

# Crowd Academy Agenda

## July 11 – 13, 2018

### July 11, 2018

6:00PM to 8:30PM

Jeffersonian Dinner: Chao Center, Yi Ren Room 140

6:00PM

Table Selection

6:05PM

Dinner & Discussion

During the Jeffersonian Dinner, attendees will select a table based on the topic of the table, which will be displayed via title card. Once seated, over the course of dinner, participants will hold a discussion on the topic of the table. Topics will range from successes and failures in crowdsourcing and value of leveraging crowdsourcing to adoption and scaling of crowdsourcing.

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### July 12, 2018

9:00AM to 5:15PM

Day 2: Hawes Hall, Room 101

9:00AM

HBS Case Study: Threadless: The Business of Community  
Karim R. Lakhani  
Charles Edward Wilson Professor of Business Administration,  
Harvard Business School

During this 70-minute presentation, Professor Lakhani will present the Harvard Business School Case Study, Threadless: The Business of Community, based on a Chicago-based t-shirt company that enables anyone to submit designs for t-shirts and asks more than 500,000 members of their community to help select winning designs. The unique community-based business model has piqued interest of large traditional retailers. Founders Jake Nickell, Jacob DeHart and Jeffery Kalmikoff were faced with making a decision about a potentially lucrative offer from a major retailer offering to carry large volumes of select Threadless t-shirts in its retail stores. Should they accept?

10:15AM

State of the Industry  
Jin Paik  
Senior Researcher & General Director,  
Laboratory for Innovation Science at Harvard

In this session, Jin Paik will provide an overview of the current state of the crowdsourcing industry. Exploring the current trends in the industry, Mr. Paik will provide insight on where there has been growth or declines in the number of crowdsourcing platforms, where there is the most opportunity to leverage crowdsourcing and key insights from research conducted by the Laboratory for Innovation Science at Harvard.

10:35AM

When & Why Go to the Crowd: Communities & Crowds  
Karim R. Lakhani  
Charles Edward Wilson Professor of Business Administration,  
Harvard Business School

In this session, Dr. Lakhani will explore the motivations and provide insights on when and why it is appropriate to take your problem or concept to the crowd.

10:55AM

Break

11:10AM

**Contests: Getting Started**

**Balaji Bondili**

Head of Deloitte Pixel, Deloitte Consulting

**Professor Johann Füeller**

CEO, Hyve

University of Innsbruck (Innovation & Entrepreneurship)

**Lynn Buquo**

Manager, NASA CoECI

**Steve Rader**

Deputy-Manager, NASA CoECI

In this session, representatives from crowdsourcing consultants, platforms and consumers will discuss their experiences and the steps involved in leveraging crowdsourcing. Questions addressed will include:

- What was the driving motivation to go to the crowd?
- What goals did you have in going to the crowd?
- What were the alternatives to going to the crowd?

11:40AM

**Contests: Getting Started, Facilitated Discussion**

**Jeff Davis**

CEO, Exploring 4 Solutions, LLC

**Elizabeth Richard**

Founder, EER Strategies, LLC

Participants will engage in a facilitated discussion centered on what they had heard in the previous session.

12:10PM

Lunch

12:55PM

**Contests: Hiccups & Obstacles**

**Niclas Köger**

Innovation Consultant, Hyve

**Kathrin Pichler**

Project Manager, LVH

**Irma Malabri**

Managing Director, DEKA

Practitioners from organizations that have leveraged crowdsourcing to solve complex problems will discuss the obstacles and hiccups they encountered when using crowdsourcing. Questions addressed will include:

- What obstacles did you encounter and at what stage of the project did you encounter them?
- What was the most difficult obstacle and how did you overcome it?
- What are some of the lessons learned in your experience to avoid such obstacles and hiccups?

1:25PM

### Facilitated Discussion: Hiccups & Obstacles

**Katja Hutter**

University of Salzburg (Marketing & Innovation)

University of Innsbruck (Innovation & Entrepreneurship)

Participants will engage in a facilitated discussion centered on what they had heard in the previous session.

1:55PM

Break

2:05PM

### HBS Case Study: Havas: Change Faster

**Michael L. Tushman**

Paul R. Lawrence MBA Class of 1942 Professor of Business Administration

**John Winsor**

Founder & CEO, Open Assembly

During this 70-minute presentation, Professor Tushman will present the Harvard Business School Case Study, Havas: Change Faster Case Study with the subject of the study, John Winsor. In 2013, Havas was the 6th largest global advertising, digital and communications group in the world. CEO David Jones was determined to make Havas Worldwide the most future-focused agency in the industry by becoming a leader of digital innovation. The case explores the tensions within the company as David Jones attempts to change the company to compete in an industry undergoing digital transformation. The case uses the example of the acquisition of John Winsor's company Victors & Spoils, a crowdsourcing advertising agency, to examine internal reactions.

3:15PM

### Internal vs. External Crowds

**Dyan Finkhousen**

Director, Open Innovation & Advanced Manufacturing,  
General Electric

In this session, Ms. Finkhousen will call on her experience from General Electric and to discuss the differences, advantages and disadvantages of internal and external crowds.

3:45PM

### Spurring Internal Innovation: Health Transformation Lab

**Maulik D. Majmudar, M.D.**

Director, Aetna Foundation Fellows Program in Healthcare Innovation

Associate Director, Healthcare Transformation  
Lab, Massachusetts General Hospital

Assistant Professor, Harvard Medical School

In this session, Dr. Maulik Majmudar from the Healthcare Transformation Lab at Massachusetts General Hospital will provide an overview of how they have used contests to engage their diverse workforce over a four-year period to identify and test novel ideas to solve a wide-range of problems.

**4:05PM** **Contests: Scale & Sustainability Panel & Q&A**  
**Jeff Davis**  
CEO, Exploring 4 Solutions, LLC

**Elizabeth Richard**  
Founder, EER Strategies, LLC

Jeff Davis and Elizabeth Richard will provide an overview of steps NASA took to change the culture of NASA and develop a new organizational framework using a Center of Excellence model that resulted in successfully scaling and sustaining the use of open innovation at the enterprise level.

**5:05PM** **End of Day**

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## **July 13, 2018**

**9:00AM to 3:20PM** **Day 3: Hawes Hall, Room 101**

**9:00AM** **Day 3 Overview**

**9:05AM** **Change Management**  
**HBS Case Study: Language and Globalization: "Englishnization" at Rakuten**  
**Karim R. Lakhani**  
Charles Edward Wilson Professor of Business Administration,  
Harvard Business School

During this 70-minute presentation, Professor Karim Lakhani will present the Harvard Business School Case Study, Language and Globalization: "Englishnization" at Rakuten. Hiroshi Mikitani, the CEO of Rakuten, (Japan's largest online retailer), is at the helm of an organization that is rapidly expanding into global markets. In a critical stride toward becoming the world's No. 1 Internet services company, Mikitani announces Englishnization—a highly publicized aggressive two-year English proficiency mandate for all 7,100 of Rakuten's Japanese employees. Mikitani's goal is not only to ensure the success of the organization, but also to break down linguistic and cultural boundaries in Japanese society. At the time, only an estimated 10% of the Japanese staff could function in English. Fifteen months since the announcement, the vast majority had not yet reached their target English proficiency scores. With the deadline rapidly approaching, Mikitani must decide how to proceed to ensure the success of Englishnization, the continued global rise of his organization, and even the future of Japan.

**10:15AM** **Application of Problem Decomposition**  
**Hila Lifshitz-Assaf**  
Assistant Professor of Information, Operations and Management  
Sciences, NYU Stern School of Business

Identification of the right problem is one of the most important steps when considering crowdsourcing for solution generation. Professor Lifshitz-Assaf will provide and discuss practical application of problem identification and decomposition practices.

11:30AM

Lunch

12:15PM

Problem Decomposition

Sam Kogan

CEO, Gen5 Group

Following Professor Lifshitz-Assaf's presentation, Dr. Sam Kogan will provide a hands-on workshop that will give attendees a deeper understanding of the problem identification and decomposition process.

1:30PM

Crowdsourcing Case Studies:

Jordan Nollman

CEO & Founder, Sprout Studios

Jose Silva

Lead Business Strategist,

Anadarko Petroleum Corporation

David Isaacson

Program Manager, Machine Analytics Research,

Office of the Director of National Intelligence

Herfried Schwarz

Leader of Innovation & Project Management

Research and Development

MAM

Louis Rosenberg

CEO, Unanimous A.I.

David Baltaxe

CIO, Unanimous A.I.

Speakers from organizations and crowdsourcing platforms will provide a unique perspective on their own experiences in crowdsourcing. In this session, each speaker will present a 15-minute case study of their experience. Additionally, Unanimous AI will provide an overview of their crowdsourcing platform that relies on real-time decision making from individuals, formulating choices via a swarm intelligence.

3:10PM

Closing Remarks

Karim R. Lakhani

Charles Edward Wilson Professor of Business Administration,

Harvard Business School

Professor Karim Lakhani will conclude the Crowd Academy with closing remarks.

3:20PM

End of Day

