

Collaborative innovation for every Australian

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Cars
Cities
Change
Cows
Collaboration

Talking cars

Hargraves







CSIRO Megatrends

The seven patterns outlined in the book are:

More from less – Increasing demand for limited natural resources and a scarcity of these resources

Going, going... gone? –A window of opportunity to protect biodiversity, habitats and the global climate

The Silk Highway – Rapid economic growth and urbanisation in Asia and the developing world

Forever young – An ageing population, changed retirement patterns, chronic illness and rising healthcare expenditure

Virtually here – Digital technology reshaping retail and office precincts, city design and function and labour markets

Great expectations – Changing consumer expectations for services, experiences and social interaction, and

An imperative to innovate – Technological advancement is accelerating and it is creating new markets and extinguishing existing ones.



Five Global Mega Trends.

1. Digital Society.
2. Aging Population.
3. Urbanization.
4. Global Growth.
5. Sustainability.



Global Mega Trend

Urbanization.

In short:

- The world is rapidly urbanizing.
- Growth is concentrated.
- Cities serve as wealth engines.
- Cities become smart.

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Urbanization explained.

What does it mean...



- The world is rapidly urbanizing.
- Growth is concentrated.
- Cities serve as wealth engines.
- Cities become smart.

Urbanization is accelerating worldwide: we are becoming an urban world.

Cities become mega-sized, and growth is concentrated in the developing world.

Scale and network effects of urbanization drive productivity and efficiency gain.

Cities become “smart” through technology, and act as innovation labs.







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DETROIT HOMECOMING

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Challenges

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Access to capital for Detroit Small Businesses

A majority of today's financial incentives are for new business development. How can Detroit help...

2	1	0	3
IDEAS	VOTES	COMMENTS	VEWS

Phase: Open | Enter

Ends: 74 days



What technology solutions can be implemented to...

With help from Crain's Detroit Business, the City was able to put more teens to work last summer than ever...

1	0	0	2
IDEAS	VOTES	COMMENTS	VEWS

Phase: Open | Enter

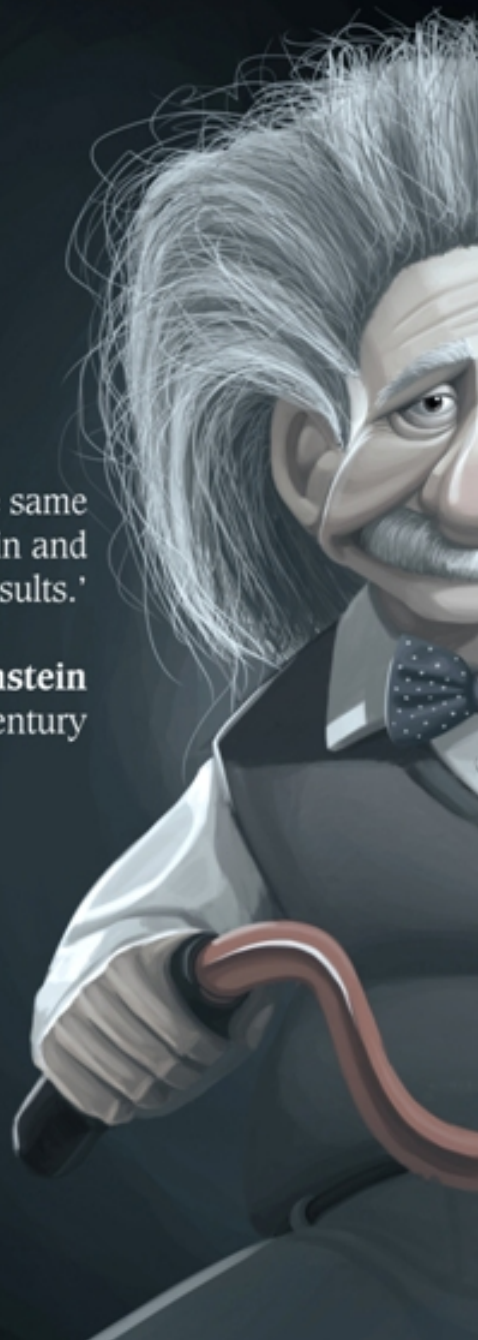
Ends: 74 days

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'Insanity is doing the same
thing over and over again and
expecting different results.'

Albert Einstein
Last century



'Insanity is doing the same
thing over and over again and
expecting different results.'

Albert Einstein
Last century



'Insanity is doing the same
thing over and over again and
expecting the same results.'

Allan Ryan
Today

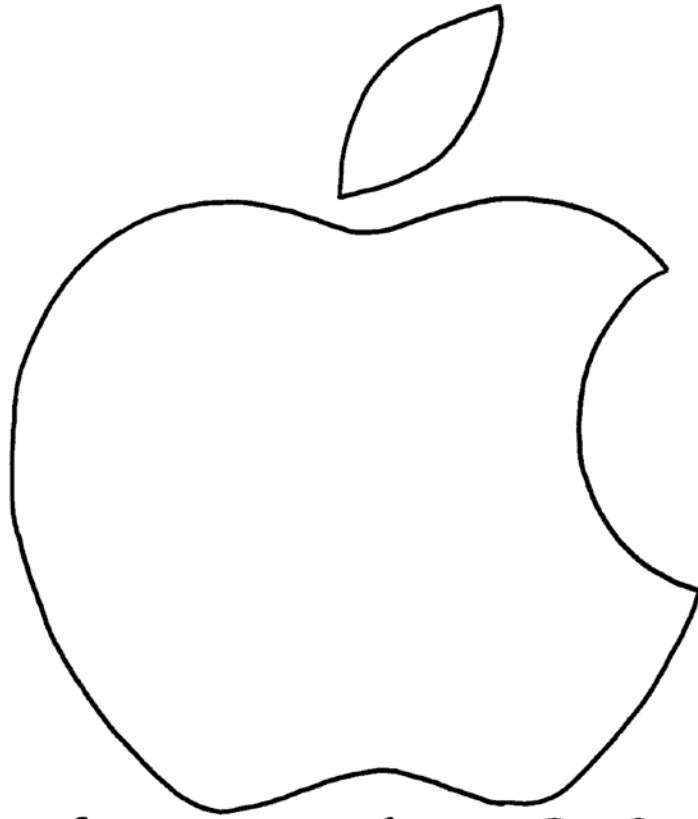
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"We do not see things as they are, we see things as we are"

70%

Of Australia's top 100 companies
since 1990
are no longer in the Top 100

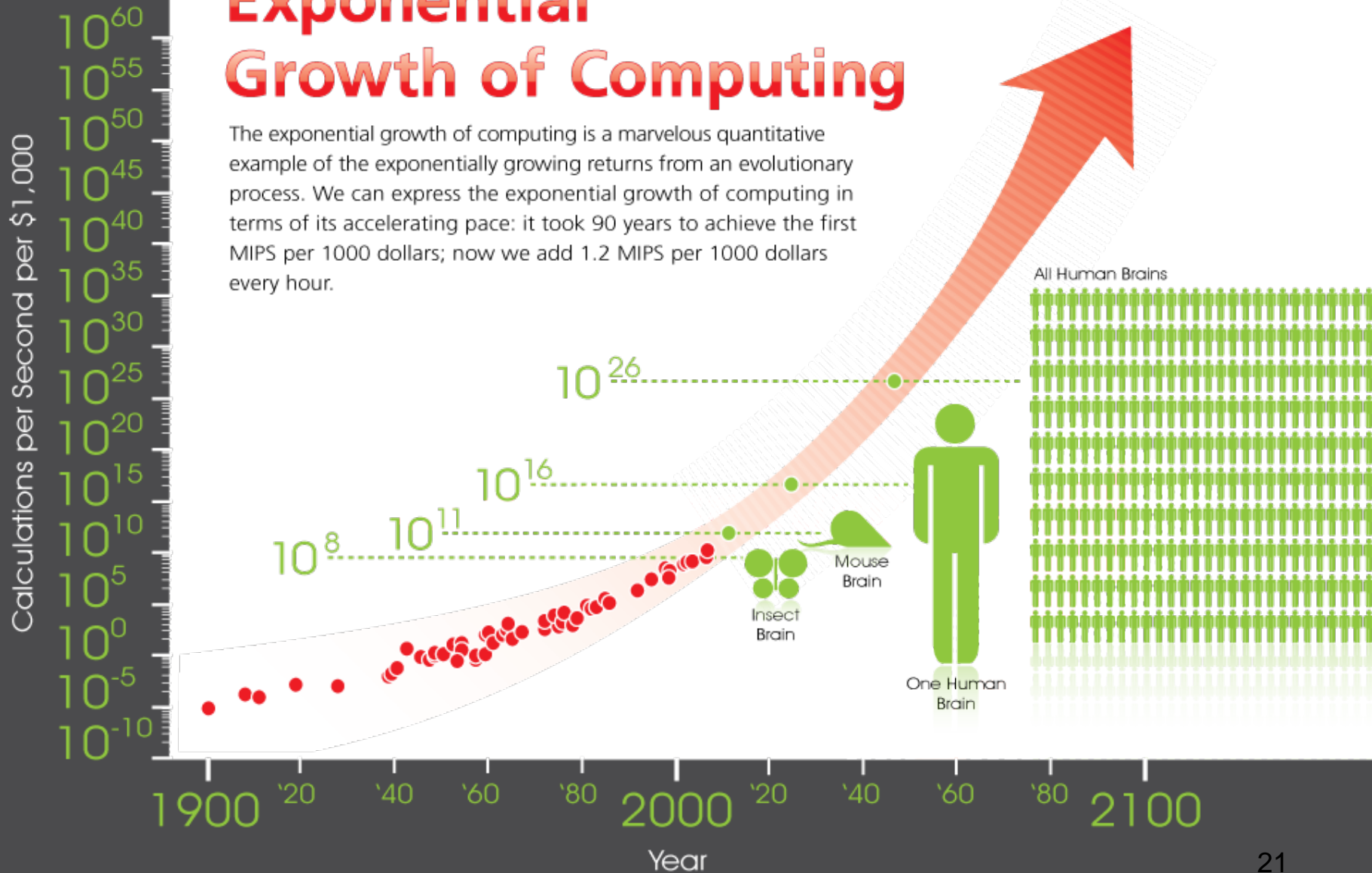


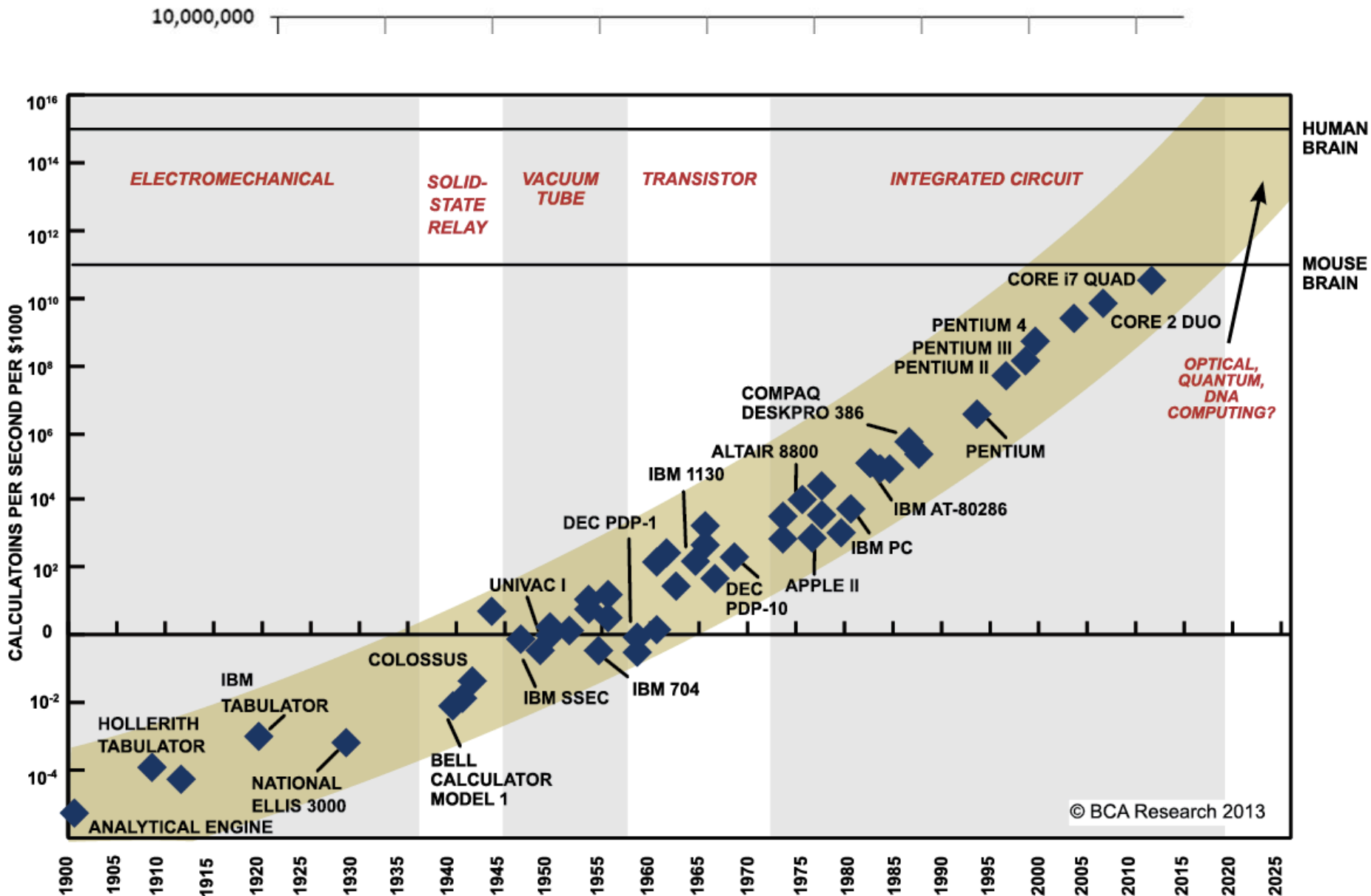
Think different.

RESMED

Exponential Growth of Computing

The exponential growth of computing is a marvelous quantitative example of the exponentially growing returns from an evolutionary process. We can express the exponential growth of computing in terms of its accelerating pace: it took 90 years to achieve the first MIPS per 1000 dollars; now we add 1.2 MIPS per 1000 dollars every hour.

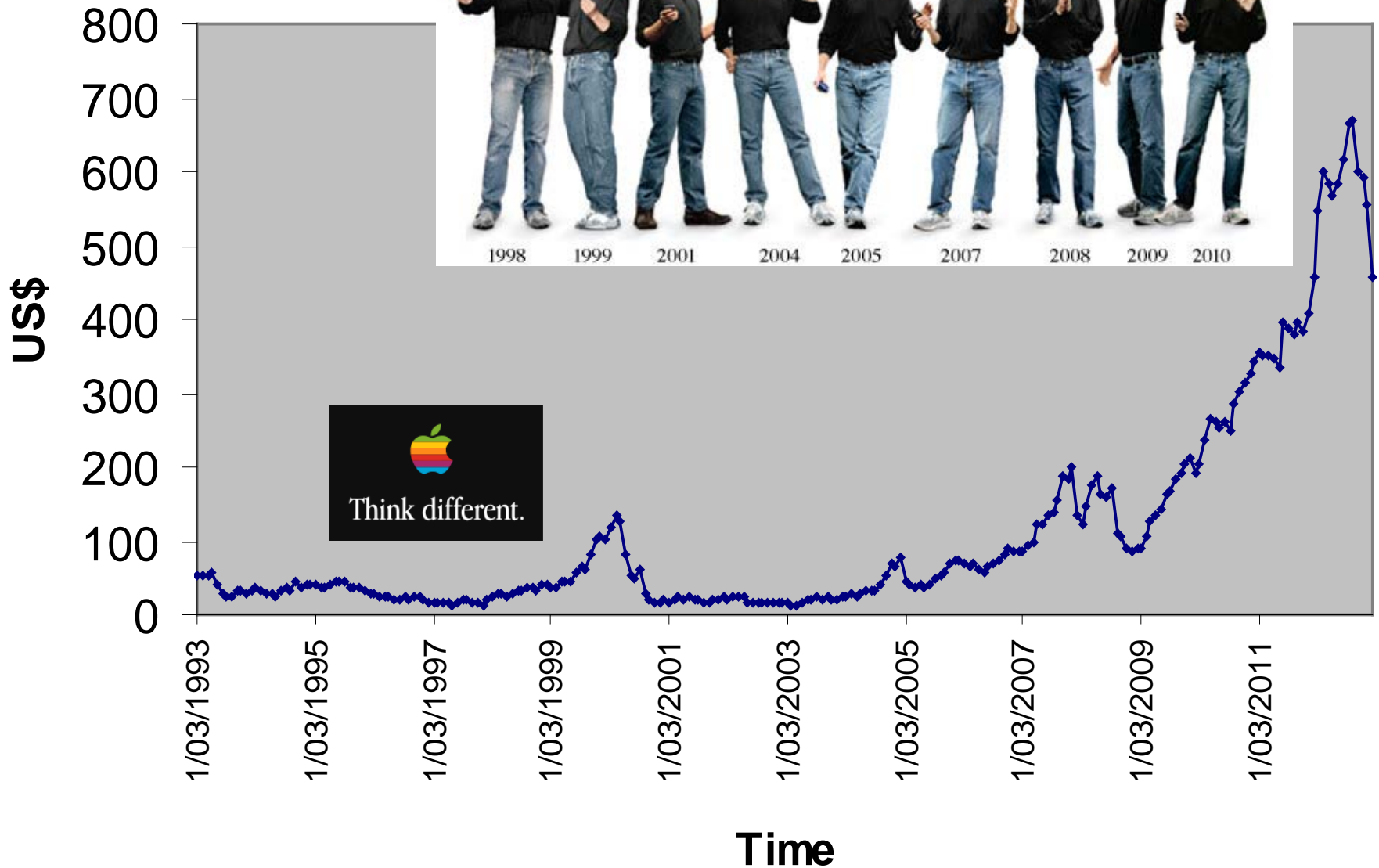




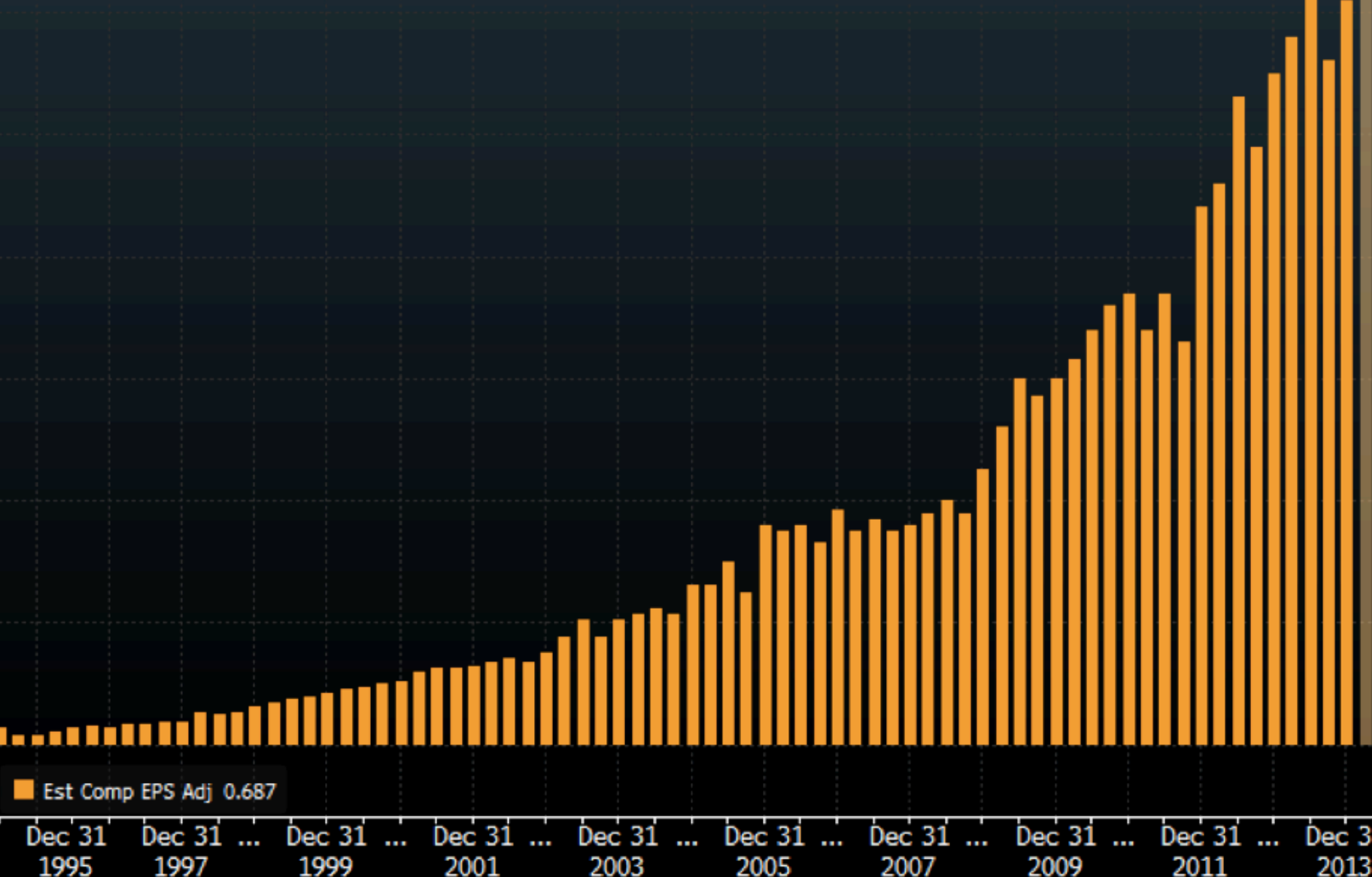
SOURCE: RAY KURZWEIL, "THE SINGULARITY IS NEAR: WHEN HUMANS TRANSCEND BIOLOGY", P.67, *THE VIKING PRESS*, 2006. DATAPOINTS BETWEEN 2000 AND 2012 REPRESENT BCA ESTIMATES.

1970 1975 1980 1985 1990 1995 2000 2005 2010

Apple Share Price



ResMed



2020

Revolutions are
happening faster
and faster

2010



Information
Revolution

1990



Internet
Revolution

1980



Computer
Revolution

1880



Industrial
Revolution

Participation
Revolution

"The information revolution will empower
individuals and democratize everything"

— Steve Jobs, Apple



A NEW YORK TIMES BUSINESS BESTSELLER

"As entertaining and thought-provoking as *The Tipping Point* by Malcolm Gladwell. . . . *The Wisdom of Crowds* ranges far and wide."

—*The Boston Globe*

THE WISDOM OF CROWDS

JAMES
SUROWIECKI

WITH A NEW AFTERWORD BY THE AUTHOR



Scott E. Page

THE DIFFERENCE

HOW THE POWER OF DIVERSITY
CREATES BETTER GROUPS, FIRMS,
SCHOOLS, AND SOCIETIES

Genius = 1% inspiration + 99% perspiration

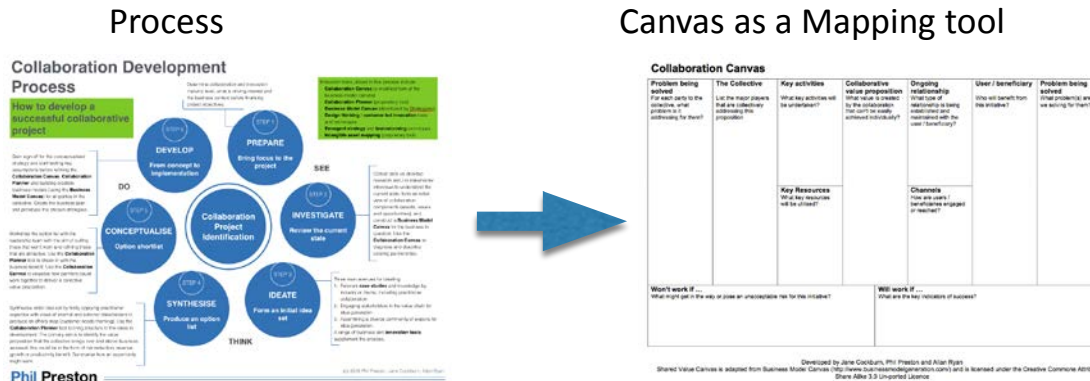
Thomas Edison – Innovation leader, hero and doer

Agile innovation = 1% you and 99% collaboration

Allan Ryan – Innovation specialist, consultant and advisor

A Guide to the Collaboration Canvas

A guide and resources pack to help business, government and social sector organisations develop collaborative projects



By Phil Preston

Based on developmental work with partners,

Jane Cockburn (Kairos Now) and
Allan Ryan (Hargraves Institute)

What is the Collaboration Canvas?

AN EASY-TO-USE ONE-PAGE TOOL

The Collaboration Canvas is a one-page tool that helps with the rapid development of advanced collaborative strategies. It was created in response to problems that companies and practitioners were facing when trying to convert initial ideas into meaningful projects and business innovations.

It is especially suited to projects, workshops and education sessions, allowing individuals, teams and diverse groups to work on operational or strategic initiatives.

The tool ensures that value being targeted through the formation of the collaboration is the focus, and that the conditions are right for a sustained initiative.

The tool was co-created by Jane Cockburn, Phil Preston and Allan Ryan, who are experts in design thinking, shared value and innovation respectively. This same trio has developed the Shared Value Canvas - a specialised version of the Collaboration Canvas.

The Shared Value Canvas is suited to collaborations involving for-profit business where the aim is to address societal issues and improve business competitiveness at the same time.

LICENSING

The canvas is freely available and, as an adaptation of the Business Model Canvas (businessmodelgeneration.com), is licensed under the Creative Commons Attribution–Share Alike 3.0 Un-ported Licence, which permits variations, provided they are attributed to the source.

We encourage use of the canvas and welcome any case studies or examples that make use of it.

This guide provides an overview of the elements of the canvas. If you would like to know more, make an enquiry or provide a link to an instance of its use, please do so via enquiries@philpreston.co



Why use it?

FOR BUSINESS

Because we live in a world of shorter business cycles and highly competitive markets, companies can potentially achieve more using collaborative approaches than they can individually. Collaborations can reduce execution risk and increase commercial value.

Such strategies, if successful, create new value for a particular group of beneficiaries - which could be customers of a business for example - and, if formulated well, may be difficult for competitors to easily replicate.

An example is provided further on in this pack.

There are a range of potential applications, including:

- Creating or reinventing business models
- Differentiating products or brand value
- Developing new products and markets
- Driving productivity and performance improvements
- Boosting people and culture

The Collaboration Canvas helps you map out the features of the strategy and the parties involved.



Completing the canvas marks the end of the initial idea and concept development stage, before you move into the strategy sign off, prototyping and business planning process.

It should be viewed as a part of the overall strategy development process - refer to the Collaboration Development Process chart in this pack to increase your understanding of where it fits in.

FOR SOCIAL SECTOR ORGANISATIONS

The Collaboration Canvas is ideal for mapping out collaboration-based projects or strategies. It ensures that discussions with prospective partners are aligned around a targeted common benefit whilst acknowledging that each member of the collective has its own separate reason to participate.

FOR GOVERNMENT

There is a need to do more with less in government, which means that being part of or facilitating collaborations is very attractive. The Collaboration Canvas is a simple and easy-to-use tool that helps map out the collective and its aims, that government can use to engage other parties in concepts or projects.

When should I use it?

Here are some of the circumstances where organisations find it useful:

INNOVATION PROCESSES

A focal point for rapidly developing ideas.

BRINGING PEOPLE TO THE TABLE

Use the canvas to illustrate what you are trying to achieve and engage potential collaborators by showing them where they fit in.

PROJECT ALIGNMENT

Multi-party collaborations are prone to competing objectives, the Collaboration Canvas aligns members of the collective around a core value proposition, which provides a strong anchor for project development.

INTERNAL ALIGNMENT

When proposed strategies impact many areas of an organisation, the tool helps align internal stakeholders with the business goal.

FACTORING IN PERSPECTIVES

The canvas challenges you to identify the specific problems being solved for members of the collective and beneficiaries. It will help you motivate and sustain their involvement.

A STRATEGY DEVELOPMENT TOOL

It is a useful tool and end point for moving from ideas to concepts to strategic options, before moving to the prototyping stage.

EDUCATION

The tool helps to promote a collaborative mindset and build innovation capability amongst your people. For internal and post-graduate education, it provides a window into cutting-edge business techniques.

WORKSHOP RESOURCE

Get the most out of workshop and facilitated strategy sessions by working in teams on the canvas.

REPORTING TO EXECUTIVES OR THE BOARD

When submissions are required to be presented as strategic options, the canvas helps decision-makers visualise the proposal.

ILLUSTRATING / STORYTELLING

The Collaboration Canvas provides a structured way of documenting and telling the story of how a project or initiative unfolded.



Collaboration Canvas

Problem being solved For each party to the collective, what problem is it addressing for them?	The Collective List the major players that are collectively addressing this proposition	Key activities What key activities will be undertaken?	Collaborative value proposition What value is created by the collaboration that can't be easily achieved individually?	Ongoing relationship What type of relationship is being established and maintained with the user / beneficiary?	User / beneficiary Who will benefit from this initiative?	Problem being solved What problem(s) are we solving for them?
		Key Resources What key resources will be utilised?		Channels How are users / beneficiaries engaged or reached?		
Won't work if ... What might get in the way or pose an unacceptable risk for this initiative?			Will work if ... What are the key indicators of success?			

Developed by Jane Cockburn, Phil Preston and Allan Ryan

Shared Value Canvas is adapted from Business Model Canvas (<http://www.businessmodelgeneration.com/>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported Licence

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Guide

To explain each of the components, we first look at the core value proposition before examining the elements on the right hand side of the chart that revolve around the beneficiaries, the members of the collective on the left hand side and, finally, risks and key success factors.

The overall goal is to fill the chart with concise, relevant and meaningful pieces of information. It is not suited to long explanations or insignificant detail.

Collaborative value proposition

The tool helps develop and outline how a collective comes together to deliver value that couldn't easily be created otherwise, and the problems being addressed for beneficiaries of that process well as members of the collective.

Broad examples of collaborative value propositions:

- Create incentive for supply chain innovation
- Align industry participants to head off onerous regulation
- Increase battery recycling rates

You may also want to include two or three dot points underneath that explain the key components of the strategy. An example is provided later in the pack for illustration purposes.

User / beneficiary

Who is benefiting from this initiative? It is important to be clear on who benefits. If there is more than one beneficiary, you will need to decide whether several appear on the one canvas or whether you need a separate canvas for each group.

It could be broad, such as “beverage consumers”, or a tighter demographic, such as “18-25 year old single mothers with mobile phones”.

Problem being solved (for beneficiaries)

What problem is being solved for the beneficiary? This needs to be completed for each beneficiary listed in the adjacent column. It is best to frame this from the perspective of the beneficiary.

The Collective

List the main members or groups who are collaborating to deliver the value proposition. Where there are several members doing pretty much the same thing, they can often be listed as a group, such as “component manufacturers”, instead of listing them all separately. Keep it focused on significant and material contributors, and consider stakeholders such as government or regulators if they play a meaningful role.

Problem being solved (for the Collective)

Next to each member of the collective, note the problem being solved / opportunity created. If it can't be identified, then there might be a question mark over incentive and project viability or sustainability.

Guide

Channels

Through what channels does the collective reach beneficiaries? This could be, for example, via networks and organisations, or different modes such as in-person or on-line.

Ongoing relationship

What type of relationship is maintained or developed once initial contact takes place? It could be a one-off interaction or 'transaction', or an ongoing relationship, such as account manager check-in, regular events or emailed newsletters.

Key activities

List the key activities that members of the collective will be undertaking to achieve the collaborative value proposition. This is pretty wide open and will depend on the nature of the initiative. Marketing, logistics and project management are but a few examples of items that could appear here.

Key resources

What key resources are being utilised in delivering the collaborative value proposition? It could be tangible resources such as funding, provision of facilities or on-line systems, or intangibles, such as key people, functions, networks or specific capabilities.

Won't work if...

What are the main challenges? What could go wrong or pose an unacceptable risk to the collective? For example, cross-sector collaborations can falter if there are 'language' differences; there may be brand risk associated with a member of the collective; or legislative change may be on the cards.

Will work if...

What are the key success factors for this initiative? What qualitative and quantitative indicators should be focused on to gauge success?



Example: MREEP



MacArthur Real Estate Engagement Project

The Macarthur Real Estate Engagement Project (MREEP) is the name of the collaboration between real estate agents, homelessness service providers and various government agencies, including housing, community services and unemployment support in Western Sydney.

Formation of the project was led by the non-profit entity, Western Sydney Community Forum (WSCF), whose mission is to strengthen the capacity of the social sector. It has a membership of more than 200 social sector organisations and it helped bring the players together with the ultimate aim of reducing homelessness.

The project has staged objectives: firstly, to ensure tenants at risk of eviction are introduced to available support services to reduce new cases of homelessness; and secondly, as trust builds between real estate agents and the social sector, provide people in temporary or refuge housing situations access to rental opportunities.

The Project is now operational and largely independent of funding support. Early on, it was identified that commercial incentive for real estate agents – who manage rental contracts on behalf of owners – would improve the likelihood of success, along with increasing the utilisation of existing social support resources.

Whilst this is a specialised form of collaboration, known as ‘shared value’, it is fundamentally a collaborative project.

In the first two years of operation (2012 – 2014), there were 102 referrals to social support providers from five real estate agents. This has now grown to nine private real estate agents in Macarthur who regularly refer tenants showing signs of rental crisis.

Social outcomes:

- 57 tenancies have been saved
- A high intervention success rate
- About half of the tenants referred through the process had never previously been in contact with the social service system and would potentially have been evicted.
- Real estate agents are beginning to trust community services and contacting them with notifications of vacant properties.

Business outcomes:

For the five original participating real estate agents, there has been:

- An estimated \$56,000 in hard costs saved
- Real estate agents have created stronger relationships with property owner clients as a result of better financial outcomes
- A saving of approximately \$6,370 in rental income per tenancy at risk for property owners, or \$363,090 in total
- Capital / remediation cost savings when evictions are prevented
- The creation of a direct relationship between real estate agents and community service providers to help head off tenancy problems.

*Source: Pending case study:
Eva Gerencer and Phil Preston*

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I N S T I T U T E

Example: MREEP

Problem being solved	The Collective ("MREEP")	Key activities	Collaborative value proposition	Ongoing relationship	User / beneficiary	Problem being solved
Meeting its mission of strengthening social sector capacity	WS Community Forum	Referrals Data collection Feedback system Project coordination Secretariat	Reduce homelessness by: - Supporting tenants at risk of becoming homeless - Building trust with the real estate sector - Creating access to opportunities for those in temporary housing / refugees	Real estate agents proactively refer to social services providers who ensure tenants have access to support mechanisms.	Tenants at risk of eviction People in temporary housing who are unable to gain access to rental opportunities due to background or personal attributes	Preventing eviction due to financial or other issues Long term temporary housing / homelessness
Saving hard costs, operational time and resources and reducing risk of client loss	RE Agents					
[Reduction in lost rental and remediation costs]	[Property owners]					
Meeting homelessness policy objectives	State / Fed Gov't	Key Resources		Channels		
Client reach / access	State Gov't: Housing and Community Services	Project development: - ST gov't funding - Independent facilitator		Pro-active linking by real estate agents upon indication of hardship		
Client identification / mission fulfilment	Homeless service operators	Operational - Single contact point - Manager - RE agent "translator" - On line portal - Documentation - Marketing skills - Bridge funding pool		Online tool streamlines process		
Client reach / access	<u>Centrelink</u>					
Mission based investment	Bridging financiers					
Won't work if ... What might get in the way or pose an unacceptable risk for this initiative? <ul style="list-style-type: none"> • Cross-sector language differences • Poor process / coordination / training • Loss of government support / adverse reforms • High turnover of property managers 			Will work if ... What are the key indicators of success? <ul style="list-style-type: none"> • Referrals from RE Agents • Tenancies saved versus benchmark • Number of "Refuge to rental" instances 			

PROJECTS

We work to deliver your innovation results faster and better through

KEYNOTES, FACILITATION & WORKSHOPS

PROGRAMS

We build your innovation capability to deliver results now and in the future through

LEADERSHIP, INNOVATION TEAMS & NEW IDEAS

ADVISORY

We guide your leaders of innovation for long-term success and to deliver results again and again through

STRATEGY, MANAGEMENT & PERFORMANCE

“There is no substitute for hard work”

Thomas Edison

Email Allan for your free
Agile Innovation Self
Assessment Workbook
allan@managedinnovation.com
 Allan Ryan

Thank you