World Innovation Forum
May 5-6, 2009

Nokia Theatre - New York City - www.wifny.com
Despite the pressures of competing and surviving in what has become the deepest global recession in history, 500 executive leaders from 21 countries representing private industry, public companies and nonprofit groups convened for two days in New York on May 5 and 6, 2009 to ensure that innovation remained a key element in their organizations’ future operating plans.

The interactive forum, widely regarded as one of the world’s largest innovation events this year, featured presentations by leading experts in the field of innovation was designed to provide both a framework for innovation and some real world examples of how entrepreneurs to Fortune 500 companies have embraced the challenge.

Innovation, it soon became clear, is not only an objective for product development teams, but for legislators, financiers, organization leaders and even young students. Harnessing the collective power of creative thinking to meet potential customer needs is clearly viewed by top business analysis as the key to unlocking more value for customers and for stakeholders. The bottom line, innovators must adopt this mantra:

- Face change fearlessly
- Do “next” practices, not “best” practices
- Plan for the longer term
- Be original in facing competition
- Ask not what the customer wants, but what job they need your product to do
- Think big and dream bigger

Success will come, noted speaker Vijay Govindarajan, when we “imagine the future and imagine it with confidence!”

This Executive Summary was prepared by a team of business analysts from ExecuNet, the executive business network (www.execunet.com). Contributors to the report are: Lauryn Franzoni, executive editor; Robyn Greenspan, editor-in-chief; Joseph Daniel McCool, senior contributing editor; and Jeffrey Thompson, executive community coordinator. Since 1988, the ExecuNet membership organization has helped nearly one-half million chief and senior-level executives connect to the people, opportunities and expertise they need to be successful.
To register, visit wifny.com and enter claim code WIF10EM during checkout - it provides a $100 discount and we will issue 1 Free ticket for every ticket purchased.

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Hurry, this offer is valid only until May 31, 2009!
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PAUL SAFFO
Untangling the Future

Technology futurist and Stanford professor Paul Saffo reminded us that, “One simple idea can change the world. It can utterly change an industry, and it can change our lives … but it can also go nowhere.”

Saffo, the founding chairman of the Samsung Science Board, explained, “Because our innovations occur in a larger context, be it social upheaval, political turmoil, a business shift, a move in consumer attitudes or any one of myriad environmental conditions. The challenge, Saffo added, is really “How you take a simple idea and connect with the zeitgeist [so it] really takes off.”

Through today’s lens, innovation is challenged by economic recession. Yet innovators would be wise not to hunker down and turn off their creative energy. “Uncertainty is our friend at this time,” Saffo shared. “From this uncertainty will come opportunity.” That is, if we step back and get context to see it as opportunity.

To help innovators materialize the potential of their ideas, Saffo offered the following rules for understanding whether conditional variables innovation and change will weigh heavily on new ideas:

Rule 1 - When change clusters at the extreme, you know more fundamental change is ahead.
“Change is clustering at the extremes in all sorts of places right now,” Saffo said. “Some are lining up as indicators of really interesting opportunities.” The question, however, especially today, is what does this mean for the U.S. economy?

Rule 2 - To forecast effectively, you have to look at the broad sweep of things… look back twice as long as you're looking forward.
Saffo says part of the innovator’s challenge is, “Looking for rhyming patterns in history’s cycle to see what might be ahead.”
He explained how chemistry and discoveries of the late 1800s set the stage for the development of new technologies, much in the same way physics replaced chemistry as the dominant scientific field in the 1930s. But it, too, was ultimately replaced by the era of electronics, beginning in the 1950s and stretching through the course of so much of modern entrepreneurial history.

Today, given the incredible interest in human genomics, DNA and other biological fields, biology is likely the field which will replace the dominant business focus that has been so centered on electronics in recent decades.

Rule 3 – Change is never linear.
“I’m here to tell you if you’re really determined to find that next big idea and time it right to make a difference … [remember that] it typically takes 20 years from discovery to takeoff, even in Silicon Valley,” Saffo said.

The reasons for the delay are because new innovations have to be fit into our culture; marketers have to get people to pay attention to it, and time is required to allow people to build the innovation into their new routines.

Saffo shared that he once received a great forecasting lesson from a rancher when he was a child: “Never mistake a clear view for a short distance.” He later added, “As a
forecaster, I take my lessons anywhere I find them.”

Rule 4 – Cherish failure, especially if it’s somebody else’s failure.
“Columbus was the first person to make it back to Europe from the new world.”

The secret to Silicon Valley success is that we know how to fail in the right way. It’s built on the rubble of earlier failures,” Saffo said. “Progress is built on the rubble of earlier failures. We have just created a whole pile of rubble in this country ... and we'll turn it into innovations if we’re not afraid to fail.”

Those who seek to innovate might start their search by looking for something that’s been failing consistently for 20 years or more, Saffo said. “If it’s been failing consistently for 20 years, go and get some venture money and hit it, because it’s going to be a guaranteed success.”

Rule 5 – Inversion. When something is the opposite of what it appears, it usually means there’s something else going on.
Case in point – a recent photo of a suspected Mexican drug cartel leader who was introduced at a press conference, surrounded by Mexican drug agents, whose faces were covered in hoods.

“Here, the bad guy is standing there with his chin up, but the cops have their faces covered with masks. When I was a kid,” Saffo said, “it was the bad guys who hid their faces.” That’s inversion. Perhaps it is a sign that the problems in Mexico are actually far more complex than what may appear on the surface.

Saffo also said innovators should be constantly on the lookout for “indicators,” or those “little trends hanging down from the future that can instruct us.” He predicts that robots represent the next wave, building on the innovation known as Roomba, or the seemingly robot-like vacuum cleaner known to many households.

"When you see an indicator, look for clusters of indicators coming together,” Saffo said, citing one futurist’s prediction that one-half of all the vehicle miles driven in the United States each year will at some future point be driven by robots.

Saffo said the United States is on the cusp of what he called “the creator economy.”

“Creators,” he said, “are economic animals who in the course of their day are creating things and consuming things. The real indicator of this is Google; someone may think they're consuming something, but actually they're creating something of value for someone else.”

He closed by sharing an anecdote from a recent coffee shop, at which there was a tip jar with the line, “Hooray for tips,” and under that, a line that read, “If you fear change, leave it in here.”

“If you want your one new idea to flourish, do not fear change,” Saffo said. “Embrace change. Leave fear of change in here and that one new idea will turn into many and create many, many new opportunities.”
VIJAY GOVINDARAJAN
Innovation in a Global World

Visualize for a moment three boxes. Box one manages the present; box two selectively forgets the past; and box three creates the future. Now, how would you compartmentalize your organization’s 2009 projects?

Box one is critical and important, projects within it manage the present responding to linear changes in industry, but it is not strategy, warned Vijay Govindarajan, professor of international business and director of the Dartmouth Tuck School Center for Global Leadership, and globally regarded expert on strategy. Boxes two and three require fundamental business model innovation in order to respond to non-linear changes.

The real challenge lies in box three: how to create your future in 2030? “Strategy is not about what you have to do in 2030. It is about what you have to do in 2009,” stressed Govindarajan. “You must have projects in all boxes – that is the leadership challenge but there are inconsistencies in competition for the present and future. Competition for the present is extremely important, just as important as competition for the future.”

But how do you create the future while planning for the present? “It’s a challenge because the thinking process needed for box one is different than for boxes two and three. But in 2009 you need projects in box one and those targeted for the future in two and three,” explained Govindarajan.

Those impending non-linear relationships are what will make new business models possible, and Govindarajan cites eBay, Amazon and Google as examples. “Technology will continue to transform industries and will give rise to new corporations,” continued Govindarajan. “Additionally, the customers of the future can be fundamentally different than customers of the past and will demand new business models. Those huge demographic shifts can open opportunity for any number of players.”

You have to excel in box two and three if you want to excel in box one, warned Govindarajan, noting companies looking to enter new markets often solely apply the box one approach. Of the emerging markets, India and China are undergoing strong growth, and U.S. companies are eager to participate. “You can’t take the strategy for the U.S. in box one and send it to China. Emerging markets are fundamentally different and demand new business models,” Govindarajan explained.

Ford Motor Company mistakenly adopted this non-customized approach when it attempted to penetrate the market in India in the early 90s. In order to cap unnecessary costs and adapt their $20,000 cars for Indian conditions, the car manufacturer removed the power from the rear windows, thereby reducing the model price by $5,000.

“Someone in India who can buy a $15,000 auto tends to have a chauffeur – so who’s got the power windows?” questioned Govindarajan. “But this is not the bad part of the story. Even if Ford adapted their box one business model for Indian conditions they would only capture one percent of the market. If you want the remaining 99 percent you have to think in box two and three terms.”

Tata Motors’ development of a $2,000 car is an example of a box two and three strategy. The low-cost car is customized to meet the
needs of Indians who primarily drive two-wheelers costing just $1,500. “Tata accomplished what Ford failed to see. Why? The mistake Ford made is the same all U.S. companies make: They assumed customers abroad are similar to customers in the U.S., and all you have to do is take a U.S. model and adapt to local customers,” Govindarajan pointed out.

Ford erroneously took that U.S. consumer mindset to India on a mission to persuade them to buy one of their American cars. But in the 1990s it was only the extremely rich and famous in India who could afford an automobile, and they typically imported Mercedes, BMW, and Rolls Royce to drive. “Good luck trying to convert a Rolls Royce customer to Ford,” said Govindarajan. “It’s not what Ford can do to transform India but what can India do to transform Ford?” To win in the U.S., Govindarajan advised, “companies have to win in emerging markets first, or they will be attacked in their home market by competitors who do not have the same bias”.

Govindarajan recommended evaluating 2009 projects and determining whether there is strategic balance across the boxes. Box one, competition for the present, is aligned with performance gap and restructuring, while boxes two and three, competition for the future, lead to identifying opportunity gaps and renewal. “You have to plan for change, for the future. If you want to break out of a central area of gravity, you have break out of the traditional business model. Strategy is about creating next practices,” said Govindarajan.

Companies must have strategic intent, which Govindarajan said, “is not the motherhood, apple pie kind of mission statement.”

“Mission statements are so similarly vague that “if they were stolen, changed and mixed, nobody would notice. A galvanizing strategic mission statement is not about broad concepts but is both specific and bold,” he said as he cited the historic statement by President John F. Kennedy: “We will put a man on the moon and we will bring him back.”

“Strategic intent is about thinking big, dreaming big, and having huge aspirations, huge ambition and an unrealistic goal,” and it must also meet three tests:

1. **Direction** is extremely critical. “You need to know which way you are going. Can people see the big picture?”
2. **Motivation/passion** to energize people and “get them out of bed!”
3. **Challenge**: Good employees like challenge and don’t want to keep doing the same thing over and over again. “How often have you gone home from work and said to your spouse, ‘I did mediocre work today?’”

Bold strategic intent can transform companies, stretching them from very limited to very large, and innovative thinking can propel those next practices. Box one thinking can be summarized by the adage, “If you live by the sword, you will die by those who don’t.”

“In the competition for the future, the metaphor is that of a marathon race, in that you typically don’t take a deep breath. You focus your ambition on the first 100 meters; then focus on the next 400 meters,” said Govindarajan. “Once you accomplish that, you can get to your next challenge, and scale it fast.”

In the normal flow of business, Govindarajan noted a good rule is to have 50 to 55 percent of projects in box one; 10 to 25 percent in box two; and 10 to 20 percent in box three. However, recognizing the economic challenges organizations face today, he said it
made more sense to have 60 to 70 percent in box one; 15 to 30 percent in box two and to be testing new business models in box three 5 to 10 percent of the time – always asking what core competencies you have to build.

Govindarajan pointed out that his core message is not easy but it is simple: The future is now. And the future is a marathon race. “The future is not about what you do in the future; it’s what you do now. Nothing working for one will work for the other. That is the challenge. The opportunity gap in front of us is huge. Think big. Start small. Scale up fast.”

**To stay up to date on Vijay’s latest thinking on strategy and innovation, please read his blog at [www.vijaygovindarajan.com](http://www.vijaygovindarajan.com).**
The world looked enormously different in 1997 when renowned innovation strategist, author and Harvard University professor Clayton M. Christensen first coined the term “disruptive innovation.” Christensen, author of the bestselling books, *The Innovator’s Dilemma*, *The Innovator’s Solution*, *Seeing What’s Next* and the recent *Disrupting Class*, is taking the concept of disruptive innovation from the boardroom to the hospital and school room in hopes of creating more sustainable organizational performance.

So why is superior performance – and the success it generates – so hard to sustain for so many innovators? As Christensen’s research reveals, often it’s because innovators fail to account for the “jobs” their products or services are actually being “hired” to accomplish in the everyday life of the consumer.

Data from many sources reveal that only about 10 to 15 percent of business innovations actually become a commercial success. “Is innovation really as big a crapshoot as the data would seem to suggest?” Christensen pondered. The more he has explored that question, Christensen acknowledged, the more he is drawn to the conclusion that the time-honored principles of management can ultimately lead to many businesses’ demise and often inhibit or snuff out innovation.

The conventional management mantra, is to “listen and react to the unmet needs of your customers and focus on the opportunities that will bear the most fruit for your efforts.” Further, he added, business schools often teach that it’s best to outsource those services that are beyond one’s core competencies.

The dominant value measurement applied to innovation – net present value – moves many in business to ignore fixed and sunk costs and instead focus on margins. This long-held paradigm also frames innovation around the customer, but, Christensen asserted, “The customer is the wrong unit of analysis.”

Christensen often describes disruptive technologies as both the drivers of leadership failure and the source of new growth opportunities. What’s key is measuring performance customers can utilize or absorb, recognizing that some customers can be served easily, while others will never be satisfied.

The pace of technological progress almost always outstrips customers’ ability to use the improvement. As companies try to innovate and drive new products – be they disruptive innovations or disruptive technologies – “simple and affordable” is one of the performance indicators many entrenched industry leaders find hard to meet over time, Christensen said.

Steel companies with their huge, integrated mills were slow to recognize the advent of so-called mini-mills, which gradually took over and commoditized the markets for Rebar, the angle iron/bars and rods markets, and structural steel.

In the same fashion, the leaders of Digital Equipment Corporation listened to analysts and customers who advocated moving the
company toward resource-intensive, large computers that cost $250,000 each and were ultimately displaced by the innovation of the personal computer. DEC lost the war because it had to generate a 45 percent gross margin to cover the costs inherent in its business model.

Stupid management doesn’t explain these shifts, Christensen explained. “You have to rule out stupidity because a lot of them have MBA’s from Harvard.” (A comment uttered with a soft chuckle and a grin in recognition of his colleagues.)

DEC’s reasoning: “Why defend the least profitable side of their business?”

The conventional management wisdom that dictates companies and their leaders listen to their customers and focus investments where margins are best don’t always lead organizations and innovators to the proverbial Promised Land, Christensen finds.

Consider, he explained, how Japanese companies have started at the bottom of certain markets and ultimately displaced much larger rivals. Toyota did it in the automotive market. Canon did it to Xerox. Sony did it to RCA. In turn, Korea, Hong Kong and Singapore built their own commodity innovations and markets, causing disruption to what Japan had built. Now, here come China and India.

Many of the problems and frustrations innovators confront stem from the fact that, in order to get funded, one must have a business plan – and the first page is a revenue plan. Many innovators, Christensen said, shift focus to budget matters because the funding mechanisms drive expectations.

Another obstacle is what Christensen described as “The Gospel of Outsourcing.” In the case of Flextronics, for example, the circuit board maker for Compaq eventually convinced its client to move its own motherboard, computer assembly, and ultimately, its supply chain and logistics operations to its Flextronics platform. As the outsourcing progressed, he explained, both Compaq and Flextronics enjoyed gains in profitability. Ultimately, Flextronics brought its “20 percent less” cost model to take over Compaq’s product design. Over time, Compaq’s outsourcing of key business functions had leveled the playing field for another company.

Again, in this case, streams of analysts had advised a company to focus on the most attractive customers and the most attractive profit margins. Many times, the pursuit of profit is a causal mechanism that hurts an organization’s long-term viability as a business. Yet, it continues, as pharmaceutical companies are now outsourcing clinical trials and Wall Street analysts are being hollowed out by the Bloomberg terminal.

So what does it take for companies that are leaders in their industry space to innovate? One key seems to be the willingness to set up a different business unit and give it “an unfettered charter to kill the parent.” New entrants often succeed because the incumbents can’t react fast enough to a shift in an industry paradigm, Christensen argued.

“A business unit cannot evolve. But a corporation can evolve if it shuts down business units that have been disrupted,” Christensen offered. IBM, for example, is a great example of a business that has proven it can evolve.

Much in the same way a story told in one ear morphs into an entirely different account by the time it passes through several ears, an
innovation agenda can get hijacked by business models.

Ideas have to be shaped in a business plan to get funded. They also have to aligned to the interests of sales teams, engineers, and finance leaders. After that process, “What pops out is a funded initiative that is a very different business plan than what went in,”

Christensen said. “There is an inherent bias against innovation.”

Management guru Peter Drucker said, “The consumer rarely buys what the company thinks it is selling him.” That's why, Christensen explained, it is often far better to focus on “the job that the customer is trying to do” rather than on the demographics of the customer alone.
Disruptive Technologies:
A driver of leadership failure and the source of new growth opportunities

Incumbents nearly always win
Sustaining innovations
Pace of Technological Progress
Performance that customers can utilize or absorb

Disruptive technologies
Entrants nearly always win

What is a business model, and how is it built?

PROFIT FORMULA:
Assets & fixed cost structure, and the margins & velocity required to cover them

PROCESSES:
Ways of working together to address recurrent tasks in a consistent way: training, development, manufacturing, budgeting, planning, etc.

THE VALUE PROPOSITION:
A product that helps customers do more effectively, conveniently & affordably a job they’ve been trying to do

RESOURCES:
People, technology, products, facilities, equipment, brands, and cash that are required to deliver this value proposition to the targeted customers
FRED KRUPP
Harnessing Market Forces for Eco-Innovation

As Fred Krupp, head of the global
Environmental Defense Fund, addressed
Forum delegates, Congressional leaders in
Washington were heeding a call from
President Barack Obama to fast-track new
legislation to provide the market incentive for
companies and financial institutions to spur
development of new eco-friendly trading
systems and technologies.

“We're on the verge of a huge low-carbon
revolution that will fire the starting gun in a
new gold (green) rush in the battle to clean up
existing natural resources,” Krupp proclaimed.
Krupp’s enthusiasm is fueled by the consensus
growing between government and public and
private organizations around adoption of the
so-called “cap and trade” plan which would
allow organizations to create a financial
market to trade emissions credits that would
allow the issuer to remain below emissions
caps and provide financial stimulus for new
technology development.

“The trading mechanism gives companies the
flexibility either to make the required
reductions or to buy credits from those who
have found a way to reduce that pollution,”
Krupp explained. “Anything that reduces
carbon dioxide in the sky, in a scientifically
verifiable way, can earn a tradable credit.” The
economic incentives are important, Krupp and
others agree, because for those who invest in
or deploy an emissions saving technology,
there’s capital available from these incentives
to bring new products and services to the
global marketplace.

The first step is to create a cap on allowable
emissions. “When Congress caps carbon
emissions, it will drive enormous investment
in innovations,” Krupp predicted. “It will help
the environment, and it will help us get out of
the economic downturn we are in.” Some
companies and entrepreneurs aren't waiting
for Congress to act, he reports, but are getting
new technologies ready for market right now.
In a recently released book, Earth – The
Sequel, Krupp chronicles multiple stories of
business owners and innovators who are
retrofitting operations or creating wholly new
products to limit carbon dioxide emissions
from land, building and process sources.

As one resort owner said of his new
geothermal installation in a short video Krupp
showed, “On the sixth day, I drilled the well.
On the seventh day, I stopped burning $4,000
a month of cash heating the pool.”

Citing agricultural, solar and food sources for
low-carbon energy production, Krupp
explained that newly forming enterprises are
hiring proven business leaders from across
industry to help bring these technologies to
market in anticipation of the stimulus of a
carbon cap. “The energy business is a $6
trillion segment of our economy,” Krupp said.
“When you fundamentally change it, there will
be many opportunities. These inventors are
waiting for Congress to fire the starting gun
for the greatest race of our time. The moment
Congress does that, everyone will be knocking
on these inventors’ doors.”

The cap and trade plan has a successful
historical precedent to follow. Citing the
successes of the first President Bush’s acid
rain regulation, Krupp says Congress has a
good lead to follow. “The magic of the acid
rain law was in what it didn’t say,” Krupp
explained. “It required us to cut emissions by
50 percent, but it didn’t micromanage how to do it.”

Within two months of the bill’s passage, Krupp recalled, dozens of companies brought forward solutions that ultimately cut the required 50 percent of emissions three years earlier than the bill required. “Cutting pollution became profitable, and that was the key,” Krupp said. “Congress should follow now and just define the problem, not define the solutions.”

Some solutions will not require as much new technology as conscious use of the resources at hand, he explained using recent Google efforts to redesign datacenters to recapture some of the 95 percent of electricity typically used at such facilities. The waste is normally found in the energy for cooling systems or lost in the conversion of voltage. Google got a handle on the expenses and the waste by taking the management step of consolidating responsibility for the data center operations rather than having that responsibility spread over several different departments and managers. This allowed the company to clearly see the full life cycle costs and to cut them in half.

“By improving energy efficiency, by cutting costs and by differentiating, businesses are attracting new customers. These innovations,” Krupp said, “are helping companies succeed.”

The timing of legislative action is important not only for the potential commercial benefits, but also in order to help the U.S. regain and maintain leadership in the December 2009 global climate talks that will pick up where the Kyoto discussions ended. “The U.S. had a leadership position in wind power and solar power. We can reclaim that leadership by putting policies in place here,” Krupp said.

When asked about other plans that favor promotion of natural gas, or other solutions, Krupp underscored the need to let the market and innovation prevail. “I wouldn’t like my government to determine the technologies we adopt. I’d rather have the companies and innovators tell us what gets the job done, creates jobs and works at the lowest costs.”

“Global warming is not an asteroid on a collision course,” Krupp concluded. “If we don’t tackle global warming, it will tackle us. It is both an obligation and an opportunity.”
DAN ARIELY
Making Sense of Irrationality

When we are faced with making decisions, we tend to believe we make those decisions based on a rational set of factors. In fact, argues Dan Ariely, the James B. Duke professor of Behavioral Economics at Duke University and author of the new best-selling book Predictably Irrational: The Hidden Forces that Shape Our Decisions, we are all generally blind to the many irrational tendencies we have and act on every day.

However, Ariely explained to World Innovation Forum delegates, it is both desirable and possible to begin testing our intuitions in a more systematic way to best understand how to understand and influence the outcomes.

Think about your most recent trip to a grocery store when product samples were available, he suggested. In a study he conducted, one sample had six new jams to sample, while another offered 24 different types of jam. However, he notes, no matter how many jars of jam were available, most customers sampled exactly the same number 1.5. When 24 jams were offered, only 3 percent of the samplers purchased, and when only 6 were offered, 30 percent made a purchase.

“When things are too complex, people go to their default decision – which is to do nothing,” Ariely reported. “Under those conditions, people delay. There is always some default option, and once we understand how it works, we know how to stack the cards in favor of getting the result we desire.” Rational behavior, according to Ariely, generally is the same in every context. Irrational behavior, however, changes from context to context. There is a list of factors, emotions, complexity and social norms or forces, for example, that Ariely believes influence decisions as they are made.

Organizations must understand these factors in order to influence their customer and employee interactions. “The important big decisions will be influenced by the much smaller ones.”

“Because we have irrational tendencies, and because we rarely understand them, we have very bad intuitions. Businesses need to be a bit more careful about testing those intuitions,” Ariely explained.

“Businesses can be driven by a great leader who has great intuition, and it turns out that if those intuitions are wrong, it can lead the company down the wrong path.”

Such “intuitions” or “gut feelings” must, Ariely believes, be tested in the marketplace. The tests need to be constructed to see what people actually do, rather than ask them what they would do. In research, Ariely and his colleagues have documented that people display consistent behavioral quirks in how they respond to products and marketing such as:

- How “free” items can bias decisions
- How arbitrary numbers can affect the price a person is willing to pay
- How adding a choice that almost no one will choose can cause many people to pick the more-expensive choice
- How publicly-made choices differ from privately-made choices
“It’s very hard to motivate people about long term consequences,” Ariely explained citing experiments to motivate stroke patients to adopt a regimen of Coumadin to prevent a second stroke. While the drug is known to reduce the chance of stroke dramatically, the compliance rate is only 60 percent and if it is not taken regularly it will not be effective. He described the options presented in a behavioral study using an Internet-enabled pill box. Lotteries such as rewarding patients with $3 each time they opened the box were marginally effective since they did not address those who didn’t open. This led him to tap “regret research.” By messaging non-openers with essentially negative feedback – what you can imagine would happen by not taking the pills – compliance increased to 95 percent.

“It’s not about what we get,” Ariely explained in describing what motivates, “It’s about how easily we imagine we could achieve a different state.”

Most market research, Ariely says is very “problematic” for getting useful answers. “In reality, most people don’t know why (or how often) they do things (daily activities), however, market research is a very good way to get them to think about something you may want them to do.”

Adding an option that is clearly worse is better than leaving it out of a price list, Ariely’s research shows. Using a magazine subscription offer as an example, “If you have an option no one chooses, typically you’d eliminate it, but then they go to the least expensive option. If you have an option that is clearly not great, but not the most expensive, leave it in. The middle option that most people didn’t want, redefined how people thought about the other options. It was useless, but it provided a good comparison.”

“We have the feeling that we know our preferences,” Ariely said. “But we really don’t know our preferences very well. We construct them on the fly, and we live with the decisions for a long, long time.”

In numerous studies, Ariely has tried to determine whether greed is the most likely motivator for cheating. However, morals and social norms can influence whether cheating increases much more than money. “We all have this fudge factor. We can cheat a little bit and still think of ourselves as a good person,” he reported. When reminded of our own morality, he noted such as in cases of having participants recall the 10 Commandments or an Honor Code or remind them they may have signed an Honor Code (even when there wasn’t one) changes behavior for the better. Signing a pledge at the start is significantly more effective than signing it at the end of a challenge.

“And we found that many more people will cheat if they see a cheater get away with it,” he reported. But in a student test environment, when the cheater wore a sweatshirt from a rival school, cheating went down even when he got away with it. “If you remind people at the right moment of temptation, they don’t cheat,” Ariely said. “Many of the experiments I describe were done in many places. No one nationality cheats more than others. Everybody cheats the same way. What’s different is what people define as cheating can be quite different. And the question of what cheating is varies across cultures.”

Perhaps most interesting, Ariely notes is that all of this behavior can be tested in experiments. While most used in the credit card industry and with start-ups, behavioral research can also be used to innovate and expand the business effectively. “The fundamental difference between knowledge and action is that everything you have learned
here will be different in different domains because we have a lens, and it distorts our view of the world,” Ariely concluded. “We need to look at the assumptions we are making in business or in our personal life that are important and ask, ‘Do I know this is really the case?’ And if we don’t, what’s a way to test it?”
CASE STUDY Camp BizSmart – Preparing Students for Global Competition
Session Led by Padmasree Warrior

What if entrepreneurism was imprinted during a child’s developmental and early learning experiences? Would the next generation of leaders be better equipped to build and invent real-world solutions to modern business problems?

Born of the philosophy “Why not?”, Camp BizSmart (www.campbizsmart.org), a summer business academy, was created to teach kids how to solve problems, stretch their thinking and make hard decisions – the skills that lay the foundation for innovation.

“Research shows it’s at this age (11 to 15 years old) when entrepreneurs learn leadership, disciplined thinking and problem-solving,” said Dr. Michael Gibbs, co-founder of Camp BizSmart with his wife Peggy Gibbs. “These kids are hip about current events, particularly in social environment. We expect the next wave of innovative entrepreneurs to solve problems with kids 11 to 15 who can acquire the skills of mentorship, leadership, disciplined thinking and problem-solving.”

“Camp BizSmart works with established best practice companies of all sizes,” Dr. Gibbs explained. “One of the things we stress with the kids is that we have a mission. But every great mission has an implacable foe and we teach kids how to use disciplined thinking to overcome the challenges and obstacles that are inevitable in order to invent the solutions that will create priceless value for their community and the world.”

Camp BizSmart has cultivated and supported a number of accomplishments from their “Tweenpreneurs,” and Gibbs cites a successful example of how one camp attendee was inspired by the business skills she learned while at Camp BizSmart to develop a business platform that heightened awareness of global issues while instilling a sense of philanthropy among 10 to 18 year olds.

Seventh grader Anika Ayyar created SkipABirthday.com to encourage her peers to donate to world causes in lieu of an elaborate – and often costly – birthday celebration. Not only will issues of child hunger, education and health benefit from the donations, but Anika’s peers will have learned the value of selflessness, generosity, charity – characteristics that can make permanent differences in their lives and career choices, as well as the lives of others.

Cisco is a sponsor of Camp BizSmart and the company devotes significant time and energy to mentoring the kids who attend Camp BizSmart. According to Cisco CTO Padmasree Warrior, Camp BizSmart’s core mission — focused on innovation and collaboration — aligns closely with Cisco’s cultural values.

“Collaboration is something we believe in very strongly at Cisco,” said Warrior. “Our view is that ideas get stronger when they are shared.”

Warrior shared her perspective that the current economic turbulence will spawn new lifestyles and will lead to a long-term focus on combining operational excellence with innovation. Traditional management models have to be adapted for 21st century innovation, she said, along with engagement models that can withstand unpredictability and uncertainty as businesses pursue new opportunities. According to Warrior, companies with departmental silos will need to transform themselves into boundary-less organizations, in order to drive innovation.
She noted that Cisco itself has made significant headway in breaking down internal silos, and during this multi-year journey the company has learned valuable lessons in addressing complicated issues, such as security and governance.

“Today, Cisco is managed through councils and boards, that are cross-functional, cross-geography and cross-company,” said Warrior. “People from any country can provide input and propose good opportunities that they think we should pursue.” As the company implemented this new management model, it had to design policies regarding who is allowed into the network, and how to extend business processes beyond the firewall without sacrificing privacy and trust.

The solution was to deploy collaboration solutions that provide a foundation for ad-hoc free-forming collaboration. “The future is a model where clusters of experts come together in a fluid manner to work on a project, and once they achieve a shared outcome they disband,” Warrior said. “When you create an environment where people can self-select to work on an idea, you increase your chances of success. In part, that’s because your experts get to choose what they’re good at, instead of being assigned a project in a top-down fashion.”

Today’s multi-generational workforce is a critical component to driving the next wave of innovation, according to Warrior. “As the Millennials [those born after 1980] enter the job ranks, they bring an intuitive understanding of how to share ideas and how to communicate using tools that are multi-media, multi-modal, and synchronous,” she said.

Warrior noted that by 2011, Millennials will out-number Baby Boomers in Cisco’s workforce. This expansion in Millennial workers affects every organization and it places greater demands on the network. “Millennials bring a different set of expectations when they walk onto the job. These are the innovators of tomorrow and as a group they tend to be very comfortable with open, real-time collaboration that redefines our concept of ‘multi-tasking.’”

The essence of collaborative entrepreneurship was evident among the winners of the August 2008 Camp BizSmart session business plan competition. The winning team created a business plan for a natural and healthy beverage for kids that would also help to reduce diabetes. The teens credited their win to a “playing to their strengths” strategy; assigning roles based on an assessment of their individual talents. However, the team member who volunteered for the role of chief executive officer was surprised to learn that his responsibilities stretched beyond delegation, and that he had to be deeply involved in all aspects of the project.

Their mission was to penetrate the rapidly growing healthy beverage market and target 7 to 12 year old kids. “We took sugar out of the solution,” said one member of the winning team, “and we looked at the products aimed at this demographic to see whether their advertising was effective.”

To avoid the common mistakes of appealing to the wrong demographic and failing to listen to customers, the young entrepreneurs used telepresence technology to conduct consumer research with kids as far away as South America. The team determined that an eco-friendly, healthy and portable drink would be a viable product.

The team completed a nerve-wracking series of presentations to venture capitalists. “We were the only team wearing suits and we shook hands with the VCs,” confided one of
the victorious entrepreneurs. The healthy drink for diabetics was selected as the winning business plan. The team has found synergy with natural beverage company Wateroos and has worked on product development with its CEO, Roberta Greenspan. The drink is now available at Babies R Us at $2.99 for a six-pack.

Reflecting on the experience, the team credited their drive and strong work ethic for their success. “Learning we would go to New York for the prize was motivating. We also worked during our lunch breaks and when other teams were relaxing,” said one of the entrepreneurs. Another winning team member felt the victory was imminent when he realized the other groups were “merely talking” to the VCs, and his team had created a professional plan and proposal. “We have newfound confidence from talking to business people,” the winners agreed.

Camp BizSmart inspires students to be courageous, dream big & work hard, play by the rules, and challenge themselves to create priceless value for their communities, their country, and the world.
CASE STUDY: *The Drummer* - Finding Success Outside the Comfort Zone
Session led by Bill Block

For Bill Block, life “innovated” art, while art “innovated” life. In *The Drummer*, Block’s short film, a winner of multiple awards, themes of transformation and challenging expectations are evident, mirroring the journey the writer, producer and director faced in completing the project.

“The whole message of the film is kind of what I went through,” recalled Block. “The drummer and I were afraid to step out of the box and had to take chances. Making the movie was personal because of all the obstacles I encountered while making it. I had to beg and borrow. People don’t generally invest in short films and I had to call in every favor.”

The film follows “Dave” on his 40th birthday, a drummer who seems to have not lived up to his own – and others’ – expectations. He gets a call to perform as part of band at a wedding in Connecticut but finds himself alone with just the singer as the elaborate reception begins.

“The original story was about, ‘What if a drummer shows up for a wedding gig and the band doesn’t?’ What happens? I wanted to pick the least respected musician and also the least melodic instrument. Then I started thinking about the character, and I wrote from my own experiences and in different ways evolving the story and the message of stepping outside your comfort zone,” he explained.

As the tension of a non-musical wedding reception reaches a crescendo, guests are visibly confused, the bride and groom upset and the party planner seething. Dave then touches his sticks to the skins and pounds out a beat.

“The original song in the film was *Moon River*. We wanted something that had a jazz standard feel and was recognizable. When I found out how much it would cost to use *Moon River*, I almost gave up,” says Block of another obstacle he encountered. “I wound up having to write the song, and the challenge was exciting to me. We created *Crescent Moon* and all our own music for the movie, and we had to make it seem like it was from that era. It really deepened the experience.”

Undeterred by the lack of traditional music at the reception, an older couple takes to the dance floor requesting a presumed “their song”, *Crescent Moon*, and the wedding singer provides the words to Dave’s music. Through their movements, the older couple inspires the rest of the guests to follow. The party has already concluded as a wild success when the remainder of the wedding band finally arrives hours later.

The attractive (and originally skeptical) singer is clearly smitten when Dave drops her off at home that night. Dave gets a call the next day from the band leader, apologizing for the no-show musicians, but impressed with how the lone drummer handled the uneasy situation. He offers Dave a permanent spot with the band and books him for a year’s worth of performances. Where Dave seemed aimless at the beginning of the short film, in the end he was transformed around his passion for music.

“What the drummer went through is what I went through as an artist, and it was me
holding myself back and finally stepping outside the proverbial comfort zone, which made the story in the film personal to me,” Block explained. “I was afraid of doing it. I really thought I needed permission. Instead of ready-aim-fire I went ready-fire-aim. I jumped in and directed, and now a world has opened up to me.”

Similar to the drummer, there were companies that transformed themselves after near-death experiences but Block says it doesn’t always have to be that way. “In these dismal times, you have to look for the opportunity. The message is, ‘just do it’ and you’ll be amazed at the benefits you will reap.”
CASE STUDY: GlaxoSmithKline - Building Brands through Emotion and Senses
Session led by Donna J. Sturgess

Companies only focused on serving 15 percent of their potential customer base would not be expected to become successful or remain solvent for very long, yet Donna Sturgess, global head of innovation at GlaxoSmithKline Consumer Healthcare asserts that marketers direct the bulk of their efforts on serving that small percentage that make rationally based buying decisions. The remaining 85 percent of consumers are led by their emotions, relying on a real or perceived feeling the product invokes. “Marketing needs to shift attention to emotions and motivators. Emotions are saturating buying decisions, and we need to understand that better,” Sturgess told Forum delegates.

Organizations are listening to their customers, but the attention is largely centered on a rational focal point. “Most of you have sat behind two-way glass watching customers react. As the moderator goes through questions, they become more binary towards preference. Prioritization is then addressed,” explained Sturgess. “The rational is stuff we can see. Like being asked to rank what you like best. We have an exaggerated perception of how important rational is. Emotional is deeper and harder to access, and we don’t spend much time on it.”

Focus groups are just one of the instruments marketers use to assess consumer need and opinion, but Sturgess believes these tools have defined the process and are aimed at the 15 percent, not the 85 percent. New developments in neuroscience and neuroeconomics can better understand how consumers emotionally respond, and Sturgess finds it exciting that the evolution of brain science can create new tools to import to business. “If, as an industry, we start to understand the 85 percent of your customers, we have to get comfy with new tools. The next frontier in marketing is working with these tools so that we can better serve our customers,” she explained.

Sturgess contrasted the focus group model with an emotion-based consumer outreach effort for GlaxoSmithKline’s emotion-filled product, Alli, an FDA-approved, over-the-counter weight loss capsule. “We talked to women 60 and 70 pounds overweight and asked them when the last time was they received a compliment. One said her husband complimented her that morning, but she didn’t believe him. Another said she didn’t get complimented by her family,” recalled Sturgess.

One woman welled up with tears and expressed how she felt alone, yet the other women were sharing the experience of struggling with their weight. “As a marketer I experience the continuum. You see the need for security and comfort.”

Sturgess explained how the diet pill is packaged with a “shuttle” – a small carrying case that enables users to take the product with their food. Crafted like a worry stone, it is “something to hold on to as you let go of bad eating habits. It feels like you are holding the hand of a friend.”

The shuttle attaches a sensorial aspect to a pill as users carry it around and produce it a mealtimes. “The shuttle serves as social signifier; there’s a smile of recognition when others have this. It will never have the brand’s name on it, yet it helps us to connect with others using the product,” explained Sturgess. Women, who indicated their weight made
them feel isolated in GSK’s consumer research, could now feel part of a larger community when they saw others carrying the uniquely shaped case.

““To build your emotional strategy, I encourage you to have this conversation with your team,” suggested Sturgess. “You need a high definition to the emotional part of the strategy. I point out, interestingly, when you work on the rational side you are working on everyone’s differences. On the emotional side, you are focusing on what makes us all similar.”

Quantifying emotion is the next marketing frontier, and when the rational and emotional come together they form differentiation. Sturgess stressed that the information gleaned from getting “up close and personal” with customers can’t be found in any report. “It’s messy, but that’s where the insight is going to come from. When you are highly relevant and resonate with your customer base, you can get through these tough times.”
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CASE STUDY: 23andMe-Democratizing Genomics  
Session led by Linda Avey

Harvard professor Clayton M. Christensen told the World Innovation Forum audience that one must truly understand the “job” a customer is trying to do with a product or service in order to build on an innovative idea. If you add to that challenge the growing intersection of genetics and consumer ownership of their health, he said, you could look at the concept behind 23andMe.com for inspiration.

Linda Avey, co-founder of the company named for the 23 sets of chromosomes that makes up each individual’s genome and its mission to connect people to their unique genetic makeup, said there is great promise in “everyone having access to their genetic information.”

Hence the company’s tagline: “Genetics just got personal.”

As medical technologies continue to advance and evolve and as more people take interest in their health and longevity, Avey said, “Genetics can inform us about predispositions for disease.”

The company is already building a network of Parkinson’s Disease patients, and its so-called “spit parties” – social gatherings at which people have their saliva swabbed for genetic analysis – are giving people hope and powerful data they can use to screen for potential future health issues.

Putting information in the hands of an individual can help them take preventive measures to avoid illness, and/or give them valuable insights about the conditions, symptoms and diseases they should watch for. Further, genetics can inform individuals about their predispositions to drug reaction and tolerability.

Beyond understanding the potential health implications of one’s DNA, Avey said, one can also leverage genetics – and her company’s web site – to learn more about what their genetics say about their identity and ancestral origins.

While there are many different applications and outcomes related to the 23andMe.com portfolio of consumer services, what’s clear is that connecting individuals more personally to the genetics that makes them unique will give them a real advantage to proactively manage their health and their lives.
CASE STUDY: The T5 Experience – Mixed Use is Effective Use  
Session led by Rick Blatstein

By Andrea Meyer, CEO, WorkingKnowledge.com

**Point:** Merging functionality can create innovations in efficiency and convenience.  
**Story:** As someone who spends more than my fair share of time in airports, I’ve wondered if passengers don’t deserve frequent flier miles for distances walked all over the terminal buildings. The food court is one place, the gate is in another and finding a power outlet to recharge the laptop for the long flight home is always a challenge. In most airports, no single location suffices for all these purposes. When sitting at the gate, one doesn’t know if one has time to go grab a bite to eat, and when sitting at the restaurant, one doesn’t know if one’s flight is about to board.

OTG Management tackled this problem when they designed the airport experience for JetBlue’s new T5 terminal at JFK airport. OTG created a new mixed-use approach for some of the gate space. About half the 26 gates have special 16-seat clusters called “re:vive” that lets passengers eat, recharge and keep an eye on their flight. Touchscreen monitors and credit card readers let passengers order, pay for and have food delivered right to the gate. The ordering process even provides a delivery time estimate before a passenger gives the final “OK” for the order.

"Re:vive" is more than just a passenger convenience. It also boosts revenues for food concessionaires by reaching the underserved market of so-called “gate huggers” — passengers that don’t want to leave the gate area.

The “re:vive” concept is not unlike the notion of mixed-use building developments for cities, which create buildings with retail on the first floor, offices on the second and residential condos or lofts on the top floors. Mixed-use reduces urban sprawl and urban commuting times in the same way that re:vive reduces airport terminal sprawl and the burden of dragging luggage around. Co-locating the functions that people need provides convenience.

**Action:**
- Look for the customer activities that are currently separate but that could be concurrent or co-located.
- Merge functionality to reduce time, opportunity costs and logistical overhead.
- Grow markets by serving those that don’t or won’t move from activity to activity.
Fulfilling the world's increasing appetite for energy is creating increasing tension in the energy sector. The key question energy innovators grapple with is how to increase fuel production from fossil fuels and alternative sources while keeping carbon dioxide (CO₂) emissions at acceptable levels. During a lively panel discussion over lunch with recent World Innovation Forum delegates on May 6, 2009 in New York, representatives of Shell Oil Company discussed the potential economic benefits of adopting innovative technology and regulatory solutions.

“Emissions of greenhouse gases are accelerating climate change,” reported Kim Corley, senior advisor CO₂ environmental affairs for Shell.

“The consequences of these emissions are something this generation needs to grapple with. It’s a global problem.”

Noting Shell’s wholehearted support for a “cap-and-trade” approach to climate change – which is the basis for the proposal now being discussed by the U.S. Congress, Corley explained that the program known as “cap and trade” is the most economically viable way to support innovation and to move forward in a way that is both fiscally and scientifically sound. A “cap and trade” program creates a financial market alternative for industries whose emissions are either above or below the cap. At the same time the program provides financial stimulus for new technology development. The Obama administration estimates that the program currently envisioned by the Administration would generate some $650 billion in the first seven years of the program.

Much of the revenue from the program would go to offset costs to consumers and businesses, but significant sums would still be available for full development of technologies such as carbon capture and storage, development of second generation biofuels and other renewable energies. “A significant amount will be earmarked to drive technology and innovation,” Corley noted. “It’s a potentially transformative event in the effort to control greenhouse gases.”

Shell’s Corley also explained that in all energy consumption estimates, fossil fuels continue to support a significant portion of the transportation fuels mix for the foreseeable future. This means the CO₂ emissions controls that affect land and manufacturing processes are a critical area of focus.

In answer to a question from discussion moderator Steve LeVine, Business Week foreign affairs correspondent and noted author, Corley explained that the technology underpinning carbon capture and storage, one of the methods needed to support CO₂ emissions control is already available and should be deployed. “Cost is an issue, but CCS is not a flyer. It’s based on proven technology that will become cheaper and more scalable.”

“The biggest deterrent today,” agreed Environmental Defense Fund President Fred
Krupp is “that there’s no driver, no requirement for any utility to actually capture this gas. Without an incentive there’s no market for the technology.” Krupp explained that the industry sits in a classic “chicken and egg” moment where manufacturers are ready to deploy the technology, but there’s no marketplace to purchase the solutions.

“The cap is the forcing mechanism,” Krupp said. “We need it to drive the market.”

Those discussions are currently active in Congress and with the Obama Administration, Krupp reported. He’d just attended a series of White House led bi-partisan meetings in which he reports President Obama, after hearing convincing support from more than 50 industry CEOs, was pushing for action before Congress goes to its summer recess.

“To get [us] out of this economy, it probably won’t be the housing market, the IT market or consumers who lead us,” Krupp commented. “So where is the driving function? [It’s in] stimulus spending and creating demand for major construction projects to collect the gases and either store them or re-use them.”

The attention to carbon emissions will require innovation and change. “These programs will create financial incentives that can change behaviors,” Corley said. “Behavioral changes will help reduce further emissions. We believe the best route is for government to provide the economic incentives and stop hedging our future and allow businesses to choose the best options to meet those requirements.”
A lot of great theories have been written on innovation. Our experience as practitioners, however, suggests the hardest part can be how to apply them to real organizations – and how to actually make innovation happen.

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   - Innovation can be a scary and uncertain place to work in an organization.
   - Be deliberate about the feedback your innovation people receive - give them the confidence in their own ability and an appetite to do things differently. Get this wrong and your people will believe that "risk taking" and "new ideas" are bad.
   - Recruit for innovation attitude, nurture it when you find it, encourage and protect those working in it.

2. **Articulate, encourage and reward good innovation BEHAVIORS**

   We believe there are 6 key behaviors that can make or break innovation:

   1. **Freshness:** "Do what you always did, you’ll get what you always got."
   2. **Greenhousing:** Protecting ideas when they are at their most vulnerable, and nurturing them into healthy growth.
   3. **Signaling:** Telling others how you want them to react to your idea – build it or find the holes in it?
   4. **Realness:** Stop talking and sending memos. Don’t be a perfectionist, share your prototypes and keep learning.
   5. **Momentum:** Momentum is contagious, but so is inertia. Momentum makes people feel that anything is possible.
   6. **Bravery:** Stretch your comfort zone regularly and deliberately. Find your friends and support each other.

3. **Create the right conditions in your ORGANIZATION**

   - Focus on few initiatives, not many.
   - Put structures in place that reward innovation and make it desirable or even inevitable.
   - Leaders need to ‘walk the walk’ and genuinely be up for change.
   - Find your successes, both in-market and internally, and celebrate them like crazy.
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For more information, please visit www.maddockdouglas.com
— Innovation Thought Leadership blog: www.maddockdouglas.com/innovation-blog
— Have you read Maddock Douglas’ latest BusinessWeek Column — “Win Via Inspiration, Not Panic”?
http://www.businessweek.com/managing/content/mar2009/ca20090317_065498.htm?chan=careers_managing+index+page_top+stories

?WHAT IF!
The Innovation Company
?WHAT IF! is the world’s largest independent innovation company. Since 1992 they have been transforming the innovation agendas of many of the world’s most admired companies and government departments. Their human centered and collaborative approach to innovation has been applied to their client’s products, services and people and delivered outstanding returns. ?WHAT IF! also have a dedicated social innovation division. ?WHAT IF! was set up by Matt Kingdon and Dave Allan. Today, ?WHAT IF! is made up of 260 people worldwide, with offices in New York, London, Manchester, and Shanghai. The global team work in over 40 countries and across a wide range of sectors and markets. ?WHAT IF! clients include Abbott, AstraZeneca, BBC, BP, British Airways, Citi Group, Coors Brewers, Channel 4, Cadbury Schweppes, easyJet, Emap, Emirates, Hasbro, HSBC, Kimberley Clark, Nestlé, Nike, Nokia, Tesco, Shell, The Coca-Cola Company, The United Nations, Unilever, Vodafone and many government departments.

More information is available at www.whatifinnovation.com or: www.theinnovationdiaries.com

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The Bloggers Hub at World Innovation Forum

A new addition to the event sponsored by Pitney Bowes

"The Hub" features leading bloggers and innovation thought leaders sharing their ideas, insights and opinions in real time from the event through their blogs and Twitter accounts.

Following the "Twittersphere" and "Blogosphere" during the different sessions enabled interested participants to "peek" into the minds and thoughts of this diverse and brilliant group of bloggers to "see" and experience the World Innovation Forum in a whole new way.

"Meet the Bloggers” who covered the 2009 World Innovation Forum live at the event

We have listed below some of the Twitter profiles and Blogs from featured bloggers who covered the event live from the Bloggers Hub at the Nokia Theatre.

In the photo:

(Left to right back row)


@LeftTheBox (Samir Balwany, [http://www.leftthebox.com](http://www.leftthebox.com))

@SteveTodd (Steve Todd, [http://stevetodd.typepad.com/](http://stevetodd.typepad.com/))

@pinnovation (Jeff De Cagna, [http://www.principledinnovation.com/blog/](http://www.principledinnovation.com/blog/))


@dominichasultu (Dominic Basulto, [http://endlessinnovation.typepad.com/](http://endlessinnovation.typepad.com/))

@HelenWalters (Helen Walters, [http://www.businessweek.com/innovate/next](http://www.businessweek.com/innovate/next))

@chrisflanagan (Christine Flanagan, [http://www.businessinnovationfactory.com/weblog](http://www.businessinnovationfactory.com/weblog))
(Left to right front row)

@katiekonrath (Katie Konrath, www.getFreshMinds.com)

@reneecallahan (Renee Callahan, http://www.innoblog.com)

@Pauldunay (Paul Dunay, http://buzzmarketingfortech.blogspot.com/)

@yourboot (Julie Lenzer Kirk, http://blog.julielenzerkirk.com/)


@AndreaMeyer (Andrea Meyer, http://workingknowledge.com/blog/)

@donpeppers (Don Peppers, http://www.peppersandrogersgroup.com/blog/)

@FHInnovation (Kathie Thomas, http://innovation.fleishmanhillard.com)

@HSMAmericas (George Levy, http://hsm.typepad.com)

@Stu (Stuart Miniman, http://nohype.tumblr.com)

@FHInnovation (Stephanie Sussman, http://innovation.fleishmanhillard.com)

@innovate (Braden Kelley, http://blogginginnovation.com)

Idris Mootee, http://mootee.typepad.com/

Additional bloggers covering the event live not shown in photo:


Bonnie Hulkower, http://www.treehugger.com

@laurynfranzoni, http://execunet.blogspot.com/

@robyngreenspan, http://execunet.blogspot.com/

Jeffrey Thompson, http://execunet.blogspot.com/


@dixitboy (Amol Dixit, http://brownmaninminny.blogspot.com/)

@bpluskowski (Boris Pluskowski, http://completeinnovator.com/)