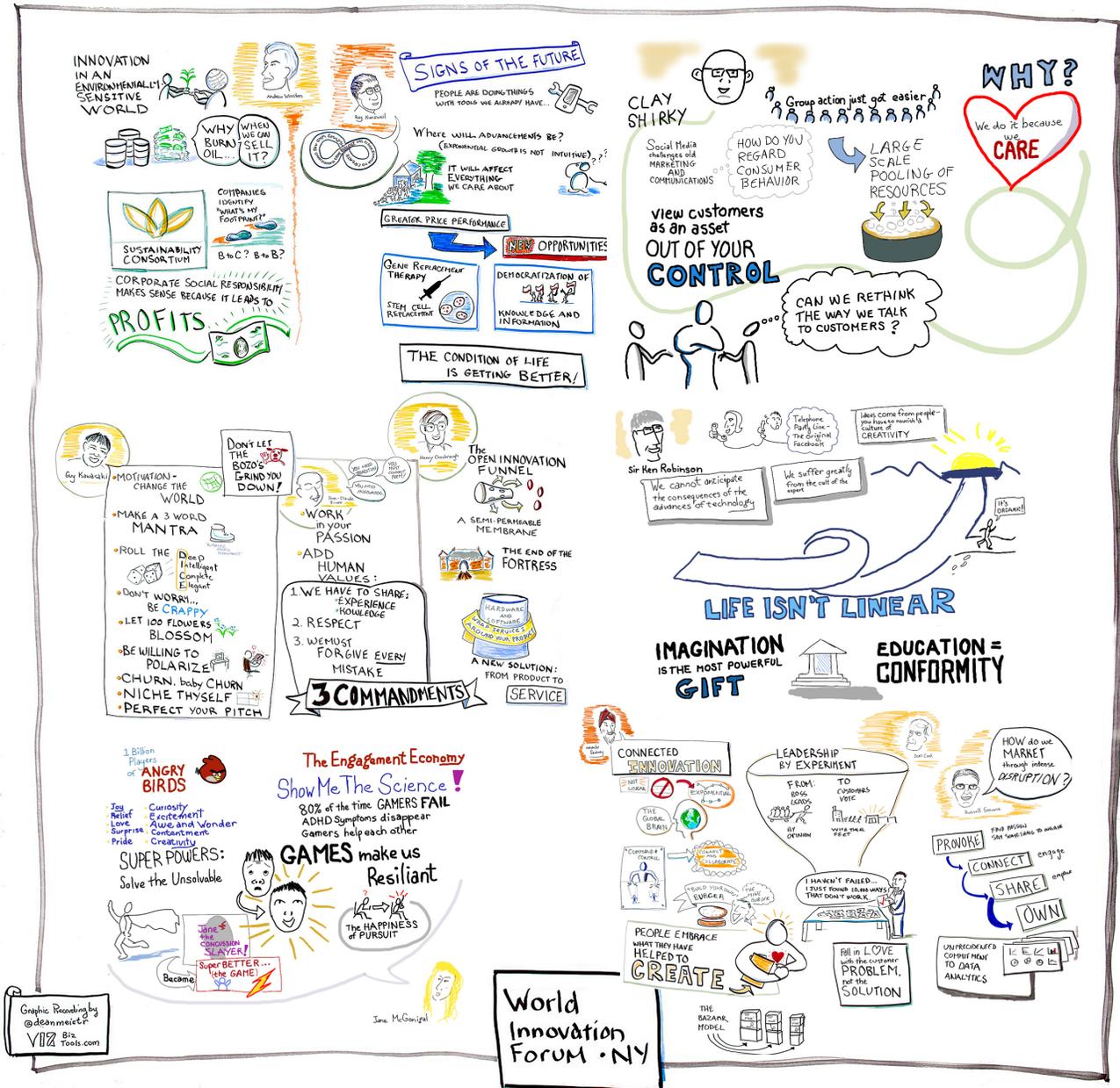


World Innovation Forum

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Executive Summary Prepared By

Many business leaders speak of failure when they talk about innovation. The tough lessons. The unwise investment decisions. The hours of toil, often without recognition. The near misses, many recount, are especially painful to recall.

Yet through it all — through the missteps of trial and error — we pursue innovation as if it's a pass/fail score in a college classroom. It is not. The assemblage of experts on creativity, marketing and technology at the recent World Innovation Forum drove that point home as never before to the roughly 1,000 delegates from dozens of global industries convened in New York City on June 20 and 21, 2012.

For those committed to innovation comes an expectation of experimentation. It's an accepted fact that not all experiments will turn out as one might hope. It's the art and science of discovery that makes innovation an idea worth pursuing for so many in business, academics and the sciences.

As Jean-Claude Biver, CEO of Swiss watch manufacturer Hublot Genève, said, "Failures are the necessary steps toward innovation success." Education revolutionary Sir Ken Robinson echoed those sentiments: "On the path to innovation, we aren't failing, but rather, very effectively demonstrating the things that will not work."

When innovators move down the continuum of discovery, they actually get closer to breakthroughs by sorting through the ideas and concepts that won't deliver transformational returns. Failure, then, must be seen as something that will happen. As it turns out, much like Shackleton's voyage of discovery to Antarctica, it's not a journey for the faint of heart.

No longer should we associate failure with innovation. Because when you're truly in the hunt for something new, something big and bold, you will inevitably trip up — if you don't, you likely aren't innovating in the first place. ■

This Executive Summary was prepared by business analysts from [ExecuNet](#): a private membership organization for executives who drive career-long innovation from meaningful connections (www.execunet.com). Contributing were Mark Anderson, president; Robyn Greenspan, editor-in-chief; Joseph Daniel McCool, senior contributing editor; Marji McClure, contributing editor; Will Flammé, online editor. Creative design by Rob Hudgins of [50/50 Design Inc.](#); graphics by Dean Meyers of [Viz Biz Tools](#).

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Guy Kawasaki

The 11 Steps to Innovation

Guy Kawasaki, former chief evangelist at Apple, and author of 10 books, most recently, *Enchantment*, said he always uses the “top 10” concept for his presentations. “This way, if I suck, you know exactly how much longer I’ll be speaking.”

Luckily, Kawasaki didn’t suck, and he even added a bonus step to how companies can become skilled at the art of innovation:



1. **Make meaning:** Apple wanted to change the world by making the world more creative and productive. Your primary purpose should not be to make money; making money should be a natural outcome of being creative and productive.
2. **Make a mantra:** Tell the world why your organization exists, which is different from a mission statement. As examples: Wendy’s = healthy fast food. Nike = authentic athletic performance. FedEx = peace of mind. eBay = democratize commerce.
3. **Jump to the next curve:** Don’t duke it out on the same curve or only create slightly better things.
4. **Roll the DICEE:** Deep, Intelligent, Complete, Empowering, Elegance
5. **Don’t worry, be crappy:** The first Mac was bad, but it was better than the best MS-DOS machine. If you wait for the perfect product, it might never ship.
6. **Let 100 flowers blossom:** Learn why people are embracing your product, not why they are rejecting your product. Don’t fix your product for people who don’t like you. They will find new reasons not to like you anyway.
7. **Polarize people:** Don’t intentionally piss people off, but don’t be afraid.
8. **Churn, baby, churn:** The hardest thing for an innovator is to be in denial. You have to force yourself to go from 1.0 to 2.0 to 3.0.
9. **Niche thyself:** You have to figure out how to make meaning, or you won’t make a profit by positioning yourself in the upper right-hand quadrant of being highly unique and high value.
10. **Perfect your pitch:** Add value in the form of information, insights, assistance. Follow the 10/20/30 rule for PowerPoint – 10 slides in 20 minutes, 30 point font.
11. **Don’t let the bozos grind you down:** The bozos will tell you that something can’t be done, shouldn’t be done and isn’t necessary. The bozos who look like typical losers are easy to ignore, but some look rich and famous and may appear to be right – they’re not.

Kawasaki related examples of “bozosity” where someone who appeared highly credible made bold statements that turned out patently false, wrong, improbable or ridiculous.

Guy Kawasaki, continued

- Thomas Watson, chairman of IBM, said in 1943, "I think there is a world market for maybe five computers."
- Written in a Western Union internal memo in 1876: "This telephone has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us."
- "There is no reason why anyone would want a computer in their home," said Ken Olsen, founder of Digital Equipment Corporation in 1977.

Kawasaki related how 16 years ago he was asked to interview for the CEO of a large company that was founded by two guys from Stanford University in a garage. He evaluated the website, the location, took into consideration he had one son and his wife "was in beta" with their second son, and concluded, "It's too far to drive, and I don't see how it can be a business."

Commuting two hours per day for a company without a proven business model wasn't worth it. "No one was on the Internet. Were people just going to buy ads?," he wondered.

Had Kawasaki interviewed and been offered the position, he would have been the CEO of a newly burgeoning Yahoo!, where as "the first adult at the company" he could have conservatively earned \$2 billion for his contract terms.

Kawasaki admitted he had been thinking about this for more than 16 years and came to the conclusion that he made the right decision. "I picked my family over money. That soulful explanation is for the first billion. The second billion pisses me off because it shows that I too was a bozo. I couldn't embrace the Internet earlier."

"If someone says it can't be done, shouldn't be done, or isn't necessary, remember what we all got wrong. Don't let the bozos get you down." ■



Jayme Porkoláb
@JaymePorkolab



#WIFNY Kawasaki "companies should have mantras 2-3 words vs mission statements"

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Howard Greenstein
@howardgr



If you think you have wordprocessing machine and market tells you you have desktop pub machine - go with it - (Apple) @GuyKawasaki #wifny

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Renee Hopkins
@Renee_Hopkins



Guy Kawasaki: Great innovators need to be able to pitch, and not just for funds: also partners, customers and more. #wifny

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Guy Kawasaki - if you wait for the perfect product you might never ship - ship always and often #wifny

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Innovation Driven by Social Currency

Private delegate discussion, hosted by Vivaldi

Consumers now engage with brands in a participatory economy where they are vocal, empowered and connected, and companies are looking for new ways to leverage this new social currency to drive innovation growth.

For a small company like Brooklyn Industries, Agathe Blanchon-Ehrsam, executive director of Vivaldi Partners Group's Fifth Season, explained, they leverage the social currency of their Brooklyn identity with Wrapp, a social gift card. Customers can buy and post a gift card on friends' Facebook pages, and other friends then add money to it, increasing the value of spending for Brooklyn Industries' products.

"Social currency, the degree to which consumers share a brand or information about a brand with others, has six dimensions," said Blanchon-Ehrsam, citing Vivaldi Partners Group's research.

1. **Identity:** Consumers should be able to express themselves through your brand. Brooklyn Industries monetized their social currency dimension of identity with Wrapp.
2. **Conversation:** The ability to talk about your brand to others, and Blanchon-Ehrsam used Coca-Cola as an example of a company that needed to re-engage consumers. "They got to 43 million Facebook fans quickly by changing their model and moving from creative excellence to content excellence."
3. **Information:** Receive and share valuable information from other people. Make it incredibly easy for others to share, as Fab.com does with connections, design, displaying purchases to others and gaining social currency. "In one year, Fab.com has three million members."
4. **Advocacy:** Have people in your network who promote or defend your business. CREE, a



manufacturer of LED light bulbs, created advocates through a series of campaigns.

5. **Affiliation:** Connect and become a member of a community. AMEX Open Forum has become a top destination for small-to-medium businesses and entrepreneurs to exchange ideas and ask questions. At the same time, American Express can listen, understand customer needs and better meet demand.
6. **Utility:** Derive value from engaging with the brand or other people. CEMEX is a global cement company that used the power of their internal systems to create utility for their clients. Through "Shift," a social network-like platform, CEMEX customers can tap into the knowledge of 50,000 employees.

Fashion retailer Burberry recently struggled to reconnect with its core customer base of high-net worth individuals, ultimately deciding that "digital" was the common language that cut across their target demographics. Marketing through a new digital lens, they launched ArtOfTheTrench.com to reclaim their heritage and asked users to post pictures of people wearing trench coats.

Additionally, Burberry broke tradition by tweeting pictures of live runway shows and enabling consumers to purchase collections as they came down the catwalk –

Innovation Driven by Social Currency, continued



Steve Hardy
@steevh

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#WIFNY interesting session and great examples of social currency and brands from Vivaldi partners

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from runway to reality. "They used social currency to reinvent the business model of high-end fashion," Blanchon-Ehrsam pointed out.

When evaluating how your organization engages with customers, chart your course against the six dimensions of social currency, Blanchon-Ehrsam recommended.

The questions we need to be asking are: Which dimension has the potential to upheave your business model? How do we fit into people's lives? Enable people to do something? Deliver value? How can you add to the social currency of your organization?

Click here to access the recording of Erich Joachimsthaler's, Founder and CEO of Vivaldi Partners, webinar, *The Digital Impact of Social Currency on Brands and Businesses*. ■



Jean-Claude Biver

The Passion to Create Value

People have a passion for the types of products that Jean-Claude Biver's company makes. Biver, the Chairman of Hublot Genève, an exclusive Swiss watchmaker, discussed how to use passion to create company value.

He first noted how his company and his country are players in a luxury field. "We are the only country in the world that has, in the luxury field, a monopoly," said Biver. "I can't see somebody in this room buying a \$10,000 watch that isn't Swiss-made. It doesn't exist. The Swiss have achieved something incredible in making 'Swiss-Made' the only and exclusive reference for prestige watches."

Biver apparently believed in the tradition, too. "When I entered this business 40 years ago, I entered the business because watches were one of my passions." Biver admitted that, as a young man, he didn't want to work. "I believed if I worked with and for my passion, it wouldn't be work. It was true." The young man who didn't want to work was putting in 15- and 16-hour days.

Generating the Passion in People

People helped add to that passion and the success of Biver's company. "We decided the human being would be in the center next to the tradition, the history, the culture and the art," said Biver. "If we look after people, are faithful to tradition, money will be generated."

When people work with passion, it generates income, noted Biver. He explained the three commands for generating that passion.

- **The first command:** Sharing. "We have to share experiences. We have to share knowledge."
- **The second command:** Respect. "If you don't respect yourself, how can you respect others? Respect is a culture in our company."
- **The third command:** Forgiveness, which Biver identified as unusual. "We must forgive. We must forgive every mistake," he said. Each failure represents a new perspective. "The failures are the necessary steps to success. From every mistake, we all learn."



Karen Burke
@karenburke



Watchmaker Hublot Geneve's CEO Jean-Claude Biver on corp culture: share knowledge, respect, forgive every mistake once. #wifny #brand

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Olavur Ellefsen
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#wifny Jean-Claude Biver: Mistakes can only be done by those that are active

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Biver notes how all three commands are based on love. "If you are in harmony with love, you are in peace. Peace and harmony can only come through love," he said.

The end result is a business environment in which people share, respect and forgive.

The Differentiator

When tackling a new project, Biver stressed that company leaders must first answer three questions:

- Are we the first with this project?
- Are we unique with this?
- Are we different?

"We can't take any project if we're not first, unique and different," added Biver.

Biver explained that the Swiss use 18 karat gold for prestige watches, but that 18 karat gold is prone to scratches. "We decided one day we would like to be different, first and unique with 18 karat gold," said Biver. "Everybody said you have to choose the same gold as the competition. We refused to have the same gold as the competition."

Jean-Claude Biver, continued



From three years of research, the company launched the first unscratchable 18 karat gold, according to Biver. The company operates by two phrases: No tradition. No future. "If I have not lived yesterday, I can't live tomorrow,"

Biver observed. "Then you shape life, which is the time between yesterday and tomorrow. We want to connect the tradition with the future. If we only repeat yesterday, we'll be in a museum." ■



"If we only repeat yesterday, we'll be in a museum."

—Jean-Claude Biver



Henry Chesbrough

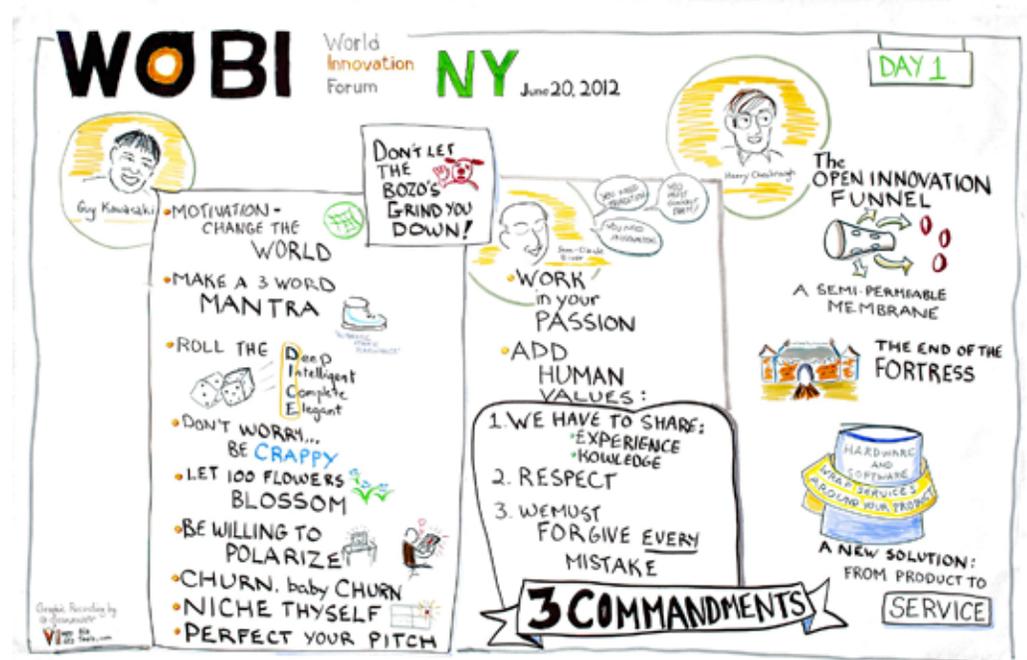
Open Innovation Comes of Age

Henry Chesbrough's 2003 book, *Open Innovation: The New Imperative for Creating and Profiting from Technology* captured the ways companies were starting to succeed through more open innovation. In his presentation, Chesbrough recounted the rapid shifts in open innovation and predicted trends in innovation that will transform the ways companies innovate, compete and succeed in the future.

Invention and innovation are no longer the province of large companies in a totally controlled environment

Recounting the course of invention and innovation in the last 40 to 50 years, Chesbrough identified clear examples of how the model and speed of invention and R&D spending has changed. He related that now diminishing economies have shifted innovation and R&D to smaller firms. Also, R&D is increasingly done outside the US, and the focus on invention and innovation has changed from a "contained within" model to an "inside out" and "outside in" model of open innovation.

He cited Philips as an example of this change. In 2003, Philips tore down its "fortress" R&D center and opened its 1,500 researchers in a broad collaboration process. Now 5,500 additional people, including researchers, from many different companies that include partners, spin-offs and consultancies participate in new ways to invent and innovate. Philips developed an "innovation ecosystem" and "innovation pipeline" that has widened the sources of innovation, broadened capabilities and co-created with customers and suppliers new opportunities with a shared exchange of problems and solutions that Philips would not have taken advantage of by itself.



Speed of innovation is dramatically shortening product life cycles and forcing companies to innovate through products and services.

In the 1980s, one could count on a four-year life cycle of advantage from an invention. Now the product life cycles are just nine months. This "risk of commodity trap" is driving companies to look beyond product differentiation to service and the total customer experience differentiation.

Chesbrough's best example is IBM. After Gerstner came on board as CEO in 2003, IBM created an entire new business by changing the "IBM only" paradigm so that IBM could service other computer products and systems. IBM's Global Services business now is more than 50 percent of IBM's revenues and is rapidly expanding because it invests in and capitalizes on external technology bases like Linux and Java that IBM doesn't control. It is an example of "outside in" technology transfer that IBM continues to champion.

Henry Chesbrough, continued



The rapidly changing cell phone market is Chesbrough's other example of how good products are no longer enough to assure success. In 2004, Motorola released its famed Razr cell phone design, becoming the first in the market. Within three years, Nokia replaced Motorola as number one because of product design innovations and the leveraging of their low-cost global production advantage.

Three years later, Apple's iPhone and Google's Android phones took over of the market. Google, in fact, just bought Motorola's cell phone business. Now it is all about the software, the applications and the customer uses – not the product features.

Innovating in product technologies is now outpaced by innovation through the combination of products and services.

Harvard Business School professor Michael Porter's famous competitive value chain in 1985 showed service as a small part of the value chain. It was primarily used to avoid a return of product or assure smooth customer relationships after sale. Today, service is the differentiator.

As Peter Drucker, the renowned management guru, said, "Customers buy the utility of the product, not the product itself." In the new world, service is central to the customer experience and the "utility" of that service that they buy.

Henry Chesbrough, continued

Chesbrough used the example of product and services integration and innovation demonstrated by GE Aircraft. The production and service of engines is a very competitive business. Recognizing that what airlines really wanted to buy (their “utility”) was the number of hours the plane flew, GE decided to lease the engines based on the hours flown. They offered servicing engines as part of those offerings and eliminated third-party service competitors as a result. It was a win/win for their customers and themselves through the combination of product and service.

Another example was the way UPS takes over the shipping departments of companies as part of the services they provide – even while they ship via a competitor’s service. By embedding themselves in the customer’s operations they get an inside view of what their customers need. They also become ingrained in the customer’s business, which gives them a major competitive advantage. Service differentiation wins again.

In conclusion, Chesbrough asks several fundamental questions: Are you ready for open innovations? Do you have a strategy and plan to know what you want in a shared exchange? Do you know how to manage intellectual property differently to enable incorporating outside people and groups into your effort? Can you embrace the journey of open innovation that requires experimentation, commitment, spreading the process internally and finally making it a part of the DNA of your company?

If you can answer yes, you will find success from innovation that leads to opportunity and results. In looking at your company’s future, the time to start is now – if you haven’t already. ■



Meno Consulting
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To further innovate, maximize focus on services and utility while unlocking value of underutilized assets – Henry Chesbrough #WIFNY

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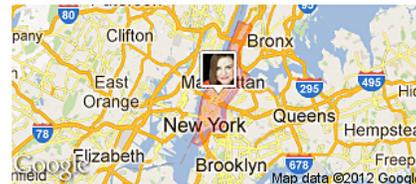


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Co-creation w customers and iteration is key bc customers don't always know what they want. Henry Chesbrough #wifny

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Are you ready for open innovation-1. Do you have a strategy? 2. Are you open? 3. Can you manage IP? Henry Chesbrough #wifny

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Jane McGonigal

Gaming to Innovation

“We usually think about games as a way to waste time, to pass the day away,” said Jane McGonigal, one of *Fast Company*’s top 100 creative people in business and the current director of games and research development at the Institute for the Future. The award-winning games designer told 2012 World Business Forum delegates that she sees a much larger, more significant use for games – McGonigal sees games as a way to solve real problems.

She is using gaming to combat problems such as:

- Cancer
- Chronic pain
- ALS
- Diabetes
- Depression
- Anxiety
- Obesity

It was McGonigal’s own struggle to recover from a concussion that would not heal that led her to realize games can empower people and change their notion of what is possible.

With the availability of games on mobile devices, there are now more than one billion people playing Internet-connected games for at least one hour each day. The most recent *Call of Duty* game earned one billion dollars in its first two weeks, more than any movie in history. At about 170 hours a year per player, this is approximately a month of highly motivated time. Overall, about seven billion hours a week are being spent on Internet-connected games, where people are working passionately and creatively at a challenging activity. “Those seven billion hours are up for grabs,” said McGonigal, who wants to use those hours for innovation.

“It took 100 million hours to build *Wikipedia*. That’s three weeks of playing *Angry Birds* or seven days of playing *Call of Duty*,” McGonigal compared.



The idea of an “engagement economy” requires mass participation, skills, diversity and empowerment to do something. With 71 percent of American workers actively disengaged, there is a wealth of talent not being effectively utilized. “You can’t have innovation if people don’t care. They need to bring determination, creativity and passion to the work they are doing,” said McGonigal.

McGonigal shared with delegates that her struggles to recover led her to a game called *ReMission*, a game played by cancer patients. *ReMission* allows cancer patients to better understand their illness, and their game avatar actually searches out cancer-destroying treatments. Players are actively and creatively battling their illness, feeling empowered as they do so. Studies show that playing this game as little as two hours in total has increased patient recovery results.

Stanford University research has demonstrated that games show people how to be super-empowered, hopeful people. “A sense of experimentation is at the heart of the gaming experience,” said McGonigal. Despite failing 80 percent of the time, gamers are learning how to be

Jane McGonigal, continued



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Games strengthen us as people, building faith in possibility-“Super-Empowered Hopeful Individuals.” – Jane McGonigal @avantgame #WIFNY

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@avantgame: What can games teach us about problem solving / in the workplace? "Gamers spend 80% of their time failing" #WIFNY

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The opposite of play isn't work, it's depression. -Jane McGonigal #wifny

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creative. They can solve problems and predict outcomes. McGonigal wants to tap into these creatively trained minds for great innovations.

“The number one positive emotion people feel when playing games is creativity,” said McGonigal.

Social gamers are more likely to help others, and to ask for help. Veterans returning to the US have proven to be better able to reintegrate into society without psychological issues. As little as 30 minutes of gaming per day has been shown to outperform pharmaceuticals in improving mood and anxiety.

In a University of Washington test of gamers’ creativity and problem-solving skills, gamers scored better than computers in predicting protein structures. And in real-life application, gamers unlocked a mystery in AIDS research that had baffled scientists for 10 years.

There is enormous untapped potential in gaming to heal. She’s created the concept of *SuperBetter* to help people build mental, emotional, physical and social resilience, so progress can be seen over time. Players find they have a way to help themselves get better and meet their goals. There is a level of accountability that they haven’t had before. “They are stronger, braver, better understood by others – happier,” said McGonigal.

“There are a billion gamers who are changing their brains, developing these skills and abilities. It’s just up to us to decide what challenge we want them to tackle next.” ■

How to Breakthrough Obstacles through Gaming

Private delegate discussion with Jane McGonigal, hosted by Globant

How can games, or, maybe more specifically, a gaming platform, cross-demographically engage audiences around work, brands, problem-solving? Those are the opportunities Jane McGonigal seizes upon where others may only think of games in the more typically narrow sense of play.

McGonigal, game designer and author of *Reality is Broken: Why Games Make Us Better and How They Can Change the World*, told Katerina Dolan from software development company Globant during a private luncheon at World Innovation Forum that “gamifying is to get people motivated, get people to challenge themselves and get them through an obstacle. People will miss opportunities without gamification.”

Through her work with The Institute for the Future, McGonigal can “make the future, not predict it. So you are not stuck with what you predicted. It creates an epic win future. Games have turned out to be the solution to a lot of best-case scenarios of the future.”

As social media has demonstrated, collaboration and crowd-sourcing is key, and McGonigal said that gaming is the platform. Organizations, particularly those who see employee engagement as a lever in their overall performance and growth plans, could benefit from bringing a collaborative gaming element into the workplace.

“There’s anxiety about bringing games to workplaces,” McGonigal admitted; however there are things that companies can do that aren’t a big shift but bring incremental positive changes. As an example, McGonigal held up Zappos, an online retailer that “values collaboration and crazy ideas that transform business.”

Zappos created “The Face Game,” whereby the log-in screen for every work computer is the face of another employee and you have to know the name and department to successfully log-in. “It changes company culture and only takes 30 seconds. It makes people want to be recognized and also do well at the game.”



Fausta Ballesteros
@FauenNY



Jane McGonigal @avantgame and @silvercitygeek on stage at @Globant #Gamification Lunch #NYC #WIFNY pic.twitter.com/fuVVgJVL

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In another example, the New York Library had difficulty connecting to young people, so McGonigal developed a game where completing all the levels led to a finished, written book. “It went into the library, into their published collection. The game got them to compete to go to the library.”

With gamification, you have to draw somebody in within the first 30 seconds or they won’t want to play. Key things McGonigal recommended: “Come up with a challenge to see people rise to the heroic occasion. Spark the imagination and stand out from the crowd. It’s an opportunity to try something that has never been tried before. It should feel like a real challenge or doubt and not manipulation.” ■



Clay Shirky

Relinquishing Control as a Competitive Advantage

"Group action just got easier." That's the synopsis of the more than 150,000 words Clay Shirky has written in his most recent books on social media and collaboration, *Here Comes Everybody: The Power of Organizing Without Organizations* and *Cognitive Surplus: Creativity and Generosity in a Connected Age*.

"We now have a medium that changes the way groups of people act and get things done. It's a change in the business environment because it's about every place we come together," Shirky said.

Shirky pointed to Martha Payne, a 9-year-old Scottish student who photo-blogged and rated her daily school lunches. "She even had an axis to rate the lunches including 'numbers of hairs found'" and the blog eventually generated tens of thousands of readers.

Recently, Payne announced on her blog that she was shutting down because the school no longer permitted photography in the lunch room. "I invite you to contemplate what happens when a 9-year-old says, 'I fought the law and the law won,'" said Shirky. There were comments expressing outrage from all over the world, and within a few hours, the school council reversed its decision. "What made them think they could get away with it? The answer is: All of human history up until now."

Institutions usually have a high degree of control over constituents. What's unusual about this story is not that they tried to control Martha Payne, said Shirky, it's that they failed.

There are more tools for complaining now, and consumers are using them. We are in a world where public outrage can be marshaled into a media presence, as Martha Payne directed her increasing audience to a donation link to Mary's Meals, earning the program more than £100,000 to feed children.

What the school saw in Martha's blog as a threat, she turned into an opportunity, and so should organizations



in their embrace of social media and collaborative organization.

In an exercise to learn how people collaborate, the Defense Advanced Research Projects Agency (DARPA) launched 10 red weather balloons across the United States and offered \$40,000 to the team who could find all of them within an allotted period of time.

A team from MIT implemented a social media campaign offering to share prize money with people who provide information or introductions to others who knew the balloons' locations.

Not only did the MIT team win, they were the only team to correctly identify all 10 balloon locations. "DARPA allotted 30 days. MIT solved it in nine ... hours. DARPA overestimated by a factor of 80."

"Social media isn't just tools for doing old stuff in new ways. You can solve problems you couldn't imagine taking on before," said Shirky, applying the same scenario to media buying: What if there were only 10 customers you wanted to target? It's now feasible to be able to reach them, quickly and more affordably.

Clay Shirky, continued



Social media is a method for challenging some of the existing ways of doing business. This large-scale pooling of effort and ability, the free time and talents of the connected world is what Shirky termed, "Cognitive Surplus."

Wikipedia took about 100 million hours of human thought to create, and, comparatively, in the US we watch about 200 billion hours of TV annually. "We spend a *Wikipedia's* project worth of time every weekend just watching ads." If people just re-allocated a fraction of their time, we could create incredible innovation.

The critical missing ingredient is "motivation," and Shirky found money is not driving it. A new kind of value is found in sites like PatientsLikeMe.com where people who have long-term chronic diseases share deep user information that would ordinarily cost a lot of money for companies to generate and harvest.

The ability to see customers as more than just people with credit cards and then give them a place to share, where there is an emotional component, is a very difficult adjustment for the business environment. "It is to admit that a big part of what makes your business work is out of your control,"

But, Shirky warned, "The loss of control you fear is already in the past. The question is what do you do about it?" ■



Boris Pluskowski
@bpluskowski



Shirky: Once a culture is broken, it stays broken #wifny

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diane_berard
@diane_berard



"Companie don't like surprises. But surprise is something you have to know because of the threat or the opportunity" Clay Shirky.
#WIFNY

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Jennifer Sertl
@JenniferSertl



My favorite @clayshirky: The issue is not information overload; it is filter failure ~ Clay Shirky

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Good Business
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Amazing! 100 Million hours went into Wikipedia – we spend that much time in the US watching ads – Clay Shirky @cshirky
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Sir Ken Robinson

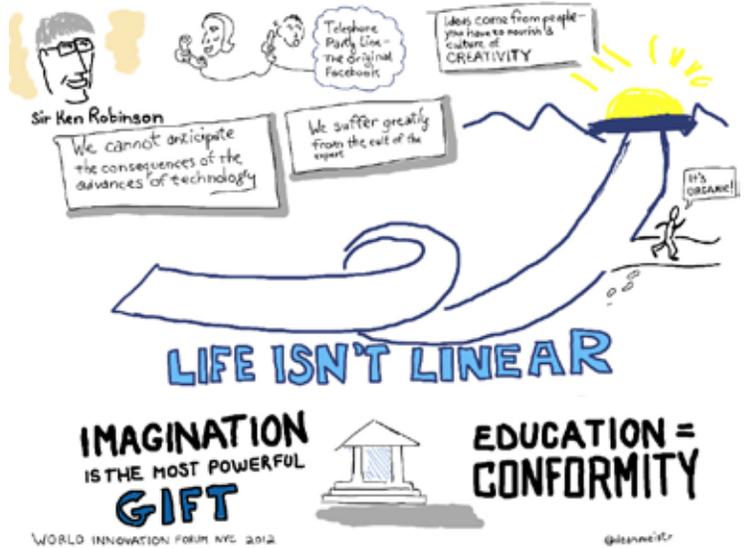
Rediscovering Our Own Creative Geniuses

Sir Ken Robinson, PhD, a knight, author and professor emeritus at the University of Warwick, told the delegates at the 2012 World Innovation Forum how they can play the harmonica on their iPhone. This capability was likely not on the radar of iPhone inventor Steve Jobs when he invented the device. But that was exactly Robinson's point.

"When you get a genuine innovation, it triggers the creative impulses of lots of other people," said Robinson. "People have feelings and motivations, and they see opportunities where others may not see them."

As humans, we are wired to find those new opportunities. "Human beings are empowered with capabilities no other species seems to have – the powers of imagination," noted Robinson. "We're not locked into the here and now."

People can use that imagination to reflect on the past, to empathize with the views and feelings of others and to anticipate the future. Creativity is a step on. It is the process of putting your imagination to work, added



Robinson. Creativity is a very practical process in which we can learn, practice and improve. "Our powers of creativity are also generating a revolution in how we live and work. We are facing challenges now as a species that are unprecedented, and you're facing new challenges as leaders."

But Robinson noted how the education system is predicated on conformity and compliance and how many employers complain that people who come through the education system can't think differently and can't work in teams. "Our school systems are embedded in conformity," said Robinson.

Robinson asked the audience to rate how creative they felt they are. After receiving a wide range of responses, Robinson explained that many misconceptions about creativity exist, noting that people usually align it to success with the arts. "You can be creative at anything," he said.

Creating a Culture of Innovation

To create a creative culture – a culture of innovation – everyone in the organization needs to be involved, said Robinson. "If you want a culture of innovation, there are certain conditions for it."



Andrea Meyer
@AndreaMeyer



WIFNY @SirKenRobinson: Role of #Leader: create a culture where everyone can have creative ideas

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Margaret Molloy
@MargaretMolloy



Key question: how are you creative NOT how creative are you? @SirKenRobinson #wifny

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Sir Ken Robinson, continued

One is that leaders need to recognize that ideas come from people “and people need to be facilitated to have them. You have to nurture their imaginations and give them the skills to do it,” said Robinson. “The second role of a leader is to facilitate and form the creative teams.” “If the leader creates the right climate, the ideas come from everyone,” added Robinson. “The culture of an organization is about habits and habitats – creating a habitat where people feel their ideas are welcomed, empowered and rewarded, and creating a physical environment that develops new ideas.”

Reaching Your Potential

When researching for his book, *The Element: How Finding Your Passion Changes Everything*, Robinson interviewed Olympic gymnast Bart Conner. “When he was eight, he found he could walk on his hands as easily as his feet,” Robinson said. When he was 10, Conner’s mother took him to a gymnastics center. Conner immediately loved it, and years later, competed in the Olympics.

“None of it would have happened if his mother hadn’t encouraged him,” said Robinson. “She encouraged him, and that’s the first step to a life of creative achievement. Even though she encouraged him, she could not have anticipated the life he was going to lead as a result.”

The same can work for organizations. The more they tap into the creativity of their employees, the more they will flourish, said Robinson.

“The role of the creative leader is not to have all of the ideas, but to create a culture where everybody has great ideas,” Robinson added. “Creative leadership is about climate control, which is what you need for innovation.” ■



G. Kofi Annan
@gkofiannan



In society there are people who are removable, ppl who are movable, & ppl who move - @sirkenrobinson #wifny

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?What If! Innovation
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Senior leaders should not be afraid to admit when they don't know. "We suffer greatly from the cult of the expert," @SirKenRobinson says.

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Katie Konrath
@katiekonrath



Funny @sirkenrobinson "When I graduated in the 70s, I wanted to find myself. So I went to India, where I thought I might be." #wifNY

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Catalyzing Breakthrough Results

Private delegate discussion with Sir Ken Robinson, hosted by Insigniam

Global education reform champion Sir Ken Robinson, PhD, set the stage for his stage presentation at the 2012 World Innovation Forum by engaging with delegates at a special lunch session sponsored by Insigniam, an international management consulting firm that equips leaders to implement enterprise transformation and breakthrough results. Shideh Sedgh Bina, a founding partner of Insigniam, introduced Robinson to the delegates.

Robinson quickly put the focus on the disconnect between innovation strategies and the leaders required to put them into practice as well as the symptoms of a broken educational system that will fail to produce such leaders without fundamental change in how schools foster creativity, originality and diversity.

One of the myths of innovation and of driving organizational performance, Robinson said, is that only the products of Ivy League, or other elite colleges and universities and those who excelled in academics, are capable of leading business transformation.

"People in business struggle to find leaders with the aptitude to fuel their innovation strategies," Robinson said. In some cases, he added, people who may have graduated at the top of their class or demonstrated incredible academic ability fail to measure up on innovation. "They find it most difficult to think differently," Robinson said.

Yet it needn't be that way. No matter one's academic ability or specific schooling, everyone in business today is a product of an education system that Robinson said demands conformity and generally gets a failing grade when it comes to valuing diversity and creativity of thought. So, it's really no wonder why so many struggle to innovate or fail to understand what it really means and what sparks it.

One needn't look long to find even harsher indictments of the educational system. Just consider that 30 percent of students in some areas of the United States withdraw

from high school, or that one in 31 Americans "are in jail or heading there" Robinson said. "We're spending more money on jails and less on education."

Robinson said he learned a valuable lesson while contributing solutions on creative and economic development related to the peace process in Northern Ireland. One of them was that having really disparate voices in the room – in this case, individuals with backgrounds as diverse as a Nobel Prize winner in chemistry and a comedian who later became a screenwriter – can lead to new and imaginative dialogue about challenges that may have been viewed collectively from the same frame for years.

When it comes to unlocking the potential of innovation, Robinson said, one must look at education and the real potential of serious reform across educational systems. "Business has a big role to play," he said.

"Creativity," Robinson acknowledged, "is such a vague idea." But when you tap into it, the results can be truly astounding. The key, he said, is "creating circumstances where people come together and learn from one another."

Keeping an open mind and investing earnestly in open dialogue with expected and unexpected voices can help accelerate innovation and plug organizations into the power and potential of innovation.

Yet achieving something new also requires a second look at long-held beliefs that innovation requires failure or that innovation is strictly a matter of winning or losing, succeeding or failing. In reality, Robinson shared, everything learned along the path of innovation has value, even if the result of any lesson in discovery doesn't ultimately reach a strategy team in the form of a breakthrough idea or a consumer in the form of a new product or service.

When you're innovating, Robinson said, "What you're learning is what's not working. That's not failure." ■

Universities and Corporations Partner up with Eye on Innovation

Private delegate discussion, hosted by Flinders Partners

For many business leaders in search of innovation, the pathway to new discovery and transformational results won't immediately lead them to the halls and walls of a major university.

But the team from Flinders Partners, who provided perspective on managing innovation as a critical corporate skill set during a special breakfast session during the World Innovation Forum in New York City, would work to change that assumption.

Anthony Francis, managing director of Flinders Partners, the commercialization agent for Flinders University in Adelaide, South Australia, sees the university affiliation as a major competitive advantage because of the firm's access to an incredible diversity of ideas and thinking.

Flinders Partners collaborates with university researchers to identify and facilitate interaction with industry partners to generate economic and social benefits to broader communities and consumer populations. The firm is committed to help corporate clients create value from research.

If necessity is the mother of invention, Francis said, then it's natural to combine the resources of corporations and academic researchers to tackle tough business problems and multiply business opportunities through innovation, as Flinders Partners has been doing with a wide range of organizations.

Yet if university researchers, and their corporate partners, are really going to make a demonstrable and sustained impact on corporate performance and alignment with consumer and community needs, both parties have to move their thinking beyond their respective working environments.

"We need to be where the problems are," Francis said. "You can only solve a problem when you are actually there."

Recognizing that the university setting could lend much to corporate innovation programs, the team at Flinders Partners likewise recognized early on that the view of academic researchers could be informed and elevated by getting inside companies.

"Thinking about problems early on is key," Francis said. Part of the solution rests in understanding how innovation will be felt, used and passed on by target audiences, and connecting with how people will apply what's new in the context of their lives or work.

That was part of the inspiration for *Strategiize*, the software system Flinders developed to manage the innovation process and which has since been licensed to a number of universities around the world. Developing a software platform to support the needs of innovators was a natural, Francis said, because "Innovation needs to be nurtured."

Flinders Partners found traditional business practices of managing good ideas didn't work. Most of the ideas that came through the system were poor ones that quickly adapted to commercial reality or found niche markets. This meant a new system to identify issues and deal with failure as a potential opportunity to learn needed to be developed. *Strategiize* comes with an innovation wizard that helps institutions filter ideas, assign teams and track and report progress made against key objectives.

However, the art of innovating isn't like science. What worked for one team in one environment may not work in another. Having the right team – in this case, one with both academic research and corporate R&D perspective – can help accelerate ideas into realities. With this in mind, it's easier to move through setbacks or hiccups on the road to innovation.

Quoting another speaker, Hublot Genève CEO Jean-Claude Biver, Francis reminded the delegates that, "The failures are the necessary steps of success." ■



Mohanbir Sawhney

The Experimental Side of Innovation

Mohanbir Sawhney noted to the delegates of the 2012 World Innovation Forum how the world we live in today is different from the world “BF” (before Facebook).

Sawhney, professor and director of the Center for Research in Technology and Innovation at the Kellogg School of Management, explained how markets are now global; customers are connected with each other; and “social networks are part of our social fabric.”

“It’s more difficult to sustain a competitive advantage,” added Sawhney. He mentions how the iPhone is only five years old and the iPad is just two. “All of this makes it difficult to sustain the pace of innovation,” said Sawhney. “We can’t do it ourselves. We need to look outside.”

Innovation is better when people collaborate. “A community is wiser than the sum of its contributors. It’s also too expensive to go it alone.”

So how does an organization externalize innovation?

One way, suggested Sawhney, is connected innovation. “The idea is a networked approach,” he explained. “Any human endeavor ... when you connect it to a network, it changes. The network should turbo-charge and change innovation.”

The Levels of Connected Innovation

Sawhney outlined the levels of connected innovation. One involves bringing customers into the innovation process. The co-creation of customers brings those



customers into the innovation process throughout the lifecycle of a product (such as from product development to launch).

By leveraging the expertise of customers, companies need to give them something in exchange for their insight. “Companies can reward them socially through recognition,” suggested Sawhney.

Sawhney noted how Starbucks enlisted the help of customers through MyStarbucks, at which customers offer suggestions. “In the old days, we would do focus groups with 10 people. This is a powerful source of ideation.”

But leaders must know what to do with the ideas as they are collected. “Unless you figure out how to close the loop, don’t do it.”

Sawhney also talked about collaborative design and pointed to an initiative McDonald’s conducted in Germany,

Mohanbir Sawhney, continued

asking people to design their own burgers. More than 97,000 ideas were submitted, and the winning burger was sold in the restaurants. "This will sell because people were part of it," said Sawhney. Collaborative segmentation is a way in which to understand customer preferences by allowing customers to communicate them.

Cisco practices collaborative support by enabling customers to support other customers in regard to questions they have about Cisco offerings, Sawhney shared. The program includes a ratings system, in which customers are rated by their peers, making it easy to identify the experts within the customer community.

Sawhney also talked about innovation marketplaces. "You cannot do connected innovation alone," said Sawhney. Without third parties (such as suppliers), "your reach is limited."

Case Study: IBM

Sawhney talked about how IBM started "jamming," a global online brainstorming session. "Participants share best practices. It's very diverse and very scalable. You get a lot of input very quickly." Sawhney said that IBM has launched 10 new businesses from what it has learned through jamming. Now, jamming is an IBM product and leaders of organizations can hire IBM to run a jam session for them.

Changing the Innovation Culture

Sawhney said that leaders must change the mindset that company employees know everything. "As leaders, you have to communicate ... you have to champion the idea. You need to create specific organization responsibilities." ■



Carly
@iCarlyGuerra



"The smartest people do not work for you...they have better things to do."
Mohanbir Sawhney #WIFNY

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@mohansawhney The iPad alone is a
Fortune 500 company #WIFNY

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Andrea Meyer
@AndreaMeyer



#WIFNY @mohansawhney #customer co-
creation: Amazon has created currency for
social reputation: being a Top Reviewer

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Meno Consulting
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"Social networking is starting to become
part of the enterprise." – Mohan Sawhney
#WIFNY @mohansawhney

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Scott Cook

Leadership by Experimentation

Scott Cook, co-founder of Intuit Inc. and the chairman of the executive committee, shared with the 2012 World Innovation Forum delegates a question: "Can big successful scale companies actually do real innovation, or is game-changing innovation forever the province of small, nimble competitors?"

Traditional leadership is defined as when the leader makes the decision and tells people what to do. However, leadership in what Scott calls "the Innovation Age" is "more about Thomas Edison than Dwight Eisenhower."

Scott believes that modern leadership calls for decisions to be made by testing a hypothesis in an experiment and measuring consumer results. Cook told delegates that it's "time to move away from politics and PowerPoint and enable ideas to prove themselves."

Scott's Leadership by Experiment

- Formulate a numeric hypothesis.
- Test by measuring real customer behavior.
- Learn from the data of actual hypothesis.
- Decide based on the results of experiments.

"It's time to create a culture of high-velocity experimentation that isn't 'boss votes with his opinion' but is instead based on experimentation and customers voting by where they go," Scott said.

The Role of Leaders in the Innovation Age

- Champion a grand challenge.
- Install experiment systems; install experiment culture.
- Savor surprises ... and failure.
- Live by the same rules, from new hire to CEO.

Scott told delegates that a modern leader must challenge the organization and provide systems and a culture of experiments "that's not natural in organizations today." He said it is vital to promote a culture of ideas, one where there are mechanisms in place for every employee, no



matter his level, to come up with, share and develop ideas in a safe environment.

Eighty-nine percent of experiments fail. But in the remaining 11 percent is where the surprises emerge. Today's leader must "savor the surprises" and encourage them. He quoted Thomas Edison: "I have not failed. I have just found 10,000 ways that won't work."

Four years ago, two new hires at his company were dissatisfied with the ways ideas were shared at Intuit, so they decided to do something about it. They created a Facebook/Amazon reviews/Twitter hybrid that is now called *Intuit Brainstorm*. This system is now how his company shares ideas internally and builds upon them.

They built a program which allows an employee to enter an idea into the system. Other employees are able to comment, debate, question, make suggestions, etc. This is a "self forum" arena with no bosses taking control. As people get excited by the idea, they can volunteer to actively develop it. Since all employees are allowed time in their work week for innovative projects of their own choosing, it's become a part of the corporate culture. Within one year, 30 ideas were put into the marketplace, and 20 other companies are using their system.

Scott Cook, continued

"Experimentation enables small teams to do the impossible," said Cook.

It's difficult to change the habits of an organization, Cook acknowledged. The leaders got where they are because they took control and had the answers. "We have to train leaders to not think that they have the answers," said Cook. He has 160 people trained as coaches who provoke, guide and get teams to try new techniques.

"This confounds the very notion that leaders have of what their role is," said Cook. Leaders are afraid they will "look bad or not get their bonus" if they turn their company/department over to experiments, most of which will fail, that they haven't even come up with, but it is the truly confident leader who will "change the questions leaders ask and take experiments out of the closet and talk about them."

"Fall in love with the customers' problem; don't fall in love with your solution," said Cook. "If the solution doesn't work ... keep trying." Failure is necessary for innovation. Being free to innovate, to have it as a true part of an organization's culture, to have it be something that is built into the fabric of *everyday* life for all employees is how results happen."

"Leadership by experiment is the key skill for leadership in the Innovation Age." ■



Tim Bosch
@timmybosch



"Strategy by experimentation: Savor surprises & failures" ~Scott Cook #wifny

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Role of leader in innovation age: champion a grand challenge; install experiment systems and culture - Scott Cook #WIFNY

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Andrea Meyer
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Experimentation is the key to #Leadership in the #innovation age -- Scott Cook @IntuitInc #WIFNY

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Russell Stevens

Fostering Creative Social Engagement

As partner at one of the most imaginative, innovative and widely acclaimed marketing communications agencies in New York City, Russell Stevens has been on the front lines of the seismic shift from a traditional sales funnel process to a far more matrix set of buyers, influencers, connectors, producers and referral sources.

Most of today's managers, Stevens explained, were taught that one had to move the sales needle by following a sequential path from creating awareness, earning consideration, establishing preference and ultimately, acquiring new customers. "You moved down the line," Stevens said. "There was a sense of order. But if that was then, this is now."

He added: "The funnel has been blown to bits by a combination of innovation and social media. While the world hasn't gone nuts, it has gone social."

Stevens said the shift is grounded in the fact that today's consumers, voters, viral referral sources and social organizers collectively represent "highly networked and empowered audiences" and that they no longer want to play by corporate marketers' rules. This shift has left many marketing leaders seeking answers.

"As marketers, how do we impact and influence a highly disruptive consumer environment?" Stevens asked. There are a multitude of marketing channels to consider, and numerous devices that transmit marketers' messages to target consumers. "As marketers," Stevens observed, "We need to understand what drives all this."

Stevens said that there are two things that can get corporate marketers closer to creating real social engagement. The first is creating conversations that matter. The second requires marketers to think about engagement, not about media.

He referenced the Lance Armstrong Foundation's LIVESTRONG campaign, which helped portray cancer survivors not as victims but rather as fighters and helped

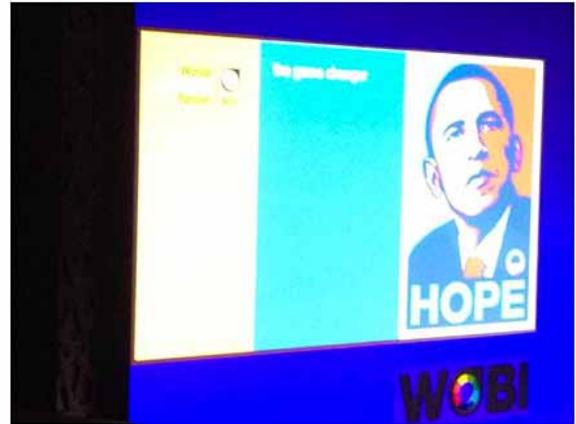


Robyn Greenspan
@RobynGreenspan



Russell Stevens on mobilizing youth for the Obama campaign. Provoke, connect, share, own thru this image #wifny
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Heidi Lorenzen
@hlorenzen



"If you move enough people, you have a movement" - Russell Stevens #WIFNY

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them create a story of rebellion against the disease. The campaign, Stevens said, engaged people socially, and it let the movement grow virally. "It became a way for you to tell people you had a story about cancer and that you were willing to share it," Stevens explained.

He said the key to creating that kind of social movement and support of an idea is linking to something people can believe in and rally behind, be they voters, consumers, or

Russell Stevens, continued



members of some other target audience. "You have to find something and say something that matters," Stevens shared.

One of the reasons the Obama campaign of 2008 was so innovative from a social strategy perspective, he said, is that it moved voters along a continuum focused on this behavioral agenda: hope, provoke, connect, share and own.

Some of the lessons from that campaign included, "Let people own your success" and "Make it easy for people to participate," Stevens opined.

So what's next for social marketers? Stevens said the ability to analyze massive amounts of data and adjust to social response offline and online will be critical. Many organizations are making an "unprecedented commitment to data analytics." The focus will remain on just how to mine digital resources to inform marketing and target people with the messages that would move them to action based on their interests.

"Think engagement," Stevens said. "Provoke. Listen, analyze and adjust, both offline and online." ■



"While the world hasn't gone nuts, it has gone social."

—Russell Stevens



Andrew Winston

The Innovative Opportunities in Going Green

"Sustainability," globally recognized green business expert Andrew Winston told 2012 World Innovation Forum delegates, "is changing the way we do everything." Sustainability, he added, is changing the way people live, eat, drive, consume natural resources and do business around the world. "It's a rising tide of concern about social and environmental issues and very real questions are coming at companies from all sides."



Winston's 2006 book, *Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage*, also provided important perspective on the issue.

Winston said the politicization of the green movement and concern about sustainability has had the unfortunate effect of pitting political parties against one another in a fight to be seen as the rightful standard-bearer for sustainability. And much of that debate has become historically inaccurate.

The biggest environmental laws that we live under today, he added, and which have been applied in other countries, were actually signed by Republican Presidents Nixon (on issues relating to clear air and water) and George W. Bush (on clean air act amendments that included a cap and trade system related to acid rain).

"The logic for companies to take on the green agenda, to think about sustainability, the logic for our country, that logic is overwhelming. It's about saving money; it's about not relying on volatily-priced fuels; it's about national security; and it's about innovation," Winston said.

Because of the divergent political views on the issue of global warming, green and sustainability, it may be useful to set aside political considerations or conversations about these topics so that companies, citizens and societies can get on with the important business of assessing what must be done to make them sustainable. "This is about business" not politics, Winston said. Nor is it about polar bears.

For those who remain unconvinced, Winston offered the following: "There's this idea that green is an invader. That is doesn't belong in the boardroom. That it's just about compliance with the law, cost; it's just expensive. That it's not about brand value or revenue or these kind of upside things."

Andrew Winston, continued

Upon further review, he added, there is evidence to show that corporate commitment to sustainable practice actually lowers costs and drives innovation. Winston cited examples from Saudi Arabia and Japan to Germany and China. Winston also added that commercial research shows the global market opportunity for sustainability-supporting products and services could reach \$2.2 trillion by 2020.

In the United States, some might be surprised that it is actually the US military that is on the vanguard of long-term investments to create sustainable value. "Probably the greenest organization, or one pushing the agenda the fastest, is the US Navy. Most people don't realize this."

Part of the reason is because, the US military has realized that there is a better way and one that suits the environment, too. Forward-operating bases in Afghanistan are now powered by solar energy. A gallon of gasoline costs about \$400 to transport to the front lines (and with an even higher price paid in lives lost in fuel convoys to get it there).

That's key, Winston said, because, "The demand for everything is rising." Just look at China, he said, which accounts for only about 10 percent of global GDP but consumes more than half of the world's cement, nearly half of the world's iron ore, coal, pigs and steel. With demand rising, the pressure on the world's natural resources is escalating, following the traditional supply and demand charts many business leaders learned about in college.

With these demands beginning to impact lives and companies, innovators must play a critical role in creating the sustainable practices that will effectively manage the global supply and demand for natural resources. ■



Renee Hopkins
@Renee_Hopkins



In reducing carbon footprint, co's should question every assumption about how they do business, even small things. Andrew Winston at #wifny

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UPS trucks no longer take left turns in cities - effectively saving 3 million gallons of gas. @AndrewWinston #WIFNY

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If your customers and employees have higher standards than the government, that's your standard. - @andrewwinston #WIFNY

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China builds 7.5B sq ft of new space annually (that's 31 midtown manhattans a year) @andrewwinston #wifny

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Ray Kurzweil

Exploring the Next Level

Futurist Ray Kurzweil concluded the 2012 World Innovation Forum with a presentation about exploring the next level. Kurzweil noted how innovations are happening faster and faster: 50 years for the telephone and only seven years for the cell phone.

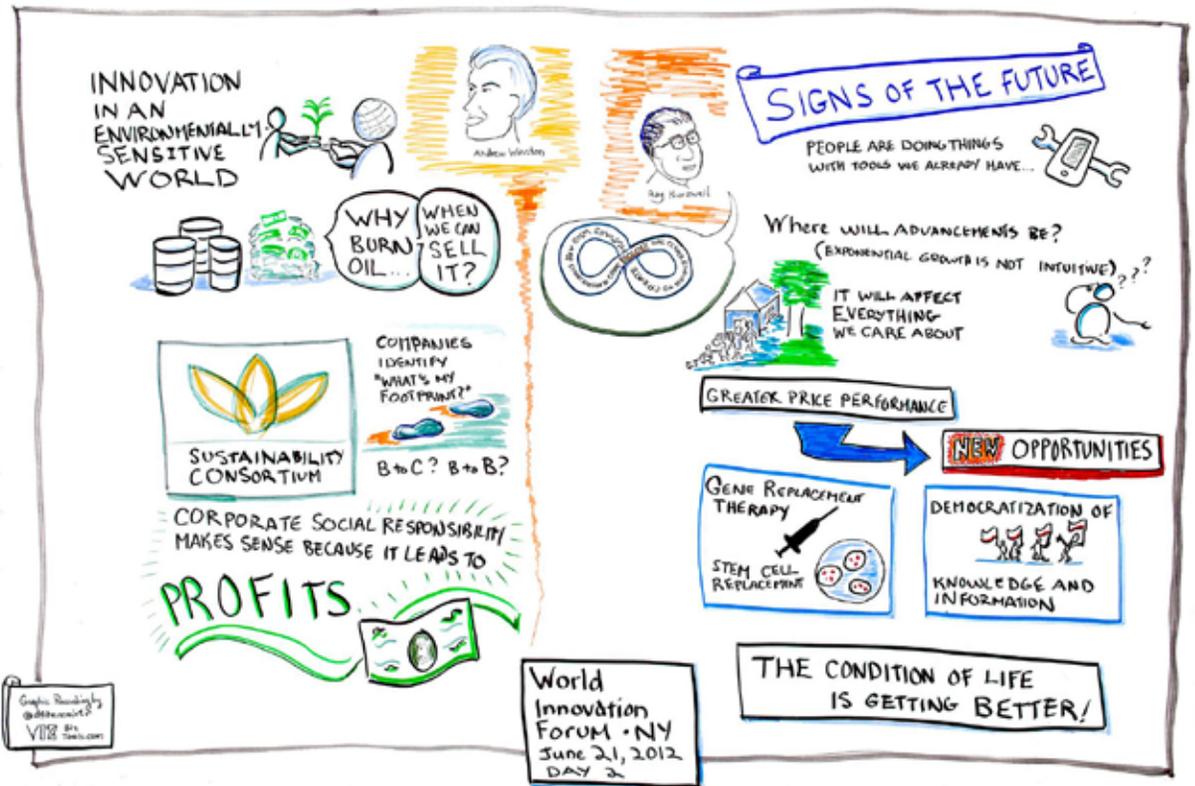
He talked about inventions such as Google and Facebook and how Facebook was created on a notebook computer and a small budget.

“People are doing things with tools that everybody has,” said Kurzweil. “The tools of innovation are becoming more available. You don’t have to be a big corporation.”

The Inventor and a Case for Perfect Timing

Kurzweil, who told the audience he decided he wanted to be an inventor at age five, said the key to being an inventor is timing. Successful inventors have gotten their inventions to work, “but they did them at the right time,” noted Kurzweil. “I began to wonder if I could anticipate the world when I finished a product. I believed you cannot predict the future.”

Kurzweil noted how explosive growth by search engines could be predicted 15 years ago. Such strong growth in technology will just continue.



Communication technologies are among those that will continue to grow and become more powerful over time. Internet data traffic is doubling every year. “People are communicating with each other. That’s not going to go away,” Kurzweil said. “People see how the rest of the world lives and they want to be a part of it. Countries who want to limit information can’t.”

Miniaturization of Products

Kurzweil noted how we are now turning physical products into information. This is certainly true of information technology products, he added. Years ago, I would send you a physical package [of a book or music]. Today, I can send you an email attachment,” Kurzweil said. But with the emergence of three-dimensional printers, it will become true of physical

Ray Kurzweil, continued

objects as well. Already one can email a violin if you have the right 3D printer.

The Power of Computers

Kurzweil mentioned Watson, IBM's artificial intelligence computer system, and how it competed on the quiz show *Jeopardy!*. Watson read all of *Wikipedia* and other natural language documents, explained Kurzweil. It understood the information it consumed and can identify the relevant information within the three second reply time for each *Jeopardy!* query.

Humans could also read *Wikipedia*, "but we wouldn't remember much in the end. But computers have total recall," said Kurzweil.

Reverse Engineering in the Brain

Kurzweil said that "exponential gains" have been made in understanding the brain and how it works. He said that the amount of brain scanning has been doubling every year.

"Not only does our mind create our thoughts, our thoughts create our minds," said Kurzweil. "So be careful who you hang out with, because everything you're exposed to will result in the creation of the connections in your brain. You are what you think. It's your thoughts that create who you are."

The Positive Side of Change

Kurzweil talked about many positive advances people enjoy today, such as lowering costs of solar energy. Because of advances in information technology, "within 15 years, we'll add more than a year every year to your remaining life expectancy," Kurzweil told the audience. ■



Jill Hart
@JillBrainLogic



Ray Kurzweil: Axiom of **#technology** is not going to be gadgets we carry, rather it'll be everything we interact with. | **#WIFNY #Innovation**

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It took 400 years for the printing press to be adopted by a mass audience. The cell phone took 7 years. - **@raykurzweil2035 #WIFNY**

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"A kid in Africa has access to more information than the President of the United States did 15 years ago." Ray **@KurzweilAINews #WIFNY**

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Genes are little software programs, little linear sequences of data. Ray Kurzweil **#WIFNY**

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Extending Life with Innovation Health Solutions

Private delegate discussion with Ray Kurzweil, hosted by Fidelity



What if doctors could predict diseases and your treatment was tailored for you? Custom drugs could be created for specific health profiles, enabling tech start-ups and health giants to partner while also minimizing trial-and-error decisions and risk.

Personalized medicine is the juncture where innovation intersects with health, and author, inventor and futurist Ray Kurzweil told a select audience at the 2012 World Innovation Forum, "Life expectancy is pushing 80 because of innovation." He pointed out that 1,000 years ago, people only lived to be in their 20s. Just 200 years ago, life expectancy was only in the 30s.

"We're reprogramming and perfecting biology to get past child-rearing. There's not much biological motivation to get past 25. We can reprogram for the world we now live in."

The major transformation that's underway in health and medicine is about information technology. "To shape a tool, you have to understand how the process works," said Kurzweil, "and it starts with our genes."

Information technology grows exponentially, and the Human Genome Project, where Kurzweil was involved, is a good example. In seven years, only 1 percent of

the project was completed, causing concern among researchers that it would take too long to finish. Actually, the work was completed exponentially, not linearly, and it doubled every year.

"I'm involved in projects to change our genes. Not designer babies, but designer Baby Boomers." Kurzweil said there are hundreds of examples of working with genes to improve health and increase life expectancy. For example, if someone has a heart attack, there is a 50 percent chance the heart will be permanently damaged. Now, stem cells can strengthen what would not re-grow naturally.

"We will begin to make major strides in pushing longevity back. My mother is 90, and 90 seems to be the new 70; and that is because of the new progress we are making."

Kurzweil said that in 100 years, humans will have the ability to "back-up" their brains. "We're shrinking technology to a non-invasive size, so we'll eventually be a hybrid of biological and non-biological technology and be able to back-up our non-biological intelligence."

"We're on the path of expanding who we are through technology." ■