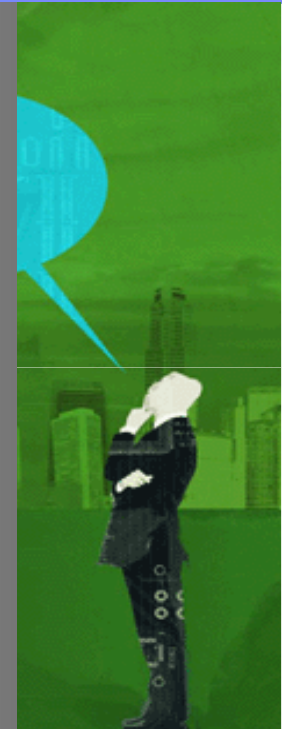


IBM Jams
Collaborative Innovation *

Jams - Spurring Innovation from Within

Dr. Matthias Kaiserswerth
Director Zurich Research Lab
VP Global Systems Management Research



IBM Jams

Collaborative Innovation *

What are Jams?

How do Jams work?

How IBM has used Jams

How customers are using Jams

- A massive online discussion using the Internet.
- A time-limited event that can elicit participation from thousands of individuals anywhere in the world.
- Subject-matter experts and moderators guide participants to build on each other's ideas.

IBM Jams Collaborative Innovation *

What are
Jams?

The value of **Jams**

Global CEO study drives
home the core value of
Jams

- 30% of the CEO's innovation efforts are on **business model innovation**
- **Employees, business partners and customers** were cited as the top three sources of innovative ideas
- Over 75% indicated that **collaboration and partnering are very important to innovation**, but only 50% believe their firms are collaborating at a sufficient level
- Nearly 80% rated **business and technology integration of great critical importance**, but less than 50% believe current levels are acceptable
- CEO's rated "**unsupportive culture and climate**" as the number one obstacle to innovation

IBM Jams

Collaborative Innovation

What are
Jams?

How do
Jams work?

How IBM
has used Jams

How customers
are using Jams



IBM Jams

Collaborative Innovation *

How do
Jams
work?

Jam: The ingredients

- **A high-profile, online event:** 12-14 weeks of event preparation
- **Specific duration,** typically ranging from 48-72 consecutive hours
- **A defined agenda,** focused on strategic & critical enterprise issues



IBM Jams Collaborative Innovation *

How do
Jams
work?

Jam: The ingredients

- **A real-time discussion** database with ideas, best practices & employee sentiment
- A disciplined “**behind-the scene**” human planning and orchestration effort
- **Real-time text mining & analysis** to surface & steer live discussion trends
- **Robust event-hosting infrastructure** (same as US Open, Wimbledon)
- 2-3 weeks **post-event research & analysis**
- An **event report**, with **key conclusions** and an **action plan**

IBM Jams

Collaborative Innovation

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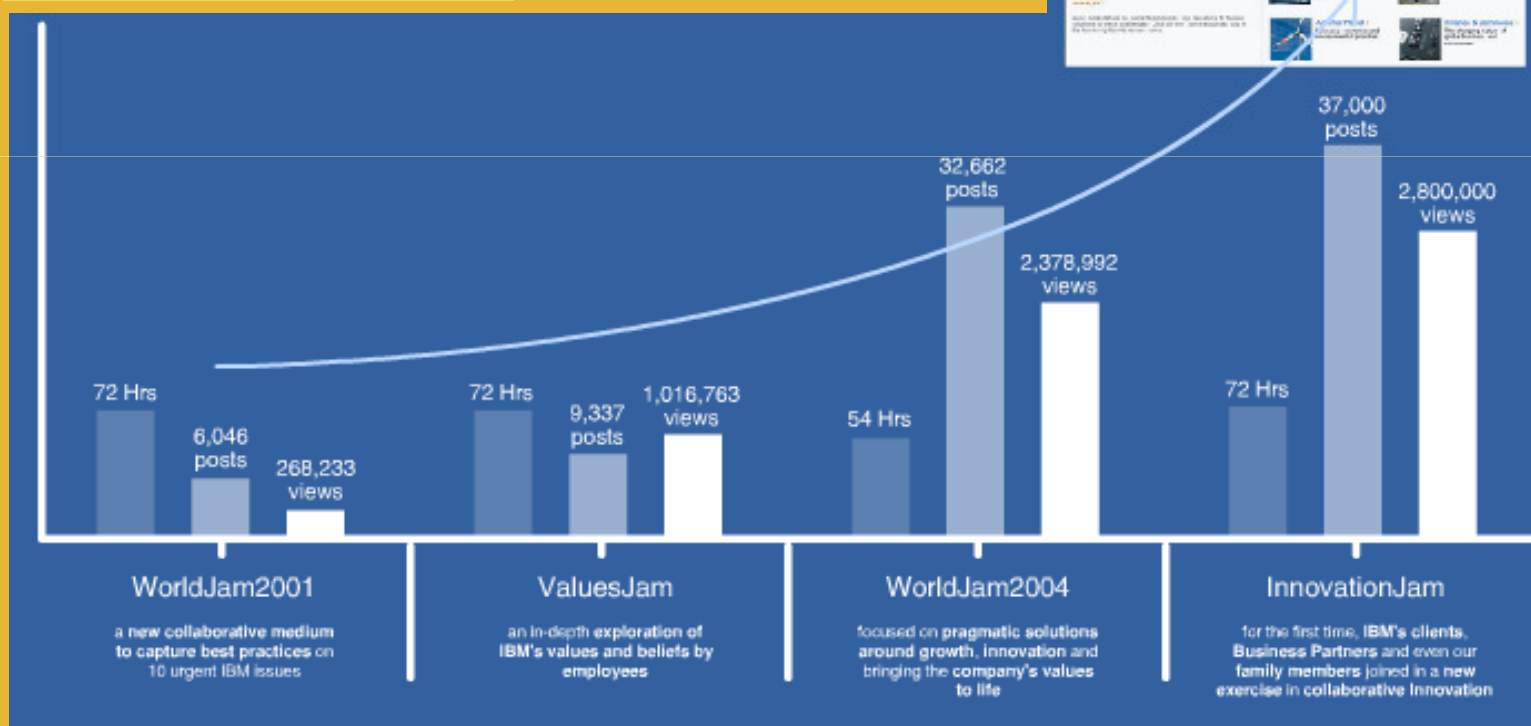


IBM Jams

Collaborative Innovation

How IBM has used Jams

IBM all-company Jams



How IBM
has used
Jams

The Innovation Jam

Participants

- More than **150,000 participants**
- **104 countries** represented
- **67 client, partner and university organizations** participating

E.g., American Express, Boeing, Disney, UPS, Nestle, Pfizer, Shell, Samsung, MIT, Honda

- **12,000+ IBM family members** signed up
- **31,000 concurrent users** at peak

Posts

- **46,000+ ideas** posted in two 72-hour sessions
- More than **1000 contributors to 31 jam wikis**
- More than **4.6 million page views** of Jam materials and discussions

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InnovationJam *

Real-time Translation Services



Simplified Business Engines



Intelligent Utility Networks



3D Internet



“Digital Me”



\$100 million investment over two years to pursue ten new businesses generated by InnovationJam

Big Green Innovations



Banking for the Unbanked



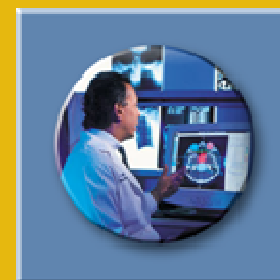
Smart Healthcare Payment Systems



Intelligent Transportation Systems



Electronic Health Record System



IBM Jams Collaborative Innovation *

InnovationJam *

**Real-time
Translation
Services**



**Simplified
Business
Engines**



**Intelligent
Utility
Networks**



3D Internet



“Digital Me”



**\$100 million investment over two years to pursue ten new businesses
generated by InnovationJam**

**Big Green
Innovations**



**Banking for
the Unbanked**



**Smart
Healthcare
Payment
Systems**



**Intelligent
Transportation
Systems**



**Electronic
Health
Record
System**



IBM Jams
Collaborative Innovation *

InnovationJam *



**IBM Innovation Jam results:
Funding for '3D Internet'**

IBM Jams Collaborative Innovation *

How IBM
has used
Jams

Outcome of the Innovation Jam: 3-D Internet

Goal

Establish 3-D Internet as a seamless, standards-based, enterprise-ready environment for global commerce and business

Milestones

- **Oct. 2007:** IBM and Linden Labs agree on joint development of open solutions (e.g. universal avatar)
- **April 2008:** Announcement of joint project with Linden Labs to explore the development of enterprise solutions for secure, custom virtual-world creation
- **April 2008:** Development of IBM's virtual rehearsal studio announced
- **During 2008:** Development of repeatable solutions for business applications

IBM Jams Collaborative Innovation *

How IBM
has used
Jams

Outcome of the Innovation Jam: Big Green Innovations

Goal

Enter new markets by applying IBM expertise to emerging environmental challenges and opportunities

Innovation portfolio

- Advanced Water Management
- Alternative Energy
- Computational Modeling
- Carbon Management

Carbon Management: Zero Emission Datacenter

Concept of a very energy-efficient datacenter which operates with a zero carbon footprint

- Direct reuse of waste heat
- Based on innovative powerful water-cooling system embedded on the chip (cooling with hot water)

IBM Jams
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InnovationJam *



Presentation of Zero Emission Datacenter at CeBIT 2008

IBM Jams

Collaborative Innovation

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IBM Jams Collaborative Innovation *

How customers
are using Jams

The story of the Habitat Jam

From Ideas to *Action*



WORKBOOK

70

Actionable Ideas
for the
World Urban Forum 3

Habitatjam

First they came by the **hundreds**; then by the **thousands**. They came from **around the world** to the **Habitat Jam** - the first of its kind and the largest public engagement on Urban Sustainability in history.

IBM Jams

Collaborative Innovation *

"Ideas" Jam

- **Actionable** ideas about a particular topic/ challenge the business (enterprise) faces
- **Quantifiable** inputs from jammers collaborating to bring the ideas to life
- Establishing company (enterprise)-specific **best practices** and an **action plan**

Examples

IBM WorldJam 2004: *Develop pragmatic ideas and solutions to drive company's growth and innovation strategy*

Nokia: Develop ideas to realize the company's new strategy with its new values as the framework

Automotive Supplier Jam: First industry-wide event to discuss growth strategy, profitability, and innovation

Possible questions

Getting closer to our customers: *How can we get better at delivering what our customers expect — and more?*

Understanding ourselves: *What do our strategies and values imply for each one of us?*

Driving growth: *How can we see and seize new growth opportunities?*

Creating a better company: *What will it take to make our company the envy of our industry?*

Example of topics/questions



Driving Growth ▶

Transforming the way we develop products and operate the business to unlock new revenue streams and top-line growth.



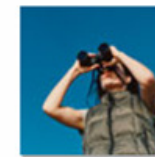
Collaborating for More ▶

Driving new forms of collaboration inside and outside the industry to create winning formulas for success.



Profitable Prosperity ▶

Managing profits and keeping the lid on fixed and variable costs in our products and businesses.



Eye on the Future ▶

Envisioning and creating the future automotive supplier industry through our business, people and sustainable development.

IBM Jams

Collaborative Innovation

“Values” Jam

- **Subjective** feedback on the company’s (enterprise) culture and/or values
- Inputs via **storytelling** and through real-life examples - people sharing an **ideal culture**
- Establishing new values as “one” voice – **consensus building**

Examples

IBM Values Jam: *An in-depth exploration of IBM’s values to test whether the values of 100 years were still relevant*

Nokia Siemens Networks: *Create new values after the merger of two large and culturally different companies*

Global Petroleum Company: *Will run a Jam to validate their current values and create a sense of “one” company*

Possible questions





Standing apart from the crowd: *What do we need to do – or do differently -- to make us #1?*

Becoming a great company: *What values are essential to what we need to become?*

Freeing ourselves for success: *How do we need to act to respond quickly to business opportunities – as well as help ourselves flourish?*

Creating the exceptional workplace: *How can we become/remain the employer of choice?*

Example of topics/questions

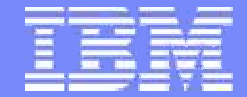
	<p>Getting closer to our customers ▶</p> <p>How can we organise ourselves around our customer needs?</p>		<p>Making us different ▶</p> <p>How can we live our brand: pioneering, passionate, pragmatic?</p>
	<p>Enabling our people to flourish ▶</p> <p>How can we make a unique and exceptional place to work?</p>		<p>Becoming ONE great company ▶</p> <p>How can we create a successful and sustainable future together?</p>

*“If you unleash all this **energy**, **opinions**, and **hope**, you better be prepared to do something in response.”*

Sam Palmisano, Chairman & CEO, IBM, Harvard Business Review Interview

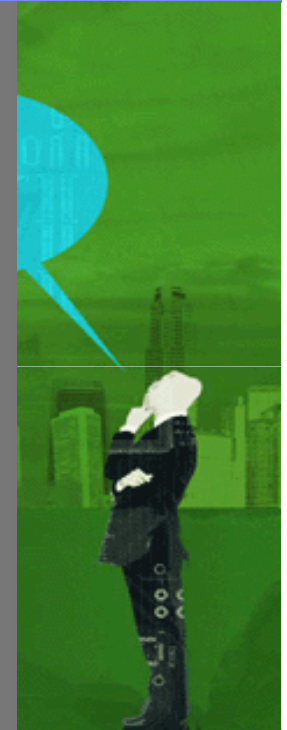


Thank you for your attention!



Jamming: An Invitation to Collaborate

**Four steps to engage tens of thousands
of people in a meaningful dialogue**



1. Enter Jam – Select a forum

- You will see a **selection of four forums**. Each forum aligns with an engaging strategic question. You can dive into the forum discussion of your interest.

- Once the Jam gets going, you can track your own ideas in **“My Jam Activity”** and facilitators will escalate the best discussions to the **“Hot Ideas”** area from across the Jam.

IBM. InnovationJam

Hello Thomas (Sign out) | My Jam | Help | Search Discussions

Home | About the Jam | Jam Resources | Jam Sessions

Jam Sessions | My Jam Activity | Hot Ideas | Most Active

Jam Phase 1 | InnovationJam complete

Welcome to InnovationJam

Got an idea on how to use emerging technologies to make business and society better? Ready to collaborate with technology and business thought leaders to dream up breakthrough products, services, processes and business models? Let's Jam!

View transcript of video

InnovationJam Discussions

Select an area of opportunity at right and dive in!

JAM ALERT

Need more details on some technologies you can apply to these challenges? Click on the "Jam Resources" link in the top navigation to review some.

Edit

Going Places

Travel and transportation as well as virtual destinations.

Staying Healthy

The science and business of well-being.

A Better Planet

Balancing economic and environmental priorities.

Finance & Commerce

The changing nature of global business and commerce.

@2006, IBM Corporation | Terms & Conditions | Feedback

2. Read the forums – Select a discussion

- Each forum is moderated by senior leaders and aligns with an engaging strategic question. You can dive into the forum discussion question of your interest.
- Once the Jam gets going, facilitators will escalate the best discussions from this specific forum to the “Hot Ideas” tab.
- Jam Alerts** may include quotes from moderators, discussion highlights, updates on participation, etc.

IBM InnovationJam

Hello Iam (Sign out) | My Iam | Help | Search Discussions

Home | About the Jam | Jam Resources | Jam Sessions

InnovationJam Home

Going Places

Going Places Overview | Hot Ideas | Mod

Jam Phase 1 | InnovationJam extended!

"In a way we're all 'Going Places,' but the innovation technology can enhance our ability to get there. How do we reduce the burden of travel? How do we make getting from here to there more enjoyable and productive? And what about the places we are so anxious to get to in a "flatter" world — can innovation make them even more appealing?"

Mark E. Dean | View Biography
Fellow and Vice President
Almaden Research Center

Henry Chow | View Biography
General Manager
Greater China

Transportation

Planes, trains and automobiles. They make our lives easier in so many ways.

But in today's hectic world, don't we all wish our trips to be more enjoyable? Travel time made more productive with less impact on the environment?

Let's re-imagine our modes of transportation — our vehicles, the highways we drive on, our mass transit options, and the systems for managing them all.

Select a discussion below and dive in!

Vehicles of the future	.Jam ▶
Managing mass transit	Jam ▶
Open discussion	Jam ▶

Destinations

We've long been told it's not the destination that matters, it's the journey.

Today's world just may challenge that notion. In a world where we're able to fly around the planet quickly, "virtual" and "inhabited" places that exist only virtually in the digital realm, destinations may take center stage.

Let's explore what's possible as barriers of time and geography disappear.

Select a discussion below and dive in!

Digital entertainment	.Jam ▶
Global travel	Jam ▶
Open discussion	Jam ▶

Jam Alert

"With the Jam more than half over, let's collaborate to define how we can act on some of the ideas being submitted. When contributing to an existing thread or creating a new post, think about the market opportunity around the idea, and how technology can be applied toward its realization." **Mark E. Dean and Henry Chow**

The new Airbus A330 contains over 1 billion lines of code.

In 2010, there will be 59 mega-cities, 40 of them in less developed


3. Collaborate – on an existing idea or start a new one

- There are several ways to engage with peers and senior leaders by reading their ideas and comments
- Moderator posts** are labeled as such and displayed in a different color.
- Simply **reply to an existing idea**, or
- Post a new idea** to start a new thread in this forum.

The screenshot displays the IBM InnovationJam forum interface. At the top, the navigation bar includes the IBM logo, 'InnovationJam', and user options like 'Hello Liam (Sign out)', 'My Jam', 'Help', and 'Search Discussions'. Below this, the breadcrumb trail reads 'InnovationJam Home > Finance & Commerce > Winning my business'. The main content area features a post titled 'Idea: How Can Banks Reach Emerging Markets?' with a green circular arrow icon pointing right. The post text discusses Peter Alberti's earlier post and the potential of emerging markets. To the right of the post, a 'JAM MODERATOR' box identifies Bridget van Kralingen, IBM, US, with contact information and a timestamp. A green circular arrow icon points down from the moderator box. Below the post, a 'Back' button and a 'Reply to this idea' button are visible. The bottom section shows a 'Post new idea' form with fields for 'Idea Name' (containing 'Shift traditional priorities') and 'Description' (containing 'Banks need to shift traditional priorities to'). A green circular arrow icon points left from the form. To the right of the form, a 'Before posting, consider the following:' section provides guidelines for posting, including a 'Draft' section and a 'Label' section. A 'Reply to this post' button is also present.

4. My Jam Activity – tracks your posts/replies and suggests discussions of interest based on your preference selections

- Located on the Jam homepage this tab allows you to keep track of your posts and any replies
- Discussions of interest presented based on the categories of interest you selected during initial setup.
- Edit your My Jam preferences at any time to update/change your categories of interest.



IBM InnovationJam* Hello Liam (Sign out) | My Jam Help Search Discussions

Home About the Jam Resources Jam Sessions

Jam Sessions **My Jam Activity** Hot Ideas Most Active

Page 1 | Remaining time: 52:39:31

MY POSTS
Keep track of the most recent replies to your posts.

Title	Replies
24/7 account flexibility	32
Finding talent and skills	121
New ownership models	29
Minimizing economic impact	7
Managing energy byproducts	3
Staying connected	33

DISCUSSIONS OF INTEREST
Recent relevant discussions based on your Jam profile settings.

Title	Replies
Individual taste	0
To be An Artist in Handling Stress	0
Employer programs for healthy employees	699
Security in Mass transport system	0
Renewable energy sources	250
World governments play a vital role in Energy	5
How to travel by yourself better?	11
GPS + Infor + TTS system = Self Tour Buddy	2
Interpersonal lending on steroids	10
hosting the exchange	0
Virtual Shop - a multi franchise model	0
Congestion Mitigation	25
Collaborating - Sharing of Infrastructure	2
Collaborating - Sharing of Infrastructure"	0
Aggregating system	1

[View all My Jam content and settings](#) →

IBM Jams Collaborative Innovation

