



I20 Summit Report

Washington DC, January 13th and 14th of 2011

John Kao greeted attendees to what he called an “unconference” by telling the community, “We have the opportunity to be a great jazz band. This is a super-session of Innovation Leaders... we are the ones we have been waiting for.”

The Institute for Large Scale Innovation’s overarching goal is to bring together innovation catalysts to mobilize our collective innovation capabilities for the global good. Real progress on many of the world’s most complex problems - from economic, educational, environmental challenges to health and humanitarian issues - requires a new approach to large-scale innovation and the emergence of a global eco-system to support it.

ILSI exists to develop a common, globally relevant framework for addressing global grand challenges. The 2011 Summit provided an opportunity to strengthen alignment on these issues between the US administration and global innovation leaders.

The DC Summit included participants from 22 countries and involved presentations from advisers to the President and the Secretary of State, the US Chief Technology Officer and the head of the White House’s Office of Science and Technology Policy.

I20 Summit Themes and Accomplishments

<i>The State of Innovation</i>	1
<i>Challenges, Competitions and Prizes</i>	2
<i>New Financing Models (patient, venture, crowds)</i>	2
<i>Innovation Precincts, Hubs and Centers</i>	3
<i>Looking Forward: ILSI and I20 Opportunity</i>	3
<i>Summit Accomplishments - John Kao, Chair</i>	3

The State of Innovation

The Summit discussed at some length the state of innovation as a field in its own right. It was noted that while the innovation space is crowded, there is clearly a lack of a shared view about what innovation is and (particularly) how it is achieved. There are few frameworks that support innovation at the global, national and regional levels – as much of the literature is focused on innovation at the enterprise level.

There is skepticism, even among ILSI members, regarding innovation as a field. In large part, this reflects the difficulty of promoting and undertaking innovation within established public sector structures and cultures. Hierarchy, risk aversion and a lack of agreed metrics are strong barriers to innovation in government.

At the global level, multilateral projects that have to negotiate international bureaucracies have a patchy record – as agreements often become defined by the lowest common denominator (think Trade or

Climate). A new type of ambitious partnership discussion is emerging between 'coalitions of the willing' (e.g., the Trans Pacific Partnership).

[Attachment A](#) summarizes participant survey data outlining current views on innovation

Challenges, Competitions and Prizes

The Summit considered a number of presentations outlining the use of challenges, competitions and prizes to elicit innovations that solve problems or create value. Such challenges are quickly becoming mainstream practice in a range of domains and at all scales. Francois Beland of the X Prize Foundation presented on how such models are changing the innovation landscape, and I20 members confirmed this as a wider trend.

ILSI itself commissioned an OpenIDEO challenge specifically for the Summit. OpenIDEO accessed 10,000 participants from 138 countries to consider what grand challenges innovation leaders should focus on. The challenge nominated five grand challenges its community of social innovators and designers identified as priorities.

While discussions suggested that views of the OpenIDEO community were not radically different to those of I20 members, the OpenIDEO community's emphasis on redesigning government for transparency and openness was revealing of wider demands and trends.

[Attachment B](#) summarizes the key conclusions from the OpenIDEO Challenge.

New Financing Models (patient, venture, crowds)

One of the more interesting insights from the Summit was the need for new financing models for innovation. Early on the first day, summit attendants expressed significant interest in tools such as advanced market commitments (which agree to provide a future funding for an innovation if it can deliver a pre-specified outcome).

Under such arrangements, if someone invented a much-needed vaccine that can save x lives at a cost of less than \$ y per day, then there would be a commitment to purchase that product at large volume – thus creating a strong financial incentive for its development.

Other examples of new finance approaches related to:

- The patient capital required of some long-term research-based innovation programs (where only large-scale efforts can achieve efficiencies needed).
- The new models of public and public-private venture capital, particularly supporting public interest objectives.
- The emergence of crowd funding and new approaches to micro-finance.

The most visible examples of crowd funding to date have been disaster relief and charitable efforts. A plethora of creative business models are now emerging to aggregate and amplify individual contributions – not only to businesses, but also to wider shared objectives.

I20 members discussed the potential to share and build on emerging models of innovation finance. This also led to a wider discussion of other options for governments and policy-makers to source a wider range of external contributions. The immediate action in this area is focused on how the release of public sector information and data is now typically supported by 'hack days' or 'AppMyState'-style software application competitions.

Discussion among I20 members quickly revealed a broad consensus proposing that the I20 pursue the question of innovation finance in more detail.

Innovation Precincts, Hubs and Centers

Dr. Wang Yuan, Executive Vice President of the China Academy of Strategy for Science and Technology Development, sparked a healthy discussion of the potential of new large-scale innovation initiatives. Examples presented include China's "10 Cities with 10,000 LEDs" and "10 Cities with 1000 Electric Vehicles" campaigns to encourage behavior change and innovative vehicle and urban design. Such efforts combine incentives with research-industry collaborations.

Discussion among I20 members suggested an appetite for more work on innovation precincts, hubs and centres of excellence, including networking opportunities.

Looking Forward: ILSI and I20 Opportunity

There was considerable discussion of how the effectiveness of the I20 network can be maximized. Two major opportunities emerged from the Summit discussion.

First, there was a recognized need to articulate clearly what the I20 was hoping to achieve and where it would concentrate its effort. There was broad consensus that:

- The I20's strength lies in its informal 'track 1.5' positioning (a community that is close to but not constrained by formal structures and processes)
- The I20 as a strong and useable peer network would benefit members greatly.
- The I20 should strengthen the peer network, promote and share the best insights, ideas and practices, and help build the standard for the 'how to' of innovation would be great progress – but we cannot be everything to everyone.
- There would be benefit in innovation pedagogy and tools that can spread the 'how to' of innovation to a wider community of innovation practitioners.

Second, there was a broad desire for a digital platform that could enable frameworks, tools and best practices to be exchanged within the I20 community. This could fit within a wider public platform that builds expertise on the question of large-scale innovation.

Such a platform could: promote and support the practice of large-scale innovation, develop a standard and place for the resources and techniques that can support large-scale innovation, the consolidation of innovation analysis and data, and the facilitation of enhanced networking for communities of practice or interest.

[Attachment C](#) contains a high-level summary of views expressed in a series of video interviews with I20 members at the 2011 Summit.

Summit Accomplishments - John Kao, Chair

The Summit has seen the I20 reaffirmed the importance of a large-scale (societal/global purpose) rather than the traditional enterprise perspective on innovation. Governments around the world are recognizing that new approaches are needed to address the growing set of complex grand challenges or 'wicked problems' – how we grow our economies, how we design public services that work for people, how we address resource constraints through innovation, and how we improve health and wellness.

The Summit benefited from a culture that values diverse perspectives. This started at a very senior-level, with high-level US officials strengthening the mutual understanding across the US Government's agenda and the broader I20 community. This engagement alone elevated our game. Different disciplines, geographies and perspectives were also utilized through a crowd-sourcing project that ILSI undertook in partnership with OpenIDEO. This provided fascinating insights and ideas on grand challenges from the edge for the I20 community to engage with.

While the Summit was primarily a forum for discussion, there was also discussion of how we can transition from being a community that meets annually or when individual member circumstances allow, to the desire to establish an online platform of best practices, frameworks and insights, and technologies and tools to support ongoing collaboration.

The Summit concluded where we started – with a consideration of how we might move into a new phase as a community of innovation leaders united in making a compelling case for large-scale innovation to meet grand challenges. This will be the focus of ILSI's efforts between now and the next Summit in 2012.



Attachment A

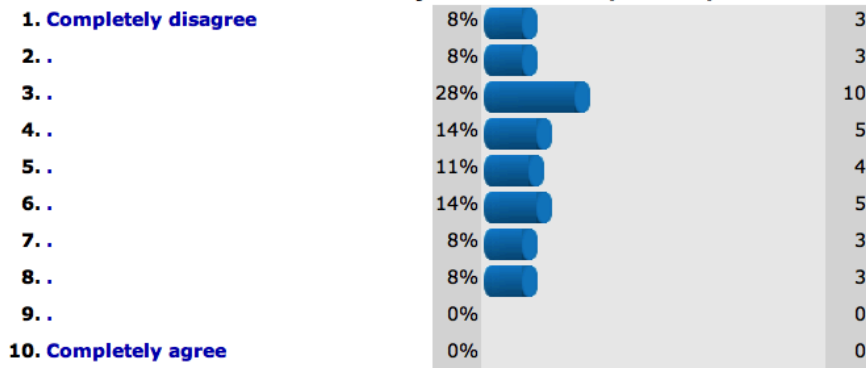
Summary of participant survey data outlining I20's current view on innovation

Key Findings Included:

- Uncertainty (perhaps even skepticism) exists regarding innovation as a professional practice or academic field in both the private and public sectors.
- However, within the next decade, both companies and government bodies will compile and share increasing amounts of data on innovation progress—for example, as Procter & Gamble has already done, and as new technology sales or increased patent filings increasingly come to be seen as measurements of innovation success.
- Some of the challenges: it is difficult to measure innovation in general, across sectors and national boundaries.
- However, in ten years, innovation will be seen as a field and profession.
- Currently, the United States leads in global innovation, but summit attendees foresee China overtaking the U.S. in 10 years.

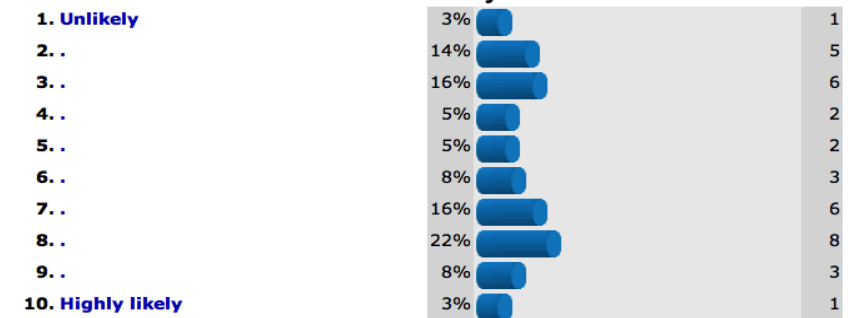
Poll Results on Key Questions

Innovation is a field with clearly defined concepts and practices



Total Votes 36 Question #Innovation is a field with clearly defined concepts and practices Avg Vote 4.28 Response #7 thurs.rsp

In your opinion what is the likelihood that innovation will become a distinct and recognized profession in the private sector of your country over the next 10 years?

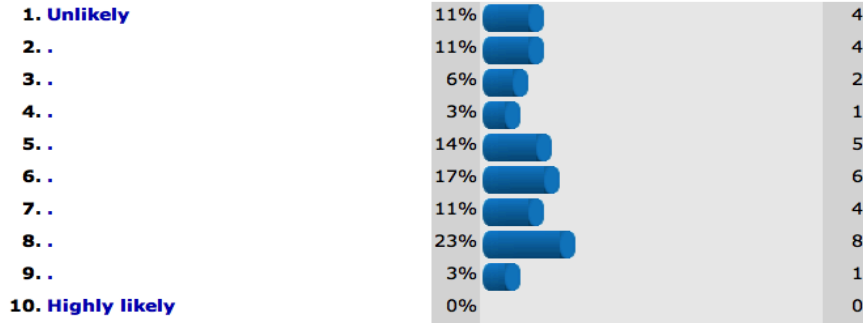


Total Votes 37 Question #In your opinion what is the likelihood that innovation will become a distinct and recognized profession in the private sector of your country over the next 10 years? Avg Vote 5.62 Response #10 thurs.rsp

The majority of those surveyed strongly disagreed that innovation is a field with clearly defined concepts and practices.

However, those surveyed thought it more likely than not that innovation will become a professional practice in the private sector within the next decade.

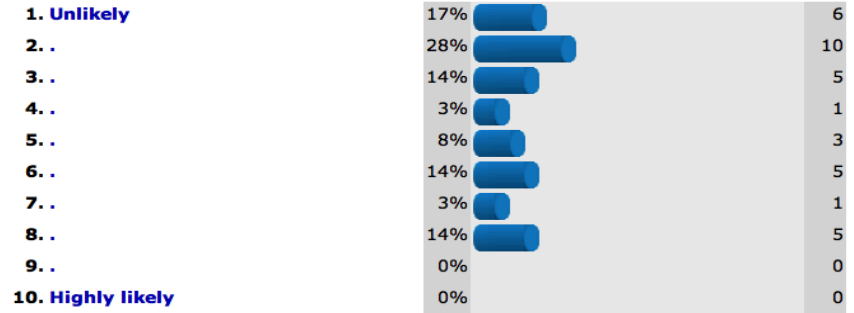
In your opinion what is the likelihood that innovation will become a distinct and recognized profession in the public sector of your country over the next 10 years?



Total Votes: 35, Question #: In your opinion what is the likelihood that innovation will become a distinct and recognized profession in the public sector of your country over the next 10 years?, Avg Vote: 5.26, Response thurs.rsp #11

And a slight majority thought it likely that innovation would become a professional practice in the public sector within the next decade as well.

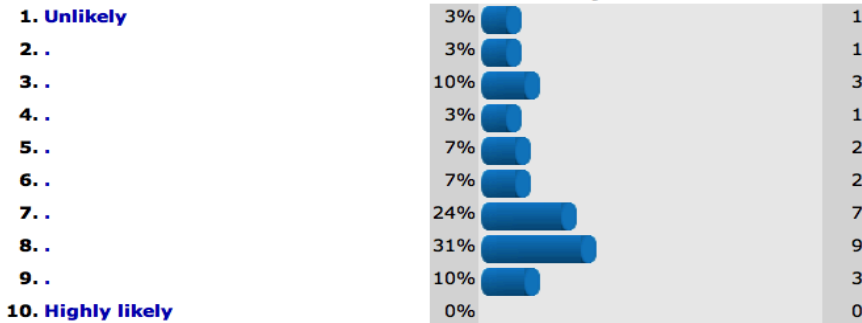
In your opinion what is the likelihood that innovation will become part of generally accepting accounting principles and will appear as part of annual reports of companies within the next 10 years.



Total Votes: 36, Question #: In your opinion what is the likelihood that innovation will become part of generally accepting accounting principles and will appear as part of annual reports of companies within the next 10 years., Avg Vote: 3.81, Response thurs.rsp #12

Those polled generally don't think that companies will report on innovation in annual reports within the next decade.

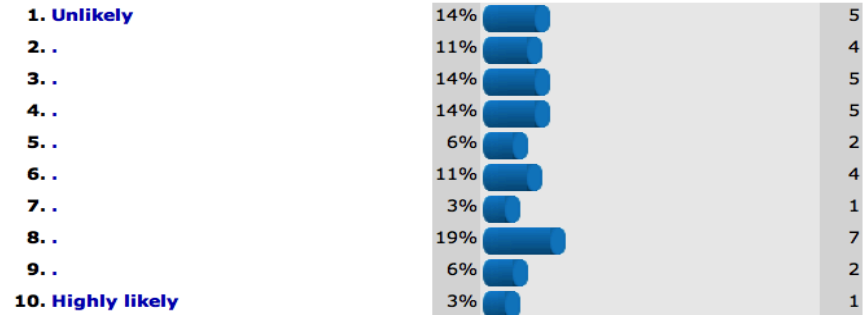
In your opinion what is the likelihood that meaningful and generally accepted metrics for measuring innovation at an enterprise scale will be established within the next 10 years?



Total Votes: 29, Question #: In your opinion what is the likelihood that meaningful and generally accepted metrics for measuring innovation at an enterprise scale will be established within the next 10 years?, Avg Vote: 6.41, Response thurs.rsp #13

Those polled considered it highly likely that new innovation metrics will emerge at the enterprise level within a decade.

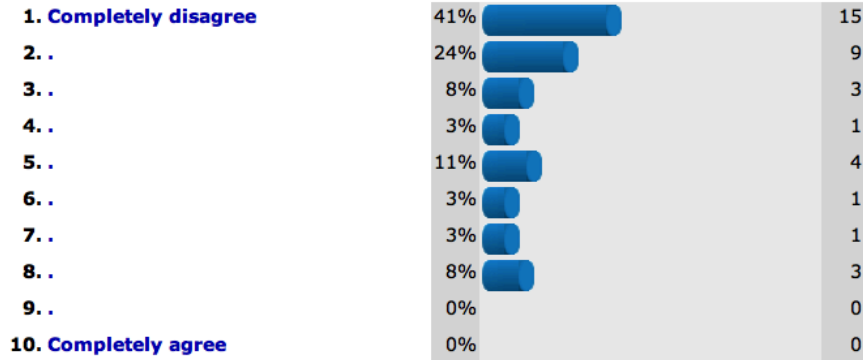
In your opinion what is the likelihood that meaningful and generally accepted metrics for measuring innovation at a societal scale will be established within the next 10 years?



Total Votes: 36, Question #: In your opinion what is the likelihood that meaningful and generally accepted metrics for measuring innovation at a societal scale will be established within the next 10 years?, Avg Vote: 4.81, Response thurs.rsp #14

However, participants were not convinced that innovation metrics at the societal level would become widely accepted within the next decade.

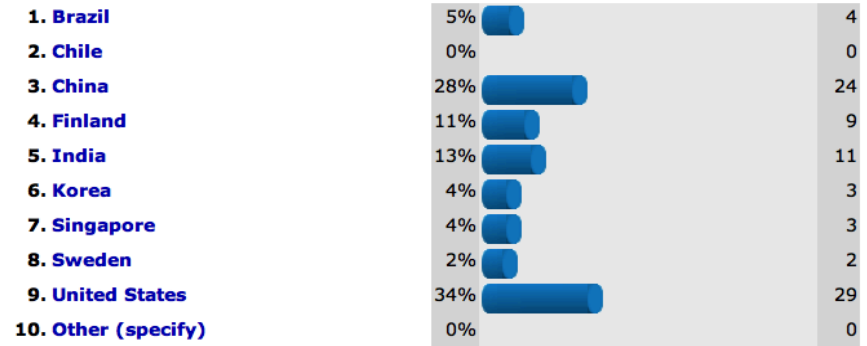
Innovation is primarily about developing science and technology



Total Votes 37 Question #Innovation is primarily about developing science and technology Avg Vote 2.78 Response #16 thurs.rsp

Consistent with much of the evidence, most of those surveyed strongly rejected the notion that innovation is primarily about science and technology.

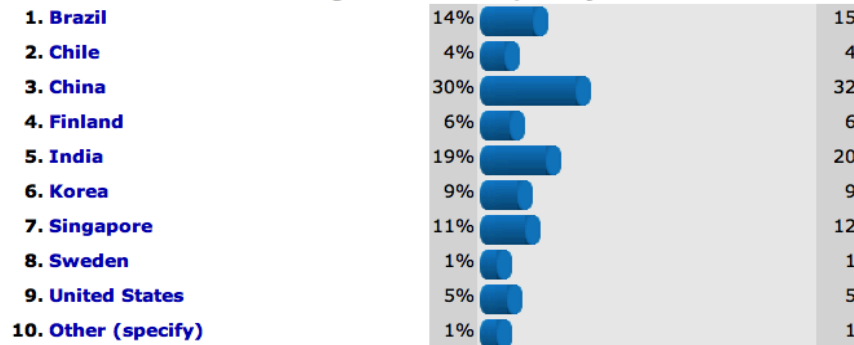
Which three countries would you consider most influential on the present state of global innovation?



Total Votes 85 Question #Which three countries would you consider most influential on the present state of global innovation? Avg Vote 5.68 Response #17 thurs.rsp

Currently, the United States leads the world as the most influential nation in terms of global innovation. China was considered a clear second.

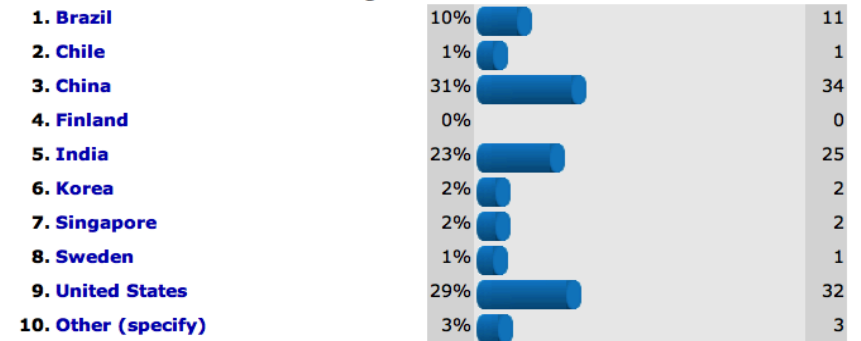
Which three countries are changing the most rapidly in terms of building innovation capability?



Total Votes 105 Question #Which three countries are changing the most rapidly in terms of building innovation capability? Avg Vote 4.23 Response #19 thurs.rsp

In terms of nations that are more rapidly developing their innovative capabilities, China leads, followed by India and Brazil.

In 10 years time which three countries will be most influential in the field of global innovation?



Total Votes 111 Question #In 10 years time which three countries will be most influential in the field of global innovation? Avg Vote 5.33 Response #20 thurs.rsp

In a decade, participants predict that China will surpass the United States in terms of its influence on global innovation. Indian influence will also rise significantly.



Attachment B

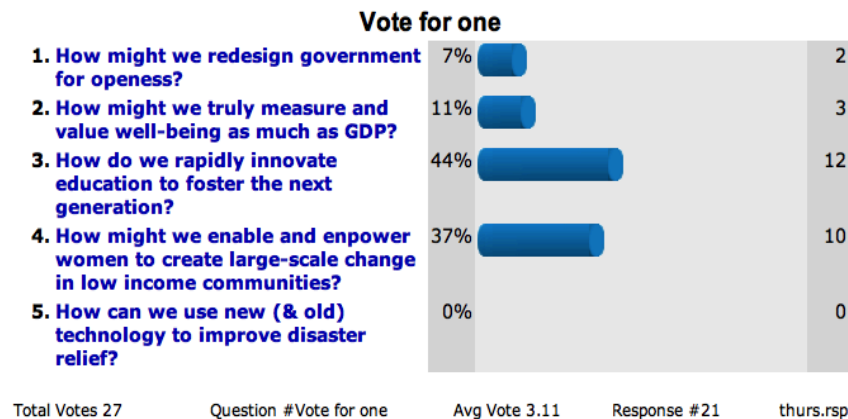
Summary of the key conclusions from the OpenIDEO Challenge

In addition to the live poll of summit attendees, Nathan Waterhouse's presented the collaborative project between IDEO, one of the world's most recognized innovation and design firms, and ILSI. This consisted of crowd-sourcing a priority list of global challenges for ILSI to work on, via the online platform OpenIDEO. The site drew 10,000 people from 138 countries to brain-storm and vote on what five global solutions ILSI should try to achieve. In addition, IDEO asked participants to offer local programs in place today that could serve as potential models to follow.

The OpenIDEO crowd voted as follows:

- 34% for "How might we redesign government for openness?" One example: a participatory budgeting meeting in Porto Alegre, Brazil, which drew 50,000 citizens to contribute.
- 31% for "How might we rapidly innovate education to foster the next generation?" An example: Bridge International Academics schools in Nairobi, which offers low-cost private schooling for US \$3 per month, which 90% of citizens in that city can afford.
- 20% for "How might we truly measure and value well being as much as GDP?" An example: the Gallup poll measuring the general mood of the United States.
- 9% for "How might we enable and empower women to create large-scale change in low-income communities?" An example: Women mentoring other women on business-building in the Dharavi slum in Mumbai
- 7% for "How might we use new (and old) technology to improve disaster relief?" An example: the use of SMS notifications to government authorities and police by everyday citizens in Ushahidi to report post-disaster violence.

Before viewing the crowd-sourced data, Summit attendees voted as follows:



OpenIDEO-ILSI Project Conclusion:

The public platform was a success in terms of the international reach of the crowd-sourcing project, and garnered valuable local examples that are in place and could possibly be replicated elsewhere. In addition, comparing the priority lists of i-20 members and those of the OpenIDEO community can help achieve a realistic and balanced set of immediate goals for ILSI. Finally, the collaboration with IDEO is beneficial for ILSI's marketing and visibility.

The screenshot shows a Safari browser window displaying the OpenIDEO website. The page title is "What global challenge do you think innovation leaders should work to solve right now?". The page features a progress bar with five stages: "INSPIRATION" (159 inspirations), "AGENDA CONCEPTS" (106 concepts), "APPLAUSE" (106 final concepts), "EVALUATE SHORTLIST" (36 final concepts), and "AGENDA ANNOUNCED!" (announced!). Below the progress bar, there is a "CHALLENGE BRIEF" section with a map of the world showing the countries of the i20 group. The map is color-coded by country, with a legend on the right listing the countries: United States, Finland, Israel, United Kingdom, Singapore, Japan, Korea, Rep., Canada, Ireland, Australia, Denmark, Brazil, New Zealand, France, Netherlands, Sweden, China, Germany, Russian Federation, and Chile. The challenge start date is November 09, 2010, 12:00AM, and the challenge end date is January 13, 2011, 12:00AM. The page also includes a "Feedback" button on the left, a "Launch the Collaboration Map" button, and an "ACTIVITY FEED" section with a comment from Abhishek.