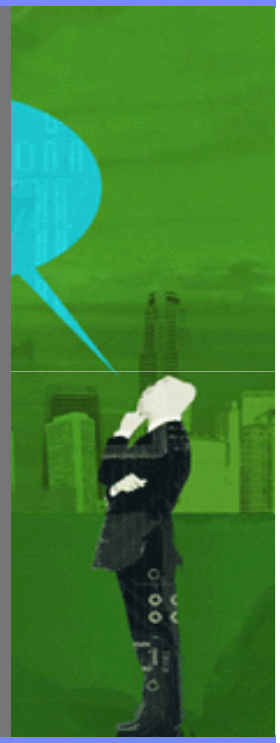
IBM Jams
Collaborative Innovation*

Jams - Spurring Innovation from Within



Dr. Matthias Kaiserswerth
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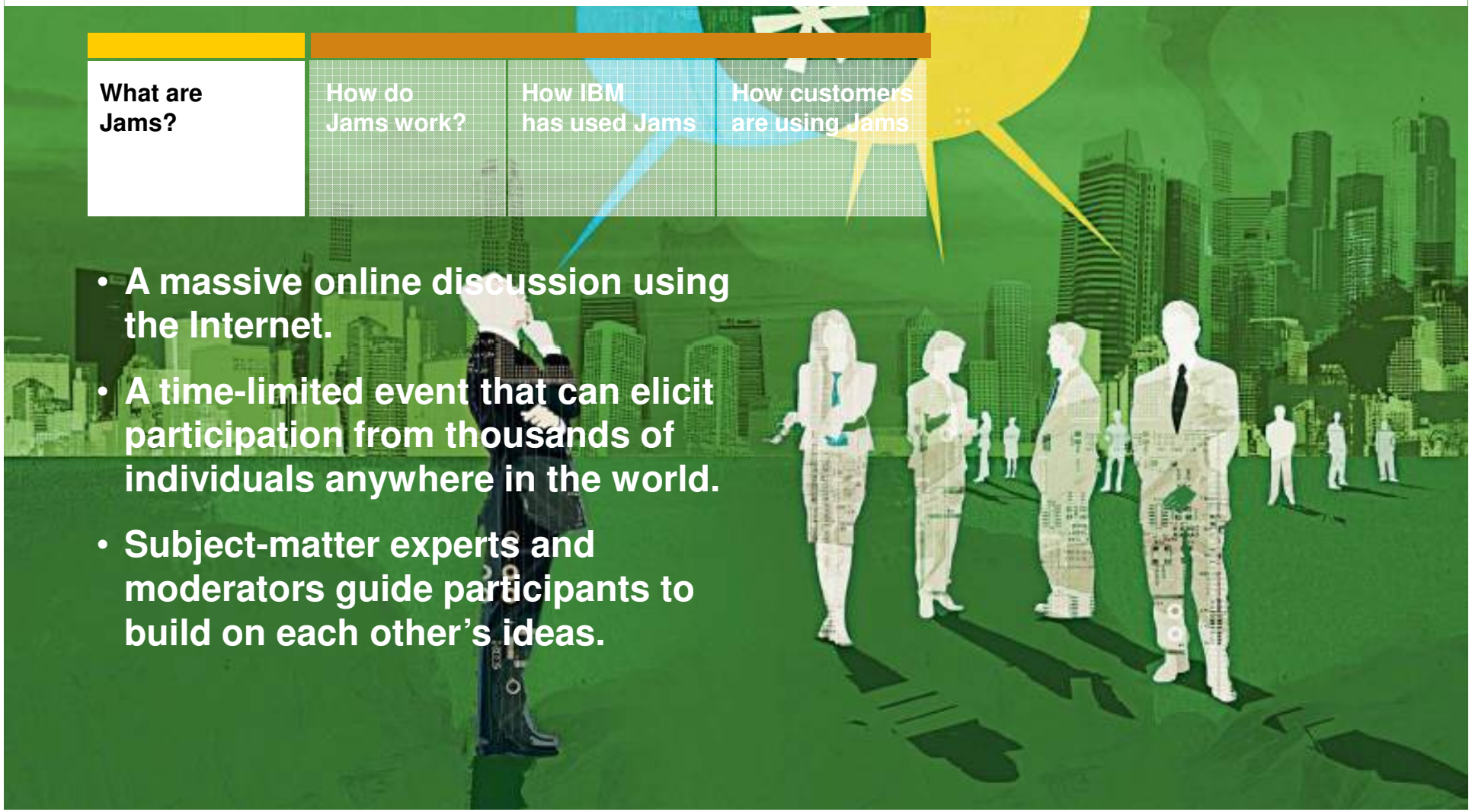
What are Jams? | How do Jams work? | How IBM has used Jams | How customers are using Jams



- 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.

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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

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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

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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**

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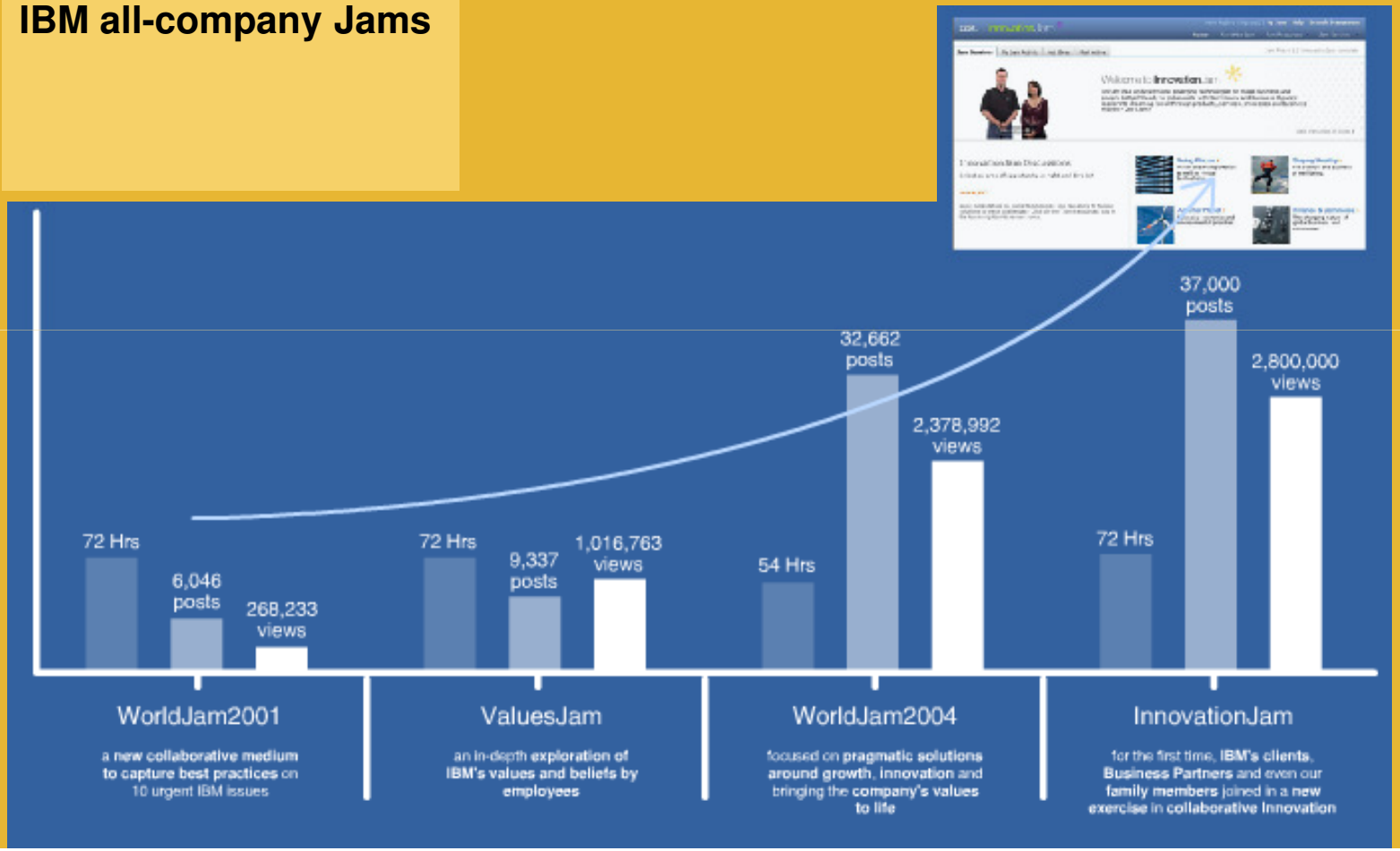
How IBM has used Jams

IBM all-company Jams



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InnovationJam*

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

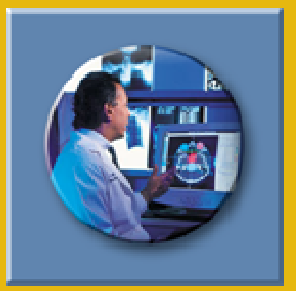
Big Green Innovations

Banking for the Unbanked

Smart Healthcare Payment Systems

Intelligent Transportation Systems

Electronic Health Record System



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Real-time Translation Services

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Big Green Innovations

Banking for the Unbanked

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Intelligent Transportation Systems

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IBM Innovation Jam results:

Funding for ‘3D Internet’

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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

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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)

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Presentation of Zero Emission Datacenter at CeBIT 2008

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How customers are using Jams

The story of the **Habitat Jam**

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.**

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"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

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"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*

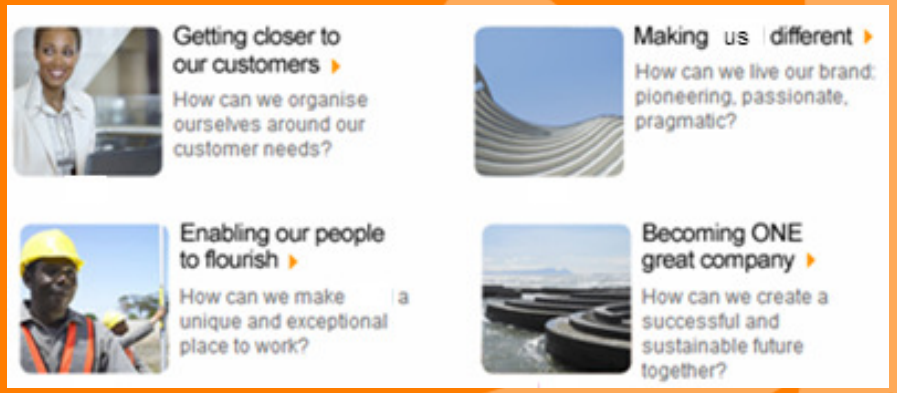
Nokia Siemens Networks: *Create new values after the merger of two large and culturally different companies*

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



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*"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!

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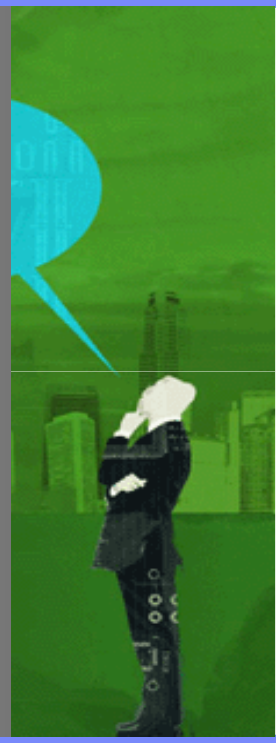
Jamming: An Invitation to Collaborate



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

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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.

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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.

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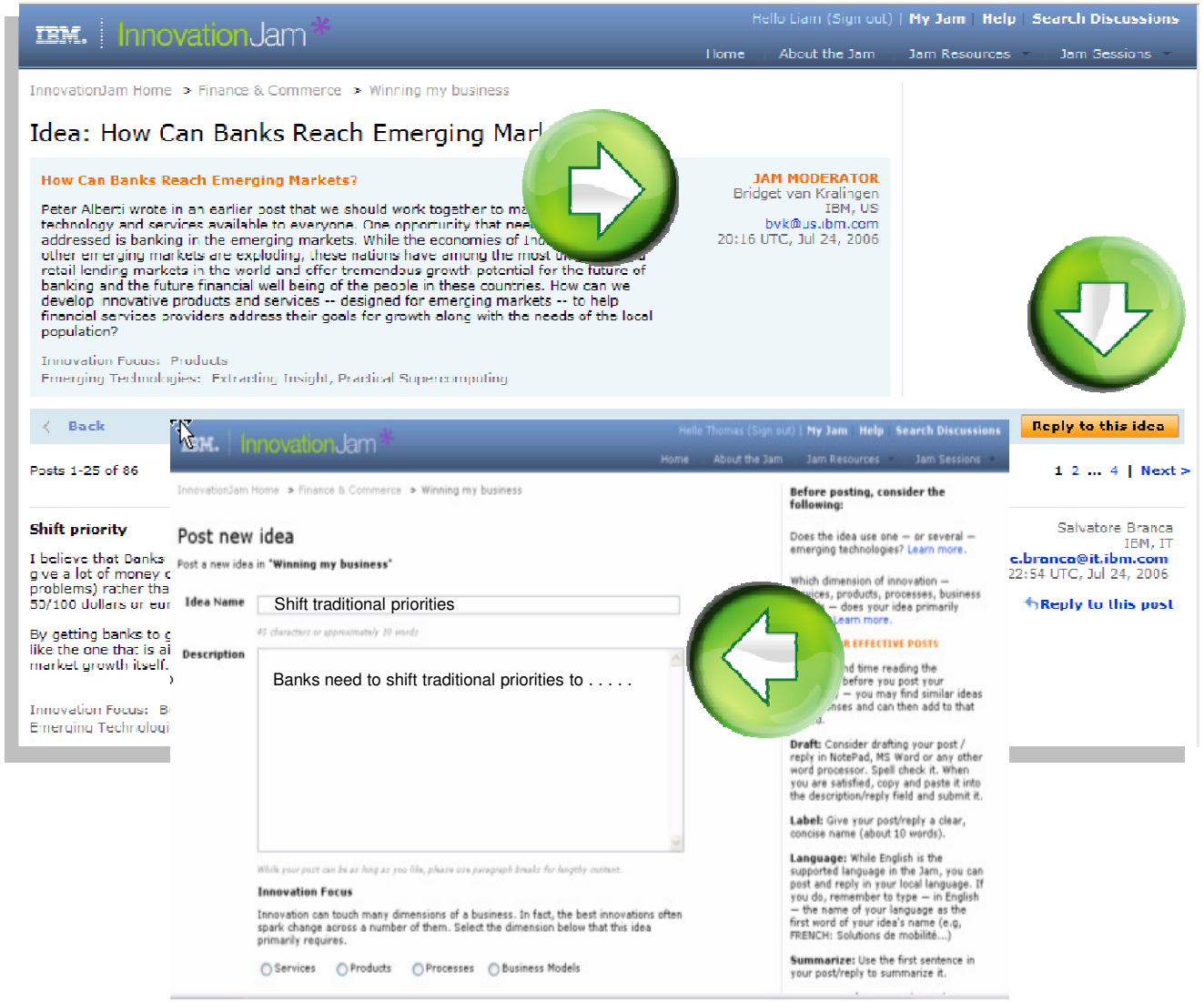
3. Collaborate – on an existing idea or start a new one

- 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.**



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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.

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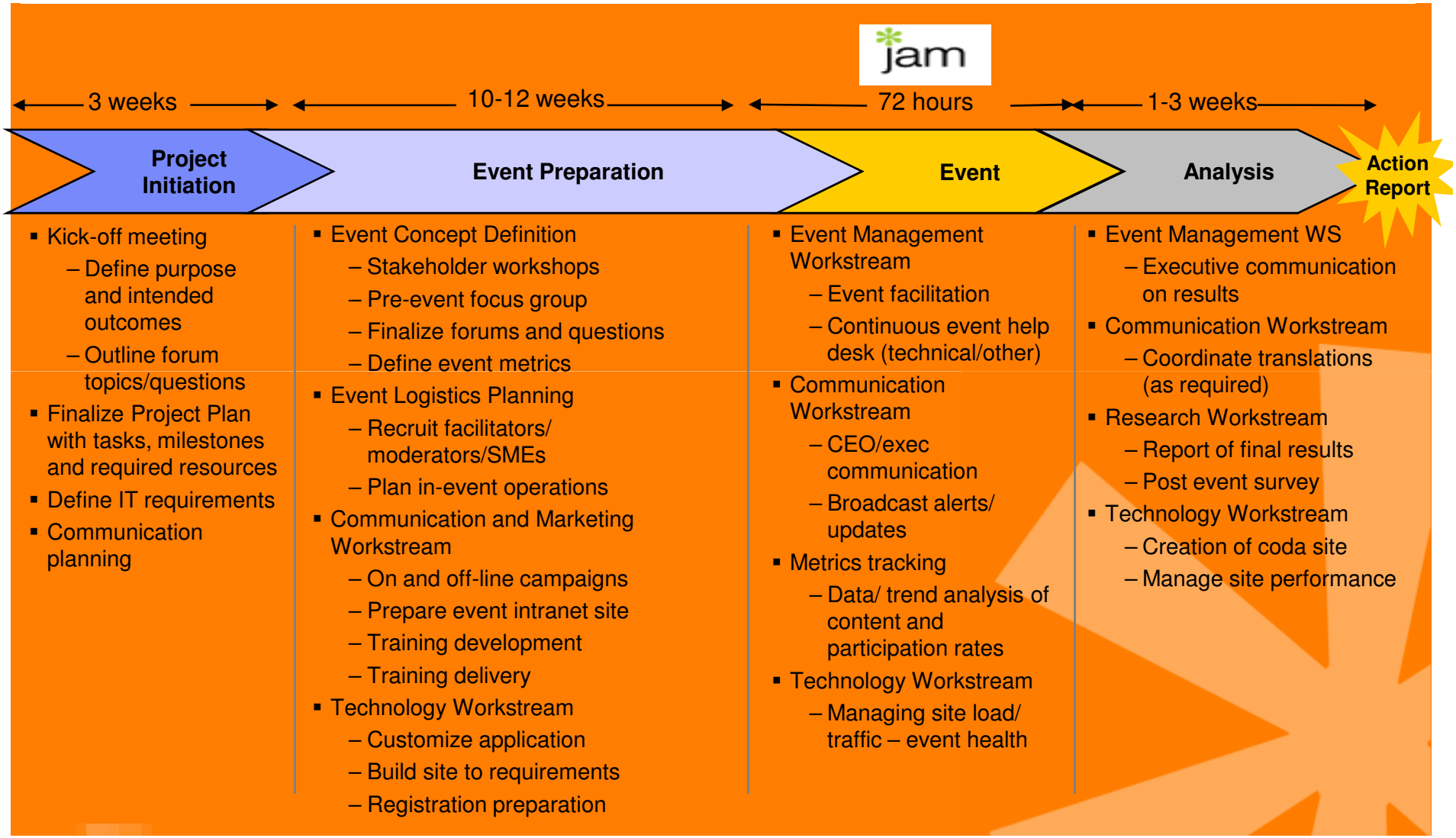

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