth. He calls it a "sweet, intoxicating, complex berry blend" with a depth of flavor that triggers childhood nostalgia.
- Art: Photographer Bruce Weber captured a young man rubbing his eyes, in the process of waking up, probably reluctantly, since the photo is portraying youth.

Chapters Five and Six discussed how Jams — large-scale online collaboration and co-creation efforts — pioneered by IBM are used by companies to address complex issues, such as agreeing on company values, developing innovation agendas, and setting three-to-five-year strategic priorities. The 2007 Habitat Jam was the first time IBM used its Jam expertise outside the walls of its own company. In addition to IBM and the UN, other significant participants included the Global Dialogue Center, World Urban Forum, and the Government of Canada. Most significant, however, was the participation of close to 40,000 individuals from 158 countries. They included architects, activists, urban planners, teachers, representatives from NGOs, bankers, women, young people, poor, slum dwellers, and government leaders.

Collaboration helped the Habitat Jam achieve its first goal: it gave individuals and groups that are not traditionally invited to global policy discussions a seat at

Seven unique forums on the most critical issues facing the world's cities. The World shared its experiences and ideas.		
Forums 1 & 2 Improving the Lives of People Living in Slums	**Forum 3** Sustainable Access to Water in Our Cities	**Forum 4** Environmental Sustainability in Our Cities
Forum 5 Finance and Governance in Our Cities	**Forum 6** Safety and Governance in Our Cities	**Forum 7** Humanity: The Future of Our Cities

Fig. 8.1 Habitat for Humanity Discussion Forums

the table and a voice. The online forum was a great equalizer. It put participants on the same footing, regardless of background, qualifications, or social status. As described in Chap. 6, achieving this goal required organization and advance planning. Organizers used viral marketing techniques to solicit worldwide participation. In addition, they used a network of local partner organizations for grassroots marketing. Local partner organizations also ensured an adequate supply of computers, so that non-ownership of computers or lack of Internet availability would not limit participation of the poor or those from rural communities.

The remaining goals were addressed during the 72 hours of the Jam's life. Fig 8.1 lists the seven forums sponsored by the event to organize conversations and channel ideas. Participants' ideas submitted online were captured by the Jam database. Multiple modes of interaction, such as focus groups, chat rooms, virtual cafés, and online rallies, were used to stimulate conversations and share ideas.

A good example of the productive conversations that occurred during the Jam was Forum 7, which dealt with the theme "humanity and the future of cities." Working with moderators, participants identified the top ten issues the group wanted to discuss. One issue that captured the group and the world's attention was: "What does it mean to be a good neighbor?" The goal was to define the attributes and qualities of a good neighbor at various levels, at the level of individuals, communities, and countries. Participants co-developed a list of qualities that good neighbors possess:

- They help one another
- They value each other unconditionally
- They stand up for one another
- They do not rip you off or leave you stranded
- They do not hurt you or blow up your house
- They care for your animals, pets, and children as if they were their own.

The group also explored the idea of creating a charter for cities, based on "good neighbor" attributes that it had identified. A small group of participants continued the work after the forum, to ensure that *good neighbor* ideas would get implemented.

Debbe Kennedy, a key Forum 7 moderator and founder of the Global Dialogue Center, continues to champion this issue and keeps it alive on her organization's website and blog.

The Habitat Jam succeeded astoundingly on several dimensions — inclusiveness, global reach, and the number of actionable ideas generated. During the jam, 4,000 pages of discussion and ideas were recorded, 600 ideas were generated, and 70 actionable ideas were researched and summarized for World Urban Forum III, an international UN Habitat event on Urban Sustainability held in Vancouver in June 2006. It is not surprising, therefore, that when Charles Kelly addressed the Vancouver audience at the UN World Urban Forum, it was with a palpable air of exultation. That's because the commissioner general of the forum had achieved a feat never before accomplished: he had literally "*consulted the world* on the themes to be addressed during the conference."

The true significance of Habitat Jam goes beyond a single meeting. It reinforced the value of dialogue and conversation. It laid the technological and ideological foundation for global collaboration and co-creation to address some of humanity's most pressing problems. There were no governments, no flag-waving officials — just enthusiastic citizens from all over the world, eager to share their ideas and their voices. Ideas and voices that are typically suppressed when hierarchical bureaucratic structures take center stage and push collaboration and co-creation aside. The Jam demonstrated that it was possible for groups of people who had never met or worked with one another before, to generate approximately one actionable idea per hour: 70 actionable ideas in 72 hours.

The work started by the Habitat Jam endures. Actions, both big and small, are underway in numerous cities. Above all, a new threshold in human collaboration and communications was crossed during the Jam, clearing the way for even more innovation to follow.

Appendix 8.1 Business Innovation Fund Focus
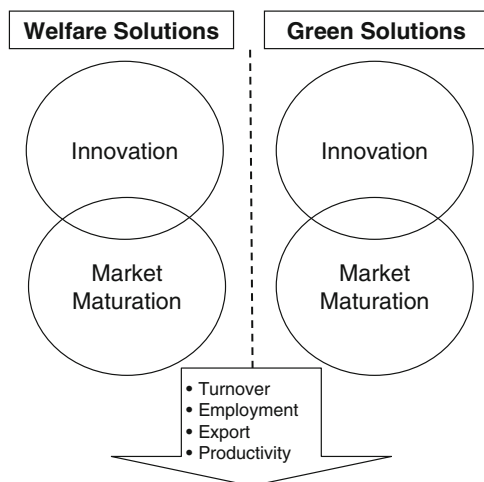
Appendix 8.2 Winners of NESTA's Age Unlimited Scotland Challenge

A press release by NESTA stated that six social ventures established by entrepreneurs aged over 50 will share a £100,000 pilot fund as part of NESTA's Age Unlimited Scotland challenge.[12] The purpose of the Age Unlimited Scotland project is to radically transform public services in Scotland by involving people aged 50 plus to help to tackle social isolation in the very old.

The six winners are:

- **Volunteer Gold in Forfar**: The purpose of the venture is to enable older people to have access to a range of physical, creative, and learning activities that maintain or improve their physical health and wellbeing.
- **Third Age Fun and Games**: Based in Edinburgh, this venture will enable older people to learn to play computer games and have fun.
- **The Big Event**: This venture is a one-day festival that will bring together all the local work, volunteering, and social support initiatives in South Lanarkshire interested in the over-50 age group.
- **Better Balmedie**: This venture is a voluntary gardening group that wants to improve the appearance of the village with a particular focus on making gardening accessible to older people.
- **Book Exchange**: Based in Argyll, this venture will provide a way for sections of the older population to enjoy, swap, and discuss books in an interactive way.
- **Dragon's Tooth Golf Course**: Located in Spean Bridge, this venture provides a choice of physical and creative activities which all have a direct connection with the Dragon's Tooth Golf Course, and in particular with the mystical Dragon Monkeys that live there. The project aims to be self-sustaining through sale of the Dragon Monkey items and associated fund raising activities.

Appendix 8.3 Chicago Climate Action Plan Progress Report: First Two Years

The Chicago Climate Action Plan issued a progress report for 2008–2009 to document its achievements for the first two years of the program.[13] Impact highlights for this period are listed below.

- 456 initiatives developed through 16 City departments and sister agencies to reduce emissions and adapt to change
- 13,341 housing units retrofitted to be more energy efficient
- 393 commercial and industrial buildings retrofitted to be more energy efficient
- 30,542 appliances traded in
- 20 million more Chicago Transit Authority rides annually
- 35 million gallons of water conserved per day

- 1.8 million square feet of additional green roofs installed or under construction
- 120 green alleys installed
- 636 new car share vehicles available
- 208 hybrid buses added to Chicago Transit Authority fleet
- 508,000 gallons of alternative fuel used
- 83 percent of construction and demolition debris recycled

Notes and References

1. Inputs for this section were obtained from a vast amount of information and materials shared by organizations and individuals associated with Denmark's User Driven Innovation Program. Key among them were Anna Helene Mollerup, of Danish Enterprise and Construction Authority (DECA), Professor Jacob Buur, University of Southern Denmark, Anna Kirah, who was with CPH Design at the time of writing, and Karin Wall and Lars Andersson, of Innovation Management. (continued) Additionally, an interview with the Director of DECA published in Innovation Management was also helpful in shaping the contents of the section — (2009, September 22). Is Denmark a Lead User of User-Driven Innovation? *Innovation Management*. http://www.innovationmanagement.se/index.php?option=com_content&view=article&id=255:is-denmark-a-lead-user-of-user-driven-innovation&catid=140:article&Itemid=289
2. Website: Age Unlimited Scotland. (n.d.) About NESTA. http://www.nesta.org.uk/areas_of_work/public_services_lab/ageing/age_unlimited_scotland
3. Ibid (Ref. # 2)
4. Website: Chicago Climate Action Plan. (n.d.) About Chicago Climate Action Plan. Retrieved 2 April, 2010, from http://www.chicagoclimateaction.org/pages/chicago_climate_action_plan/45.php
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7. Website: American Council for an Energy Efficient Economy. (2009). 2009 BECC Conference Leadership. Retrieved April 4, 2010, from http://www.aceee.org/conf/09becc/09beccindex.htm
8. Subject matter for this section were obtained from information and materials shared by Dr. Andreas Moan. At the time of inception of The Clinic, Kari Kværner was the Director of Innovation at Medinnova; at the time of writing she was the Director of Research and Innovation at Ullevaal. Additional materials also used for this section include — The Official Norwegian Trade Portal. (2009, December 11). Clinic for the Conversion of Ideas for Use in Socially Useful Services and Products. from http://www.nortrade.com/index.php?cmd=company_presentation&companynumber=261234&page=profile; 2008, April). Clinic of Innovation Uses Health Care Metaphors to Win Staff Over to Tech Transfer. *Technology Transfer Tactics*. Vol. 2, No. 4, pp. 49–64. Retrieved April 2, 2010, from http://www.medinnova.no/filestore/2008aprilIdepoliklinikkeniTechTranssfTactics.pdf; Be Well Stanford, Healthcare Industry and Policy Community. Moan, Andreas. (2008, October 21). Outpatient Clinic of Innovation." Retrieved April 3, 2010, from http://stanford.wellsphere.com/healthcare-industry-policy-article/outpatient-clinic-of-innovation/435664
9. Inputs for this section were obtained through information and materials shared by Carol Brys of International Flavors and Fragrances, by Javier Bone-Carbone of Visionaire, from Visionaire's website — http://www.visionaireworld.com, and from www.artworld.com, a website that specializes in new books on art, photography, architecture, design and critical theory

10. Inputs for this section were shared by Liam J. Cleaver of IBM, from Knowledge Gallery. (2006). Habitat JAM Podcast. Retrieved March 30, 2010, http://www.globaldialoguecenter. com/exhibits/backbone/index.shtml, and from Manfield, L. (n.d). A New Collaboration System Lets Anyone, Anywhere Voice an Opinion. *Backbone Magazine*. Retrieved 27, April, 2010, from http://www.backbonemag.com/Magazine/CoverStory_10270601.asp

11. Please see reference 9 for acknowledgment of text inputs. Photographs reproduced with explicit permission from Visionaire. Reader's interested in exploring images associated with all twelve tastes covered by the special issue should visit — http://www.visionaireworld.com/ issues.php?id=47— and click the images to experience each specific taste

12. http://www.nesta.org.uk/areas_of_work/public_services_lab/ageing/age_unlimited_scotland/ assets/features/third_age_entrepreneurs_win_nestas_age_unlimited_challenge

13. http://www.chicagoclimateaction.org/filebin/pdf/CCAPProgressReportv3.pdf