PURPOSE OVER PROFIT

ADAPTIVITY OVER EFFICIENCY

RESPOND FASTER TO CHALLENGES

EMERGENCE OVER PLANNING

EMPOWERING OVER CONTROLLING

NETWORKS OVER HIERARCHIES

TRANSPARENCY OVER PRIVACY

co·fest 2015 *BARCELONA, JUNE 11th-12th*

co·society
POWERED BY:
infonomia

HOSTED BY:
Desigual.

RESPOND FASTER TO CHALLENGES

co-fest 2015

THE RISE OF THE *RESPONSIVE* ORGANISATION

Most businesses still work today according to a base of structures, hierarchies, methods and processes that were designed in the industrial age. But in the 21st century the rhythm of change is accelerating. The future – even in the short and medium term – is far less predictable: **the conventional organisation model is no longer effective in the modern world**.

New organisations, most of them founded within the last decade, prompt a new working model – the Responsive Organisation, based on a dynamic response to the changes in technology and the market, in the promotion of activities (capacity) beyond the products and services, and on boosting abilities and the participation of professionals. This produces a **swifter, more flexible and competitive response to the challenges of an accelerated environment** by which an organisation can respond more quickly to the impetus of its surroundings.

These organisations support the open flow of information, encourage experimentation and continuous and adaptive learning in rapid cycles, and organise themselves as networks of employees, clients and members, in a transparent approach. They empower themselves, in an uncertain setting, with a common aim.
Easy to say; not so easy to do.

WORKSHOPS *FOR LEARNING* BY DOING

CO-FEST 2015 WAS STRUCTURED AROUND A SINGLE QUESTION:
HOW CAN WE RESPOND MORE QUICKLY TO THE CHALLENGES OF OUR ENVIRONMENT?

In response, the participants were organised into work groups, combining representatives from different companies and sectors. Each group was supplied with a selection of new co-innovation methodologies and tools and examples of responsive organisations, all selected to stimulate debate and the proposal of solutions to the task of each workshop. The final aim was to design specific initiatives to respond more nimbly to the challenges of the environment, in order to present them later to the other groups and convince them to back their prototypes.

PROTOTYPING PROPOSALS

WS1: EXPLORATION

HOW ARE WE RESPONDING TO THE ENVIRONMENT NOW?

GOAL:
WORK IN TEAMS OF 7 PEOPLE TO SHARE EXPERIENCES AND BUILD UP A MAP OF ASSETS AND LIABILITIES ON RESPONDING FASTER

STIMULUS:
CAN IF

TOOL:
MANUAL THINKING

RESULT:
WHAT WE ARE DOING OK AND WHAT WE ARE NOT DOING OK AND SHOULD STOP DOING

WS2: PROPOSAL

WHAT COULD OR SHOULD WE START DOING?

GOAL:
GET A SHARED UNDERSTANDING OF THE BASIC ACTIONS OF A RESPONSIVE ORGANIZATION: BUILDING A MAP OF OPTIONS AND INITIATIVES.

STIMULUS:
THE SECOND OPERATING SYSTEM

TOOL:
THE NABCH ONEPAGER.

RESULT:
SYNTHESIS OF 2 OR 3 SPECIFIC PROPOSALS

WS3: PROTOTYPE

SHAPE THE SPECIFIC INITIATIVES WE SHOULD START DOING:

GOAL:
PROTOTYPE 2 PROPOSALS.

STIMULUS:
THE ABC OF PROTOS

TOOL:
ADOBE'S KICKBOX.

RESULT:
POSTERS WITH THE PROTOTYPED PROPOSALS.

WS4: THE CO-MODEL

SELECTION OF THE BEST COMPONENTS OF A SHARED MODEL:

GOAL:
SHARE THE DIFFERENT PROTOTYPES DEVELOPED BY THE TEAMS, TO GET FEEDBACK FROM THE GENERAL ASSEMBLY, AND THEREFORE IMPROVE THE PROPOSALS.

STIMULUS:
THE VALUE OF XPRENEURS

TOOL:
FRANKENMAP

RESULT:
IMPROVED VERSIONS OF THE PROPOSALS, AND FINAL SELECTION OF THE BEST ONES, TO BE COMBINED IN A FINAL COMMON MODEL

A JAZZ BAND AS REPRESENTATIVE OF A RESPONSIVE ORGANISATION

WHAT MAKES A JAZZ BAND STAND OUT?

A group of jazz musicians can play mechanically and follow the musical score, or they can improvise, in a flow of creation that gives a unique performance, when the musicians know each other and have formed an ability to react swiftly to an unpredicted stimulus. A jazz band is an ideal metaphor for the type of organisation that we want in the future: people with different talents who are capable of responding swiftly to challenges arising from the dynamics of the market, not by following a script, but by using their ability to improvise and adapt instantly to their circumstances.

THE INSPIRATION AND IMPETUS OF EXAMPLE:

THE CASES OF TELEFONICA, IBERDROLA AND DESIGUAL

© Desigual

IBERDROLA proposes innovation to its suppliers with the launch of challenges, sometimes by creating a spin-off company with them. A new focus on strengthening innovation that goes beyond collaboration in projects of I+D to share the risks of co-investing in new companies and co-exploiting the results.

TELEFONICA has created a start-up accelerator, Wayra, to become a more reactive organisation. Wayra is a part of Open Future, an open innovation platform that integrates the initiatives and innovations of the telecommunications company with the aim of encouraging innovation and entrepreneurship globally.

DESIGUAL uses new instruments such as the Desigual lab, where totally disruptive ideas are processed outside the seasons normally imposed by the fashion industry, which need to be prototyped swiftly every few months.

© Wayra

IDEAS IN SEARCH *OF BACKERS*

A TOTAL OF 23 PROJECTS WERE PRESENTED USING THE ELEVATOR PITCH TECHNIQUE, WHICH RESULTED IN A HUGE RANGE OF CREATIVITY IN THE PARTICIPANTS' COMMUNICATION OF THEIR IDEAS.

Vignettes and sketches, mini theatre performances, music, dance, costumes and even a giant smartphone screen.

Creative proposals and prototypes win the support of potential backers

Proposals ranged from technical applications and platforms to the creation of teams working outside the usual rules and procedures of their organisation, and included initiatives that focussed on eliminating the fear of failure in their corporate culture.

And they demonstrated the concurrence of two key elements in creating more responsive companies: the need for increased and improved interaction with clients, and greater importance given to prototyping and experimenting in the innovation process.
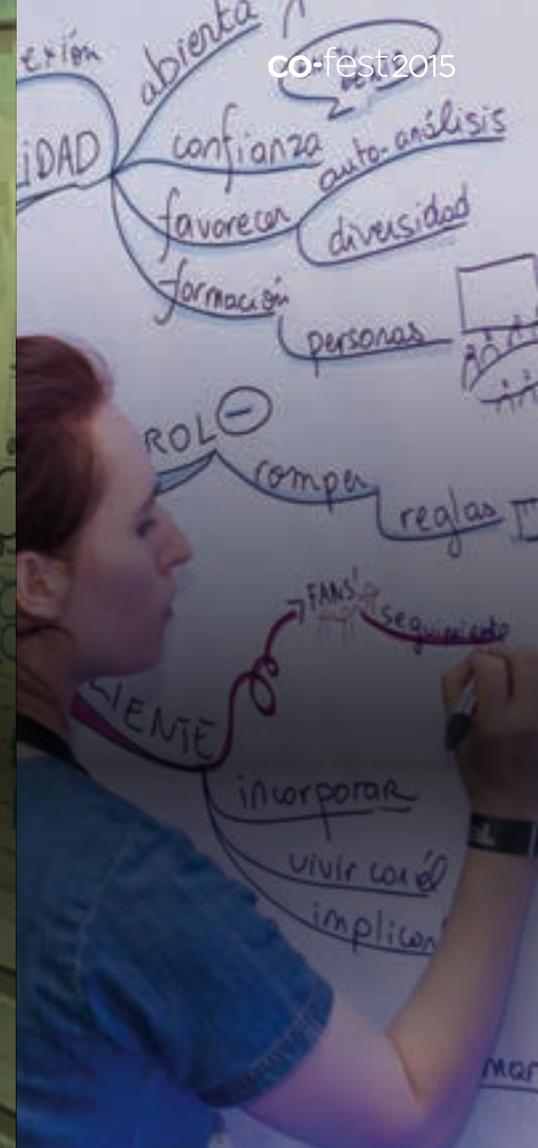
1. RISK IS BUSINESS

Risk is Business proposes three actions or initiatives with the aim of eliminating or reducing the fear of risk, in order to break down the barrier it creates to creating a responsive organisation. The three actions are:

a) An internal communication campaign for the benefits of taking risks

b) Risky Lab. The creation of a physical open area to run the Learning projects, voluntary projects operating during working hours

c) Incentive mechanisms to encourage people to leave their comfort zones

2. VIRAL MANAGEMENT

Viral Management proposes the creation of a web platform for the participation of all members of an organisation in making decisions that affect the company. A participation platform would have two important benefits. Firstly, employees would feel more involved in the organisation and its aims; and secondly, any risks arising from decision-making would be assumed by the collective as opposed to being the responsibility of individuals or single departments. This would encourage people to take a less fearful or conservative approach to risk, and boost the organisation's potential to be responsive.

co-fest 2015

3. A-TEAM

The A-Team project proposes the creation of a team working on the edge of the organisation structure, with special authority to initiate changes of all types where it sees necessary. The A-Team would work in opposition to the tendency of company directors to resist any type of change, and be an ally or a sounding board for anybody within the company who wanted to propose a new, non-traditional, way of doing things.

4. DESIGN CONTEST

This project proposes the creation of a collection of virtual products that would gather feedback from clients before the products are manufactured. Clients would therefore be involved in the production process of the collection, and be able to express their tastes and opinions about the virtual collection, either from their own homes or using tablets or interactives screens in-store. The definitive collection could then be produced using this feedback, which would later be compared to real sales in order to gauge the reliability of the system.

5.SPEED UP!

Speed Up! Proposes a different approach to strategic projects, by creating specific independent factions for specific projects, which would be free to focus on the project without distractions and as a result be able to work much more quickly.

6.THINK IT YOURSELF

A specific space and budget to aid the acceleration of internal projects, with a programme that promotes the dynamic approach to ideas for new projects and services from intersecting and multi-hierarchical teams, and which includes an elevator speech session to present them to the company directors.
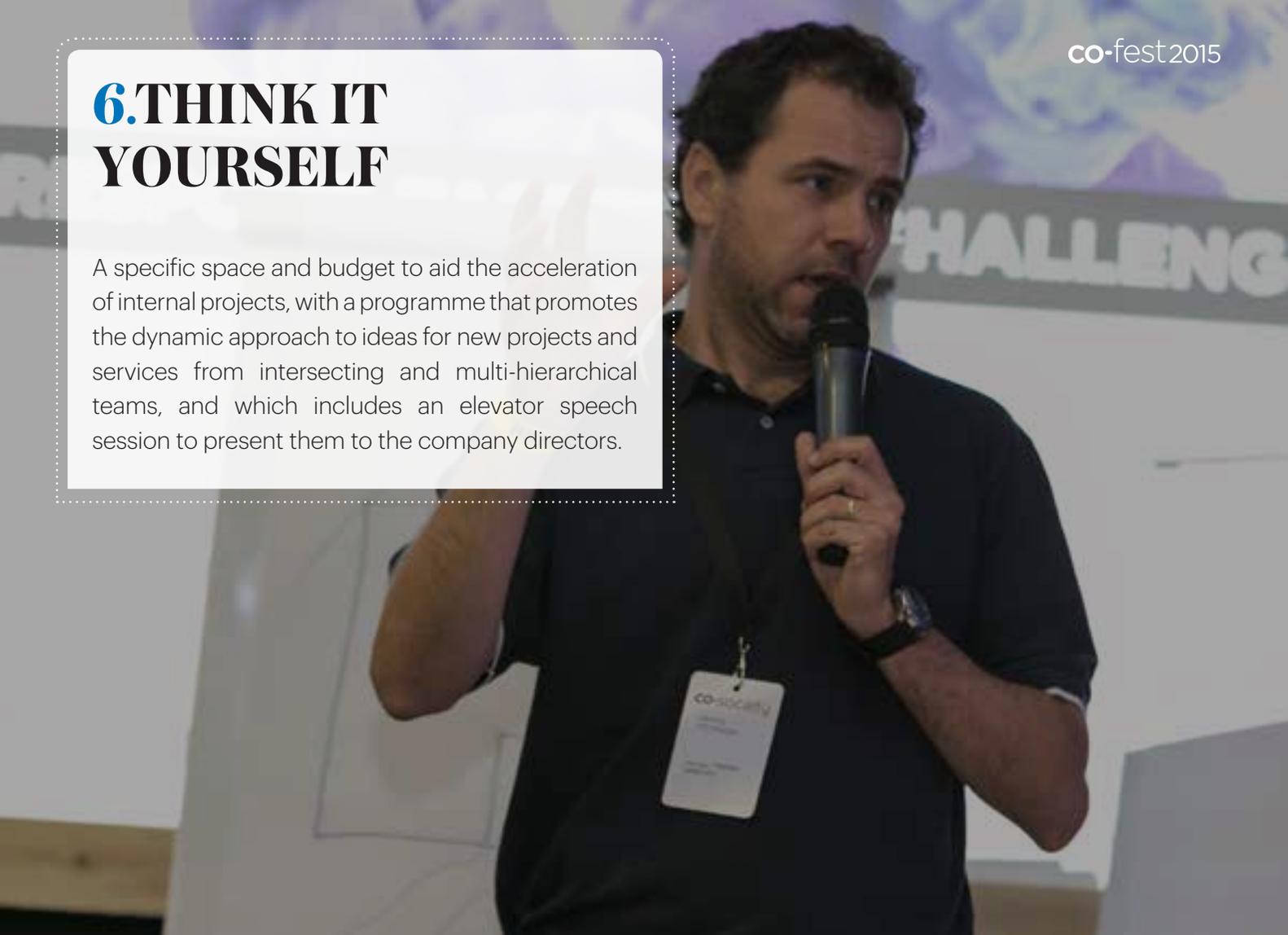
7.TREND ENTERPRISE

The creation of an app for actively listening to clients. The app would allow users to virtually experience their dreams by creating avatars that can travel to spectacular places, where they can choose their clothes and accessories for the occasion (from the collections being promoted). The app will be advertised with competitions in which users can win the clothes they have chosen for their avatars. An app like this would generate highly valuable information about the tastes of potential clients and the lifestyles related to those tastes.

8.LOW-COST PROTOTYPE

Establishing the processes and tools necessary for creating low-cost prototypes in less than 10 days, so that we could test the highest number possible of products or services as quickly as possible. A separate faction from the one creating the prototype would then be responsive for evaluating it, and for deciding whether the prototype project should continue beyond the prototype stage .
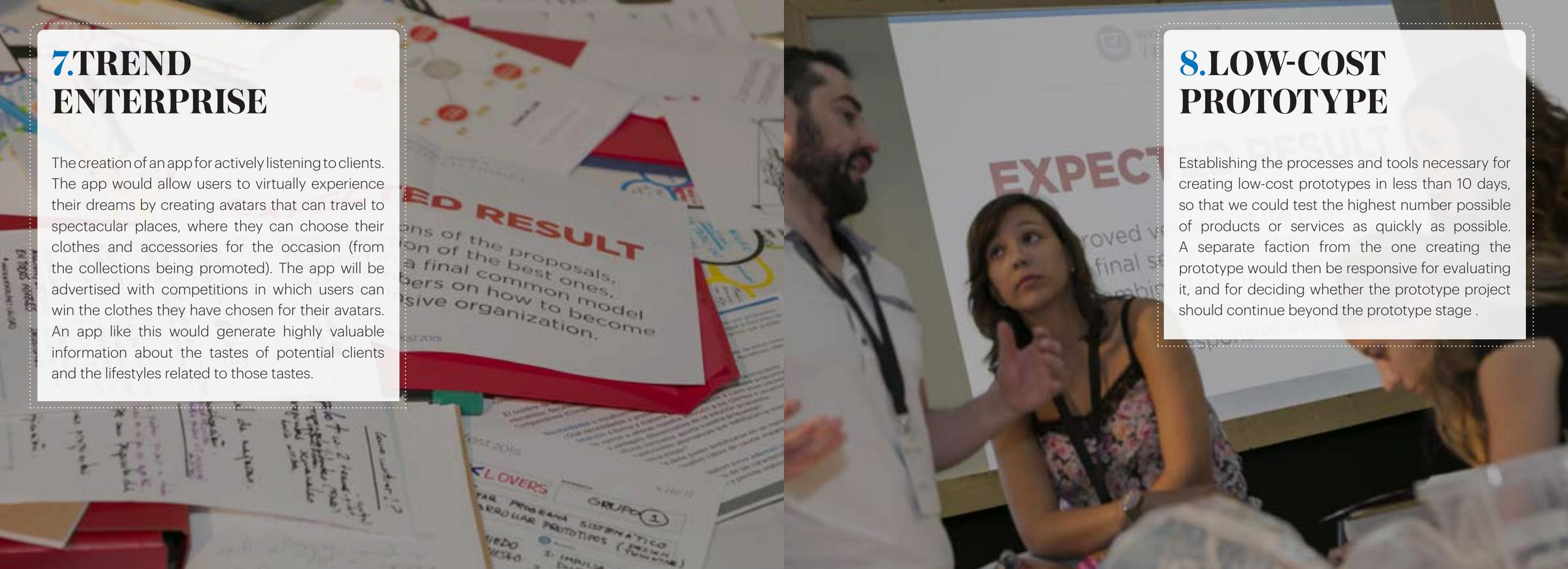
9.FAST LAB

Fast Lab proposes the creation of an organisation within the organisation dedicated specifically to supporting ideas and the people that have them or that are interested in developing them. Fast Lab would be the amalgamation of a physical place, a team of people and a series of processes. A person or department could take their idea to Fast Lab, which would find and select people who would be interested in being a part of its development. These people would be rewarded with dedicated time and a blue box with resources and support from the directors.

10.INTEGRAL EMPOWERMENT

On many occasions, a delay in implementing the solution to a problem is just as ineffective as no solution at all. The Integral Empowerment initiative aims to remove the bureaucratic complications related to the management of problems or incidents that depends on protocols using hierarchical authorisation, documentation, or long decision-making procedures. The project proposes the redesign of the current processes by granting authority and the necessary tools to all parts of the chain, to enable them to respond immediately to any issues.

11.RISK LOVERS

Risk Lovers is proposed as an app/platform/ programme with the aim of teaching the organisation the art of failing – or celebrating risk-taking. The platform would be applied internally and would emphasise the 'risky' initiatives undertaken by people or teams within the organisation, and their results. The cases that brought a positive result would be used as examples of the benefits of taking a risk, and the cases that were not successful would demonstrate how to learn positively from the experience .

12.CUSTOMER RELATIONSHIP INNOVATION (CRI)

CRI proposes a team that will use CRM (Customer Relationship Management) systems to create new ways of obtaining information about clients. CRI proposes new ways of interacting with clients through co-innovation processes that use the CRM systems of the organisation and of the clients participating in the process. The ultimate aim is to speed up the innovation processes, using improved knowledge of the client base.

13.DISRUPTIVE SELF-POSITIONING

Not everybody is comfortable or feels involved in innovation and risk-taking. This initiative proposes an internal process of self-evaluation by all the employees in the company with regard to their position and attitude on change, risk, and failure. This would mean that the organisation can create a map or guidelines so it knows who it should involve in processes of innovation or change, and also be able to detect any failing in appropriate attitudes, so that the Human Resources department can address it.
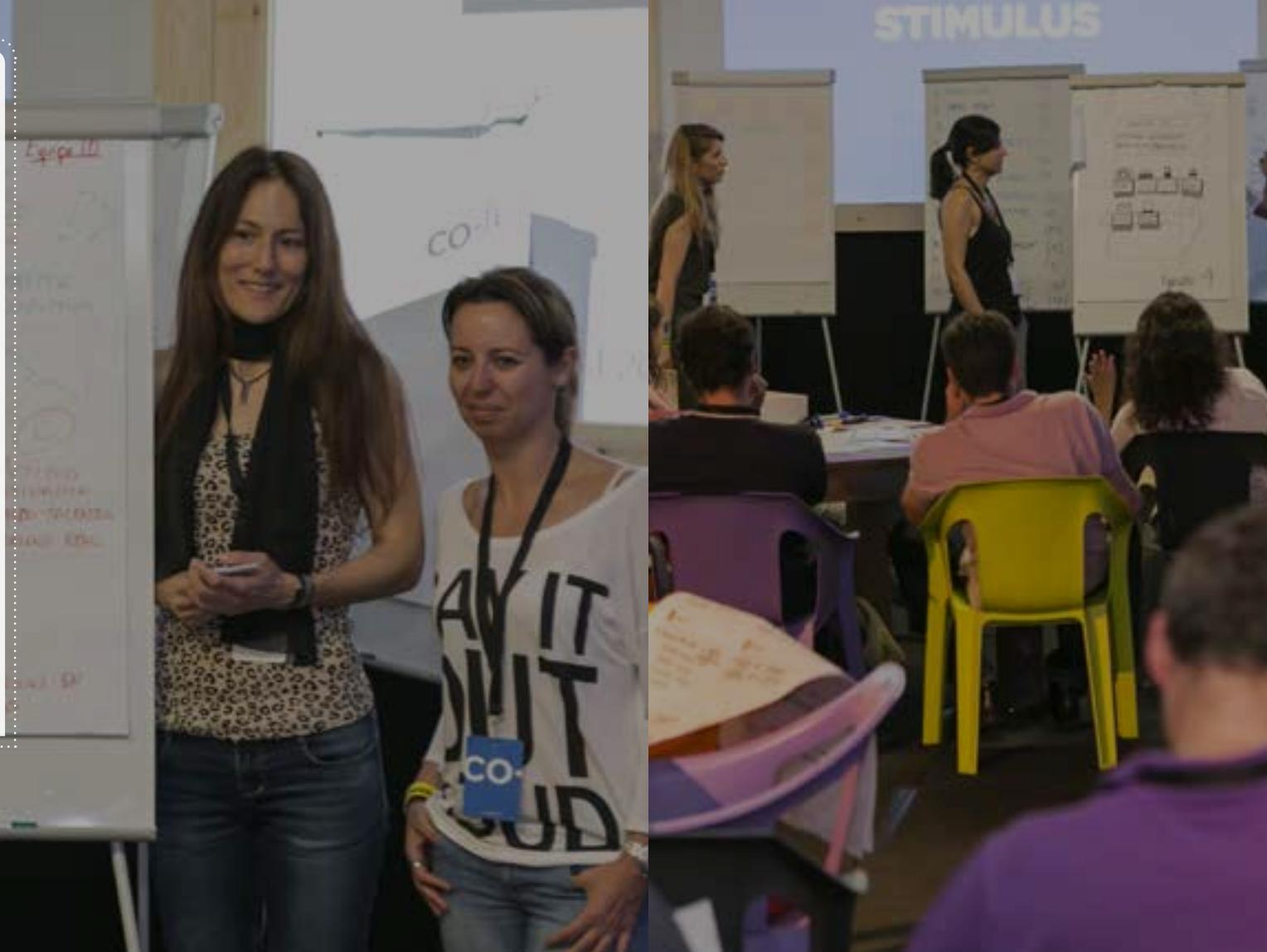
14.KNOWLEDGE KIT

Knowledge Kit proposes a programme designed to promote communication and the exchange and transference of knowledge between people in an organisation. The programme could include, among other tools, the obligation for people to eat lunch one a week with others with whom they do not usually interact (introducing people from different levels, departments and job types); Pecha Kucha-style presentations from one department to another to keep everybody up to date on their role and on new projects and ideas they are working on; nter-departmental learning breakfasts to learn about new things together; publication of a book or a catalogue of best internal practice; or team-building sessions.

15. ECOSYSTEM BOOTCAMP

Ecosystem Bootcamp is a four-day activity during which a team of selected people have to find one or several solutions to a challenge given them by the organisation. People who are noted to be proactive will be invited to join the group, selected from within the organisation and from clients and suppliers, to work together. A foreign city would be the most suitable place to hold the bootcamp, to encourage total immersion in the activity away from day-to-day life, and which would offer new inspiration and influences.

16. BEST FAIL & SUCCESS HAPPY HOUR

Best Fail & Success Happy Hour is an event with the principal aim of eliminating or reducing the risk-aversion culture that can be so damaging to innovation in a company. The event is based on the format of a group counselling session, and held once a month to celebrate people overcoming the fear of failure by featuring first-hand accounts of stories of failure and success by members of 'Failures Anonymous', who would emphasise the lessons learned from their experiences.

17.INTRAVIRUS

The intravirus initiative proposes the creation of a multi-disciplinary team of experts in charge of creating specialist products and services. The very nature of such a mission means that the team would work independently from the processes and tempo of the rest of the organisation, obliging them to be much more responsive. And the benefits would be twofold: in addition to covering the need to respond to individualised client requirements – which would justify its existence and budget – the team's mission would be to infect the rest of the organisation like an intravirus with the ability to change it by demonstrating new ways of working.

18.FROM BIG DATA TO SMART DATA

Many organisations have access today to a huge amount of information that enables them to respond much more effectively to their surroundings . The problem is infoxication: too much information becomes unmanageable, and as such, ineffective. From Big to Smart proposes the creation of a team, methodology and tool that can distil all the information and convert it to revealing data to be distributed at the right time and tailored to the needs of each person and department.

19.BLINK

This project is presented as an observation point for trends created from a network of agents distributed around the main cities of the world. These agents will be charged with sending reports every three months or so on new trends they have detected in the preferences and lifestyles of the public of their location. This type of insight will work in two ways: firstly by implementing a fast-track methodology for any innovations that can be used for inspiration for products that need to be made available quickly on the market; and secondly as data that can be processed to reveal longer-term information.

20.WORKASMUS

Workasmus is Erasmus for professionals: a platform from which different companies can generate exchange places for ambitious people who want to gain from professional experience in a different environment or organisation.
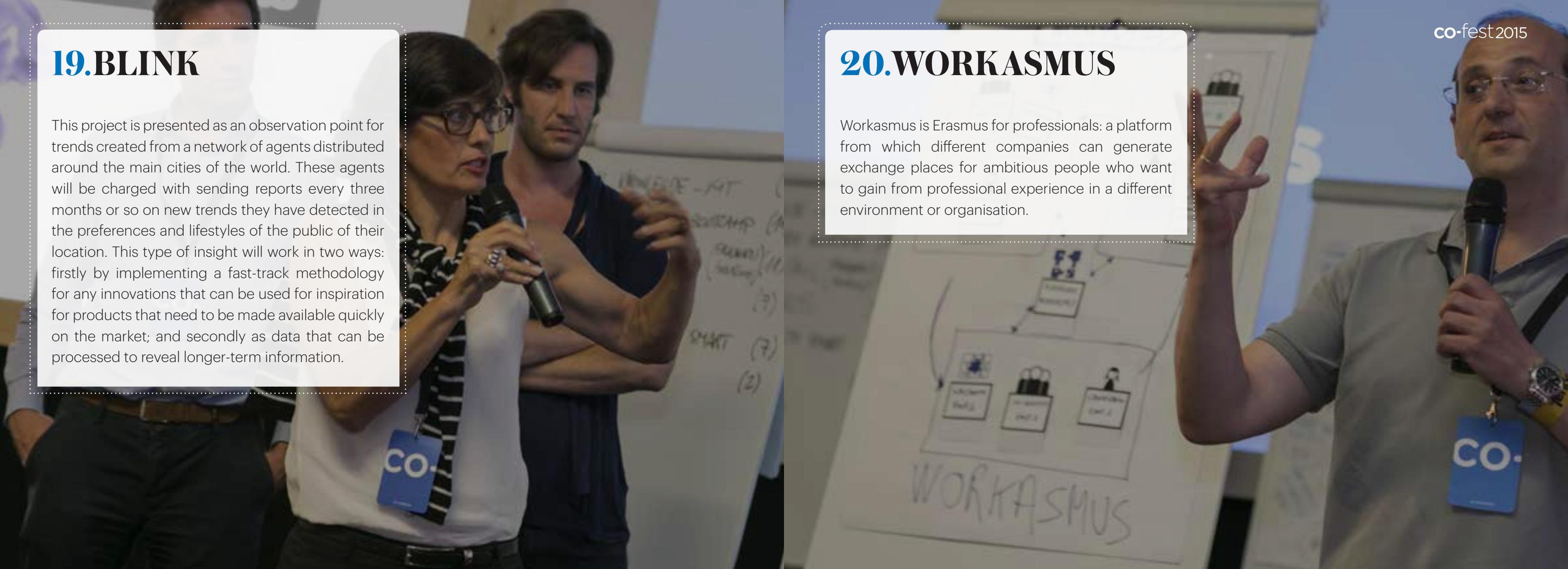
21. MARKET OF IDEAS

The objective of this project is to make it possible for any intrapreneur to develop an idea. It proposes a system of an ideas market, which advertises ideas from entrepreneurial employees so that they can find other professionals within the organisation who are interested in being involved in developing the idea. After formalising and prototyping the idea, and presenting it to the directors, successful projects can go throughs to an entrepreneurs' camp, where the organisation's resources will be available to them for developing their project.

22. LUCY PLAY & SEE PLAY CENTRE

Lucy Play & See is a project specifically conceived for companies dedicated to the design and manufacture of toys, which consists of the creation of a play centre or crèche for the children of employees. The group will fulfil two purposes: firstly as a corporate social responsibility project to help working parents with young children, and secondly as a lab which can test and duplicate new toy concepts and prototypes before they are designed and launched on the market. A play centre with the same double purpose may also be created outside the organisation, in an area that is in need of this type of public infrastructure.

23.RESIGUAL

Resigual is a proposal to discover more about the tastes and lifestyles of young people today, and specifically of first jobbers. The project involves going to places where such people spend time (such as music festivals), to set up new technologies (augmented reality, interactive screens, etc) which young people can use to virtually try out different looks with different clothes and fashion accessories, and share the results on social media. This would not only make brands more visible, but the choices made by the young people would provide feedback on the needs, tastes and trends of their generation.

HOW TO LEARN &
RESPOND MORE
RAPIDLY

THE FUTURE BELONGS TO THOSE ORGANIZATIONS

THAT PROVE ABLE TO ADAPT SWIFTLY TO THE

ONGOING CHANGES OF THE DIGITAL WORLD

MANIFESTO

The world has become one giant network where instantly accessible and shareable information rewrites the future as quickly as it can be understood. Fueled by relentless technological innovation, this accelerating connectivity has created an ever increasing rate of change. As a result, the future is becoming impossible to predict.

Meanwhile, most organizations still rely on a way of working designed over 100 years ago for the challenges and opportunities of the industrial age. Team structures support routine and static jobs.

Hierarchical systems of command and control enable senior leadership to drive efficiency and predictability at the expense of free information flow, rapid learning, and adaptability.

responsive.org

THE TENSION BETWEEN ORGANIZATIONS OPTIMIZED FOR PREDICTABILITY AND THE UNPREDICTABLE WORLD THEY INHABIT HAS REACHED A BREAKING POINT

Organizations are struggling to keep up with their customers. Workers caught between dissatisfied customers and uninspiring leaders are becoming disillusioned and disengaged. Executives caught between discontented investors and disruptive competitors are struggling to find a path forward. And people who want a better world for themselves and their communities are looking to new ambitious organizations to shape our collective future.

WE NEED A NEW WAY!

THE NEW WAY

THE RESPONSIVE ORGANIZATION

Learns and responds rapidly through open communication, experimentation, and working as a network.

The Responsive Organization is built to learn and respond rapidly by optimizing for the open flow of information; encouraging experimentation and learning on rapid cycles; and organizing as a network of employees, customers, and partners motivated by shared purpose.

responsive.org

PRINCIPLES

● **PURPOSE OVER PROFIT**
Rather than viewing profit as the primary goal of an organization, progressive leaders see profit as a byproduct of success. They aim to do well by doing good. A clear and visionary purpose – the organization's dent in the universe – brings together stunning talent, committed shareholders, partners, and communities.

● **EMPOWERING OVER CONTROLLING**
Circumstances and markets change rapidly as information flows faster. Now the people with the best insight and decision-making ability are often people closest to the customers, on the front line, or even 'outside' the typical organizational boundaries. Rather than controlling through process and hierarchy, you achieve better results by empowering people at the edges.

● **EMERGENCE OVER PLANNING**
Because the ever-accelerating change of our times, we can't predict the future. Time and resources devoted to planning are a less valuable investment than embracing agile methods that encourage experimentation and fuel rapid learning. Responsive organizations focus on the long term, and plan only to adapt in response to the constantly changing environment around them

● **NETWORKS OVER HIERARCHIES**
Command and control style of leadership was terrifically successful during the industrial era. Today, technology and connectivity has increased our ability to self-organize, collaborating more easily across internal and external organizational boundaries. Working as a network allows us to organize with many different kinds of connections, and increased autonomy

● **ADAPTIVITY OVER EFFICIENCY**
In the past, organizations competed by optimizing productivity, efficiency and predictability. Today, organizations need to be designed for change and continuous learning. Rather than seeking consistency, adaptive systems increase learning and experimentation, in the hopes that one novel idea, product, or method will be the one we need in the new world.

● **TRANSPARENCY OVER PRIVACY**
In the industrial-era environment, organizations guarded information carefully, and leveraged their information as a competitive advantage. Today, in a world of abundant information and connectedness, the potential benefits of trusting people who share the organization's purpose to act on information as they see fit usually outweigh the potential risks of open information being responsive.org used in harmful ways.

CASE STUDIES

by Miguel Castillo

We suggest that at least 4 dimensions are reshaping the way organizations operate nowadays and are making the challenges that these companies face more complex, closely intertwined and continually evolving.

Two of them are external: Market (the new configuration and needs of customers and competitors); and Technology (the impact of new technologies and the digital revolution). And two of them internal: People (talent management, incentives and leadership approaches); and Organization (strategy, structure, processes and culture development).

In the following pages we present examples of companies - some of them competing in the so called traditional sectors - that have begun an organizational transformation journey to become more responsive, highlighting the interconnections between some of these dimensions. We also include at the end of this document the list of the "20 Most Responsive Organizations 2014" presented early this year by the Undercurrent Consulting firm.

TECHNOLOGY

BBVA

CISCO

CAF

PEOPLE

ORGANITZATION

INNOCENTIVE®

GE

NETFLIX

LéKué

MARKET
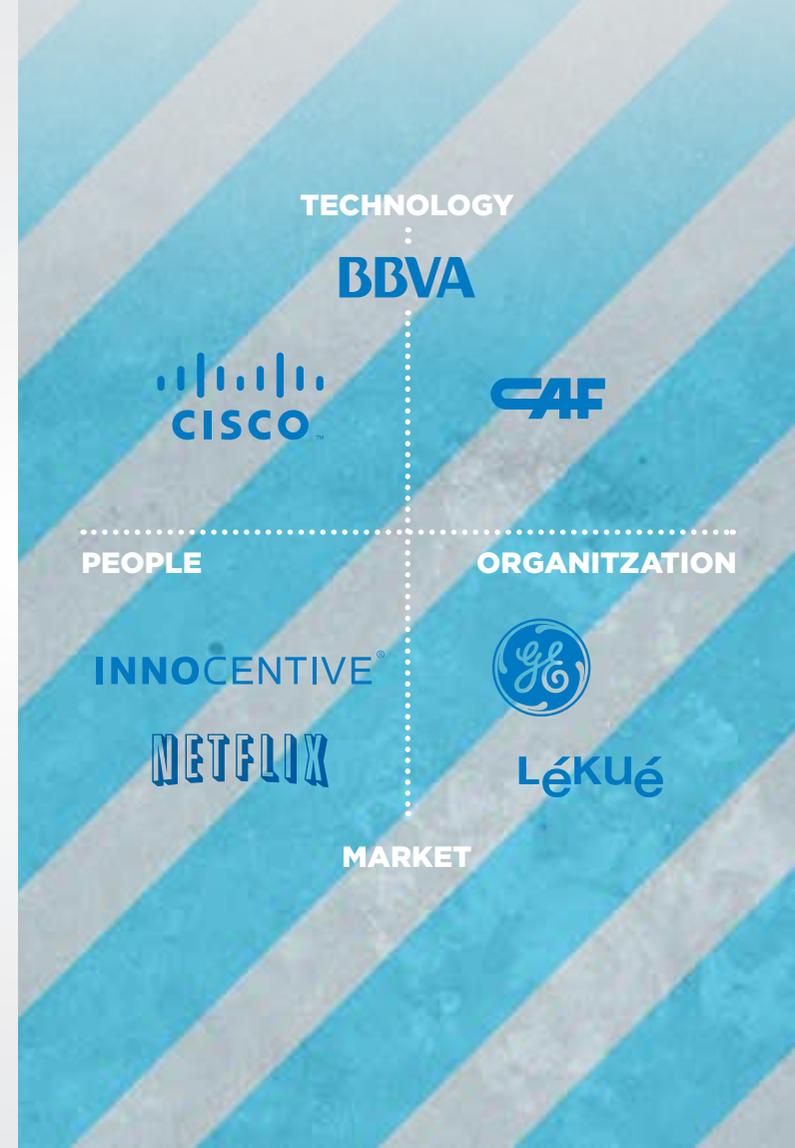
> ## "Collaboration is the next frontier in terms of productivity and technology, and the people is the most important component of that strategy"
>
> John Chambers, Cisco Executive Chairman

In the fall of 2007, Cisco Systems announced an external global innovation competition called the I-Prize, developed to encourage collaboration among entrepreneurs to help identify new potential billion-dollar business ideas for Cisco, and for which the idea owner would win a $250,000 prize. More than 2,500 innovators from 104 countries submitted some 1,200 distinct ideas.

Although this was not Cisco's first experience with crowdsourcing, it was the first time they brought ideas from outside. After running internal innovation competitions for several years, it was a natural next step to extend participation beyond its walls. Cisco was looking for a novel innovation to identify its next major business opportunity and they responded rapidly by changing the way they used to manage people, tapping into ideas and knowledge from a crowd much larger than their employee base.

Cisco soon understood the value of open innovation as the new imperative for creating and profiting from technology. Since then, they have been working on developing new programs, partnerships and alliances to embrace and foster openness in the company, as part of their DNA

As a cornerstone of this strategy, Cisco recently launched a new startup innovation program called Cisco Entrepreneurs in Residence (EIR), a program that allows Cisco to directly engage and support early-stage startups working on gaming-changing ideas for areas that are strategic to Cisco's future.

Here we present a glimpse of this new program, which is since this year also available in Europe.

Cisco EIR: "Accelerating innovation"

"Through our engagement with the startups, we are able to see the future direction of our industry as well as opportunities to co-create new business models."

Cisco Entrepreneurs in Residence (Cisco EIR) is a program that allows Cisco to directly engage and support early-stage entrepreneurs working on the next big ideas in the Internet of Things/Everything (IoT/IoE), Big Data/analytics, Smart Cities, cloud computing, enterprise security, and other transformational opportunities for Cisco's future.

Cisco EIR is headquartered in Silicon Valley and they recently announced the launch of Cisco EIR in Europe 2015, located in Vienna, Austria. Cisco EIR is also available through joint-incubation programs with a growing list of regional partners.

The six months innovation program includes mentoring and collaboration geared towards bringing ideas to reality. Participants will receive technical and financial support, access to business groups within Cisco and mentoring from industry experts, co-working spaces and access to the Silicon Valley startup community to get opportunities to present products and ideas to investors and partners, and help on fueling each startup's growth trajectory.

In the spirit of openness, Cisco EIR leverages partnerships with other like-minded programs outside Cisco to extend their reach into startup hubs outside Silicon Valley and into sectors or communities that are of particular interest. Currently, the list of partners includes: UC Berkeley SkyDeck, Chicago Innovation Exchange, CommNexus/EvoNexus and Kairos Society.

6 months
in the program

5-10 startups
chosen per cohort

12+ program events
w/executives, VC's and experts

40+ cisco mentors
to connect with

BBVA

"Banks must urgently undertake a far-reaching technological and cultural transformation, as the industry is swiftly advancing towards a new ecosystem in the digital era."

Francisco González, Chairman & CEO BBVA

BBVA began its transformation towards knowledge-driven banking seven years ago (2008), when the risks and opportunities inherent to the massive technological changes in the world were at sight. Since then, BBVA have worked towards reinventing themselves and moving on from analog-efficient profitable banking of the 20th century, to a knowledge-driven digital business of the 21st century.

In December 2011 BBVA Group's active digital customers numbered 5 million; by mid-2014, that figure climbed to 8.4 million, and active customers using mobile technologies grew from 0.3 million to 3.6 million. As a result, at the end of 2014 BBVA Group posted a profit of €2.62 billion, 25.7% more than in 2013.

The main elements to reinventing the company were the construction of a sophisticated technology platform - which is already in operation along with the creation of the Digital Banking Area - and a radical organizational change to drive forward a renewal of corporate culture.

As the change must be promoted from within, BBVA developed - among many other internal initiatives - the "New approaches to work" project, which focuses on the believe that companies must transform into flexible networks in order to get the best results from people.

Here we present a glimpse of this project: "New Approaches to Work"

BBVA's "New Approaches to Work" project

"Collaborative work creates collective intelligence and provides a crucial tool enabling us successfully to face this new chapter in our history"

BBVA's "New Approaches to Work" project consists of designing and building a new on-the-job experience that makes the right fit with the possibilities and demands of the digital era, and makes life easier for their team.

The project covers three distinct but interrelated areas that - together with the new mindset created within - enable the collaborative work to arise: collaborative work environments, introduction and use of new technologies, and people management.

To implement "New Approaches to Work", BBVA have set in motion a range of actions designed to get the staff involved since the beginning of the project and to nurture the new collaborative mindset. They carried out an ethnographic study consisting of intensive fieldwork, workshops and in-depth confidential interviews with individuals; ran and tested prototypes; and set up special teams to communicate and implement the changes stepwise.

The project began in 2008 and today everyone working at BBVA has access to the new collaborative working environment, which also provides cloud-based, co-editing office applications and let employees take part in the company's social network.

The project also includes the redesign of the Group headquarters in Madrid, "La Vela", which spread out over six hectares of land, has the capacity to accommodate 6,000 workstations and 3,000 parking spaces, and brings together the values BBVA hoped to see in the project: efficiency, sustainability, innovation, collaboration and commitment to people.

"Since CAF was founded, it has been noted for its versatility, flexibility and for its capacity toconstantly adapt to the requirements of the market with new technologies"

José María Baztarrica, Chairman and CEO

Vectia: "Co-creating the future"

"highly reliable vehicles offering the most competitive useful life-cycle cost on the market"

Over the 20 years from the early 1990s, CAF benefitted from the rail investment boom in its home market in Spain to become a world player with a broad technical capability, able to manufacture almost any type of rail vehicle. CAF has supplied railway rolling stock to a number of major urban transit operators around Europe, the USA, South America, East Asia, India and North Africa. Nowadays CAF offers turnkey solutions which help customers to simplify costs and effort, tailored to suit each customer's specific needs, using the new technologies available due the efforts made on R+D. In addition to the supply of trains, the solutions include viability studies, civil work, electrification, signaling, maintenance and system operation.

In terms of innovation and technology, CAF Power & Automation - a subsidiary of the CAF Group - is the company's global response to the needs of a sector geared towards intelligent mobility. They work on designing future solutions - that are technologically efficient, highly reliable and sustainable - as part of an ambitious Technology Plan that is driving forward research and collaboration with leading R&D centres, companies and universities. A multidisciplinary team of engineers with expertise in automatic systems and control, power electronics, electromechanics, micro-electronics, software and validation are working to design global solutions using advanced technological equipment.

Last year, CAF Power & Automation worked together with Carrocera Castrosua - the reference firm for the production of buses and bodywork for coaches in Spain - to co-develop hybrid and electric urban buses, as a response to the market needs and the new technology developed.

The result was the new company Vectia, and here we present an overview of this collaborative initiative.

Vectia is a brand that has emerged to offer global solutions for more sustainable urban transport. It is the result of the initiative of its two partners, Carrocera Castrosua and CAF P&A, who co-developed these hybrid and electric urban buses.

Vectia has emerged ready to compete globally within a constantly innovating framework, and is keen to become a top company, committed to society and the environment through an activity with a future that has high added value, and is knowledge and services-intensive.

This is a great example of how two innovative and responsive companies are willing to join their knowledge and skills to co-create new value to the market by responding accordingly.

INNOVATION

New urban transport solutions based on sustainability, platform modularity, energy configurability, reduction in vehicle weight and easier maintenance, thanks to the efficient use of batteries.

SAFETY

Cutting-edge technology that minimizes incidents through a set of mechanisms and devices that guarantee effective active and passive safety.

DESIGN

Developed using the latest 3D technologies and have been inspired by the most recent trends in the automotive sector. Continuous daytime lights or straight minimalist lines are just some examples of the aesthetic value of our buses.

COMFORT

User-friendly concept in its broadest sense, offering maximum comfort from a perspective geared towards passenger and driver comfort alike, and equipment that carries out the fine-tuning of the bus.

Lékué

"It is necessary to evolve the product to experience. This development should be done based on the needs and opportunities in the market"

Xavier Costa, General Manager

Since it was founded by José Llorente in 1980, Lékué has carried innovation in its blood. After the creation of rubber ice trays, the company successfully introduced silicone-based kitchen products into the market. But it was in 2005 that the company saw a major turning point with the incorporation of new capital and a new management team, headed by Xavier Costa, and four designers supervised by Luki Huber.

Since then, Lékué went from being a factory to other brands, to being a pioneer brand itself in innovation of kitchen products, shifting from a product-based business strategy to a customer-centric one. The company is now present in over 40 countries, with more than 400 innovative products - which have revolutionized kitchen equipment around the world - and become a leading design company that creates all kinds of silicone molds to enjoy an easy, practical, fun, and healthy cuisine.

The key factor on its success has been their ability to understand their market and be able to respond accordingly. They decided to stop talking about products and focus on people and their context: "how to produce functional designs and fun solutions to simplify cooking and generate emotions in consumers?"

To make this major organizational shift happen, the company worked on reshaping their own culture, structure and processes to be able to keep exploring on new opportunities, as there are many market needs and future trends that are underserved or not served at all.

The process that Lékué currently uses to design new products has been developed with the internal design team in collaboration with external companies, and it is based on "Manual Thinking", innovation approach created by Luki Huber. Here we present a glimpse of the 3 main phases of the process.

Lékué Design Process: "Focus on the user"

"The design process has allowed us to communicate with customers and learn to develop functional products that adapt to their needs."

Cooking with Lékué is healthy, innovative, simple and fun. And to demonstrate it to the consumer, Lékué uses "Cooking Demonstrations", an educational exhibition at sales points to make the consumers enjoy the "Lékué Experience". These demonstrations allow users to touch, taste, try and have fun with the products and original recipes to generate emotion and passion to a new cuisine. But before having those products ready for the consumers to use, Lékué has to pass through a meticulous user-centered-design process to create new innovative products for specific customer's needs. Here are the three main phases of this process.

OBSERVATION

This phase is about discovering new opportunities by observing consumers and their context. They do workshops working closely with users, but also with specialists (distributors, chefs, nutritionists, bloggers, anthropologists, etc).

IDEATION

This phase is about imagining and visualizing new concepts. The design is conceived and prototypes are created to explore and test new ways of cooking. They collaborate with external designers to have fresh new ideas.

DEVELOPMENT

This phase is about designing and developing new products, creating the final version of a product. They work with the latest 3D design technologies and collaborate with external engineers teams and technological centers.

"The biggest risks at GE are the inability to seize market opportunities. GE has remained competitive because we learn and change. 'Simplification' is making us more competitive."

Jeff Immelt, GE Chairman and CEO

In the last Annual Report and Letter to Share-owners shared via his twitter in early March this year, GE CEO Jeff Immelt emphasized the importance of the shift the company is taking into leading with focus and simplicity to be more responsive. Immelt said: "Improving and sustaining execution in our times requires running the Company differently. We are in the midst of a culture change that is redefining the way we make decisions, work together, align with customers and hold ourselves accountable. We're focusing on efficiency, speed and market impact – and calling this the 'Culture of Simplification'.

By listening deeply to their customers in present and future markets, GE developed an organizational renewal that includes: reshape the portfolio from a broad conglomerate to a more focused infrastructure leader; invest in enterprise capability that allows GE to win in a volatile world; lead the merger of machines and analytics through the Industrial Internet to drive new levels of productivity; position the businesses to achieve superior customer outcomes; and ran the Company in a simpler, faster and more accountable way.

As part of this profound transformation to be more responsive, GE launched different programs to reinforce the culture of simplification they are seeking. One of them is called "FastWorks," based on the entrepreneurial spirit of Silicon Valley. "We are already seeing shorter product cycles, quicker IT implementation, and faster customer response than any of our competitors."

GE FastWorks: "Acting like a startup"

"FastWorks means getting to market now with something that may not be a 100% solution but that allows your customer to provide real feedback"

"FastWorks" is a program based on Eric Ries's 2011 bestseller, The Lean Startup, which aims to speed new product development, reduce costs, and increase customer engagement. Almost 2 years ago GE enlisted Eric Ries to help develop the program that would foster innovation and hasten product development by building imperfect early versions, releasing them to customers, getting feedback, and adapting the products when necessary.

Historically, GE revised products every five years, and they would have kept their new products under wraps. But as Kevin Nolan, vice president of technology, said, "With FastWorks we're learning that speed is our competitive advantage. How do we become much more open and collaborative with the customer base? You can't do that if you want to be secretive."

To make FastWorks work, changes have been made in several areas, including supplier relations, finance, and leadership roles and responsibilities. Ries trained 80 coaches exclusively dedicated to FastWorks, and now they have introduced 4,000 GE executives to Lean Startup principles and have ran over 400 live projects.

The outcome is a large global corporation acting as a startup, benefiting from its agile way of responding to the market. For instance, the results that GE Appliance unit has achieved so far are striking: half the program cost, twice the program speed, and currently selling over two times the normal sales rate.

> ## "We believe that innovation and problem solving need to evolve in order to meet the challenges of the 21st century"
>
> Craig Jones, Innocentive Chairman and CEO

InnoCentive is an open innovation and crowdsourcing pioneer that enables organizations to solve their key problems by connecting them to diverse sources of innovation including employees, customers, partners, and the world's largest problem solving marketplace.

The company was launched in 2001 with majority seed funding from Eli Lilly, but today is a privately-held, venture-backed firm that has experienced consistent year-over-year growth. With a premium challenge success rate of 85%, the company has posted more that 2,000 Challenges to its Global Solver Community, which consists of more than a quarter-million creative and talented individuals from nearly 200 countries, with an added reach of more than 12 million through strategic partnerships with organizations including The Economist, Nature Publishing Group, and Popular Science.

They have built a Challenge Driven Innovation methodology, that together with a community of millions of problem-solvers around the world, and a cloud-based technology platform, they basically transformed the economics of innovation and R&D through rapid solution delivery and the development of sustainable open innovation programs.

InnoCentive understood the market needs of solving tough technical problems, and responded accordingly by putting together new ways of organizing, leading an motivating talented people around the world to create and deliver the solutions the market needed. This way their customers use the knowledge of someone they would have never otherwise met to innovate its way out a design problem.

Here we give you an idea of how InnoCentive's methodology works.

Challenge Driven Innovation

"Unlocking the potential of millions of people to work productively on pressing problems is the power of Challenge Driven Innovation"

InnoCentive crowdsources innovative solutions from "the world's smartest people" who compete to provide solutions to business, social, policy, scientific and technical challenges.

"Challenge Driven Innovation" is an innovation framework that accelerates traditional innovation outcomes by leveraging open innovation and crowdsourcing along with defined methodology, process, and tools to help organizations develop and implement actionable solutions to their key problems, opportunities, and challenges.

As a customer, you can basically go for a Premium Challenge (using the online platform for crowdsourcing innovation problems to talented minds from all over the world who compete to provide novel ideas and solutions to important Challenges), the InnoCentive@Work solution (using the cloud-based enterprise innovation management platform for building collaborative internal innovation communities to harness the collective intelligence of your employees and partners) or the Custom Challenge Program (using high-profile challenge programs and innovation competitions,

uniquely tailored to your needs, for solving big problems and encouraging breakthrough innovation).

THE PREMIUM CHALLENGE

Premium Challenge is the InnoCentive's most popular solution. A Challenge can come in a variety of forms, from pure idea generation – a broad question formulated to obtain access to new ideas – to a complex technical or scientific problem that requires more intellectual rigor. Via InnoCentive's proven methodology and fully facilitated process, a Premium Challenge is developed with the help of our PhD-educated subject matter experts, posted to our crowd of global community of problem Solvers in the form of a competition.

Customers maintain full control over the process, including the audiences to which the challenges are presenting, as well as the award amount, which can range from $500 to $1 Million. The Challenge is then tracked, rated and the submitted solutions evaluated and awarded. It is specific, detailed, actionable, and delivers a measurable outcome.

NETFLIX

> ## We get better as we get bigger, because we got more brains thinking about the problems. We really care about working with incredible talented people in hard problems"
>
> Reed Hastings, Netflix Founder and CEO

In 2011 Netflix announced that the company will no longer offer a plan that includes both unlimited streaming and DVDs by mail. Subscribers would have to join two separate services and pay $16 a month instead of $10. More than 800,000 customers fled Netflix in a single quarter, sending its stock plunging from $300 a share to around $65 by year's end.

The way Netflix launched its 2-division campaign in 2011 was a disaster, but when a market is growing at 100%+ you can rapidly recover. Deep inside, CEO Reed Hasting and his team knew they were doing the right thing: listening deeply to their emergent future, the streaming video business. As they didn't want to become the new "Kodak" by missing the "big opportunity in front of them", they had to make a decision. It turned out that by making this move - as painful as it was - Netflix was able to milk the installed, but outdated, DVD business, and began pulling profits and cash out of it to pay for building the faster growing, but lower margin, streaming business.

Netflix respond rapidly to their customers, with an apologize letter from the CEO, but more importantly they respond rapidly to their emerging future, which in the end make them growth at an exponential reate.

Although Netflix still faces significant challenges, the company continues to be one of the few media companies with a bright future. The company has shifted its business model from distributor to creator to cultural provider with award-winning programs capable to adapt the content to the individual's taste.

What is behind Netflix successful responsive strategy? When analyzing it in depth you will undoubtedly find that the key factor of the company success relies on their unique culture, leadership style and way of managing people. Here is an overview of this approach.

Netflix: Crafting a culture of Excellence

At Netflix we value high performance, freedom and responsibility. We don't focus on rules, processes or procedures. Great workplace is stunning colleagues"

Netflix has built a culture of Freedom & Responsibility that seeks for Excellence.

Freedom is given to engineers and employees to take ownership of their projects and complete them without having a lot of process and management around. Along with that, comes the responsibility of managing their own time and resources to drive whatever projects they are working on into success.

This approach fundamentally relies on finding the right fit. Looking for top performers and hiring only the best of the best. Hi-talented teams, very passionate about what they do, autonomist and self- managed, that has enough judgment to decide when to have their job done and when to take some time off.

Some years ago, CEO, Reed Hastings and Chief Talent Officer, Patty McCord, wrote a PowerPoint deck explaining how to shape the culture and motivate performance at Netflix. The document was published in SlideShare and suddenly it went viral as one of the most important documents ever to come out of Silicon Valley, and it has been viewed more than 11 million times on the web.

Netflix's approach to people turned out to be that compelling not only because it comes from a really successful organization, but because it derives from simple common sense. Nevertheless, many ideas go against traditional HR practices (as the concept that workers should be allowed to take whatever vacation time they feel is appropriate), which is really a response to the traditional industrial mindset we have been operating from until now.

"We're just beginning to learn how to run creative firms, which is quite different from industrial firms. They thrive on reducing variation (manufacturing errors) and we thrive on increasing variation (innovation)" - CEO Reed Hastings

KEY LEARNING POINTS

MINDSET
growth mindset
vs. fixed mindset

AWARENESS
capacity to see
the larger system

USER CENTRIC
observe, listen
and understand

**COLLABORATION**
co-create the
future possibilities

PROTOTYPING
fail fast to
learn quickly

20 MOST RESPONSIVE COMPANIES OF 2014

Undercurrent is a Consultancy Firm that help companies and organizations become more Responsive in an uncertain world. They spent the last eight years – and more than 300 individual projects – delivering organizational strategy and transformation to just over 50 organizations that wanted to benefit from Responsive thinking.

THE LIST OF THE "20 MOST RESPONSIVE COMPANIES OF 2014" WAS RECENTLY PUBLISHED IN UNDERCURRENT WEBSITE.

1. Google
2. Tesla
3. Warby Parker
4. Github
5. Dropbox
6. Apple
7. Netflix
8. LinkedIn
9. Square
10. Airbnb
11. Facebook
12. Percolate
13. Amazon
14. Patagonia
15. Lending Club
16. Fitbit
17. Valve
18. SpaceX
19. Xiaomi
20. Starbucks

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2015

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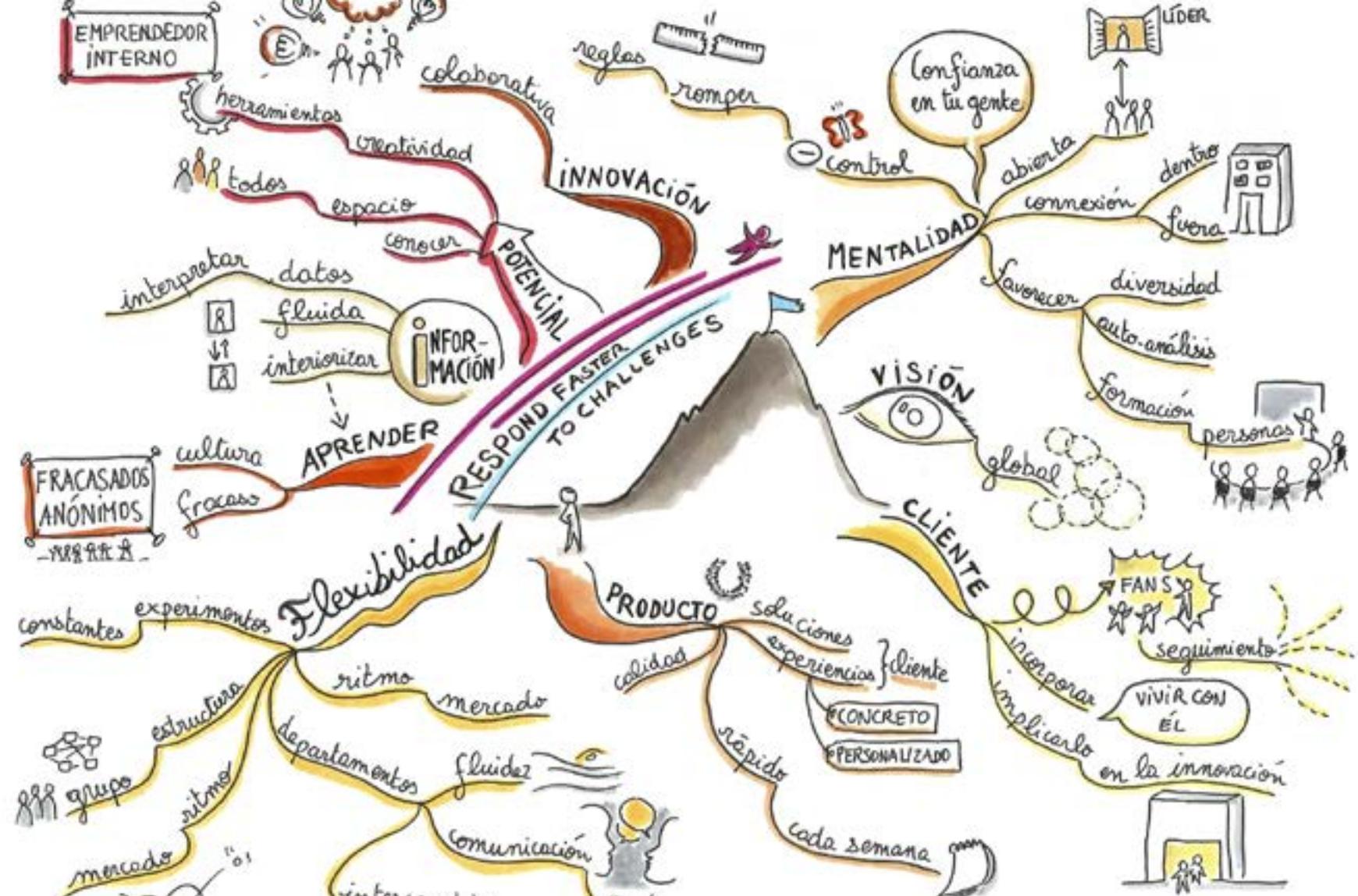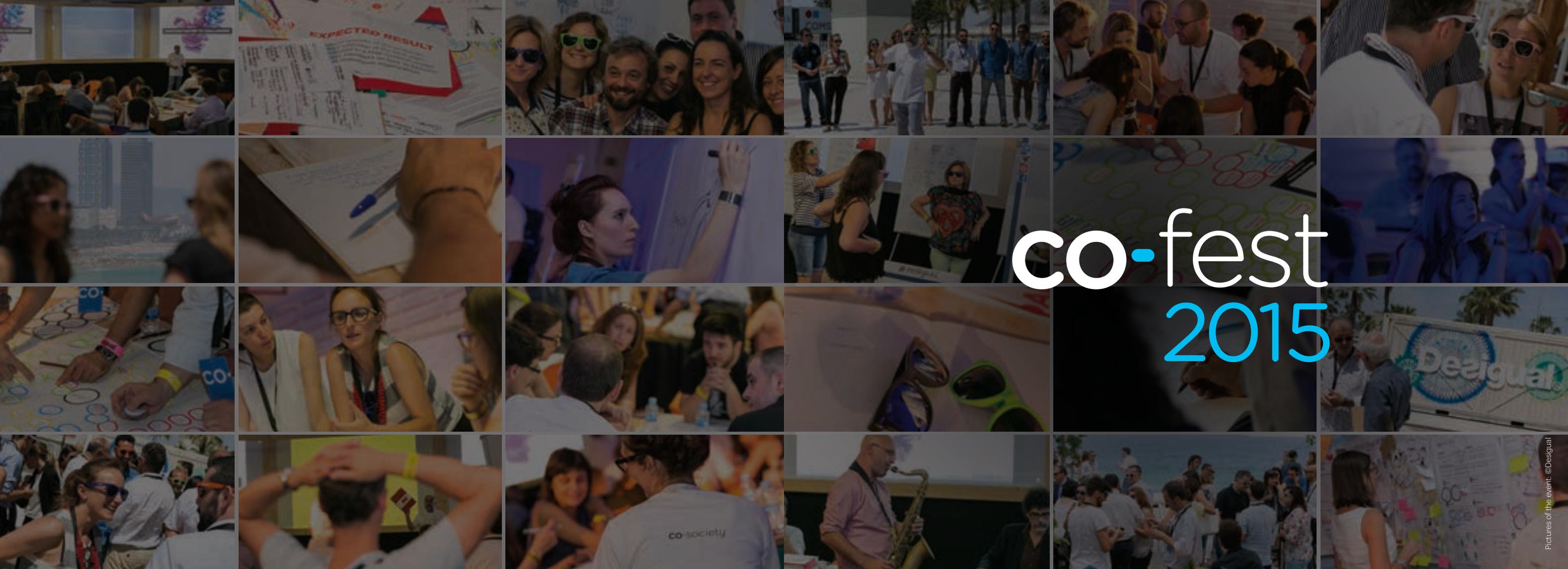
CONNECTING SMART TEAMS IN DIFFERENT INDUSTRIES TO GENERATE NEW BUSINESS.

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co·society®

www.co-society.com
info@co-society.com