Emergent innovation

across open source communities, companies and business ecosystems

David Ing

Rendez: **Renewal and Redirection –**
New Management Models for Supporting Innovation Implementation

March 14, 2007

This presentation is clearer when viewed as a slide show.

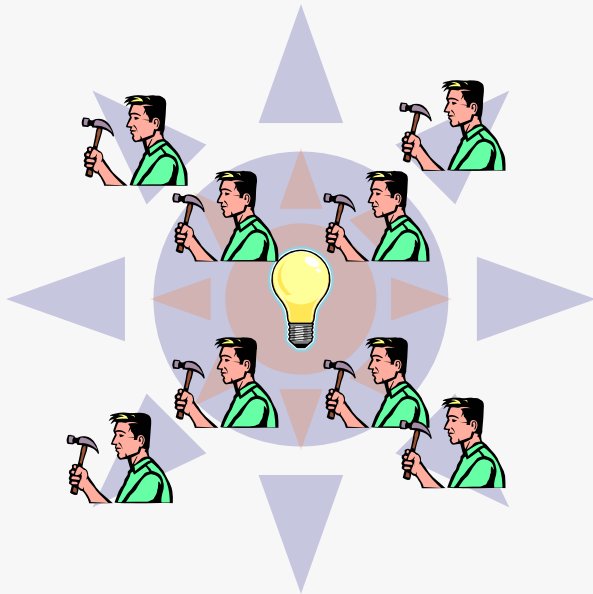October Sun Flowers by Bob Owen, from flickr.com

Agenda

A.   Research question

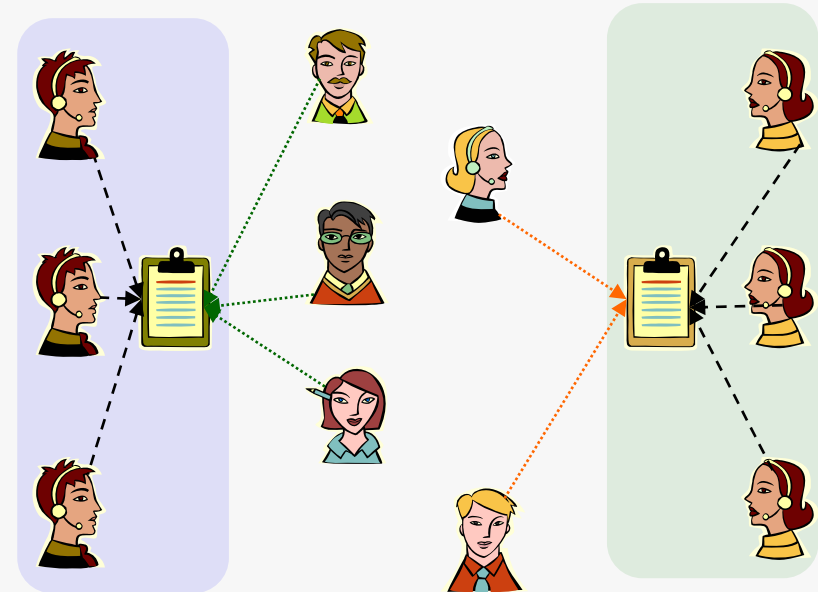B.   Cases

C.   Complementary writings

How do open source innovations and closed source developments coevolve and sustain viability?
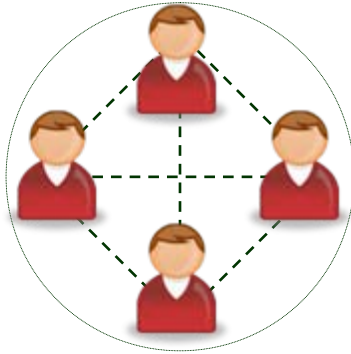
"Big bang" view:
innovation as
invention – diffusion

→ early adopters and laggards

"Affiliation" view:
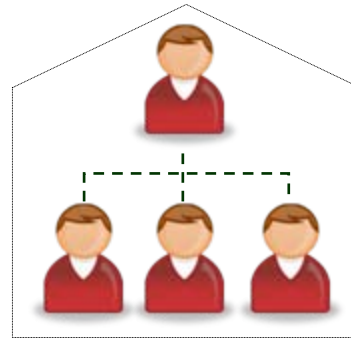innovation as
practice - adoption

→ predisposed tools and ways

Communities, companies, and business ecosystems vary in scale, scope, velocity and acceleration
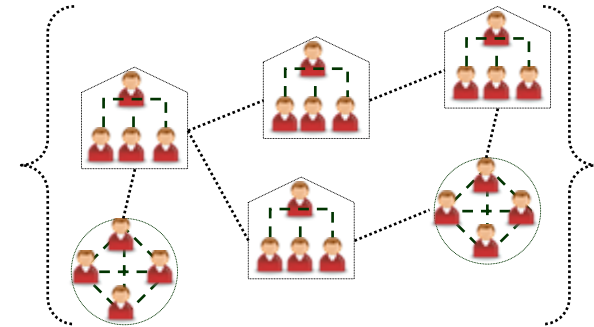

Community

- A **social network** of individuals
- **Smaller** scale and/or scope, **faster** velocity and/or acceleration
- Formal or informal **participation** and **coordination**
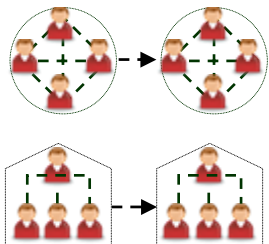
Company

- An **incorporated** organization
- **Larger** scale and/or scope, **slower** velocity and/or acceleration
- Business **direction** as mission or goals, **formalized investment** process

Business Ecosystem

- A collection of **interacting organizations**
- Organizations can **cooperate and/or compete**, as either independent players or in alliances
- Scale, scope, velocity and acceleration in the whole is **loosely coupled** with the parts

Emergent innovation represents the recognition of capital across organizational types
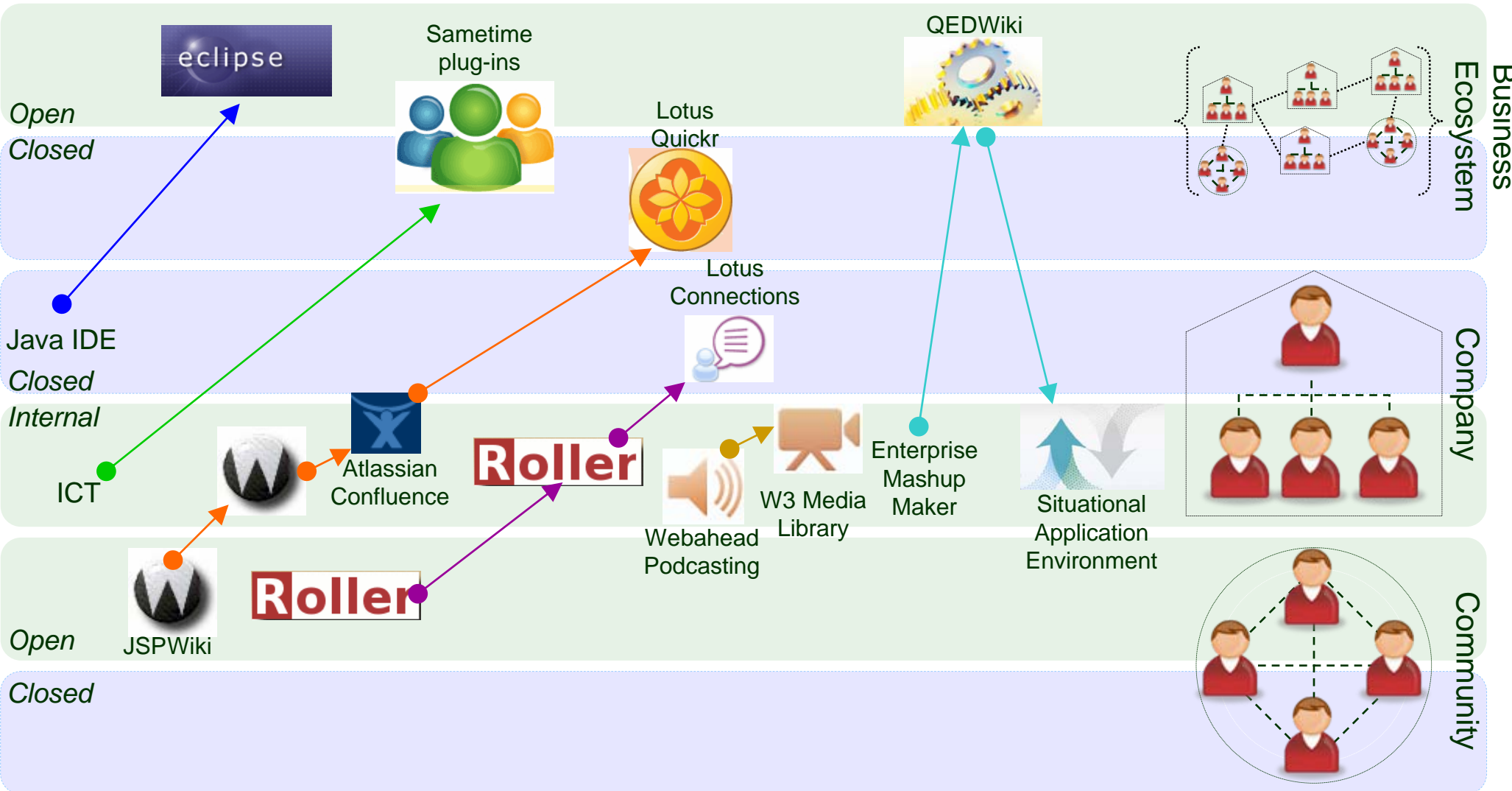

Community

Company

Business Ecosystem
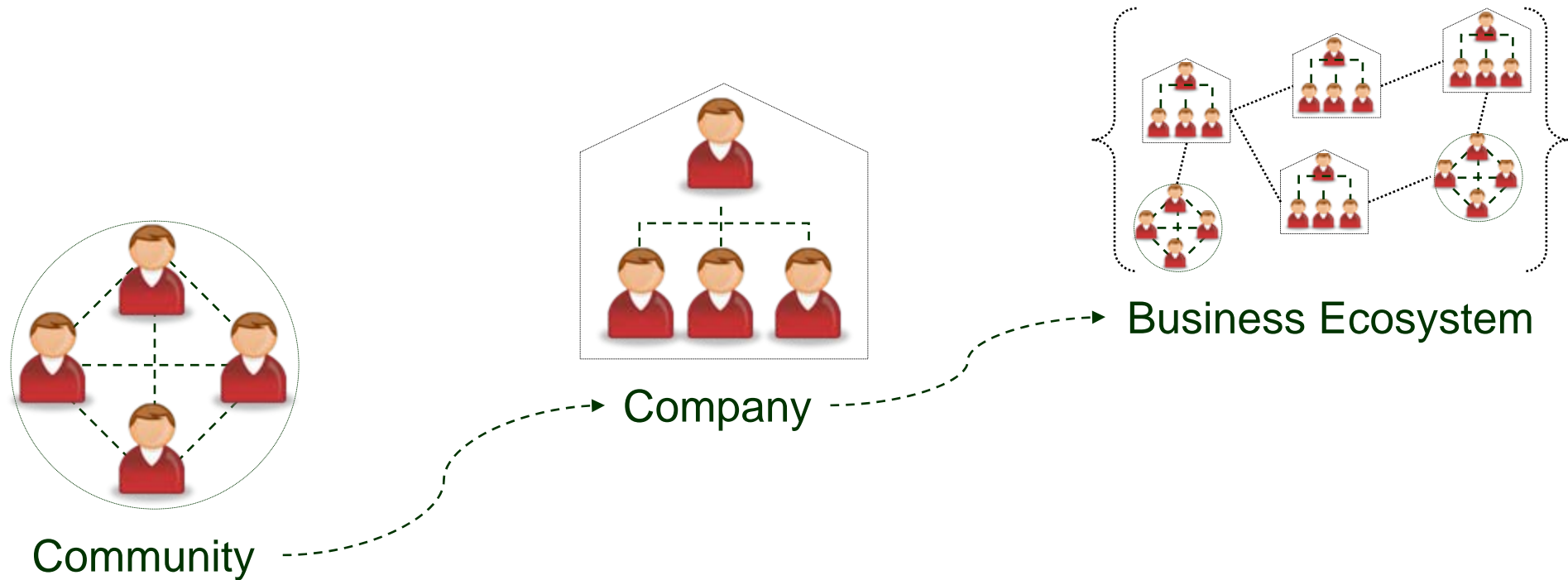
- *Note*:
Recognition across communities represents social innovation; recognition across companies represents industry innovation

The study examines six cases

1	Development Tools	- Java Integrated Development Environment (OTI / IBM) - Eclipse application frameworks (Eclipse Consortium) - Eclipse open development platform (Eclipse Foundation)
2	Instant Broadcast Messaging	- IBM Community Tools (IBM internal Webahead team) - Sametime 7.5 plug-ins (IBM product)
3	Wikis	- JSPWiki (Lesser GPL) - Instawiki (IBM internal) - w3 Wiki Central (IBM internal on Atlassian Confluence) - Lotus Quickr (QWiki template by SNAPPS)
4	Blogs	- Roller (Apache license) - IBM DeveloperWorks (IBM corporate) - w3 Blog Central (IBM internal) - Lotus Connections (IBM product)
5	Digital media repositories	- Webahead Podcasting Pilot (IBM internal "virtual team") - w3 Media Library (IBM internal Tech Adoption Program)
6	Situational applications	- Enterprise Mash-up Maker (IBM Software Emerging Technologies) - QEDWiki (IBM Alphaworks) - Situational Application Environment (IBM internal TAP)

The six paths show different patterns

Business Ecosystem

Open

Closed

QEDWiki

eclipse

Sametime plug-ins

Lotus Quickr

Java IDE

Closed

Company

Lotus Connections

Internal

ICT

Atlassian Confluence

Roller

Enterprise Mashup Maker

Situational Application Environment

Webahead Podcasting

W3 Media Library

Open

JSPWiki

Roller

Community

Closed

Some recent books complement the research

WIKINOMICS
How Mass Collaboration Changes Everything

Don Tapscott
Bestselling Author of *The Digital Economy*
and Anthony D. Williams

How Endless Choice Is Creating Unlimited Demand

The Long Tail

Why the Future of Business Is Selling Less of More

CHRIS ANDERSON

"Anderson's insights influence Google's strategic thinking in a profound way. READ THIS BRILLIANT AND TIMELY BOOK."
—ERIC SCHMIDT, CEO, GOOGLE

How Breakthroughs Happen
The Surprising Truth About How Companies Innovate

Andrew Hargadon

FOREWORD BY KATHLEEN EISENHARDT, COAUTHOR OF *Competing on the Edge*

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