

Social innovations

Anna Kaderabkova

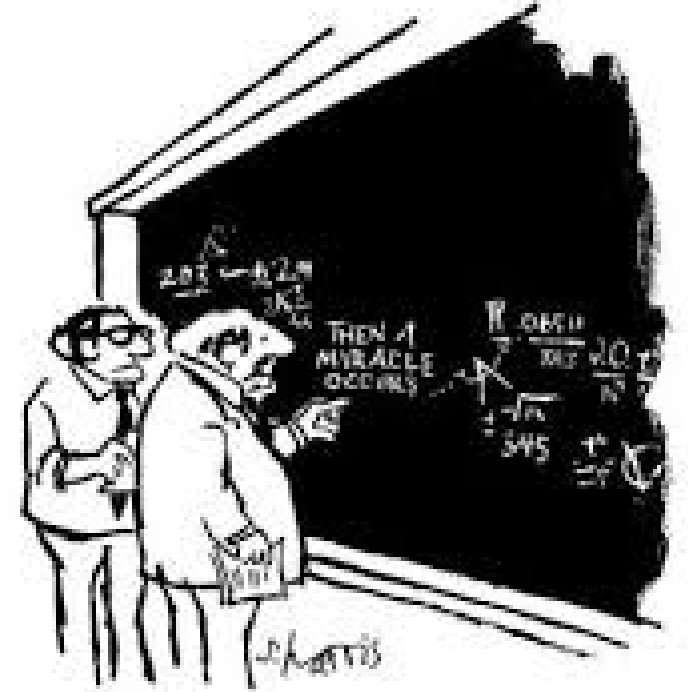
Centre for Innovation Studies

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11. 10. 2016

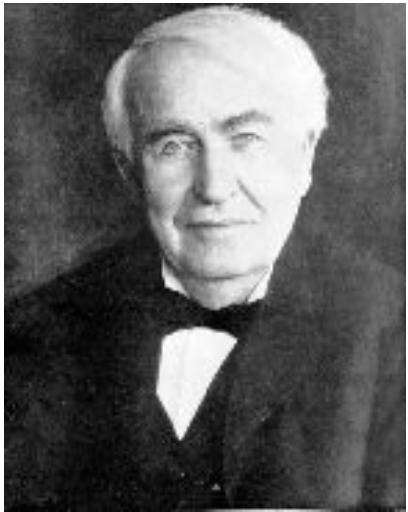
WHAT ARE SOCIAL INNOVATIONS? FLUID
CONCEPT, CONTEXT SPECIFIC DEFINITION

INNOVATIONS AND INNOVATORS



"I think you should be more explicit here in step two."

CN
COLLECTION



INNOVATION IS A CHANGING CONCEPT

OF WHAT?

Technology (product innovation, process innovation)

Non-technology (marketing, organization)

Business model innovation

Social

WHERE?

Industry/business sector

Services

Non-market/public sector

Cross-sectoral

HOW?

Closed

Open

User-led, user-centred

Shared/co-created



InnoTrends: Millennials

The game changing generation

#3 COLLABORATIVE SOCIAL INNOVATION



Spark the Rise is Mahindra Group's online platform for changemakers across India to connect with one another, collaborate and exchange ideas, procure volunteers and donors, and to compete for monthly grants.

Spark the Rise

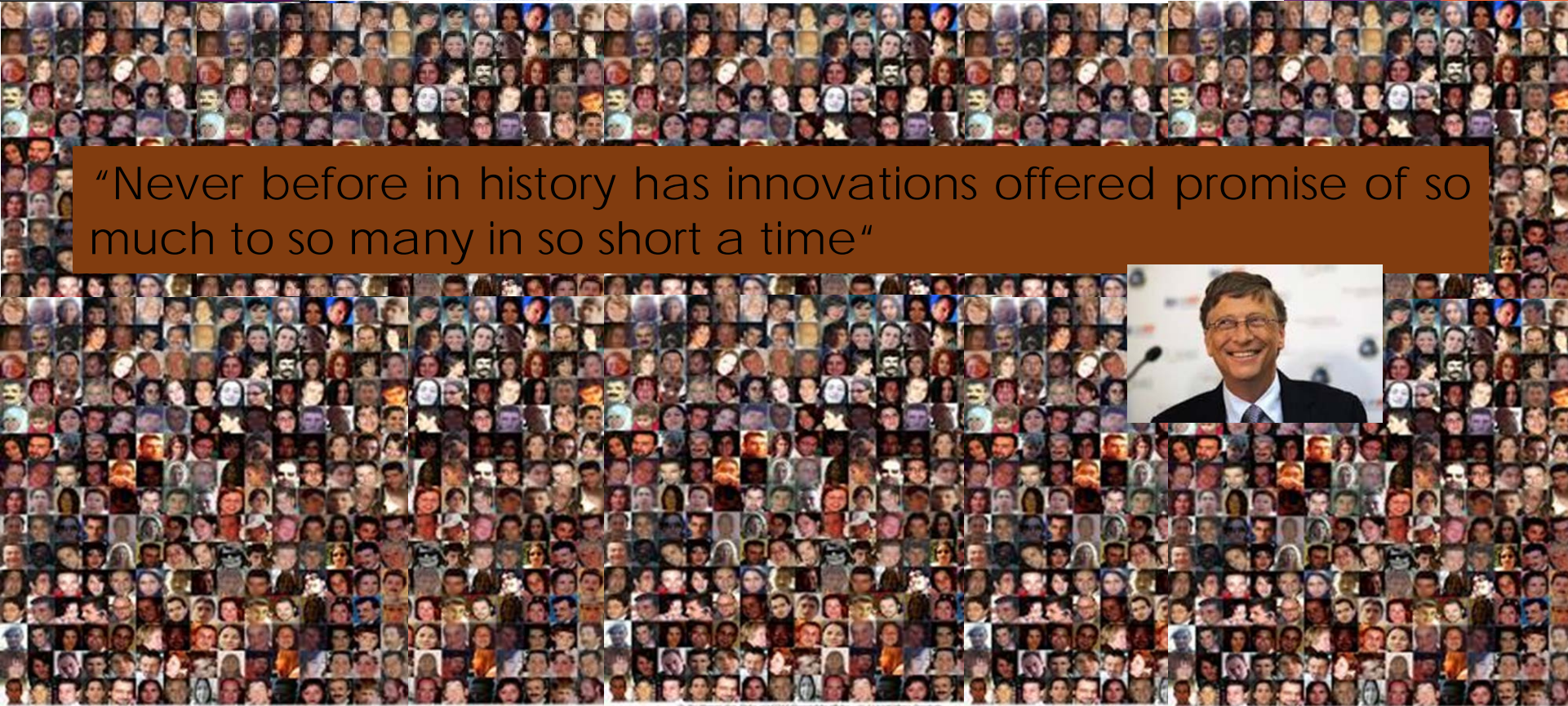


Today's millennials claim it is vital for business to get involved in societal issues.

- 83% want business to get more active in solving issues
- 82% believe business can make a greater impact in addressing societal issues
- 79% wish it was easier to know which companies were doing good

There is a direct relationship between personally getting involved in issues and having a greater voice in driving change.

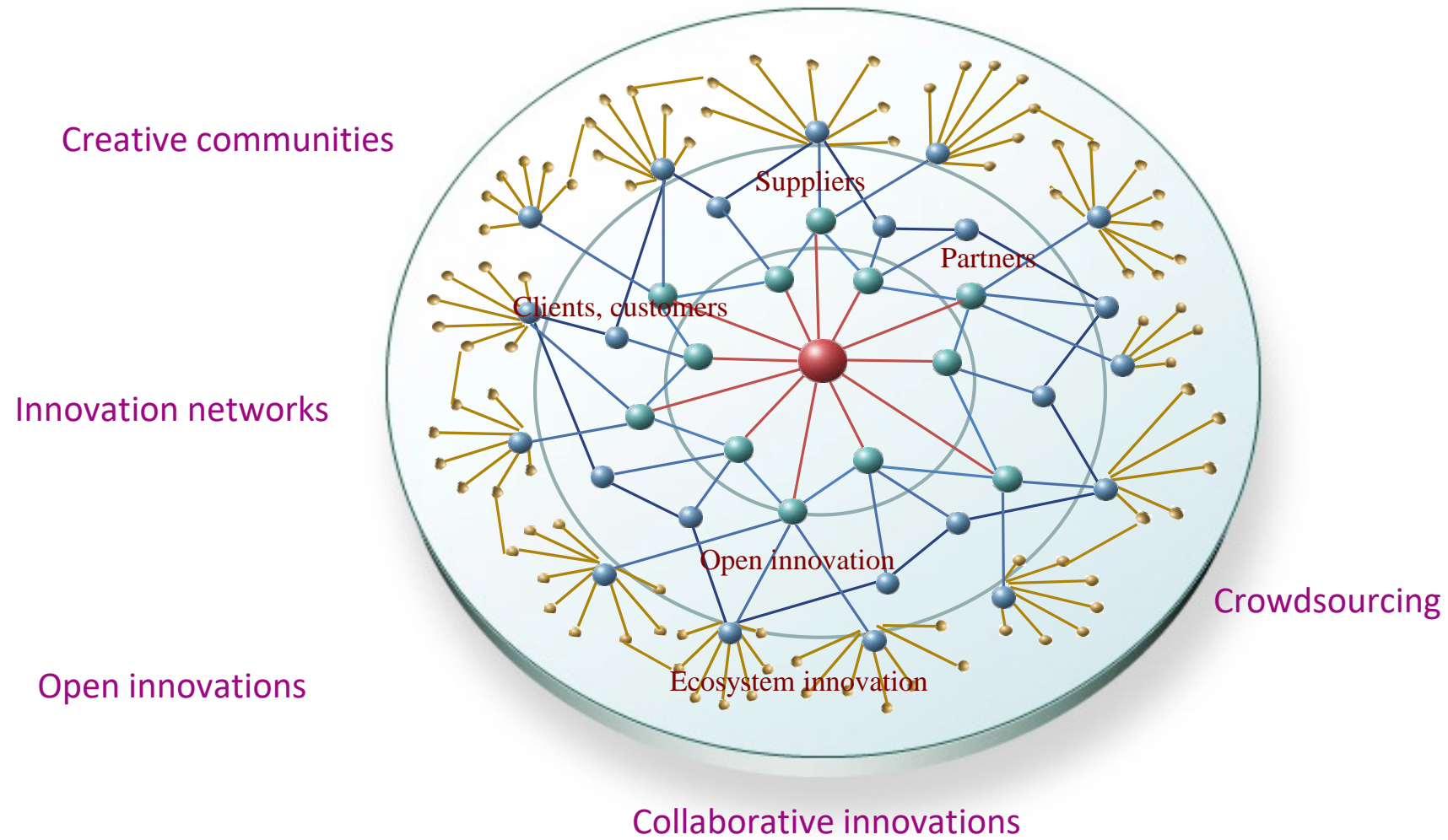
69% want business to make it easier for consumers to get involved in societal issues



“Never before in history has innovations offered promise of so much to so many in so short a time”

INNOVATIONS FOR EVERYBODY, EVERYBODY BECOMES INNOVATOR

Innovations taking place everywhere



10 faces of innovation



TOM KELLEY
WITH JONATHAN LITTMAN



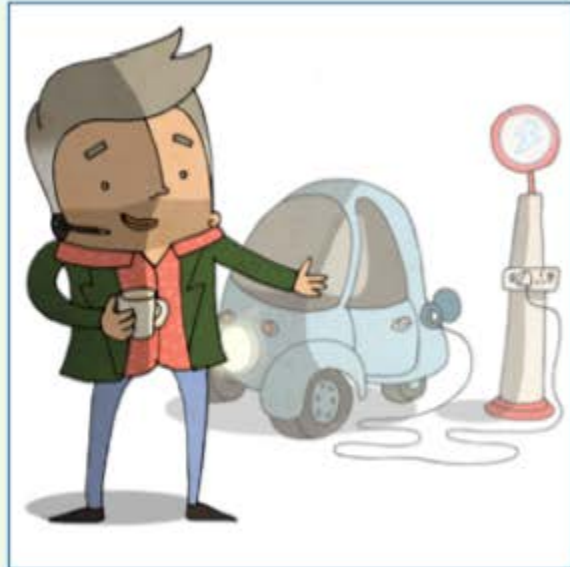
WHICH INNOVATOR ARE YOU?



INNOVATION FUTURISTS (19 per cent of the UK population) are engaged in many aspects of the innovation debate and can see the benefits of change in all areas of life. They understand the different facets of innovation well, are generally comfortable with the pace of change in society and take a long-term view on their own lives and the wider world. They are not concerned about innovation over-reach and tend to view controversial innovations such as nuclear or GM foods more favourably than other segments. They are also more likely to say they have been innovative themselves.



INNOVATION ROMANTICS (12 per cent of the UK population) find consumer innovation exciting and interesting, but tend not to engage with innovation with long-term objectives. They tend to think of innovation as consumer goods - 'gadgets' and 'new technology' that they encounter in their personal lives. They attach high intrinsic value to innovation and tend to approve of most innovation they come into contact with or hear about. They are more likely than other segments to agree that *"new ideas and products are what make a country great - even if they don't have much economic benefit"*. Innovation Romantics are not long-term planners and tend not to be concerned about the future, and they are the least likely to have participated in innovative activities.





INNOVATION CREATIVES (19 per cent of the UK population) are typically younger than average, confident and on-trend, display high levels of personal creativity and a social perspective on life. They are curious and interested in new ideas, especially those that demonstrate creativity and solve practical problems. They are also the least cautious of the innovation groups, and the most likely to agree that they are “*creative and often come up with new ways of doing things*”. They are often early adopters of new technology and ideas, recommending new products to peers. They struggle to bring innovation together as a single concept, and therefore tend to see innovation as a series of different processes. They tend to think about innovation in the context of their own hobbies and interests.



INNOVATION REALISTS (34 per cent of the UK population) appreciate innovation but are not excited by it per se, believing that ethics and rights are more important than innovation and progress. They acknowledge that it is necessary to keep pace with change and they balance the drawbacks of innovation with the benefits. They are the segment most interested in current affairs, particularly valuing social innovations in areas like health, transport and education. Their most pressing concerns are focused on the impact of innovation on society, such as privacy, desocialisation and the perception that lifestyles are becoming increasingly disposable as products become obsolete.



INNOVATION SCEPTICS (16 per cent of the UK population) are particularly concerned about the pace of change in society. They are cautious and practical, placing relatively low value on innovations until they are confident that they have real-world benefits. They see new ideas as less important than solving problems by using existing ideas and technologies better. They tend to be more focused on the impact of innovation on their lives and are more likely to be late adopters of new products and technologies. They often feel a sense of powerlessness and a feeling of being left behind, concerned about the impact of new ways of doing things on job security, and they worry about how society adapts to change overall. They find value in innovation in health, education and social care when they see how it can actually make an impact on their lives or those close to them.

SOCIAL INNOVATIONS AS INTERACTION AND COOPERATION: VALUE NETWORK ANALYSIS

Change is possible!

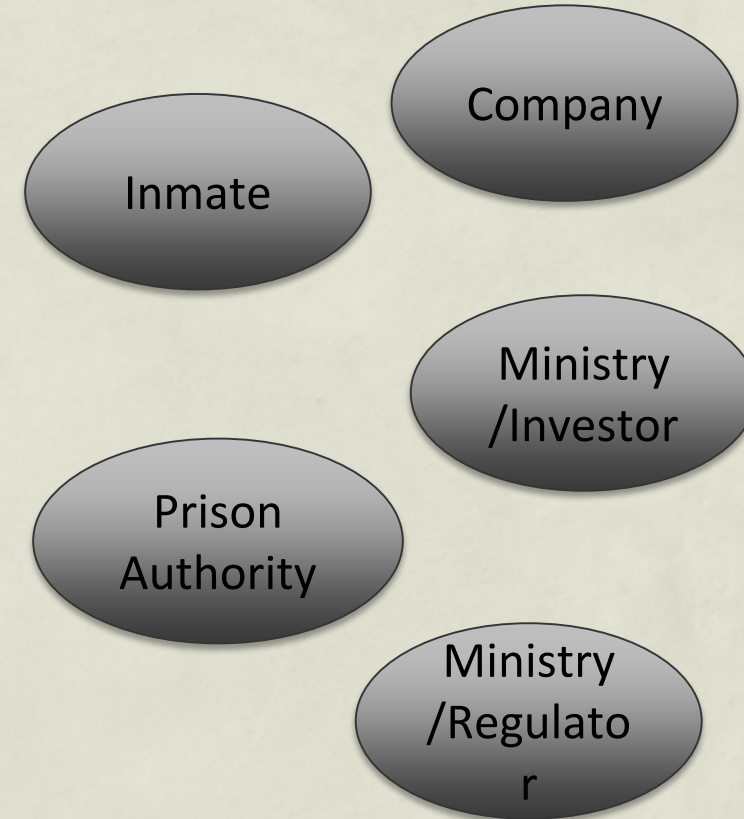






VALUE NETWORK ANALYSIS EXAMPLE: A-GIGA

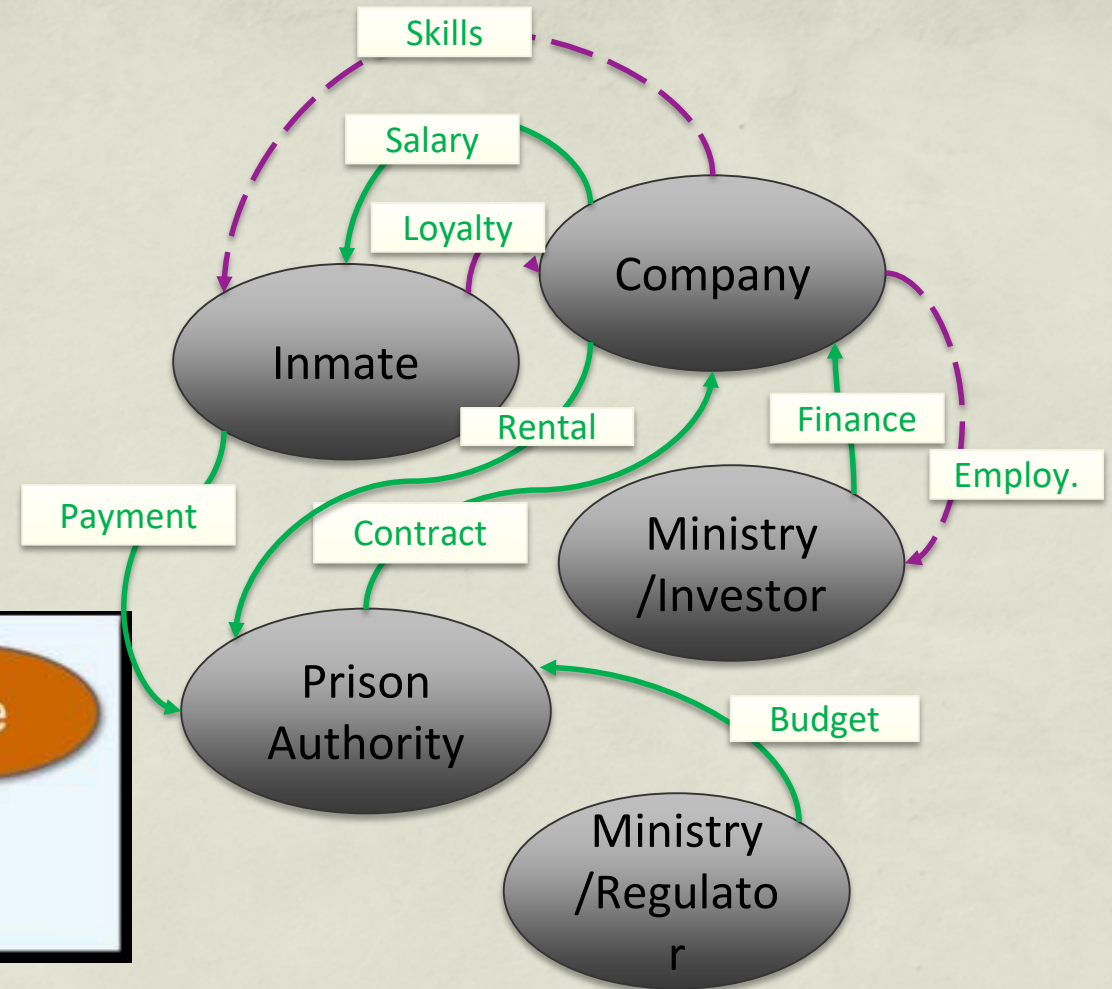
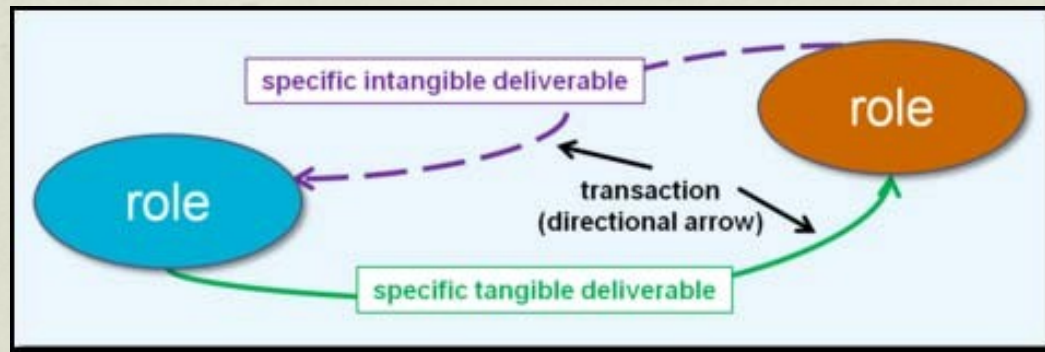
1) Identification of roles
(participants) for creating value





VALUE NETWORK ANALYSIS EXAMPLE: A-GIGA

- 1) Identification of roles (participants) for creating value
- 2) Mapping tangible and intangible exchanges between the participants**



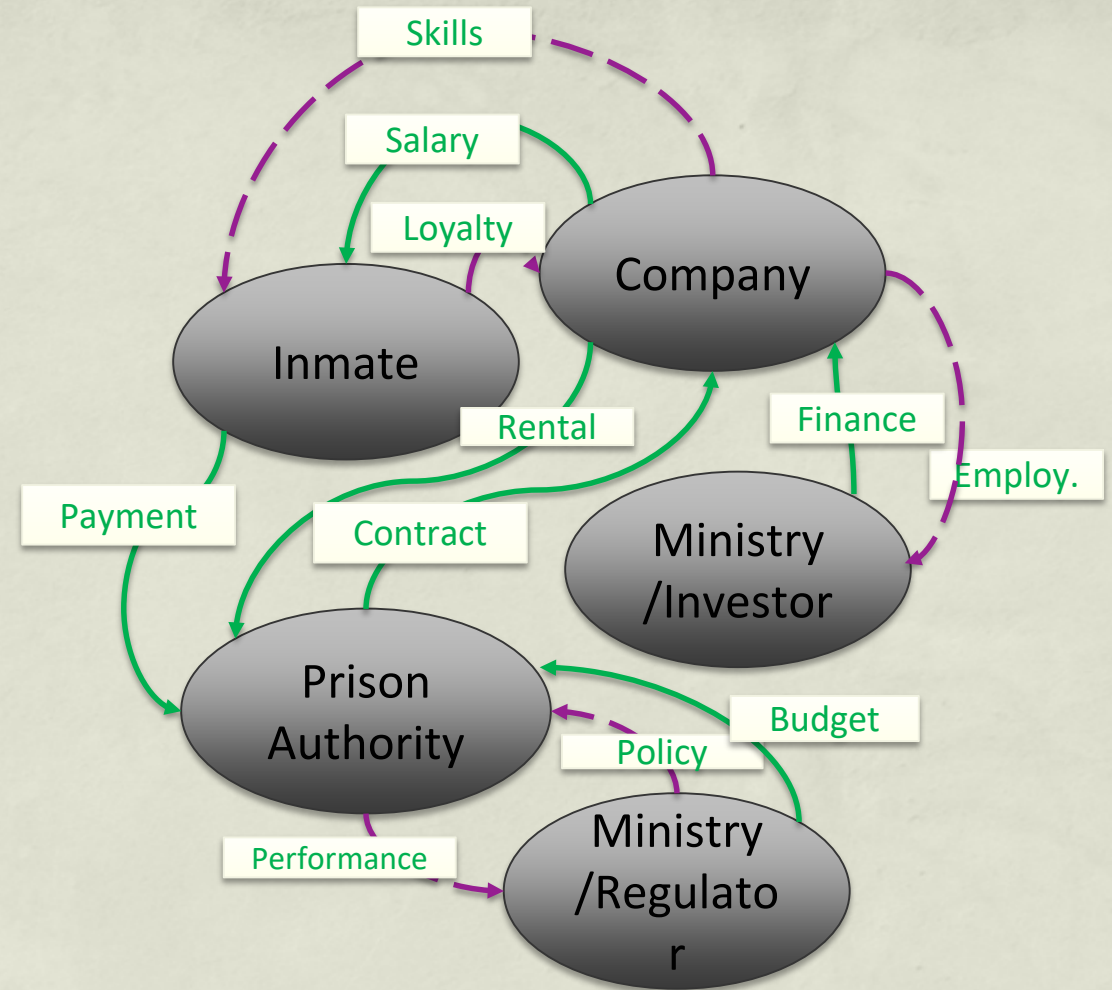
Network Modeling Tools

A brief overview



VALUE NETWORK ANALYSIS EXAMPLE: A-GIGA

- 1) Identification of roles (participants) for creating value
- 2) Mapping tangible and intangible exchanges between the participants
- 3) Exchange Analysis: Analyzing the patterns and processes for creating value - it shows the missing links**



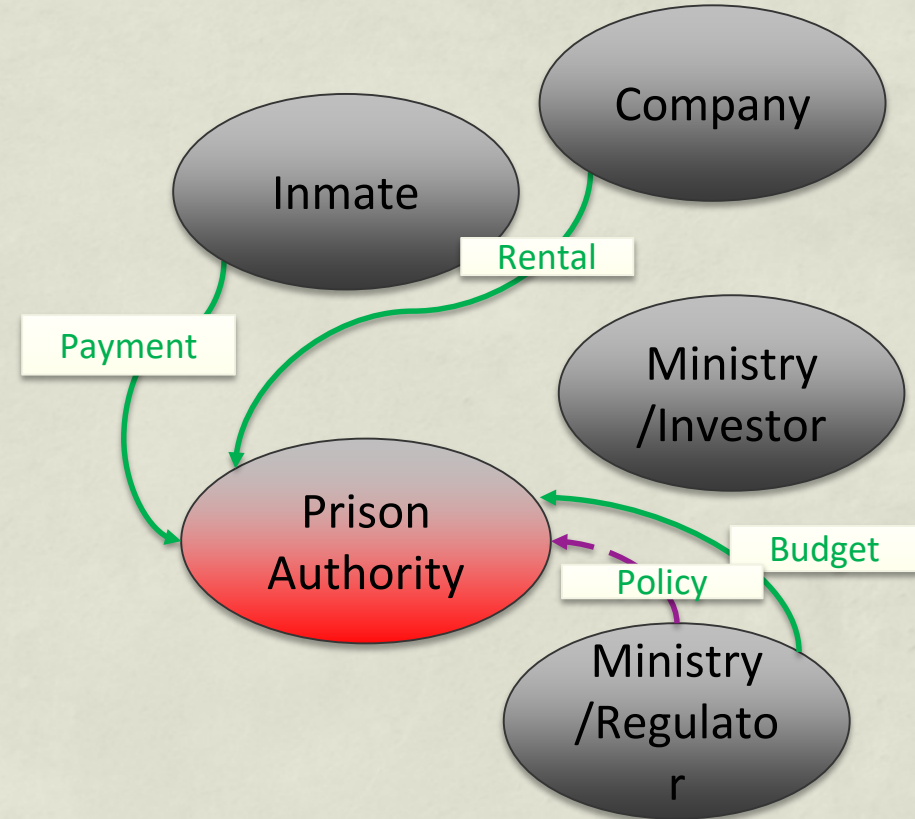
Network Modeling Tools

A brief overview



VALUE NETWORK ANALYSIS EXAMPLE: A-GIGA

- 1) Identification of roles (participants) for creating value
- 2) Mapping tangible and intangible exchanges between the participants
- 3) Analyzing the patterns and processes for creating value (Exchange Analysis)
- 4) Impact Analysis: determines the impact that each value input has on the participants**



Network Modeling Tools

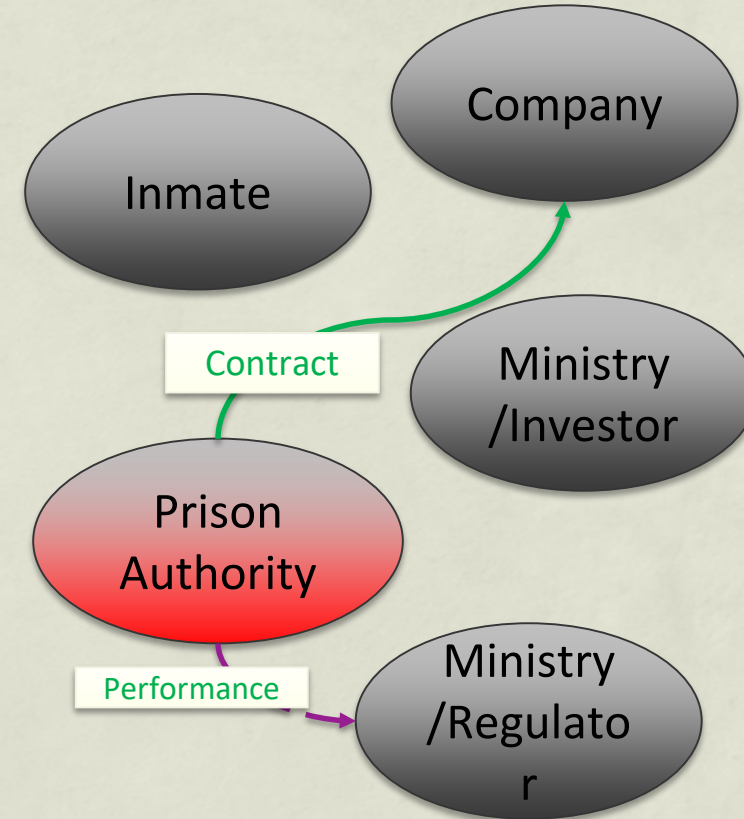
A brief overview





VALUE NETWORK ANALYSIS EXAMPLE: A-GIGA

- 1) Identification of roles (participants) for creating value
- 2) Mapping tangible and intangible exchanges between the participants
- 3) Analyzing the patterns and processes for creating value (Exchange Analysis)
- 4) Impact Analysis: determines the impact that each value input has on the other participants
- 5) Value creation analysis: determines the value that each participant (output) adds to others**



Network Modeling Tools

A brief overview



Innovation as value creator

- Innovation plays a key role in **value creation** (economic, social)
- We must find an **opportunity**, how to do sth **new**, and turn the idea into a **value**
- The value is e.g. business **growth**, social **change**
- The driver is **creativity**, desire for a **change**

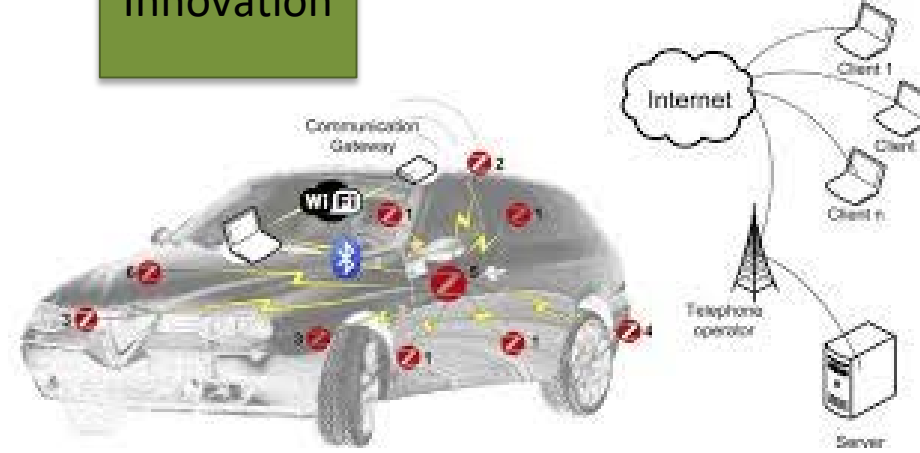


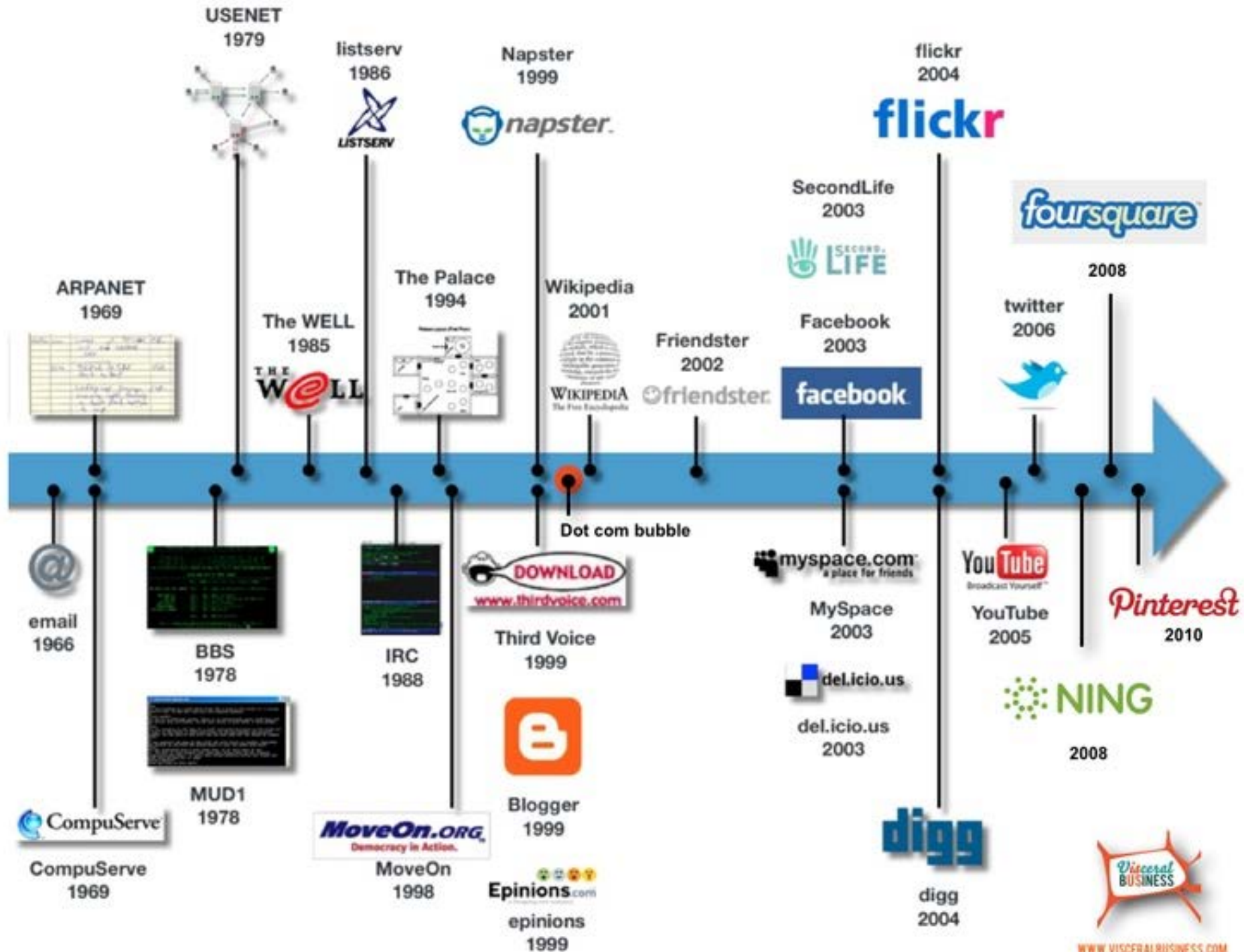
Innovation is ...

- Identification or creation of new **opportunities**,
- New **products**
- New ways of the **existing market** satisfaction
- Identification of **new markets** with development potential
- Innovations in **services**
- Meeting **social needs**
- Improvement of **operations**
- ...



Innovation





Innovation process (4 stages)

- **Identification of opportunities (in the ocean of opportunities)**
 - Inspiration, transfe from different context, listening to users, border research, new combination of of existing solutions, new models of future
- **Finding/getting resources**
 - Money, time, knowledge for strategic choice
- **Development of solutions**
 - In the environment of risk and uncertainty
- **Capture of value**
 - Revenues from users, clients, customers, Příjem od uživatelů/zákazníků, výnos pro investory, innovation rent
- Organized and repeated (upscaled)





1995: Larry Page and Sergey Brin meet at Stanford.

1996: Page and Brin, now Stanford computer science grad students, begin collaborating on a search engine called **BackRub**, which operates on Stanford servers.

1997: Name changed to **Google**, a play on the word "googol," the term for the number one followed by 100 zeros.

Sept. 4, 1998: Sets up shop in California garage and hires one employee.

1999: Outgrows two offices and goes from eight to 40 employees.

2000: Eric Schmidt (above right) named CEO; Google becomes world's largest search engine.

2001: Image search launched.



2002: **Google Labs** and **Google News** launched.

2003: Acquires Pyra Labs (creators of **Blogger**).



2004: Moves to campus-like "Googleplex" with over 800 employees; **Gmail** launched; Company goes public at \$85 per share.

2005: **Google Maps** and **Google Earth** released; **Google Reader** introduced at Web 2.0 conference.



2006: **Google calendar** launched; Announces acquisition of **YouTube**

2007: Gmail no longer invite-only; **Street View** debuts in five U.S. Cities; **Android OS** announced

2008: **Chrome** released



YouTube

29 B

2010

Number of "Google doodles" that have been posted since the first one in 1998



1,000

Approximate number of indexed images

1.5 B

As of April 2013, the number of countries on Street View

50

2011

46 B

2012

50 B

2009: Announced development of Google Chrome OS



2010: Nexus One, Google's flagship smartphone, introduced; First playable doodle (for Pac-Man's 30th birthday); Google Instant begins (search results as you type); Google's self-driving cars log more than 225,000 km

26 M

1998 2000

1 B

3 B

2001

2011: Page becomes CEO; **Google Wallet** (tap phone to pay) available on Sprint Nexus S; **Google+** open to sign-ups after going through 90-day field trial



2012: **Google Play** and **Google Drive** launched; **Project Glass** unveiled; Acquired Motorola Mobility; Samsung Chromebook (laptop) released

8 B

2004

2013: Chromebook Pixel (laptop) announced

17 B

2009

The verb "google" was added to the Merriam Webster and Oxford English Dictionary in 2006

DID YOU KNOW?

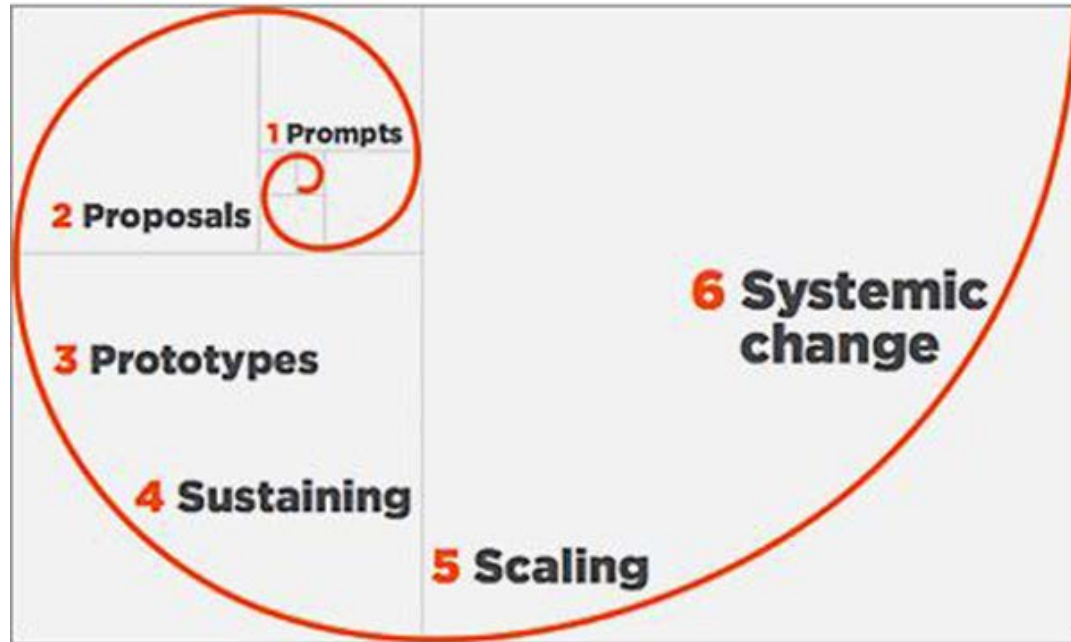
The "I'm Feeling Lucky" button takes you directly to the first search result, completely bypassing the results page.

Approximate number of Google's indexed pages

15 years of Google



Innovation cycle: stages and requirements



STAGE	SPECIALIST SKILLS REQUIRED	EXAMPLE ACTIVITIES	RISK LEVEL AND HANDLING	FINANCE REQUIRED	KINDS OF EVIDENCE GENERATED	GOAL
1 Exploring opportunities and challenges	Research and analysis for exploratory work	<ul style="list-style-type: none"> - Horizon scanning - Evidence scanning - Ethnography and insight generation - Systems mapping - Foresight - Complaints and consumer research 	<ul style="list-style-type: none"> - Low risk of failure but clear decisions should be taken about how to act on insights. <p>LOW</p>	<ul style="list-style-type: none"> - Grants <p>LOW</p>	Insights derived from formal research and informal knowledge gathering	A well understood and clearly defined problem or opportunity
2 Generating ideas	Ideation and facilitation of creative thinking	<ul style="list-style-type: none"> - Creativity methods - Design tools - Crowdsourcing - Open innovation - Awards and rewards - Challenge prizes 	<ul style="list-style-type: none"> - High failure rate should be an explicit expectation - Visible senior leadership essential <p>HIGH</p>	<ul style="list-style-type: none"> - Usually grants, occasionally convertible <p>LOW</p>	A clear account of change or likely causation, supported - but not overly constrained - by evidence	An idea or set of ideas to develop and test
3 Developing and testing	Mix of design and implementation skills	<ul style="list-style-type: none"> - Rapid prototyping - Service, product and process design - Co-design - User design - Light touch evaluation - Cost benefit modelling - Randomised control trials 	<ul style="list-style-type: none"> - High failure rate should be an explicit expectation - Visible senior leadership essential <p>HIGH</p>	<ul style="list-style-type: none"> - Grants, convertible grants/loans <p>MEDIUM</p>	A stronger case with cost and benefit projections developed through practical trials and experiments, involving potential users	Demonstration that the idea works, or evidence to support a reworking of the idea
4 Making the case	Business development and evaluation	<ul style="list-style-type: none"> - Market sizing, development and testing - Business case analysis - Identifying cashable savings 	<ul style="list-style-type: none"> - Prepare to adapt approach, based on evaluation results and user feedback. <p>MEDIUM</p>	<ul style="list-style-type: none"> - Grant funding or funding out of investment <p>MEDIUM</p>	A stronger case with cost and benefit projections developed through practical trials and experiments, involving potential users	Clarity about what warrants implementation and funding
5 Delivering and implementing	Strong leadership, management, implementation skills	<ul style="list-style-type: none"> - Policy design - Programme design - Business modelling - Organisational design 	<ul style="list-style-type: none"> - Prepare for some adaptation to implementation <p>MEDIUM</p>	<ul style="list-style-type: none"> - Programme funds, equity, loans, grants <p>HIGH</p>	A robust and detailed case developed through formal evaluation and evidence gathering - use of a control group to isolate impact	An implemented and sustainable innovation
6 Growing, scaling and spreading	Strong leadership, management, implementation skills	<ul style="list-style-type: none"> - Business or organisational growth - Franchising - Licensing - Legislation - Spreading ideas - Transferring practice 	<ul style="list-style-type: none"> - Fidelity assessments may be important - Strong capacity needed to ensure transfer of practice <p>MEDIUM</p>	<ul style="list-style-type: none"> - Equity, loans, payment by results, social impact bonds <p>HIGH</p>	Evidence derived from evaluations in multiple sites, and independently run randomised control trials	Innovation or impact at scale
7 Changing systems	Strong leadership and management, and training of new leaders and teams	<ul style="list-style-type: none"> - Building networks - Calibrating markets - Changing behaviour - Changing laws and regulations - Understanding interaction of technologies 	<ul style="list-style-type: none"> - Map potential unintended effects <p>VARIED</p>	<ul style="list-style-type: none"> - Multiple financial systems requiring potential reworking - Possible outcome based funding <p>HIGH</p>	New definitions of and measures for efficiency and impact are created	A transformation in the way we do things

ENGAGEMENT, SHARING, CO-CREATION,
CO-PRODUCTION,

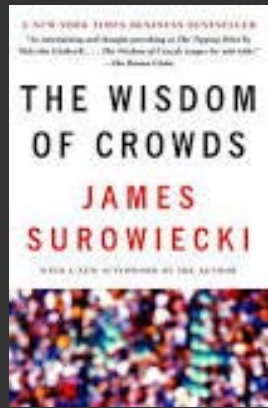


*'Future
predictions
beyond 2020'*

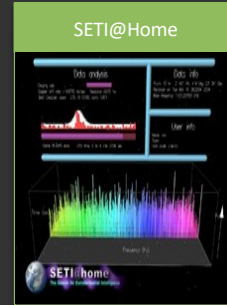


Landmark Crowdsourcing Events

Why the Many Are Smarter Than the Few and How Collective Wisdom Shapes Business, Economies, Societies and Nations



GenBank



SETI@Home



Wisdom of Crowds

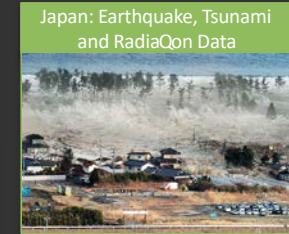
James Surowiecki



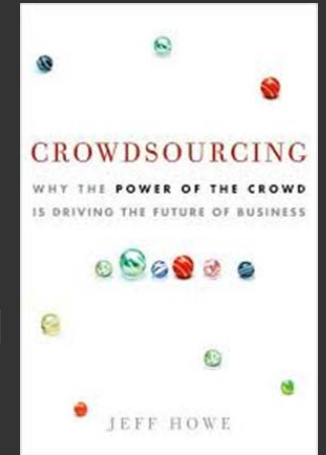
InnoCenQve SoluQon for Exxon Valdez



Australian Public Help DigiQze NaQonal Archive



Japan: Earthquake, Tsunami and RadiaQon Data



1991

2003

2006

2008

2009

2010

2011

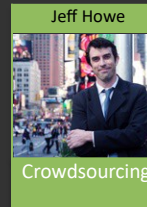


Linus Torvalds

Linux



ESP Game



Jeff Howe

Crowdsourcing



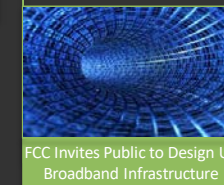
Katrina PeopleFinder Project



Search for Steve Fossett



Wikipedia Reaches 10,000,000 Contributors



FCC Invites Public to Design US Broadband Infrastructure

Why the Power of the Crowd Is Driving the Future of Business



Crowdfunding

Financial contributions from online investors, sponsors or donors to fund for-profit or non-profit initiatives or enterprises.



Collective Knowledge

Development of knowledge assets or information resources from a distributed pool of contributors.



Tools

Applications, platforms and tools that support collaboration, communication and sharing among distributed groups of people.



Collective Creativity

Tapping of creative talent pools to design and develop original art, media or content.



Cloud Labor

Leveraging of a distributed virtual labor pool, available on-demand to fulfill a range of tasks from simple to complex.



Community Building

Development of communities through active engagement of individuals who share common passions, beliefs or interests.



Civic Engagement

Collective actions that address issues of public concern.



Open Innovation

Use of sources outside of the entity or group to generate, develop and implement ideas.



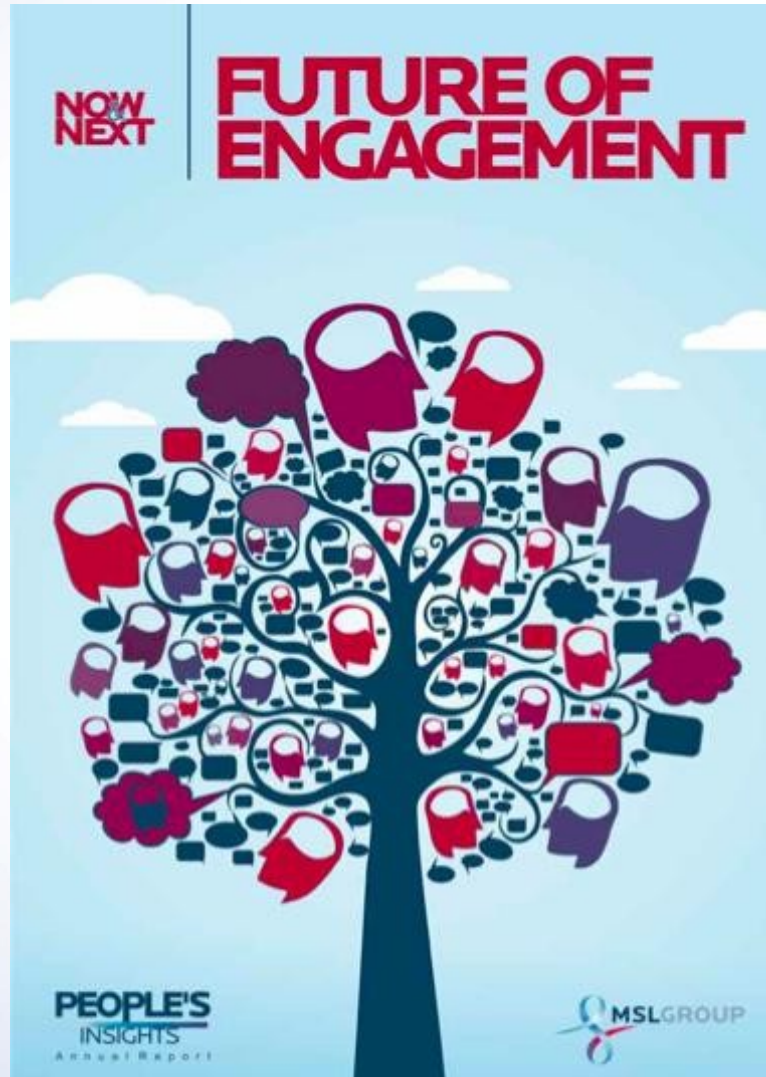


TEN FRONTIERS FOR THE FUTURE OF ENGAGEMENT



NOW & NEXT: FUTURE OF ENGAGEMENT

We have now synthesized a year's worth of insights from the 100+ planners on MSLGROUP's Insights Network into an annual report on the ten frontiers for the future of engagement.



1. Crowdfunding



2. Behavior Change Games



3. Collaborative Social Innovation



4. Grassroots Change Movements



5. Co-creation Communities



6. Social Curation



7. Transmedia Storytelling



8. Collective Intelligence



9. Social Live Experiences



10. Collaborative Consumption

FUNCTIONAL DEFINITION OF SOCIAL INNOVATION

(Implemented!) CHANGE (of product, process, marketing, organization, ...) =
NOVELTY

which creates VALUE (SUPPLY),

for which the customer is willing to pay (DEMAND)



NOVELTY

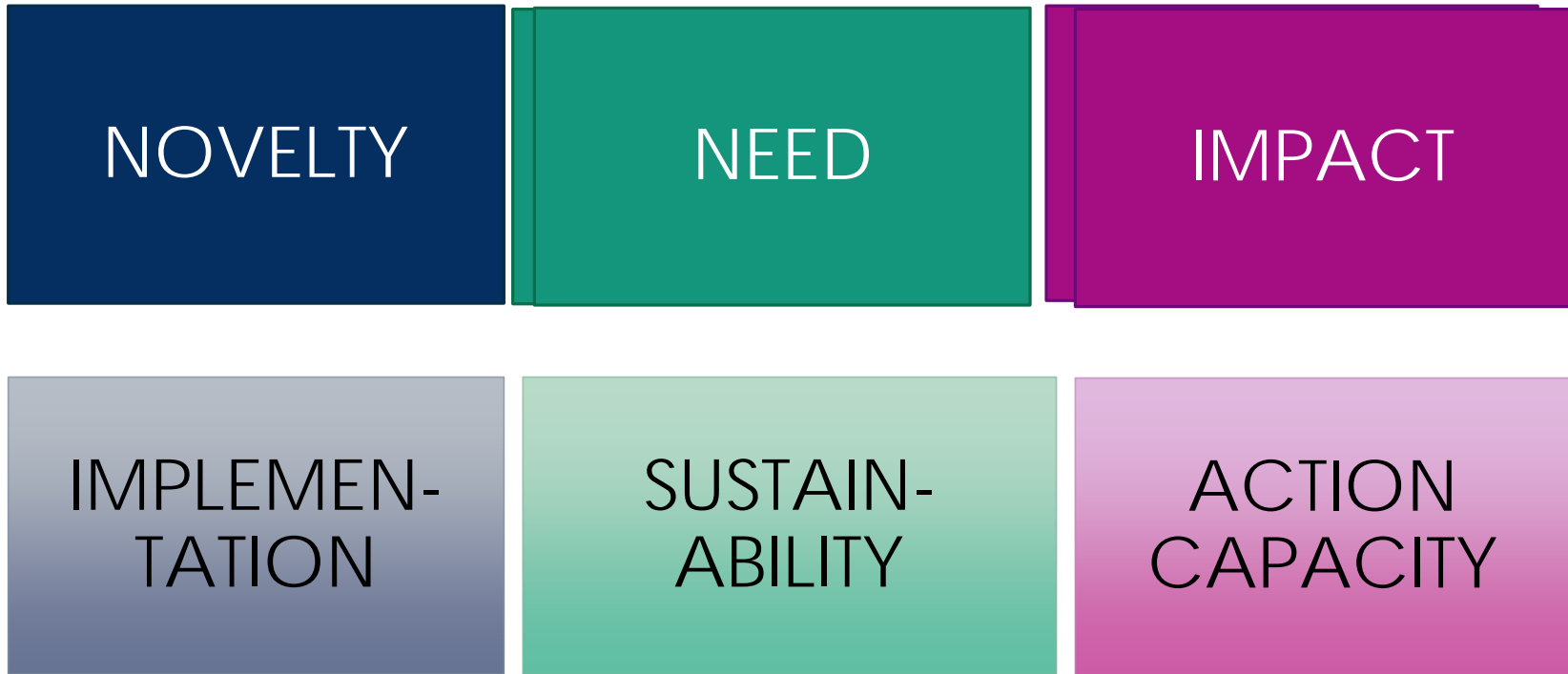


VALUE

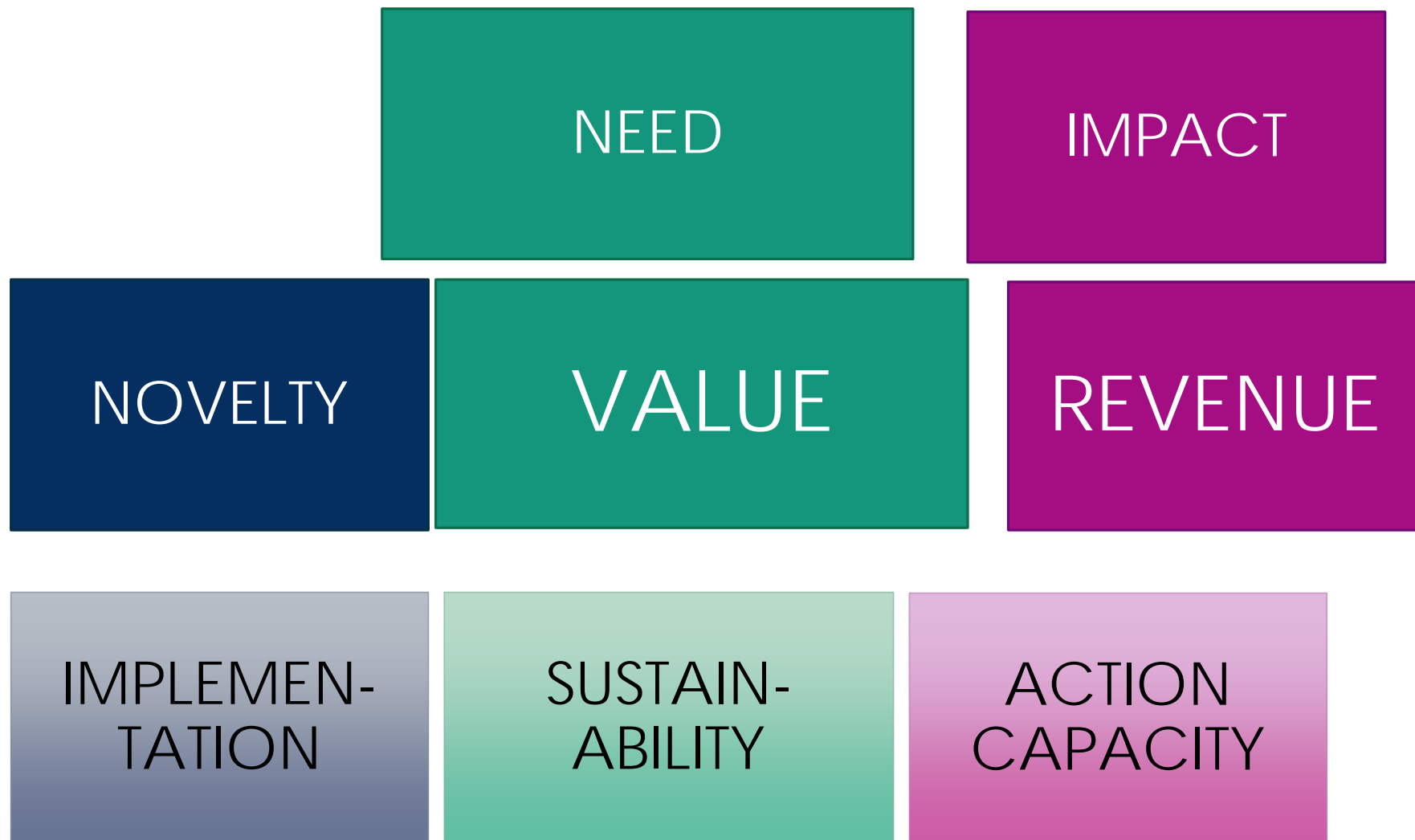


REVENUE

INNOVATION



SOCIAL INNOVATION



ECONOMIC AND SOCIAL INNOVATION

MINE ACTION

Tanzania | Mozambique | Thailand | Angola |
Cambodia

HOW

Training | Clearance | Land release

SUP

Dona

MINE ACTION

There are currently 66 countries and 7 territories around the world that are affected by landmines and explosive remnants of war that pose a structural barrier to development and economic growth. APOPO has stepped up its war on landmines and continues to develop combined approaches using existing demining technology as well as its innovative Mine Detection Rats (MDRs), leading to more efficient mine action work.



TUBERCULOSIS DETECTION

Every untreated Tuberculosis patient can infect a dozen other people per year. The need for faster TB diagnosis in overpopulated high burden cities is paramount. APOPO is working towards eradicating TB in Sub-Saharan Africa by training locally available rats to evaluate sputum samples more swiftly and efficiently. One rat can evaluate in ten minutes more samples than a lab technician can do in one day.





Featured

**Michael Young 100
Conference: Tackling
Inequality in the 21st
Century**

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**SIE Berlin Report:
Exploring Ecosystems for
Social Innovation**

[+ Read more](#)



Launch of Social Innovation: Communities

February saw the launch of the new Social Innovation: Communities project funded by Horizon 2020 ...

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[Social Enterprise](#) >

[SI in the Public Sector](#) >

[Social Frontiers 2013](#) >

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Blog



Report: Understanding workplace innovation >

Eurofund have released a new report entitled: 'Workplace innovation in European companies'. Workplace innovation measures (WPI) are emerging as a force to transform workplaces, to make ...

Written by Charlotte Heales

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by Twitter

INNOSERV



The project

Consortium

Project Outputs

Innovative Projects



SOCIAL PLATFORM ON INNOVATIVE SOCIAL SERVICES

Education - HEALTH - Welfare

Welcome

Blog

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Members

Other research projects

Help

Social platform on Innovative Social Services

This project is focusing on identifying the future potential of innovative services including the multifaceted activities of different stakeholders as well as the policy frameworks at different levels of governance geared to address the needs of citizens.

RECENT NEWS

Newsletter 2 has been published!

3 weeks 3 days ago

INNOSERV Trailer

SOCIAL INNOVATION SERIES
WAYS TO DESIGN, DEVELOP
AND GROW SOCIAL INNOVATION

THE OPEN BOOK OF SOCIAL INNOVATION

Robin Murray
Julie Cauter-Grice
Geoff Mulgan

SozialMarie Preis für soziale Innovation



European Social Innovation Competition



The Competition was launched by the European Commission in memory of Diogo Vasconcelos. The aim is to find the best social innovation solutions to help people move towards work or create new types of work.

Find out more >

An initiative of

Autisten gesucht

Erstmalig wird ein Kontexten gesucht um Mitarbeiter, die gar nicht als krank gelten. Bis 2020 stellt SAP 600 Autisten ein. Das Unternehmen hat nicht allein seine soziale Ader entdeckt – es will vielmehr die besonderen Programmierertalente nutzen.



Projects Opportunities Community



Social Innovation in Ageing - The European Award



King Baudouin Foundation

Working together for a better society



winners announced



read entries



discuss



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Od roku 2002 jsme darovali částku 198 000 000 Kč

Jak šel čas s Nadací O₂

Podporujeme mladou generaci | Podpořeno 902 projektů | Vyškoleni 2 500 mladých lidí

Poskytujeme technologie pro komunitu

Zapojujeme zaměstnance

Program Think Big

Mladí lidé jsou plní nápadů, energie a přicházejí s řadou překvapivých řešení. Potřebují však příležitost, podporu a důvěru, aby mohli své nápady realizovat. A právě proto je tu Think Big Program pomáhat na svět všem dobrým nápadům mladých lidí ve věku 15 – 26 let, kteří chtějí něco vytvořit nebo změnit ve svém okolí a pomoci tak komunitě, ve které žijí. Program poskytuje mladým lidem podporu, finanční prostředky, týmového mentora, vzdělání potřebné pro realizaci jejich projektů a telekomunikační vybavení.

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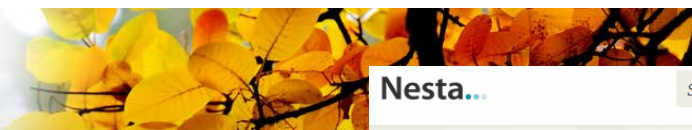
The Washed Ashore Project

Jun 14 - What do 3 tons of garbage look like? If you are an Haseltine Pozzi, you turn this trash into sculptures that draw attention to the problem of plastic pollution. Unlike other artists that work with plastic beach debris, she doesn't cut everything up into tiny, beautiful pieces so you don't know where this plastic came from -- you can ...

Read Full DailyGood

< 1 2 3 4 5 6 >

Technology, Meditation, Joy, Love, Success, Education, Relationships, Life



Nesta..

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About Us

Nesta is an innovation charity with a mission to help people and organisations bring great ideas to life.

Nadace Vodařine Česká republika | Úvod | O nás | Programy | Co se chystá | Novinky | Vyhledat

Zaměstnejte svou mysl na Rok jinak

Vyberte si neziskovku, pro kterou chcete pracovat, a Nadace vám bude dávat váš stávající plat.

O CO JDE >

Rok jinak
Věnujte se rok nebo pár měsíců svému projektu v neziskovce. Mzdu vám zaplatíme my.

více >

Vpohybu
Rozhýbejte své okolí a my vám pomůžeme rozhýbat váš projekt.

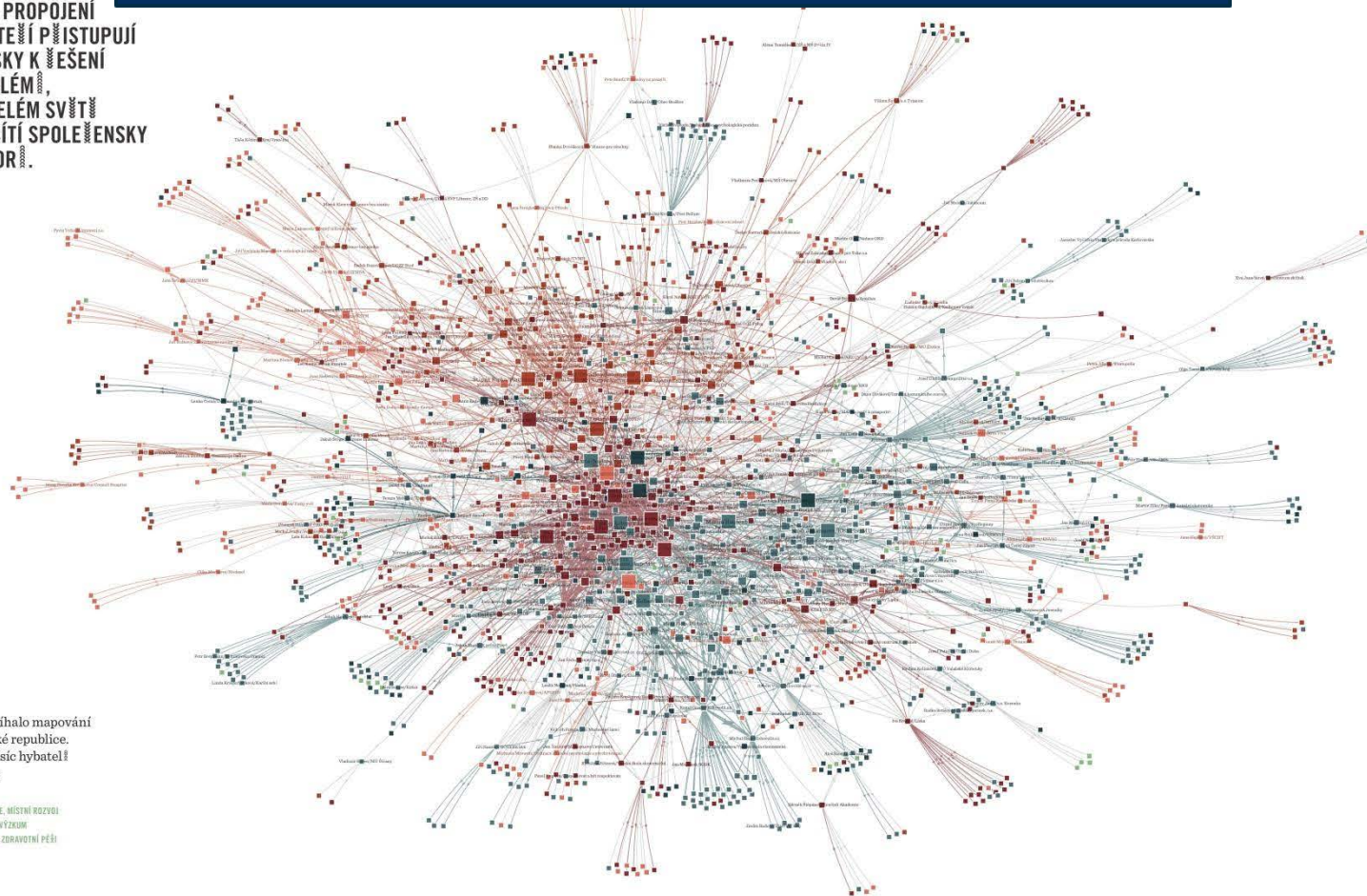
více >

Technologie pro společnost
Moderní technologie pomáhají. Požádejte nás svůj nápad.

Technologie mohou pomáhat. Pošlete nám svůj nápad!

více >

ZA ÚČELEM MAPOVÁNÍ, PROPOJENÍ A ZVIDITELNĚNÍ LIDÍ, KTEŘÍ PŘÍSTUPUJÍ JEDINEČNĚ A NOVÁTORSKY K ŘEŠENÍ SPOLEČENSKÝCH PROBLÉMŮ, PROVÁDÍ ASHOKA PO CELÉM SVĚTĚ ANALÝZY SOCIÁLNÍCH SÍTÍ SPOLEČENSKY PROSPĚŠNÝCH INOVÁTORŮ.



Od října 2014 do února 2015 probíhalo mapování metodou „sněhové koule“ v české republice. Výsledkem je mapa téměř dvou tisíc byvatel společenských změn v oblastech:

- SPOLEČENÍ OBČANSKÉ SPOLEČNOSTI A TRANSPARENČNÍ MÍSTNÍ ROZVOJ
- VZDĚLÁVNÍ, VÝCHOVA A PROSPERAČNÍ ZÁJMY A VĚDY A VÝZKUM
- ZDRAVÝ ŽIVOTNÍ STYL, ZDRAVÁ VÝŽIVA, PŘÍSTUP KE ZDRAVOTNÍ PÉČI
- SOCIÁLNĚ-EKONOMICKÁ INKLUZE A INTEGRACE
- PŘÍRODNÍ PŮSOBNÍ
- JINÉ OBLASTI

Za podpory



© 2015 FASresearch

POČET KONTAKTOVANÝCH OSOB



500

POČET USKUTEČNĚNÝCH ROZHOVORŮ
(Mikrointerviews: 10%)



310

POČET NOMINOVANÝCH OSOB



1.840

POČET NOMINOVANÝCH INSTITUCÍ



1.476

PRŮMĚRNÝ POČET NOMINACÍ NA ROZHOVOR



12,2

ZASTOUPENÍ MUŽŮ A ŽEN

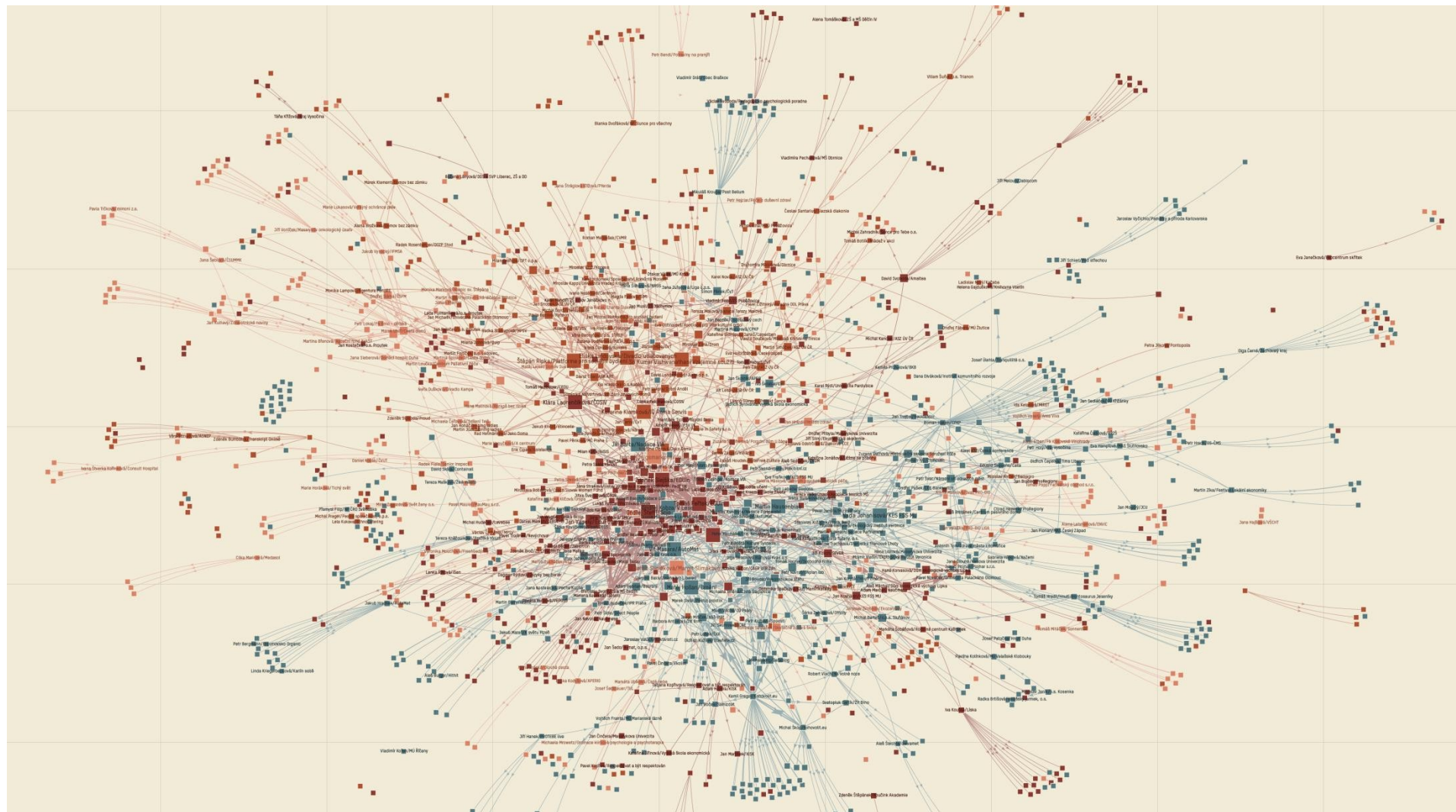




Civic society, transparency, local development

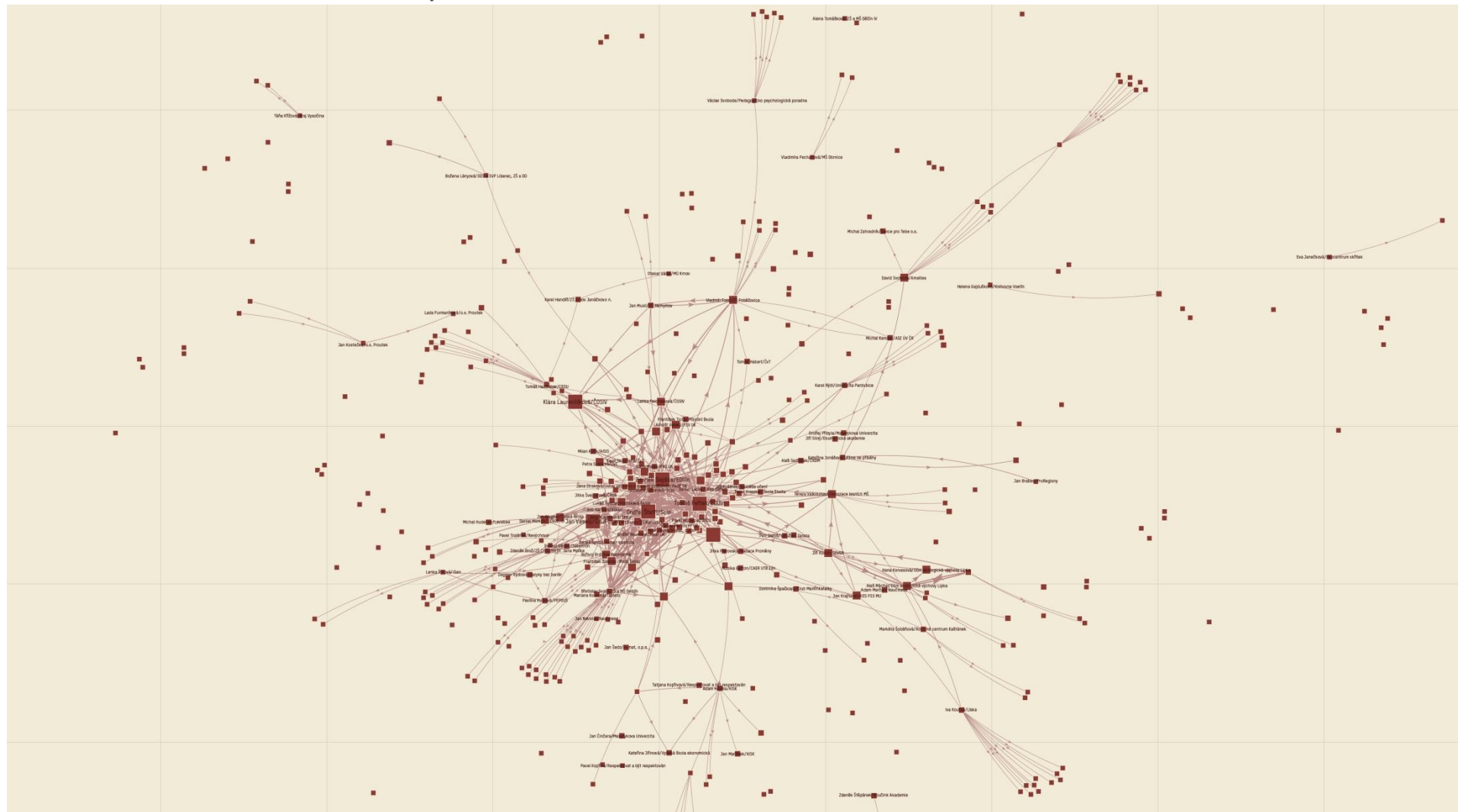
FAS from networks to strategy research

POSÍLENÍ OBČANSKÉ SPOLEČNOSTI A TRANSPARENCE, MÍSTNÍ ROZVOJ





Education, science and research



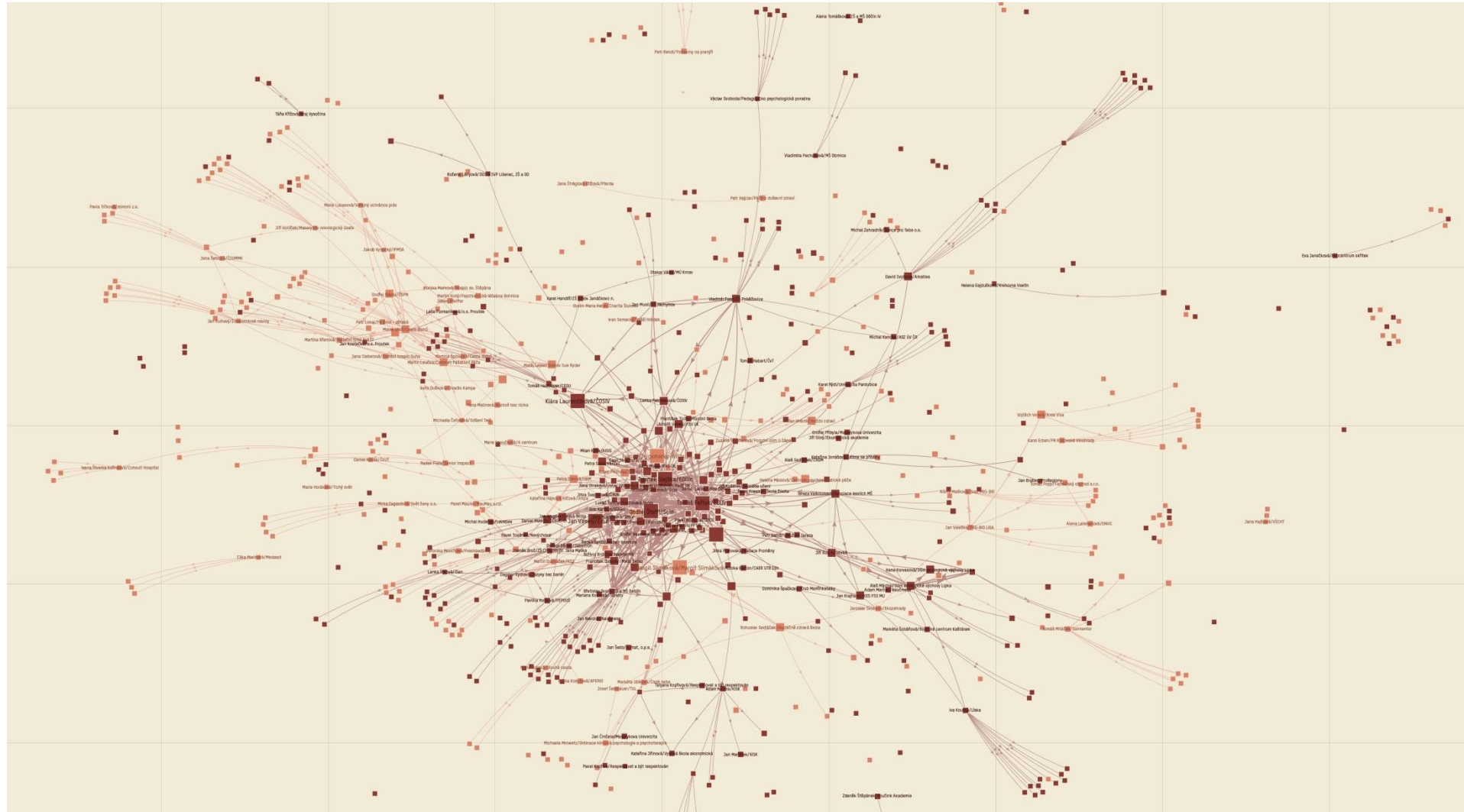


Social and economic inclusion and integration



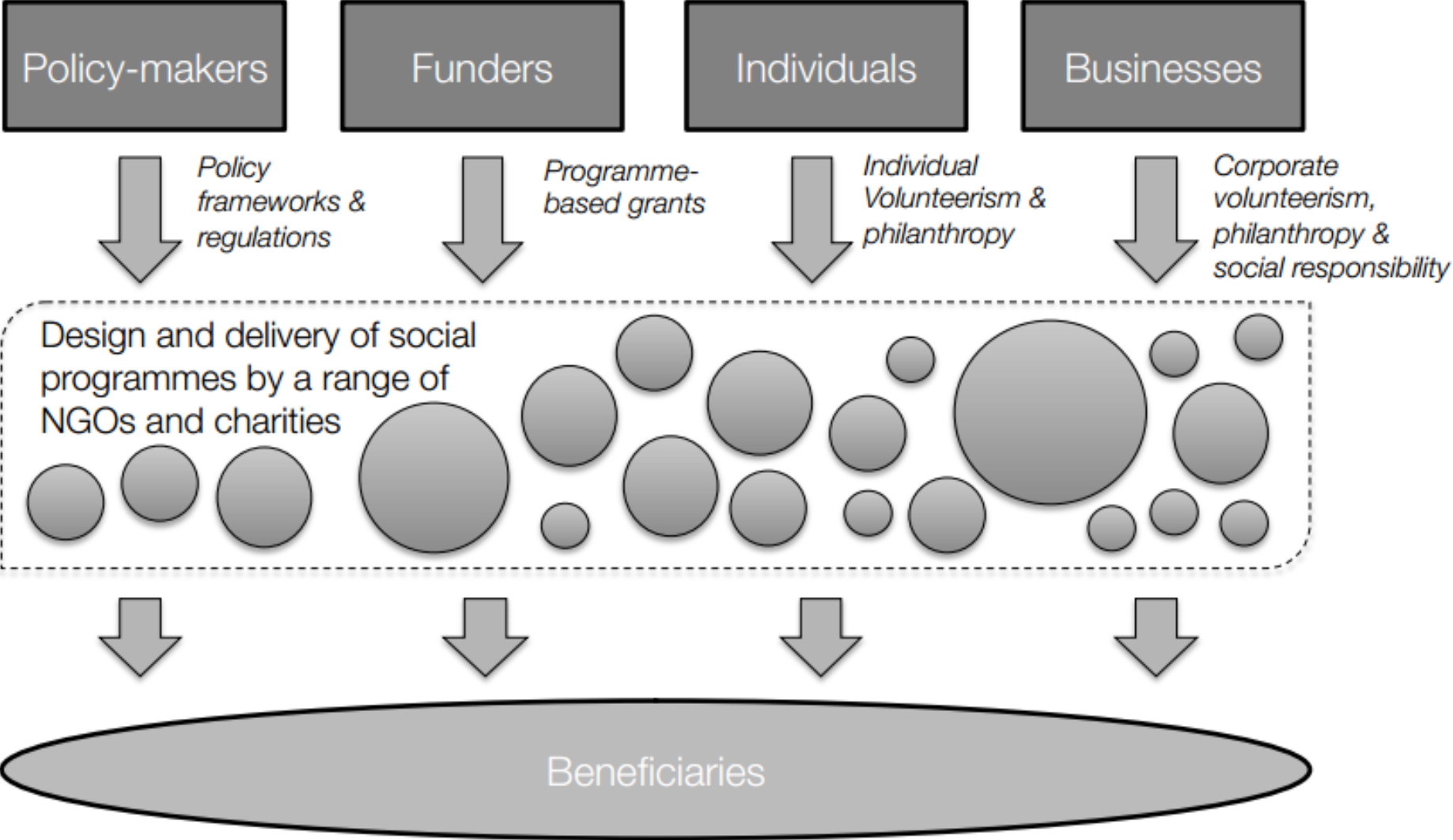


Health, lifestyle, health services

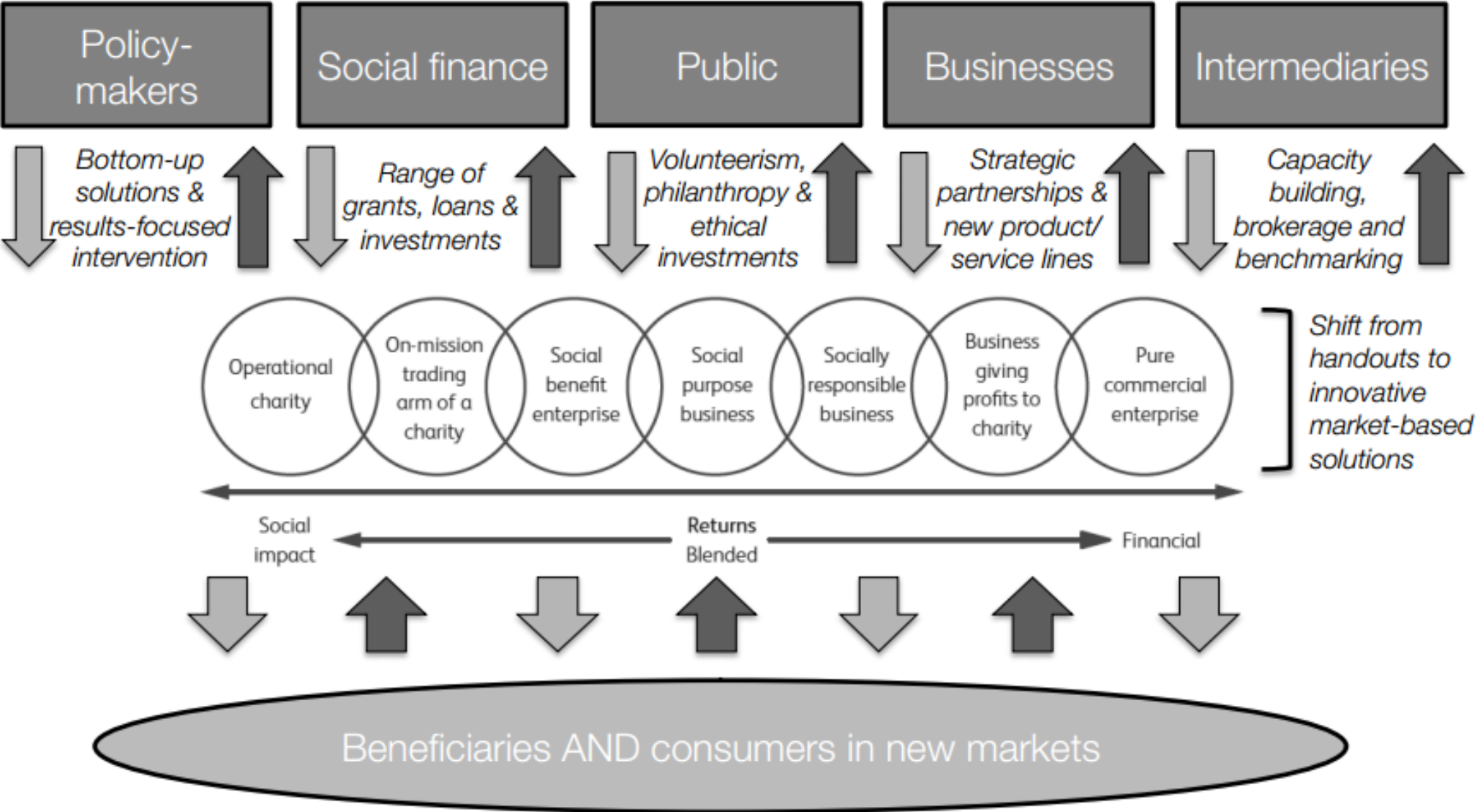


INNOVATION ECOSYSTEM

SOCIAL INTERVENTION ECOSYSTEM



SOCIAL INNOVATION ECOSYSTEM

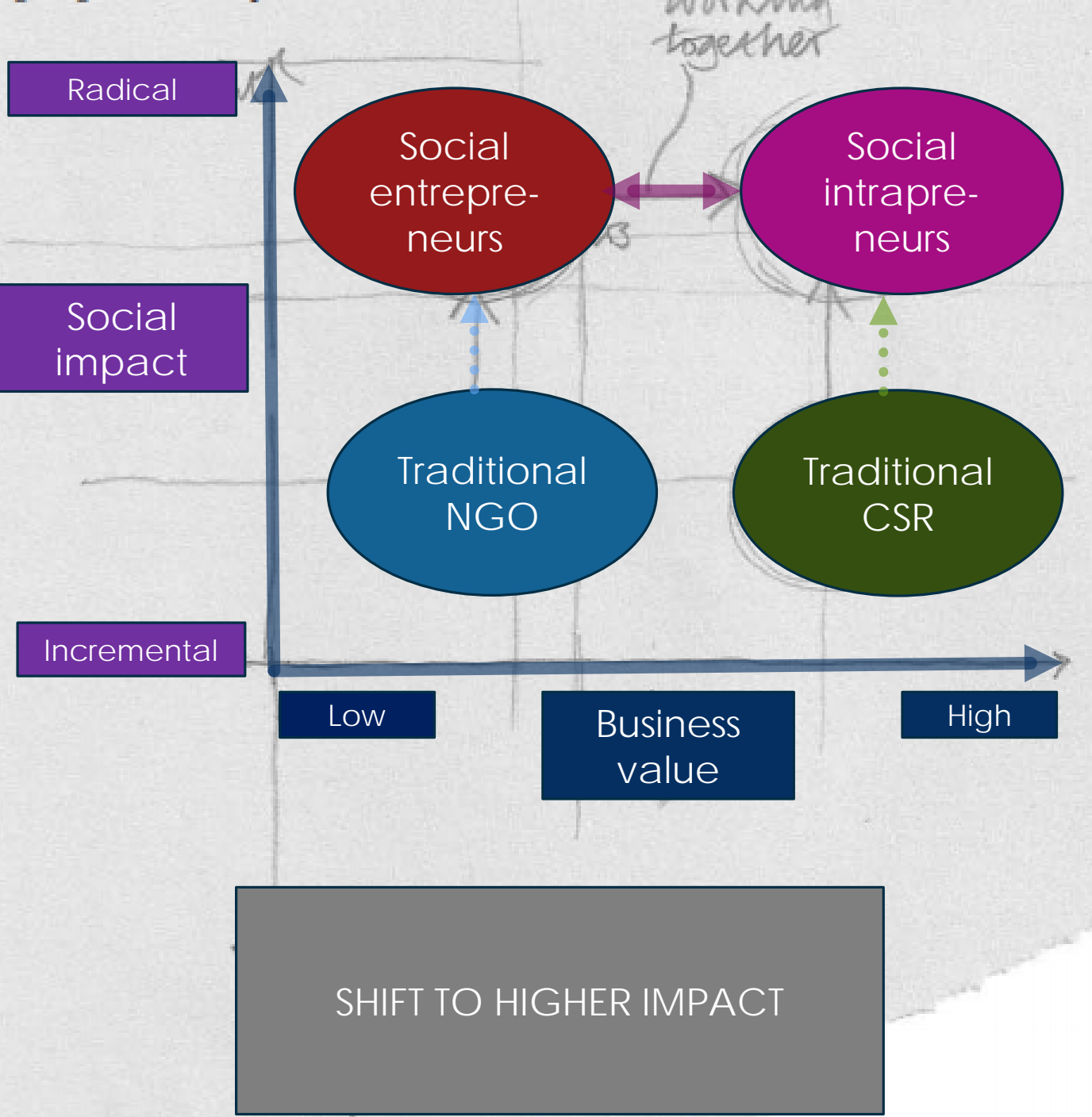


SOCIAL AND ECONOMIC VALUE

Social innovation is ...

- New solution of social problems which is better than the existing approaches and creates new interactions and cooperations
- The social problem is identified which has not been solved sufficiently and therefore requires new solution
- Social innovation must be implemented in practice, creates economic and social value (innovation supply) which is demanded by clients, users, customers
- Social innovation creates sustainable social change

Combination of economic and social value



Social innovations: characteristics

- New combinations of existing elements rather than a completely new solution
- Implementation of SI requires crossing of organizational, sectoral or disciplinary frontiers
- They create new relations among the unrelated actors and groups which support upscaling and embedding of SI and increase potential for future innovations
- They create internal capacities of individuals and communities which are utilized in open/user oriented innovations



Centre for Challenge Prizes



CSR criteria in research

Ideas and awards

Social entrepreneurship



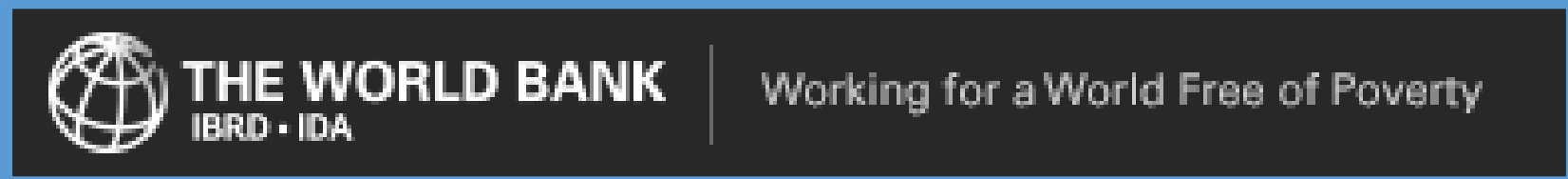
Diversity of stakeholders

Experimentation and learning

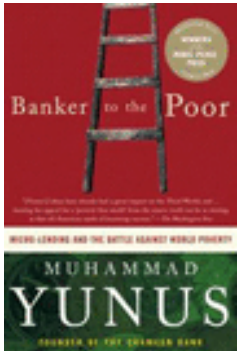
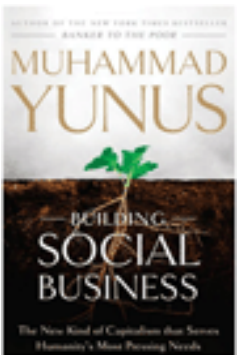
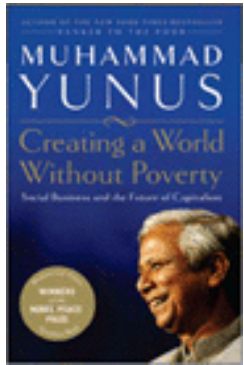


Creativity and innovation

in solution of social and environmental problems



Working for a World Free of Poverty



Social entrepreneurship
Financial inclusion

Social products of
businesses

Business argument
for CSR

Products and
services and their
production/
distribution

Business and social
performance and
financial results

Institutionalization of
CSR (Global
Compact)

CSR + core business
(business model)

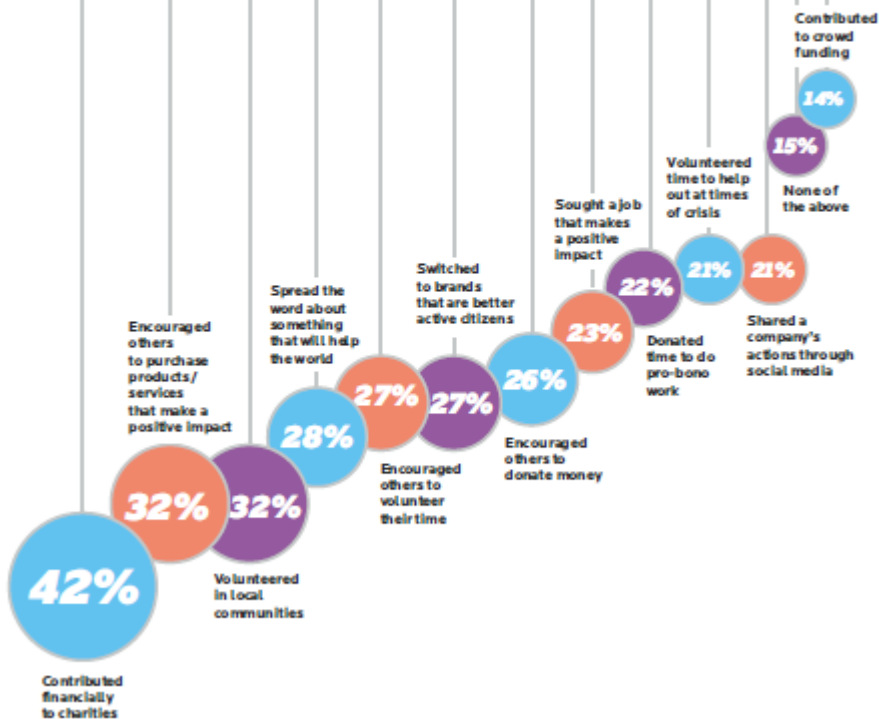
CSR = improves society thanks to services and products which the company produces and distributes





The Future of Business Citizenship

Millennials are Already Active Citizens



Relevance is critical: if you're not where they expect you to be, you're nowhere.

RESILIENCE

Resilience is at the top of the agenda: the capacity for businesses to help the world (and themselves) recover quickly from current difficulties and tough times is what young people are looking at closely.

RELEVANCE

Relevance is crucial: this is what makes the difference today, creates the conversation and helps tell a story that matters to them.

RESONANCE



As of now, more than half the world's population is under 30.



By 2025, Millennials will represent 75% of the global workforce.¹



By 2018, their earnings and spending power are projected to outpace those of Baby Boomers.²



Almost three quarters of Millennials say they influence other generations' purchasing decisions.³

How Millennials Define Active Citizenship

82%

Participating in your community

82%

Doing what you can to get involved when your help is needed

81%

Volunteering your time to help others

79%

Personally voting in elections





THE END OF BUSINESS AS USUAL

THE B TEAM

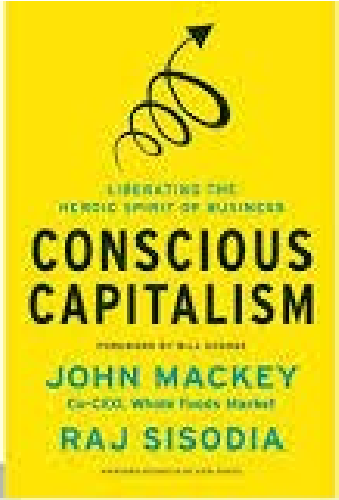


**Making
Business
Better**

The B Team

By Emily Chertoff

Conscious capitalism






- AUTHENCITY
- NATURAL AUTHORITY
- STORYTELLING



INTERACTIVE COMMUNICATION IN RADICAL MANAGEMENT

























Creation of shared value: creation of economic and therefore also social value hodnoty (Kramer, Porter)

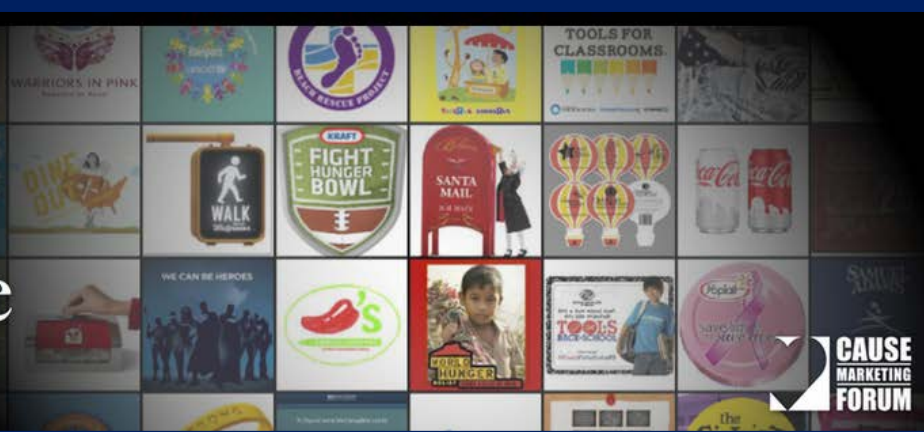


FSG

Vytváření
SDÍLENÉ HODNOTY
Průvodce novou firemní (r)evolucí

Selected Points of Leverage for Corporations across Sectors to Create Shared Value*		
Sector	Shared Value Approach	Point of Leverage
 Food, Beverages, and Agriculture		Addressing nutritional deficiency through additives to low-cost, staple products
		Improving smallholder farmers' access to information, inputs, and technical assistance to create a more reliable and higher-quality supply of inputs
		Supporting infrastructure development, increased access to financing, and improved knowledge/skills of consumers, retailers, and suppliers to enhance competitive context
 Health Care		Developing new products or refining existing products to respond to local health needs
		Innovating within distribution channels to ensure that quality products reach underserved patients
		Investing resources to create health-seeking behavior among poor or vulnerable populations
 Financial Services		Creating financial products that address specific needs of poor or vulnerable populations and providing education programs to improve individuals' financial capabilities
		Proactively offering financial services to companies in non-financial sectors so those companies can better serve low-income populations
		Transforming service delivery to increase financial access, e.g., through mobile banks
 Extractives and Natural Resources		Using byproducts from production to expand the scope of the business
		Addressing social needs in communities surrounding extraction sites to enhance the competitive context of these geographies
		Cultivating local workforces and supplier networks to support operations in developing nations
 Housing and Construction		Working with suppliers to maximize output of renewable natural resources
		Improving supply of affordable housing by developing creative business models that lower the cost of housing units
		Providing appropriate financing to qualified low-income individuals for new homes
		Providing self-builders with complementary value-added services along with construction materials
		Developing technical and life skills of low-income, unskilled populations and equipping them to be employed by the construction industry

Cause Update



TOMS 30K IN 30 DAYS
THIS HOLIDAY SEASON
HELP TOMS GIVE
30,000
PAIRS OF SHOES
TO CHILDREN IN
ETHIOPIA
JOIN US AT TOMSSHOES.COM FREE SHIPPING

cookies for kids cancer

Buy a Cookie, Save a Life

September is National Childhood Cancer Awareness Month.

This year, help Lord & Taylor support the launch of the highly-anticipated children's charity, Cookies for Kids' Cancer, by stopping by any Lord & Taylor store starting September 13* and purchasing an all-natural chocolate chip cookie. All proceeds from each \$3.00 treat go directly to helping find a cure for pediatric cancer. It's a delicious way to make a

1 pack = 1 vaccine

Pampers unicef

180 low and no-calorie choices

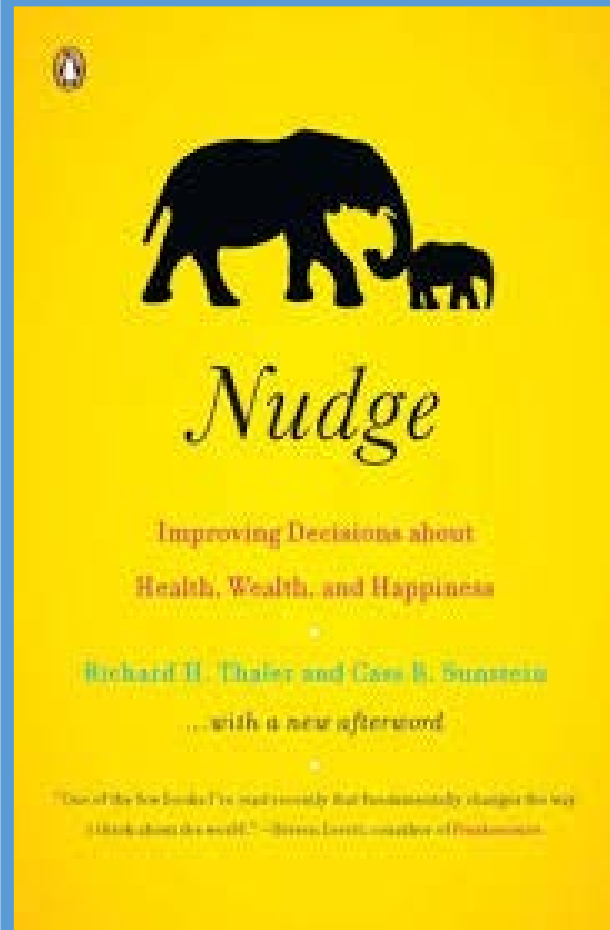
THE NORTH FACE

CLOTHES THE LOOP
HELP US PRESERVE OUR PLANET

amazon smile
You shop. Amazon gives.

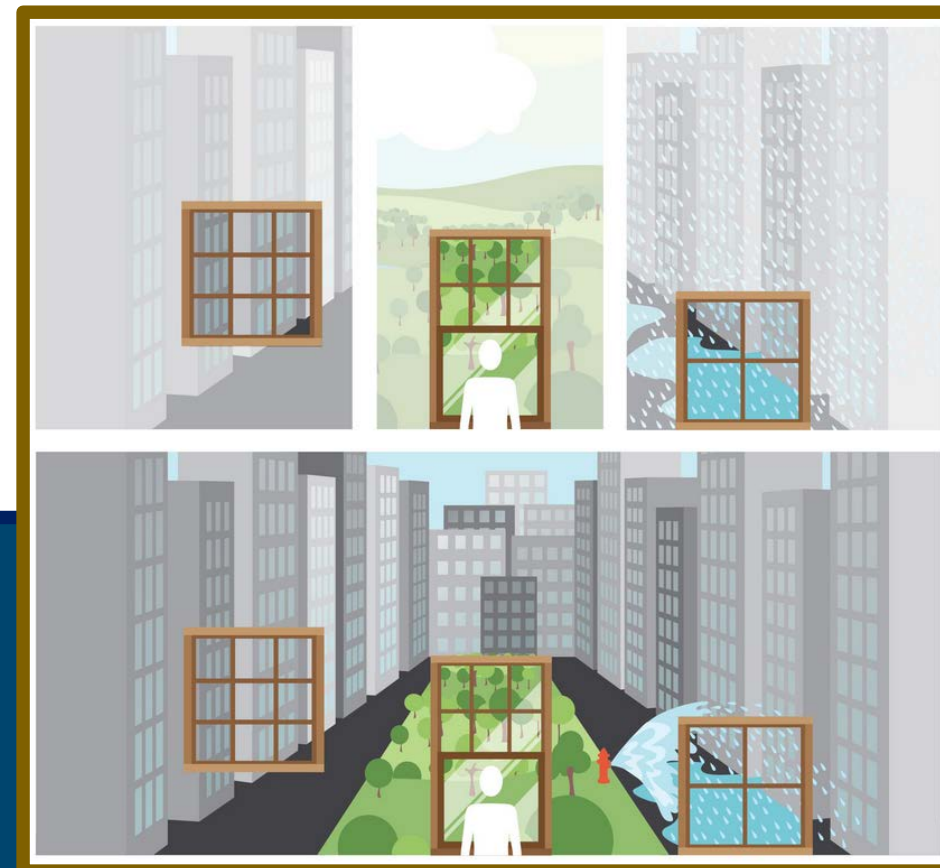
Ford Driving Skills FOR LIFE

Corporate social marketing



VIDEO

PDF



THE
BEHAVIOURAL
INSIGHTS TEAM

World Development Report 2015
MIND, SOCIETY, AND BEHAVIOR



MIND
LAB

Behaviour change



GREENDEX 2014:
Consumer Choice and the Environment –
A Worldwide Tracking Survey



INTRODUCING GREENDEX 2014: ENABLING BEHAVIOR CHANGE



**CONSUMER
GOODS**



FOOD



TRANSPORTATION



HOUSING

Geographic & GlobeScan



▶ A PRESENTATION BY TERRY GARCIA & ERIC WHAN



Calculator

Consumer Choice and the Environment – A Worldwide Tracking Survey



SOCIAL RESPONSIBILITY



SEARCH

Search website Search participants

What is the UN Global Compact?

“The Global Compact asks companies to embrace universal principles and to partner with the United Nations. It has grown to become a critical platform for the UN to engage effectively with enlightened global business.”

– UN Secretary-General Ban Ki-moon

HUMAN RIGHTS
LABOUR
ENVIRONMENT
ANTI-CORRUPTION

Latest News

- 05/07/2015 UN Secretary-General Appoints N...
- 04/27/2015 Special Appeal: Support Relief Eff...
- 04/24/2015 Water Access Projects in Brazil a...
- 04/23/2015 UN Global Compact Co-Hosts W...
- 04/16/2015 UN Global Compact and Pearl Init...
- 04/15/2015 Stock Exchanges Engage Stakeh...
- 04/10/2015 UN Secretary-General Calls on C...
- 04/08/2015 Financiers Put Social Teeth Into M...
- 04/02/2015 UN Global Compact Launches Lo...



1

BUSINESSES SHOULD SUPPORT AND RESPECT THE PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS

2

MAKE SURE THAT THEY ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES

3

BUSINESSES SHOULD UPHOLD THE FREEDOM OF ASSOCIATION AND THE EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING

4

THE ELIMINATION OF ALL FORMS OF FORCED AND COMPULSORY LABOUR

5

THE EFFECTIVE ABOLITION OF CHILD LABOUR

6

THE ELIMINATION OF DISCRIMINATION IN RESPECT OF EMPLOYMENT AND OCCUPATION

7

BUSINESSES SHOULD SUPPORT A PRECAUTIONARY APPROACH TO ENVIRONMENTAL CHALLENGES

8

UNDERTAKE INITIATIVES TO PROMOTE GREATER ENVIRONMENTAL RESPONSIBILITY

9

ENCOURAGE THE DEVELOPMENT AND DIFFUSION OF ENVIRONMENTALLY FRIENDLY TECHNOLOGIES

10

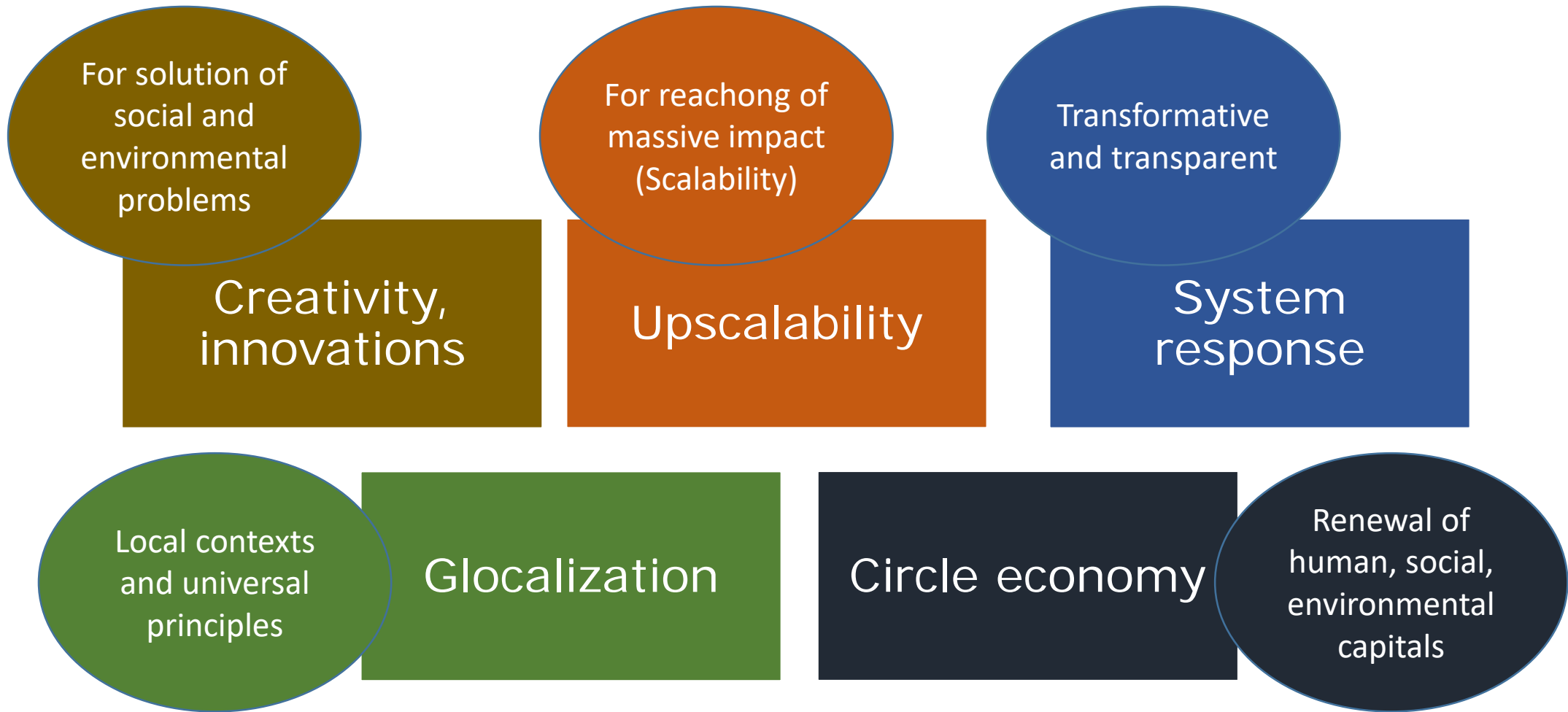
BUSINESSES SHOULD WORK AGAINST ALL FORMS OF CORRUPTION, INCLUDING EXTORTION AND BRIBERY

CSR stages

CSR 1.0 = traditional: social and economic values separated, incremental effects



CSR 2.0



Model CSR 2.0

Model (steps) of social innovation

- **Identification of opportunities:** new solution of existing problems, interconnectivity
- **Attracting resources:** proving the value of innovation idea, matching of diverse objectives (economic and social), creation of supporting coalitions, demonstration of functionality (piloting)
- **Implementation:** networking, inclusion of diverse actors and their connection, upscaling capacity
- **Strategy:** convincing plan of transformation of the vision into reality step by step
- **Organization:** loose and organic structures, connected by shared purpose, requirement of effective implementation, external openness (brokering, networking)

Poor/omitted submarkets

Commercially
unviable

Poor, uneducated,
social excluded
customers

Targeted by non-
profit or
government
actors

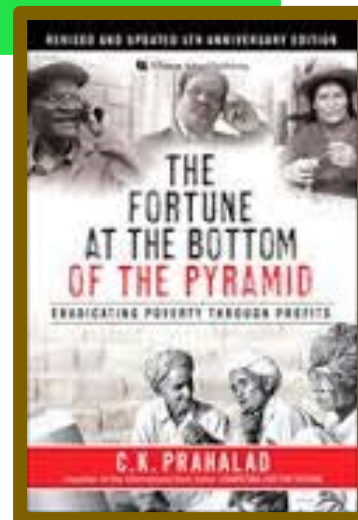
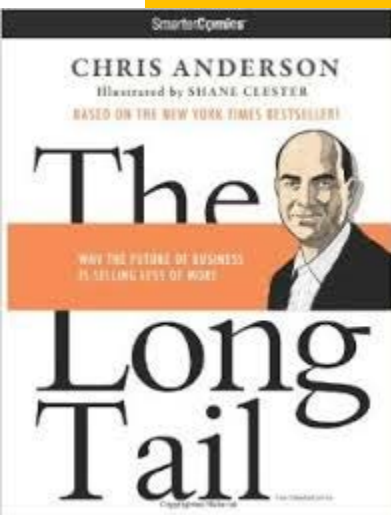
Geographic,
social

Characteristics

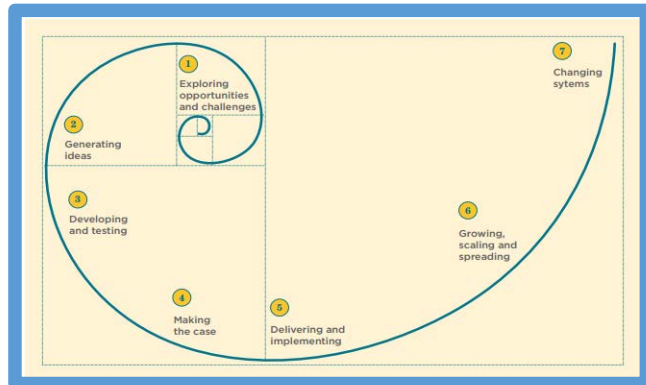
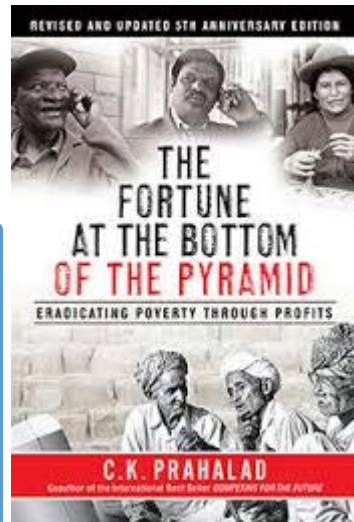
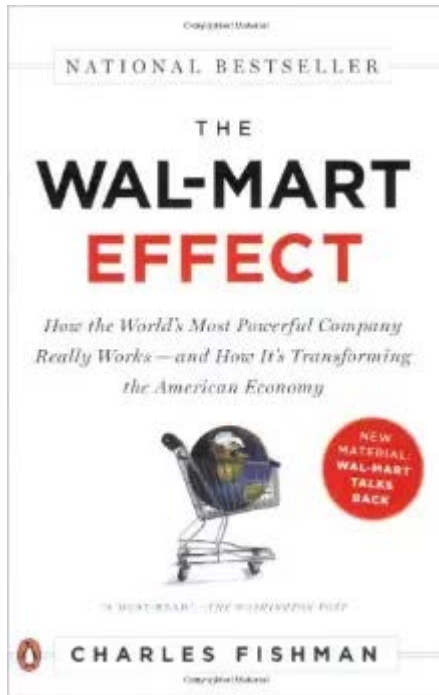
Economics of short tail
and commoditization

Bottom of pyramid as
omitted market

Disruptive and catalytic
innovation



Poor submarkets – opportunity of social
arbitrage



Scalability

Inclusive innovations

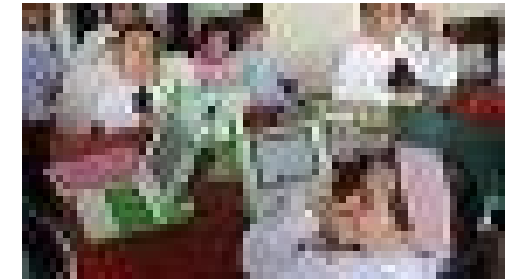


- Inclusive innovations: paradigm MLM (more for less for more people), frugal innovations, pro-poor innovations, grassroot innovations

Types of inclusive innovations

Product innovation	Delivery innovation	Adaptation to Infrastructure	Relationship and labor innovation	Partnership and network innovation
<ul style="list-style-type: none"> ✓ Affordability and quality ✓ Different functionality ✓ Commercial scale ✓ Resource efficiency 	<ul style="list-style-type: none"> ✓ Efficient delivery process ✓ Group credit schemes ✓ Effective distribution systems ✓ Usable interfaces ✓ Last mile by local subsistence entrepreneurs 	<ul style="list-style-type: none"> ✓ Design for hostile environment (e.g. erratic electricity, dirt roads) ✓ Hybrids: new technology in deficient infrastructure conditions 	<ul style="list-style-type: none"> ✓ Deskilling work processes ✓ Local actor involvement ✓ Trust-based relationships ✓ Mutual benefit ✓ Capabilities development 	<ul style="list-style-type: none"> ✓ Untypical business partners ✓ Multi-stakeholder relationships ✓ Common goals ✓ Utilization of complimentary resources ✓ Network assembling and coordination

Company	Innovation and Application
Groupe Danone:	Built tiny plants in Bangladesh that produce one-hundredth of the yogurt a typical Danone factory produces, and then discovered they can operate almost as efficiently as the firm's large factories, spurring Danone to adapt the concept to other markets
Nestlé:	Took the Maggi brand dried noodles created as a low-cost meal for rural Pakistan and India and repositioned it as a budget-friendly health food in Australia and New Zealand
General Electric	Created an inexpensive portable electrocardiogram machine for sale in India, where medical practitioners face power fluctuations, lack of funding and space for big machines, high levels of dust, and difficulty replacing parts in expensive equipment, and now sells it in the United States as well as other countries around the world
Hewlett-Packard	Has a team in India looking for ways to migrate Web-interface applications created for mobile phones in Asia and Africa to developed markets in the United States and Europe
John Deere	John Deere India developed a high-quality low-cost tractor for farmers in India that is now increasingly in demand in the United States among farmers reeling from the recession and that will play a big role in Deere's expansion in Russia



Examples of frugal innovations

- Srishti Labs: <http://www.innovation-portal.info/resources/girish-prabhu-interview/>
- Prahalad BOP: <http://www.innovation-portal.info/resources/opportunities-at-the-bottom-of-the-pyramid-c-k-prahalad/>
- Aravind: <http://www.innovation-portal.info/?s=aravind>
- NHL: <http://www.innovation-portal.info/resources/narayana-hrudayalaya-hospitals-nhl-2/>
- Lifespring: <http://www.innovation-portal.info/resources/lifespring-hospital-2/>

Financial frugal innovations

- Mowoza: <http://www.innovation-portal.info/resources/suzanne-moreira-2/>
- M-Pesa: <http://www.innovation-portal.info/resources/m-pesa/>

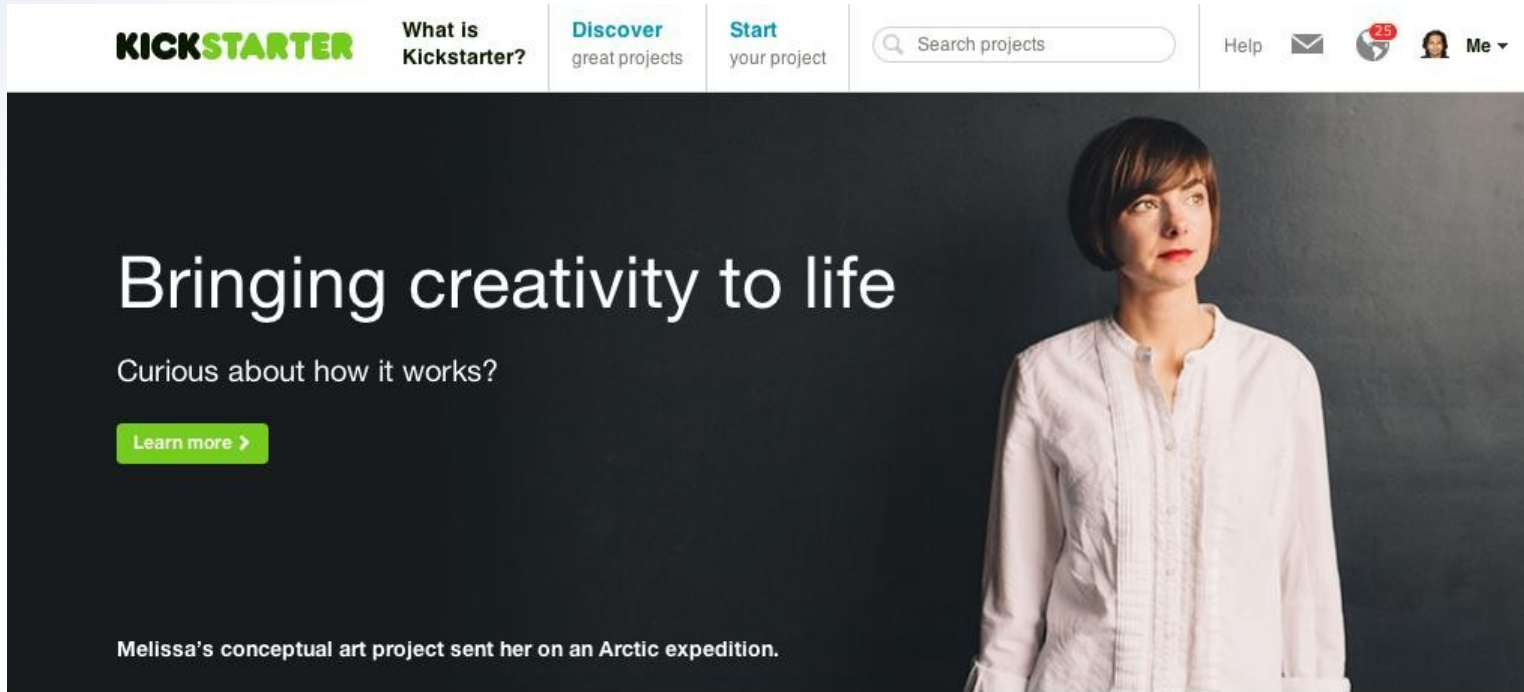
FUTURE OF ENGAGEMENT

#1. CROWDFUNDING



Inspiring people to collectively fund projects they are passionate about and help bring them to life.

#1. CROWDFUNDING



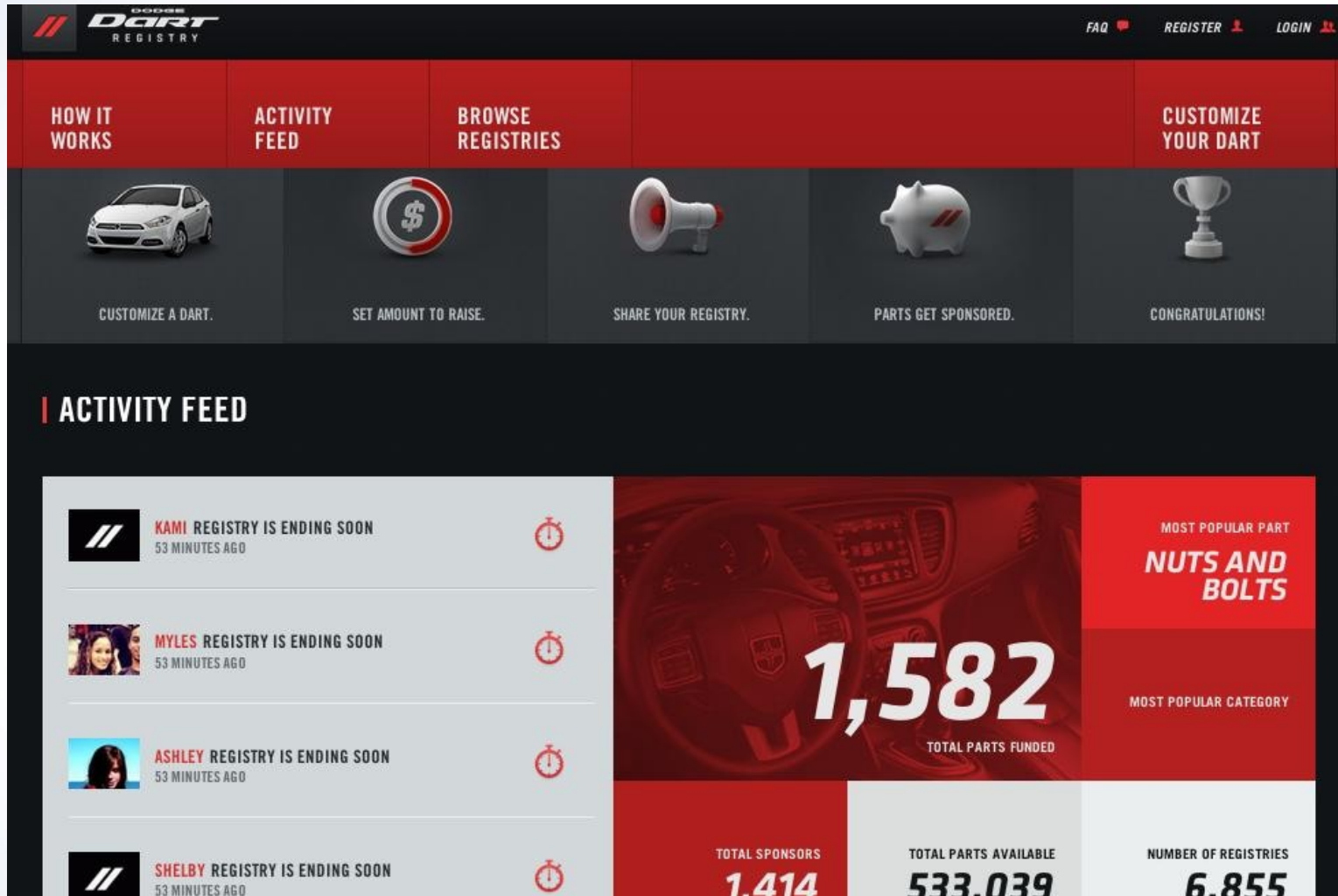
Kickstarter uses the power of community to fund creative projects: everything from films, games, and music to art, design, and technology.

Since its launch in 2009, more than 4.1 million people have pledged over \$629 million, funding more than 42,000 creative projects.



#1. CROWDFUNDING

Dodge Dart Registry helps car buyers invite friends and family to sponsor individual parts of the car.



The screenshot shows the Dodge Dart Registry website. At the top, there is a navigation bar with the logo and links for FAQ, REGISTER, and LOGIN. Below this is a main menu with five categories: HOW IT WORKS, ACTIVITY FEED, BROWSE REGISTRIES, PARTS GET SPONSORED, and CUSTOMIZE YOUR DART. Each category has a corresponding icon and a brief description.

The ACTIVITY FEED section is highlighted and contains the following information:

- Activity Feed:** A list of registries ending soon, including KAMI, MYLES, ASHLEY, and SHELBY, each with a 53-minute countdown timer.
- Total Parts Funded:** 1,582
- Most Popular Part:** NUTS AND BOLTS
- Most Popular Category:** (Not explicitly named, but associated with the most popular part)
- Summary Statistics:**
 - TOTAL SPONSORS: 1,414
 - TOTAL PARTS AVAILABLE: 533.039
 - NUMBER OF REGISTRIES: 6.855



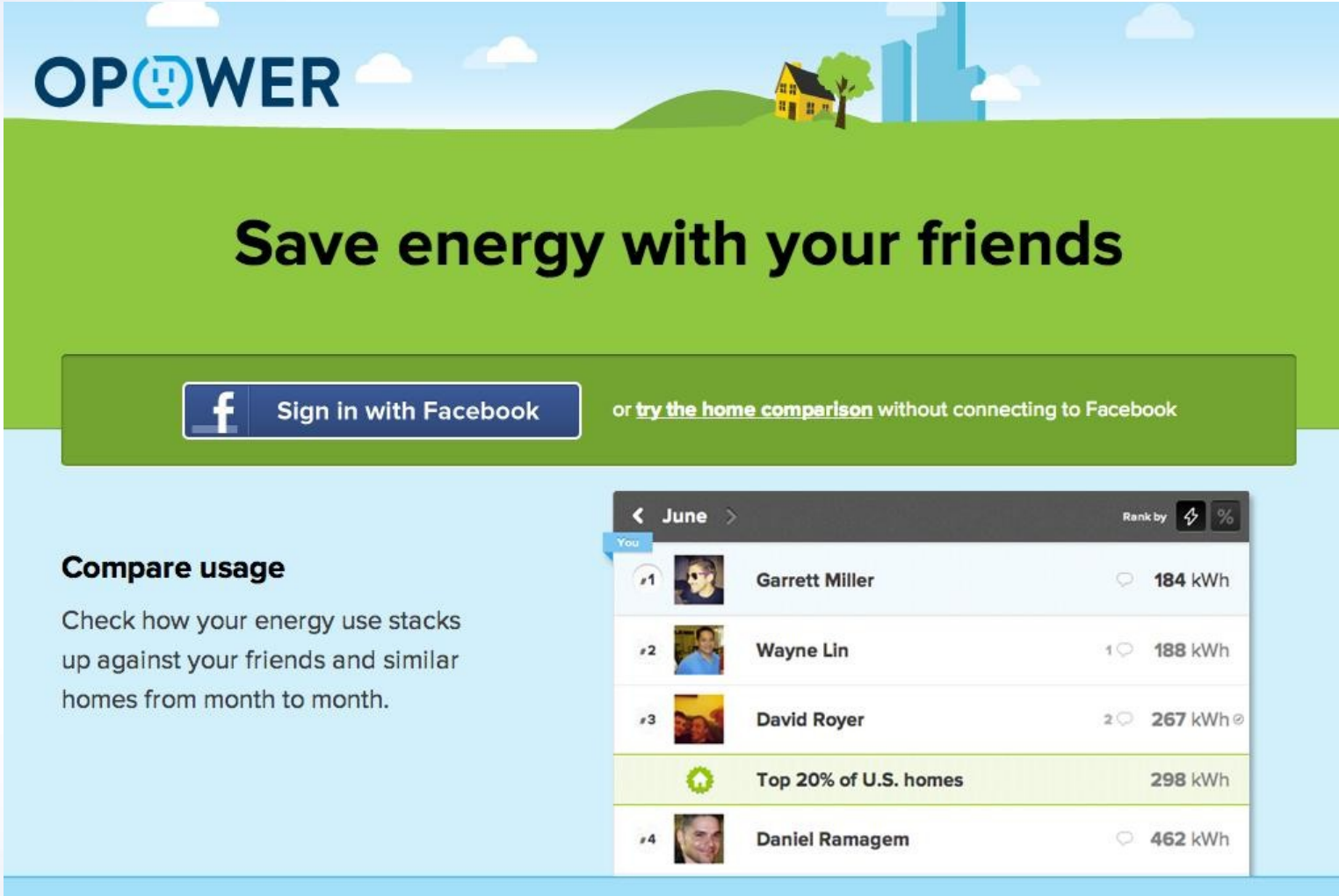
Screenshot and [video](#) from [Dodge Dart Registry](#).

#2 BEHAVIOR CHANGE GAMES



Using game design technique and the power of communities to motivate people to achieve challenging tasks in the real world.

#2 BEHAVIOR CHANGE GAMES



OPower

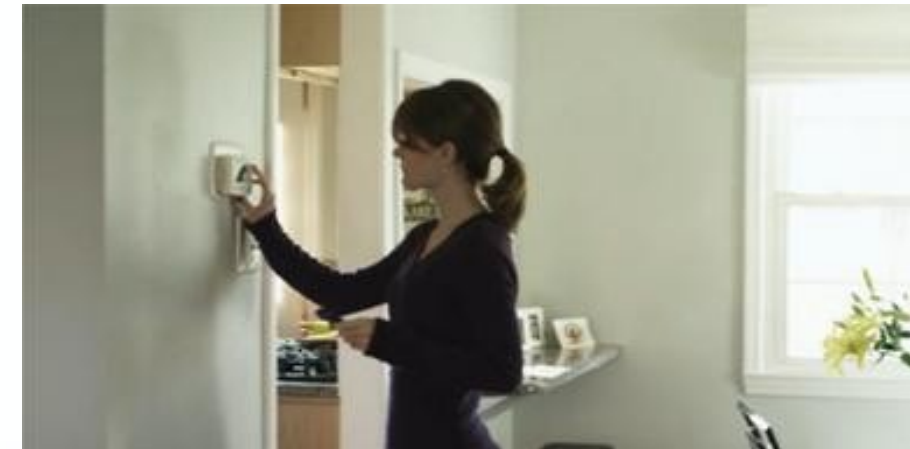
Save energy with your friends

Sign in with Facebook or try the home comparison without connecting to Facebook

Compare usage
Check how your energy use stacks up against your friends and similar homes from month to month.

Rank	Name	Usage (kWh)
#1	Garrett Miller	184 kWh
#2	Wayne Lin	188 kWh
#3	David Royer	267 kWh
	Top 20% of U.S. homes	298 kWh
#4	Daniel Ramagem	462 kWh

Opower helps people save energy and reduce their electricity bills by comparing their electricity consumption with friends, neighbors and people like themselves.



#2 BEHAVIOR CHANGE GAMES



Nike Plus enables people to track, share and compare their activity levels through a number of sensor enabled devices, including the Nike Fuel band, which converts all activity into fuel points.



#3 COLLABORATIVE SOCIAL INNOVATION



Synthesizing community contributions to co-create innovative and sustainable solutions around a shared purpose.

#3 COLLABORATIVE SOCIAL INNOVATION



Where people design better, together BETA

Featured Challenge

SPONSORED BY USAID & HUMANITY UNITED



How might we gather information from hard-to-access areas to prevent mass violence against civilians?

USAID, Humanity United and OpenIDEO have partnered to pursue ways to prevent mass atrocities – that is, deliberate mass violence against civilians. Examples of mass atrocities include genocide, ethnic cleansing and mass rape. Often the perpetrators of these crimes try to conceal their actions – barring journalists and humanitarian organisations from entering the area, blocking internet and mobile access, etc. How might we better listen and respond to the needs of victims in these situations even though physical access may be limited? How can we help gather information from these regions, given the challenges of actually being on the ground? Let's collaborate to explore this topic and propose solutions – which might include services, platforms, tools, products or approaches – to tackle this critical yet complex issue.

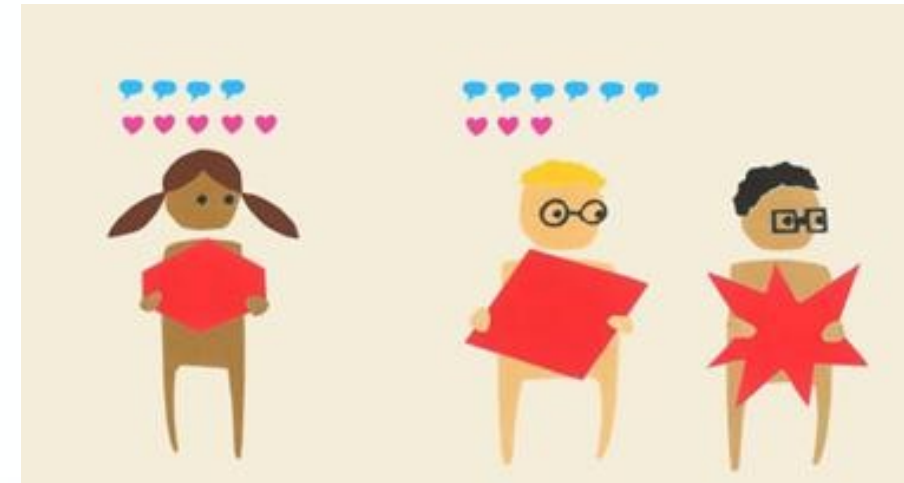
[Read The Challenge Brief](#)

Recommend You, Gunter Wehmeyer and 10,438 others recommend this.



6,875 INSPIRATIONS

OpenIDEO is an open innovation platform that use innovation consulting firm IDEO's design thinking methodology to create solutions for social impact.



Screenshot and [video](#) from [OpenIDEO](#).

#3 COLLABORATIVE SOCIAL INNOVATION



The screenshot shows the homepage of the Spark the Rise website. At the top, the navigation bar includes the logo "Spark the Rise" and links for "Grand Finale", "About Spark the Rise", "Partners", "Rise Blog", "FAQs", and "Contact Us". A search bar is located on the right. Below the navigation bar is a red banner with menu items: "Browse & Discover", "Start a Project / Idea", "Get Inspired", "Exchange", and "Forum", along with a "LOGIN / SIGN UP" button. The main content area features a large red background with a white lightbulb graphic containing circuitry. Text on the page includes "SPARK THE RISE", a description of the platform, and a "WATCH VIDEO" button. A statistics bar shows: SPARKS APPROVED (519), USERS (287,982), SUPPORTERS (2,396), FOLLOWERS (3,491), and VOTES CAST (940,554). At the bottom, a banner for "THE GRAND FINALE WINNERS" is visible.

Spark the Rise is Mahindra Group's online platform for changemakers across India to connect with one another, collaborate and exchange ideas, procure volunteers and donors, and to compete for monthly grants.



#4 GRASSROOTS CHANGE MOVEMENTS



Inspiring people to act as change agents in a way that their actions can be aggregated or coordinated, leading to significant impact and meaningful change.

#4 GRASSROOTS CHANGE MOVEMENTS



FIND EARTH HOUR IN YOUR COUNTRY FOLLOW US: [Facebook] [Twitter] [YouTube] EMAIL SIGN UP

60+

EARTH HOUR

UNITING PEOPLE TO PROTECT THE PLANET
EARTH HOUR 2014: SATURDAY MARCH 29 8:30PM

HOME ABOUT BLOG EARTH HOUR FRIENDS GET INVOLVED FUN STUFF AROUND THE WORLD MEDIA CENTRE

LATEST FEATURES

Image © Tien Thanh of Tuoi Tre Newspaper

The Inspiration Of One Hour Goes Beyond the Hour
Read how Earth Hour was celebrated around the world and some of the "beyond the hour" activities and initiatives generating outcomes for the movement and the planet on which we live.
[▶ READ MORE HERE](#)

I WILL IF YOU WILL CHALLENGES

353 · 06 · 12 · 50
DAYS HRS MINS SECS

FOLLOW US ▶
I WILL IF YOU WILL ▶
CITY CHALLENGE ▶
FOR ORGANISATIONS ▶
VIDEOS ▶
DONATE ▶

LATEST NEWS ▶ [VIEW ALL](#)
▶ RAW CHOCOLATE AND COCONUT

Earth Hour by WWF inspires a global community of millions of people in 7,000 cities and towns across 150 countries to switch lights off for an hour every year as a global show of concern for the environment.



Screenshot and [video](#) from [WWF Earth Hour](#).

#4 GRASSROOTS CHANGE MOVEMENTS



Alpenliebe Kindness Movement inspires millions of Chinese youth to share, appreciate and engage in everyday acts of kindness, and create positive power.



Screenshot and video from [Alpenliebe Kindness Movement](#).

#5 CO-CREATION COMMUNITIES



Synthesizing community contributions to create new artifacts including books, movies, music, art, software, products and solutions.

#5 CO-CREATION COMMUNITIES



Maker Faire is a global network of events for makers -- tech enthusiasts, crafters, educators, tinkerers, hobbyists, engineers, authors, artists, students, and commercial exhibitors -- to show what they have made and to share what they have learned.



Maker Faire Sponsors

Upcoming Maker Faires



World Maker Faire New York
Sep. 21 & 22, 2013
New York Hall of



Maker Faire Rome
Oct. 3 & 6, 2013
Campo Baorio



#5 CO-CREATION COMMUNITIES



Das Auto. THE 大众自造 PEOPLES CAR PROJECT

如何玩大众自造

“大众自造”感谢你的创意与分享!

注册 或 登录

搜索作者、作品、话题...

造车记 幕后故事 “大众自造”诞生之路

“大众之车”造车全纪录
37.6万用户参与，25万多个精彩的民间造车创意，
最终创造出第一辆源于人民的大众之车!

王任实

周笔畅

贾樟柯

Simon Loosby & Alan Tam

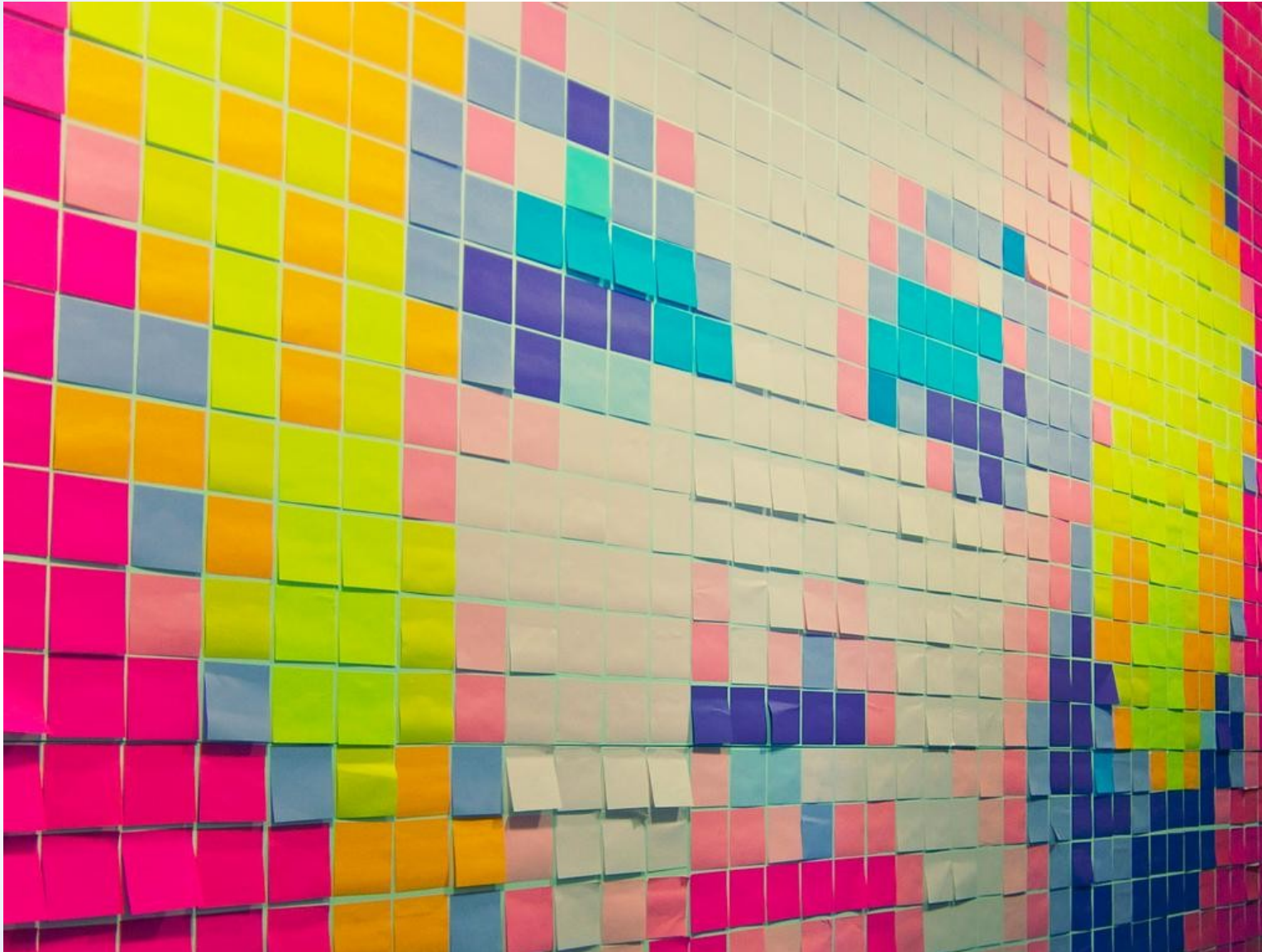
10集《造车全纪录》短片，追踪“大众之车”诞生全过程。全民公选造车创意，共产生两名幸运投票用户：**玩6玩，1422025661**。他们将受邀参加大众汽车中国赛车尚酷R杯观赛之旅!

加关注 怎么玩

Volkswagen China created the People's Car project to crowdsource ideas for the car of the future from Chinese consumers, then created three concept cars, based on these ideas.



#6 SOCIAL CURATION



Aggregating, organizing and sharing content created by others to add context, narrative and meaning to it.

#6 SOCIAL CURATION



The Olympic Athletes' Hub

Like 3.8m Follow @Olympics Log in

OLYMPIC CHALLENGE OLYMPIC.ORG

Follow Olympic Athletes

Sign up >>

All Search

Are you an ultimate Olympic fan?

- SIGN UP**
Use your Facebook or Twitter account to **sign up** in just a few minutes.
- FOLLOW** [Learn More >>](#)
Discover and follow the official social media sites of your favorite Olympic athletes.
- REWARDS** [Learn More >>](#)
Earn rewards by following your favorite athletes and participating in the community.

© Jamie Squire/Getty Images

TOP FOLLOWED ATHLETES

- LeBron James** 24,571,646 fans
United States of America-USA

FEATURED ATHLETES

- Missy Franklin**
United States of America-USA
I love reading all of your tweets.

SOCHI 2014

The Olympics Athletes Hub curates the social profiles of Olympics athletes, to make it easy for fans to discover, follow and engage with them.



#6 SOCIAL CURATION

Pepsi Pulse has transformed the Pepsi homepage into an interactive pop culture dashboard driven by social media, a mashup of original articles about pop culture and live performances, content from Pepsi's many celebrity endorsers, and relevant fan content, including content tagged with #livefornow.



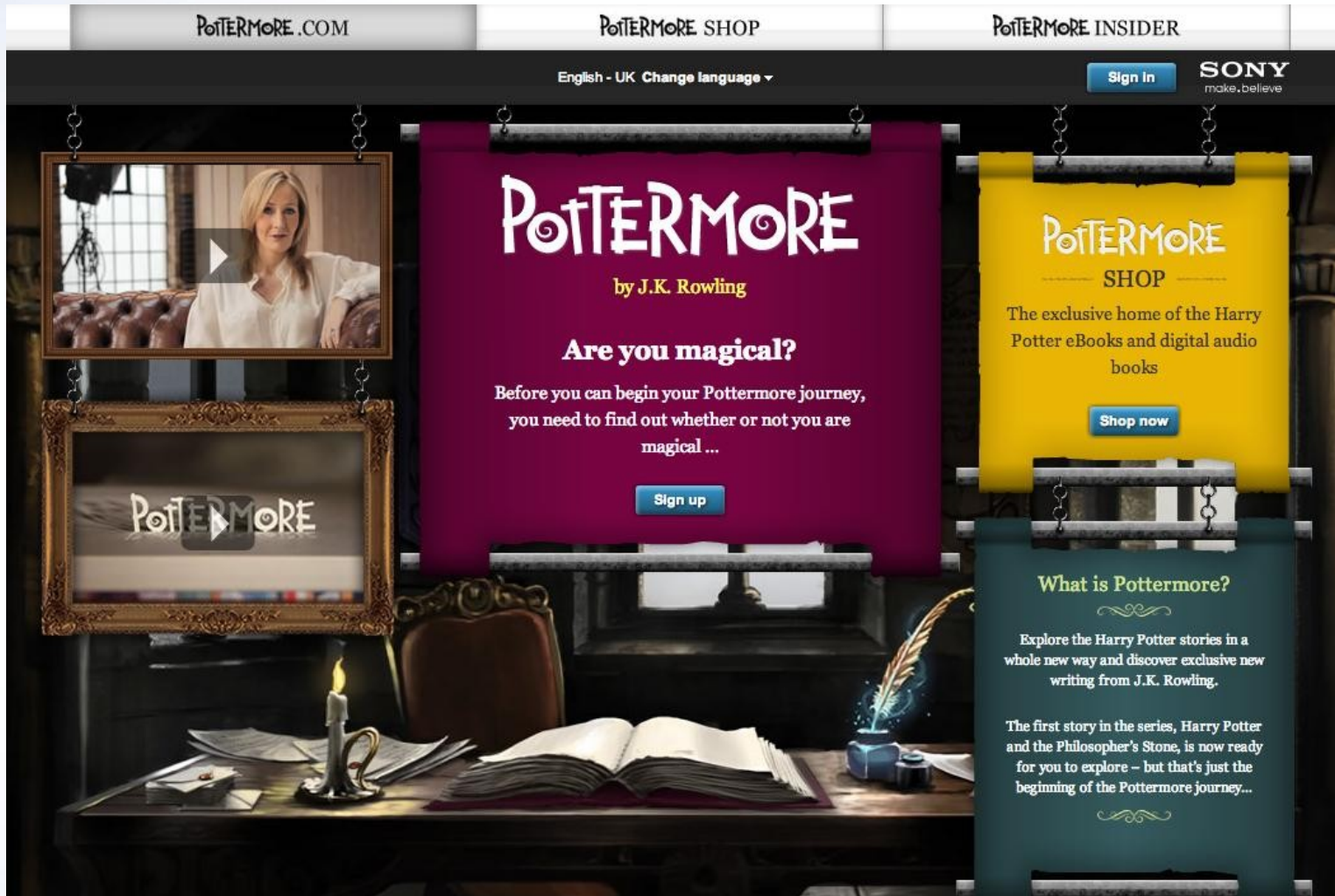
Screenshot and [video](#) from [Pepsi Pulse](#).

#7 TRANSMEDIA STORYTELLING



Sharing interlocking parts of a storyworld on different media channels to create an immersive experience and drive participation, action and loyalty.

#7 TRANSMEDIA STORYTELLING



Pottermore is an immersive experience for fans to explore the universe of the Harry Potter books, through additional content, games and quizzes.



#7 TRANSMEDIA STORYTELLING



Bing's Decode with Jay-Z campaign brought every page of Jay-Z's new book, Decode, into both the real world – on New Orleans rooftops, Miami swimming pools, Manhattan billboards – and into an online contest built on the Bing Maps platform.



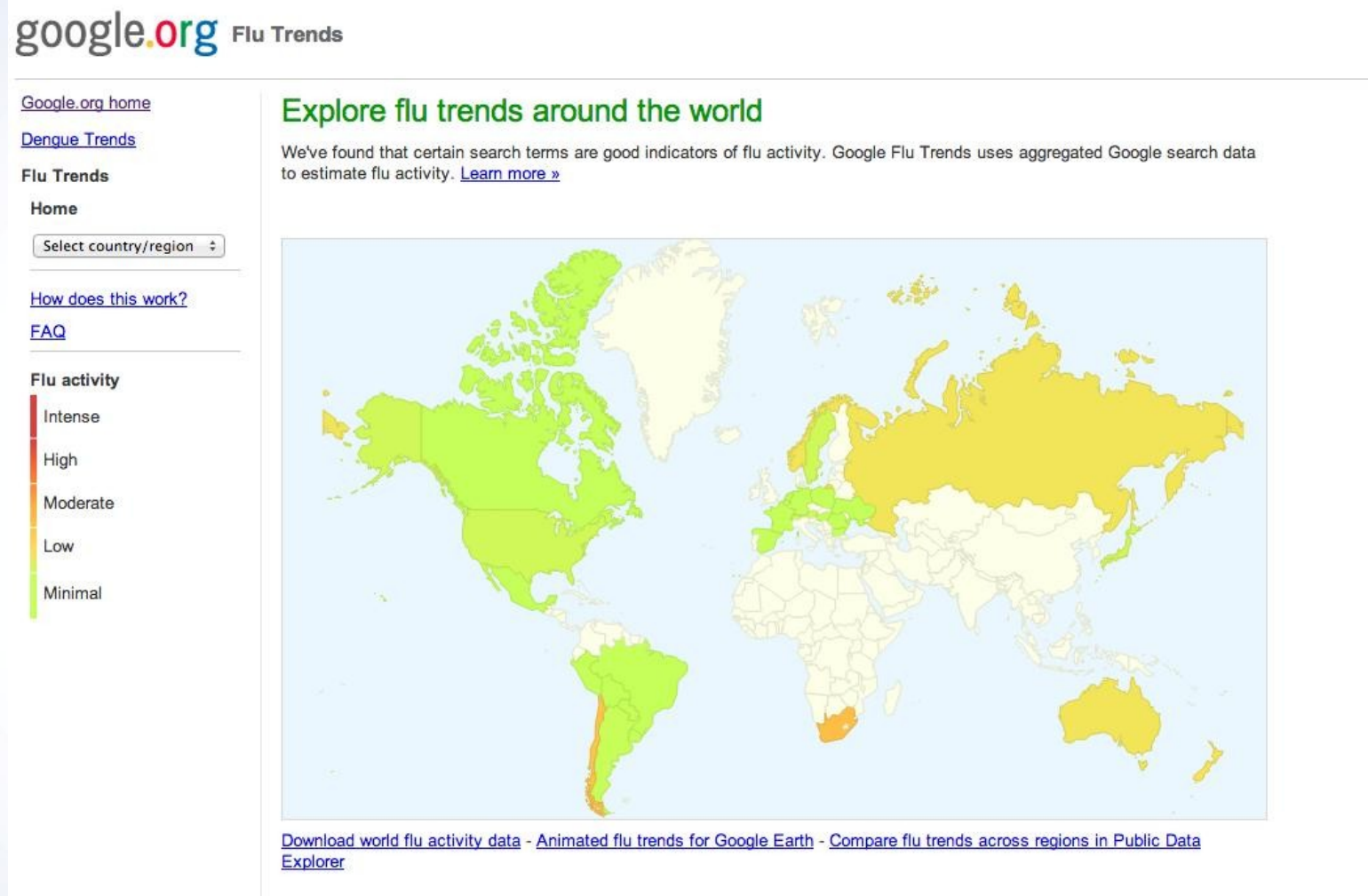
#8 COLLECTIVE INTELLIGENCE



Synthesizing search, social and sensor data streams into insights about our behaviors in relation to relevant others to guide smarter actions.

#8 COLLECTIVE INTELLIGENCE

Google Flu Trends uses aggregated Google search data to estimate current flu activity around the world in near real-time.



www.google.org/flutrends

#8 COLLECTIVE INTELLIGENCE

Road Frustration Index Beta

The state of today's roads ▶

Like 2.8k Tweet 424 Share Embed

Map View Ranking View

National RFI Score

▶ What's an RFI score?

65

- Overview
- Weather
- Incidents
- Sentiment
- Traffic

Road Intel

▶ What can we do to improve the state of our roads?



Audi partnered with MIT to create a Road Frustration Index based on traffic and weather conditions, reported accidents and driver sentiment from social data.



Screenshot and [video](#) from Audi.

#9 SOCIAL LIVE EXPERIENCES



Blending technology, community and location to create immersive experiences that blur the boundaries between online and offline.

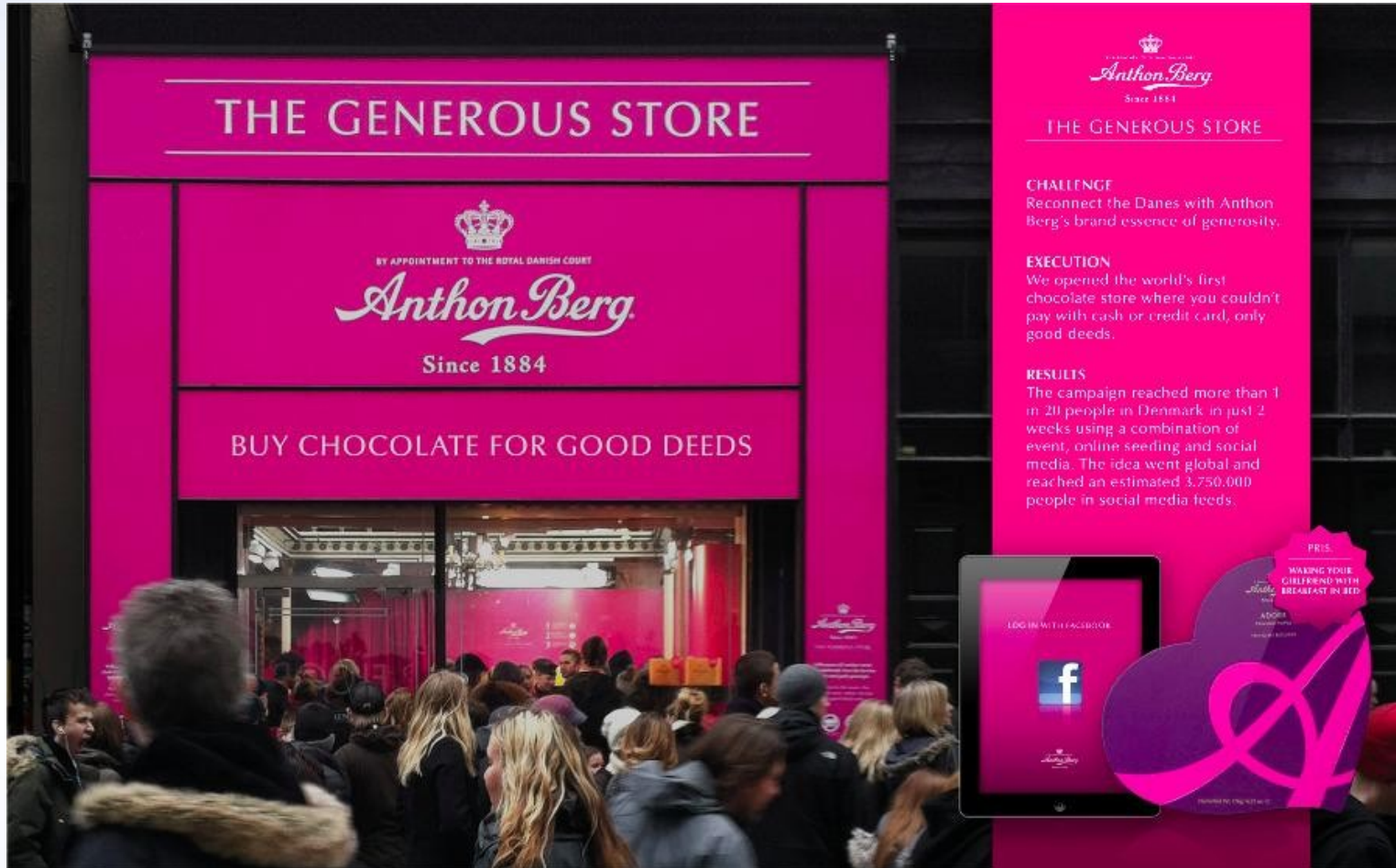
#9 SOCIAL LIVE EXPERIENCES



The Hamburg Philharmonic Orchestra created a unique concert with musicians spread all over the city, and the music being synced in real time online. However, many of these initiatives haven't fully integrated social sharing and community building into the experience yet.

THE HAMBURG
PHILHARMONIC
ORCHESTRA

#9 SOCIAL LIVE EXPERIENCES



Anthon Berg used iPads in store to get customers to commit to doing small acts of generosity for friends and family members on a Facebook app, in return for free chocolate.

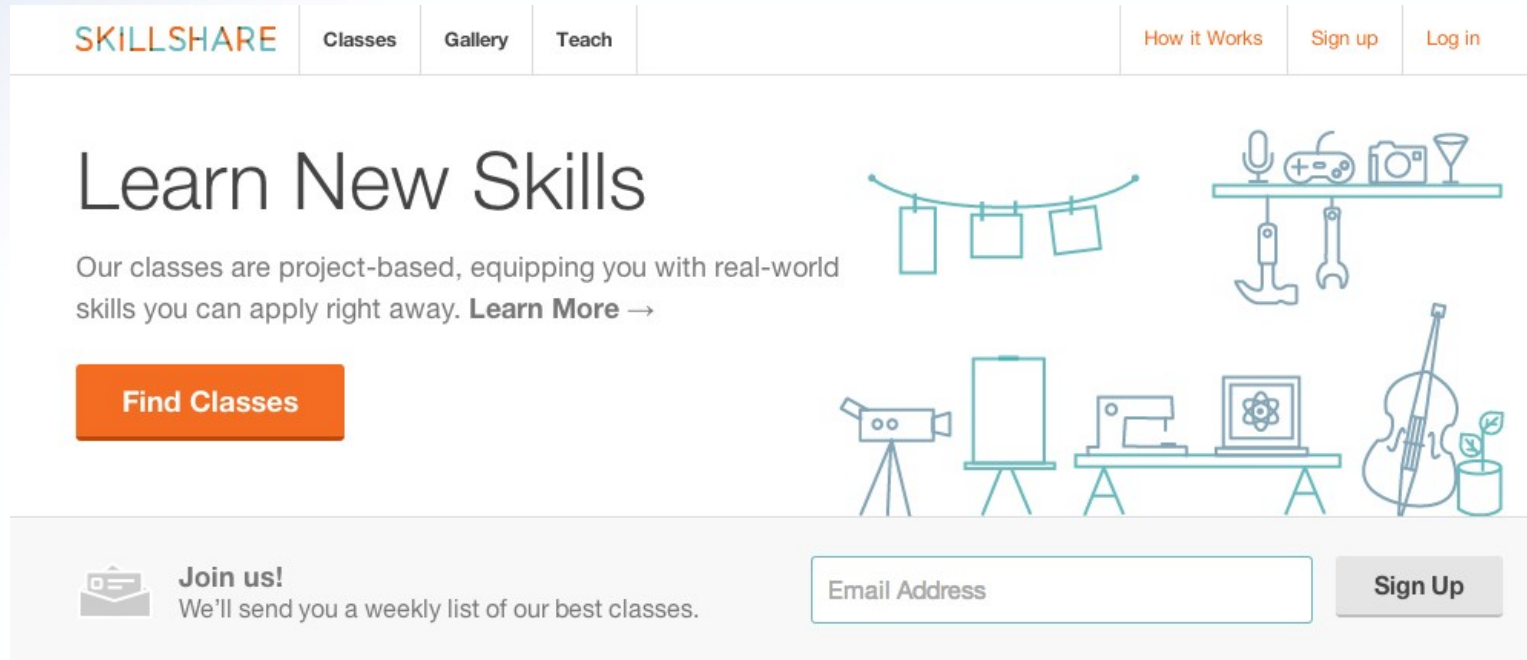


#10 COLLABORATIVE CONSUMPTION



Using technology and community to enable people to share, sell, rent, swap, barter and gift spaces, products, services and experiences.

#10 COLLABORATIVE CONSUMPTION



The screenshot shows the SkillShare website homepage. At the top, there is a navigation bar with the SkillShare logo and links for 'Classes', 'Gallery', 'Teach', 'How it Works', 'Sign up', and 'Log in'. Below the navigation bar, the main heading is 'Learn New Skills'. Underneath this heading, there is a sub-heading: 'Our classes are project-based, equipping you with real-world skills you can apply right away. [Learn More](#) →'. To the left of this text is an orange button that says 'Find Classes'. To the right of the text are several line-art icons representing various skills: a clothesline with items hanging, a shelf with a microphone, a game controller, a camera, and a cocktail glass; a pair of boots and a wrench; a camera on a tripod, a whiteboard, a sewing machine, a laptop with a gear icon, and a violin with a small plant in a pot. At the bottom of the page, there is a 'Join us!' section with an envelope icon, the text 'We'll send you a weekly list of our best classes.', an input field labeled 'Email Address', and a 'Sign Up' button.

SkillShare has created a social learning platform where people with professional skills can offer online classes for a fees, to others around the world.

Featured Classes

Get started by taking classes with thousands of students from around the world.



#10 COLLABORATIVE CONSUMPTION



The screenshot shows the top of the Patagonia + eBay website. At the top left is the 'patagonia + ebay' logo. To its right is a search bar with the word 'Search' and a magnifying glass icon. Below the logo are navigation links for 'men's', 'women's', 'kid's & baby', and 'packs & travel gear'. To the right of these links are three orange buttons: 'JOIN', 'SELL', and 'ABOUT'. Below the navigation is a horizontal menu with the words 'REDUCE', 'REPAIR', 'REUSE', 'RECYCLE', and 'REIMAGINE'. The main content area is divided into two columns. The left column has a dark background and features the 'COMMON THREADS PARTNERSHIP' logo, a photo of a man, and the text: 'Patagonia, eBay and You: Together, we can reduce our environmental impact.' Below this is a link: 'Used gear for sale by Common Threads Partnership members'. The right column has a light blue background and features the text: 'Join Us. Take the Common Threads Partnership Pledge'. Below this is a 'Why?' section with a play button icon and a 'TAKE THE PLEDGE' button. At the bottom of this section is a link: 'Took the pledge on Patagonia.com? Confirm your account'. Below this is another section with the text: 'Do your part. Buy used and sell what you don't need.' Below this is a 'PURCHASE USED GEAR' section with a play button icon and a link: 'See all used Patagonia items'. Below this is a photo of a person standing on a rocky outcrop overlooking a river.

Patagonia and eBay have partnered to create the Common Threads initiative to enable customers to sell their used Patagonia clothes and gear to others on eBay.



Screenshot and [video](#) from [Patagonia + eBay Common Threads](#).