ESF project 4895: Meer werk maken van innovatie voor werkgelegenheid en arbeidsmarkt

ANALYSIS FICHE OF LITERATURE

TITLE OF LITERATURE: Using the crowd as an innovation partner

AUTHOR : K. Boudreau et al

TYPE OF AUTHOR (academic, consultants, practitioners, other): academic

COMMISSIONER OF LITERATURE (IF APPROPRIATE): Harvard Business Review, April 2013

ORIENTATION OF LITERATURE (check with X):

- innovation in general: X
- innovation by / within the public sector:
- innovation oriented towards citizens:
- innovation oriented towards social and employment issues typically dealt with by ESF:

LESSONS LEARNT REGARDING:

A. How to define innovation e.g. in types

B. How to formulate an innovation strategy (in terms of scope, types of innovation, requirements)

C. How to organize innovation as a process in different stages?

D. How to define outputs of innovation e.g. in terms of idea, concept, prototype…?

E. How to make decisions regarding progress of an innovation?

F. What roles exist for different actors in the innovation process? What competences are required for these roles?

G. How to organize interaction with external stakeholders (open innovation)?

Crowd is loose, decentralized, numerous, with diverse skills, experience and perspectives. The crowd operates on intrinsic motivation such as the desire to learn as well as to burnish reputation.

There are four ways to go about this.
1) Contests:
   a. this works well when it is not obvious what combination of skills or even which approach leads to the best solution as the problem is complex or novel. This requires experimenting with multiple solutions. It is therefore useful for highly challenging analytical problems as well as design problems / aesthetic projects.
   b. Challenges are: identifying a problem important enough to warrant experimentation; putting it forward in a way all can understand (eg breaking it down into sub-problems); it must yield solutions that can actually be implemented. Sufficiently skilled participants need to be attracted hence the prize and possibility for increasing status need to be well conceived. Intellectual property issues should be resolved at the start.
2) Collaborative communities:
   a. whereas contest separate contributions and maximize diverse experiments, communities get multiple contributors to aggregate into a whole e.g. Wikipedia.
   b. Require norms, knowledge sharing, teams and leadership to emerge to deal with the little coordination required. Hard to control.
   c. Protecting IP is impossible
3) Crowd complementors: create an open platform that others can complement with their own services. Requires giving good insight to the crowd into the features of the core platform.
4) Labor markets: match skills to tasks. Use supporting platforms that allow reputation and skills evaluation, bidding systems for jobs, escrow services to keep payment into a third party account. This functions well when you know the solution you are looking for and what a solver looks like and where it would be too expensive to hire someone full time.

H. Specific tools that are explained (list briefly for each tool in what stage, by which role, why, how it is to be used).

a) Tool 1: Open ideo http://www.openideo.com/