

# INDEX

- ABtests.com, 188
- advocacy, in community management, 110, 112, 115, 137–138
- Airbnb, 8
- Amazon.com, 78, 169, 188
- American Idol* (TV show), 190
- about, 60–63
  - incentives and motivation used, 61–62, 67, 76–77, 83
  - mastery as motivator in, 64
  - online spaces for, 183, 188, 190
  - recruiting tactics, 124–126, 191
  - SMS, voting for via, 183
  - success of, 60, 61, 73
  - talent finding process of, 60–61, 79
  - transparency in voting and evaluation on, 72–73, 183, 191
- analytics, idea evaluation and, 165–166, 186
- Android phones and systems, 23–24, 36, 39
- app development, 22–24, 35–36, 39
- Apple
- Darwin open source products, 24
  - delivering on promises, 71, 73
  - Google *vs.*, 24–26, 28, 30, 35–36, 39
  - incentives and motivation used, 67, 71, 73
  - IP access and protection methods, 35–36
  - iPhone, 22–23, 172, 185
  - open source software used by, 22–24, 35–36, 71
  - outside talent and app development, 22–24, 35–36, 39
  - TV ads, 25
- Architizer, 92, 93, 111
- assets, in crowdsourcing, 8
- attention, as incentive, 66–67, 83, 87
- autonomy, as motivator, 63, 64
- awareness, in recruiting, 110–111, 114, 116, 119, 182–185
- Baker, Gregg, 141
- bashing, 137, 159, 171
- BBDO, vii
- Benkler, Yochai, 6
- Betacup Challenge. *See* Starbucks Betacup Challenge
- “Big Data,” 9, 10
- bimimicry, 107
- Boston, 122–123, 126, 188, 191
- Botsman, Rachel, 8
- Brainsaver skate helmet, 14
- Brain Tumor Foundation, 84
- Brandz survey, 25
- briefs and calls to action
- awareness in recruiting and, 110, 111, 114
  - characteristics of, 58
  - coalition building and, 84–86, 90
  - detail deluge in, avoiding, 52–55
  - evaluation criteria in, 54, 55–56
  - idea generation for, 45–50
  - inspiring *vs.* instructing in, 50–52
  - jargon in, avoiding, 57
  - outcomes of, focus on, 48, 51–52
  - questions to ask, 41, 48, 50, 57
  - RFPs (request for proposals) and, 51, 56–57, 69
  - storytelling, importance in, 56–58
  - See also* idea evaluation; idea generation
- Brightidea, 16, 96–99, 189, 190, 197
- Brown, John Sealy, 7
- Bush, G. W., 161
- Business Model Canvas, 17–20, 42–45
- Business Model Generation* (Osterwalder), 17, 18
- BuzzFeed, 57
- calls to actions. *See* briefs and calls to action
- capital, in crowdsourcing, 8–11
- Carrefour, 3
- castles *vs.* ships mentalities, 27–32
- CEMEX
- about, 113
  - online spaces for, 188, 193
  - recruiting tactics, 112, 113–115
  - SHIFT platform, 113, 190, 193
- Chesbrough, Henry, 6
- Chicago Times-Herald*, 124
- Cinematch, 162–163
- Cisco, 92, 93
- cities
- Boston city initiatives, 122–123, 126, 128, 188, 190, 191
  - as model for community management, 132–134
  - New York City MTA campaigns, 160

- Clarke, Arthur C., 181
- clear terms
- in briefs and calls to action, 55–56
  - for incentives, 71, 72
- CNN, 119, 183, 185
- coalitions and partnerships
- for accessing ideas, 49
  - benefits and value of, 89–91, 96, 100–101
  - building and developing, 84–86, 89–92, 100–101
  - community management and resource sharing in, 84, 85–86, 89
  - GE Ecomagination financial and technology partners, 88, 89, 96, 97–99, 100
  - as incentive, 69
  - Quirky + Target, 88
  - resources, defined, 138
  - roles of partners in, 84, 85, 90–92
  - Threadless + GAP partnership, 81–86, 89, 175
  - value contributed by, 91
  - See also* LifeEdited Design Challenge
- coalitions and partnerships, types of
- expert advisors, 88, 96
  - financial underwriters, 88, 100
  - media partners, 87, 96, 110–111
  - online spaces and communities, 89, 100
  - production partners, 89–90, 91, 100–101
- Coase, Ronald H., 5–6, 10
- “co-creation,” 130
- collaboration patterns
- in community management, 124–128, 133, 141, 142
  - online spaces and, 190, 192–193, 197
  - in recruiting, 105–106, 124–125
  - search patterns *vs.*, 124–125
- collective choice
- community management and, 135, 139, 142, 148, 204
  - feedback from customers and, 172–173, 176
  - online spaces and, 190
- collective intelligence, notion of, 8, 150
- Collins, Jim, 121
- communication
- IP, confidentiality and strategies for, 34–35
  - networks, in crowdsourcing, 9, 10
  - via wikis and discussion forums, 115
  - See also* coalitions and partnerships; recruiting communities. *See also* online spaces and communities
- community, focus on, 13–14, 141, 143
- community management
- cities as model for, 132–134
  - coalitions and resource sharing in, 84, 85–86, 89, 100–101, 130, 138, 201–202
  - crowds to communities, 127–128
  - functions of, 133, 135
  - nesting and, 140, 158, 196
  - recruiting tactics used for, 129–132
  - roles for in interactive patterns, 133, 141, 142
  - roles of managers, 106, 128–129
- community managers, 8 pillars of
- about, 132–140
  - advocacy, 110, 112, 115, 137–138
  - cities as model for, 132–134
  - collective choice, 135, 139, 142, 148, 204
  - membership, 140, 172–173, 176
  - monitoring, 129, 134–136, 160
  - sanctions, 138–139
  - support (conflict resolution), 135, 136–137
  - value exchange, 131, 138
- competition *vs.* cooperation, 21, 55–56
- conflict resolution, 135, 136–137
- “Connect and Develop” challenge, 30–31, 47–48, 107, 124, 186, 190
- connectedness, notion of, 65, 66
- consideration, in participant journey, 110, 111, 114, 116–117, 185, 186
- consumer review sites, 25, 169
- content sharing
- byproducts of, 151
  - storytelling and motivation to share, 57
  - See also* idea generation and access; social media networks
- contracts, as incentive, 69
- contribution bands, 155
- contributions, understanding. *See* participant contributions
- copycatting, 137
- Core77
- as media partner and sponsor, 12, 92, 94, 111
  - recruiting tactics, 87, 92, 186
- corporate feeds, 157, 190, 193, 197
- Cost Benefit analysis decision-making methods, 162
- Crispin Porter + Bogusky, 165
- crowdfunding
- decision-making in idea evaluation and, 173–174
  - sources of, 8–10
- crowds, valuing, 8–11
- crowdsourcing, defined, 8–11
- Crowdstorming Lifecycle, x, 201–202
- crowdstorming outcomes, 15–16
- crowdstorm process overview
- coalition building, 81–101
  - community management, 121–143
  - idea generation and evaluation, 161–179
  - incentives and motivation, 59–79

- intellectual property, confidentiality and branding, 21–39
- meta, 199–207
- online spaces and communities, 181–197
- participant contributions, understanding, 145–160
- questions, asking, 81–101
- recruiting, 103–120
- value contributed by coalitions in, 91
- Cup Summit initiative, 44
- Cuusoo Social Creation Platform.
  - See LEGO Cuusoo
- Daily Mail* newspaper, 124
- Daniels, Toby, 42, 44
- DARPA Red Balloon Challenge, 117–120, 163, 166, 168, 183
- DARPA (United States Defense Advanced Research Project Agency)
  - coalitions and partnerships, 131
  - direct testing examples, 163–164
  - idea evaluation methods, 73, 163–164, 178–179
  - incentives and motivation used, 77
  - Network Challenge, 76, 118–120, 183, 185
  - online spaces for, 183
  - recruiting tactics, testing, 117–120, 191
- Darwin open source products, 24
- data, in crowdsourcing, 10
- data, sharing and protecting. *See* intellectual property (IP) and branding
- debate, supporting, 203
- decision-making approaches
  - HIPPOs (Highest Paid Person's Opinions) and, 166–167
  - hybrid methods, 174–175, 190
  - online voting and crowds, 168–169
  - organizational methods, 162
  - summary of, 178–179
  - transparency in contests and, 71–73
- Decision Tree analysis, 162
- Defense Advanced Research Projects Agency. *See* DARPA
- Deloitte, 174–175, 190
- Denuo, 12
- Drive: The Surprising Truth About What Motivates Us* (Pink), 63
- driverless cars, 76
- Drucker, Peter F., 59
- Dylan, Bob, 145
- eLance, 10
- Electoral College, 168
- Emerald Technology Ventures, 16, 92, 97
- emotional intelligence, 57
- employees
  - as recruiting source, 108–109, 112, 113–115
  - as trusted participants, 34
- engineers, motivating, 131–132
- equity investments, as incentive, 69
- evaluation criteria
  - in briefs and calls to action, 54, 55–56
  - fairness and transparency in, 72–73
  - See also idea evaluation
- existing communities
  - online spaces for, 185, 188–189
  - as recruiting source, 108
- experience
  - as incentive, 69–70, 83
  - in participant journey, 110, 112–113, 115, 117
- expert advisors
  - as coalition partners, 88, 100
  - domain experts, 87, 104, 106, 115, 164, 174, 176
  - for idea evaluation, 88, 164–167
- external talent. *See* outside talent
- Facebook
  - contribution monitoring via, 157, 159
  - like feature, 151
  - as recruiting space, 183
  - recruiting via, 109, 120
  - responses to content on, 186
- fairness
  - delivering on promises and, 71–75
  - in idea evaluation, 72–73, 183, 191
  - in incentives and motivation, 57–58, 71–75, 183
- feedback and voting
  - collaboration and integration patterns and, 148–151
  - conflicts about, potential for, 136
  - crowdsourcing in presidential elections, 8, 10, 168
  - evaluating and rewarding, 148–152, 160
  - expert evaluation of, 88
  - idea evaluation and customer feedback, 160, 172–173
  - monitoring, 160
  - online voting approaches, 168–169
  - transparency in evaluation and, 72–73, 183, 191
  - valuing and rewarding, 151–154, 156, 157, 171–172, 176
- Fiechter, Alex, 130, 138, 201–202
- financial rewards, as incentive, 66, 67–71, 82–83

- financial underwriters, as coalition partners, 88, 89, 96, 97–99, 100
- flagging, 160
- Free Agent Nation* (Pink), 63
- Fry, Evan, 165
- Game-Changer, The* (Charan and Lafley), 30
- GAME (Good, Attention, Money and Experience)
  - incentive framework
    - attention and recognition, 61–62, 66–67, 83, 87
    - experience, 69–70, 83
    - financial rewards and money, 66, 67–70, 82–83
    - good, 66, 83–84, 100
  - game mechanics and game-ification, 70
  - GAP
    - “Make Great Together” message, 83
    - online spaces for, 188, 196
    - Threadless + GAP partnership, 81–86, 89, 175
- GE Ecomagination Challenge
  - about, 16–17, 47
  - briefing process and questions, 41
  - Business Model Canvas used for, 44, 52
  - coalitions and partnerships, 89
  - financial and technology coalition partners for, 88, 89, 96, 97–99, 100
  - idea generation and evaluation methods, 45
  - incentives and motivation used, 66, 67, 69, 77, 78
  - media partners, 50
  - online spaces for, 89, 188
  - production partners for, 90
  - recruiting tactics, 112, 124–126
- GE (General Electric)
  - Immelt, Jeffrey, 16
  - IP access methods, 37
  - IP ownership rankings, 26
  - open source software used by, 97
- Gegenhuber, Thomas, 174
- GE healthymagination challenge, 17
- geocaching, 185
- Georgia Tech, 185
- Germany, IP rights in, 24
- Get Satisfaction, 192, 197
- Giffgaff
  - about, 141–143
  - community involvement, focus on, 141, 143
  - community management, 127
  - contribution monitoring methods, 158–159
  - contributions and compensation, connecting, 154–158
  - on customer empowerment, 200
  - integration pattern, driving results with, 141–143
  - online spaces for, 188, 193, 196
  - recruiting spaces, 183
  - results, revisiting, 202–203
- Goldcorp
  - about, 2–6
  - Business Model Canvas used by, 15, 17–19
  - McEwen, Rob, 2–3
  - online spaces for, 189
  - open source and data sharing by, 2–3, 123
  - outside talent and resources used by, 2–3, 4, 6, 15, 17
  - proprietary infrastructure, 189, 190
  - recruiting tactics, 191
- Good Day Monsters, 12
- good (doing good), as incentive, 66, 83–84, 100
- Google
  - Android phones and systems, 23–24, 36, 39
  - Apple vs., 24–26, 28, 30, 35–36, 39
  - contributions and signals, valuing, 150–151
  - delivering on promises, 71, 73
  - idea generation and evaluation methods, 46
  - IP access and protection methods, 35–36
  - IP ownership rankings, 36
  - open source software used by, 22–24, 35–36, 71
  - outside talent and app development, 24, 35–36, 39
  - robot and driverless cars, 76
  - Google Plus, 151
  - GPS (Global Positioning Systems), 122, 185
  - Grant, Adam, 64
- Hagel, John, III, 7
- Halfbakery.com, 205–206
- Hanna, Jim, 11
- Havas, 165
- healthymagination challenge, 17
- Heath, Dan and Chet, 107
- helmet design contest. *See* Triple Eight
- Here Comes Everybody* (Shirky), 5
- high potential participants, 153
- Hill, Graham, 49, 52–55, 57, 92, 94
- HIPPOs (Highest Paid Person’s Opinions), 166–167
- Hotz, George, 185
- Howe, Jeff, 8
- HP (Hewlett-Packard), 108
- Huffington Post*, 57
- human motivation, 63–65
- Hutter, Jackie, 38
- hybrid decision-making models, 174–175
- IBM, 25, 190
- idea evaluation
  - decision makers, selecting, 169
  - decision making and crowdfunding, 173–174

- decision-making approach summary, 178–179
- decision making by crowds, 168–169
- evaluation criteria, in briefs, 54, 55–56
- expert evaluation, 88, 164–167
- feedback from customers and, 172–173
- HIPPOs in, avoiding, 166–167
- hybrid decision-making models for, 174–175
- online spaces and, 188, 190, 196
- popularity contests and peer reviews, 170–172
- testing ideas, timing for, 162–164
- transparency fairness in, 72–73
- idea generation and access
  - in briefs and calls to action, 45–49
  - innovation, as social process, 48
  - IP protection tactics and, 36–38
  - proposing and listening for, 204–205
  - reactions to, learning from, 50
  - as work, 11
- ideas, defined, 11
- Ideation Challenges, 37
- “If You See Something, Say Something”
  - campaign, 160
- Imagine: How Creativity Works* (Lehrer), 5
- Immelt, Jeffrey, 16
- incentives and motivation
  - connection, power of, 65
  - delivering on promises and, 71–75
  - elements of, 73
  - GAME framework for, 66–70, 83, 100
  - human motivational forces, 63–65
  - inside organizations, 70–71
  - for outside talent, 75–76
  - participants, commercial expectations of, 67–68
  - participation, motivation methods for, 61–65, 79
  - for supporting roles, 79
  - tracking and understanding, 77–78
  - transparency and fairness in, 57–58, 71–75, 183
  - types of, 67–70, 83
- IndieGoGo, 10
- InnoCentive
  - about, 37
  - coalitions and partnerships, 89–90, 111, 123–124, 126
  - community management, 100, 128, 136
  - idea evaluation methods, 174, 178–179
  - Ideation Challenges run by, 37
  - as incentive provider, 138
  - incentives and motivation used, 62, 67
  - IP access methods used by, 37
  - media partners, 110–111
  - online spaces for, 188
  - recruiting tactics, 108, 110, 164
  - “Street Bump Challenge,” 123–124, 128, 190
- innovation, as social process, 6, 48
- innovation management practices, 209–211n3
- “Innovation Quest” process, 174
- inspiration, in briefs, 50–52
- Instagram, 25
- Instructables, 12
- integration patterns
  - in community management, 126–128, 133, 141, 142
  - 1–9–90 rule, 125–126, 155
  - online spaces and, 190, 196–197
  - in recruiting, 105, 106
- intellectual property access methods
  - licensing, 36
  - M&A and investment, 37–69
  - ownership/beginning of challenge, 37
  - ownership/end of challenge, 38
  - partnerships, 37
- intellectual property (IP) and branding
  - accessing IP, 27–32, 36–38
  - Apple vs. Google and app development, 24–26, 28, 30, 35–36, 39
  - clear terms in incentives and, 71
  - co-creating brands and, 25–26
  - confidentiality and employment agreements, 33–34
  - confidentiality to communication strategy, 34–35
  - leaked information and, 25
  - legal departments for, 38
  - participants, trusting with, 32–34
  - protecting IP, 27–39
  - ships vs. castles mentalities, 27–32
- Intellectual Property Owners Association (IPO), 36
- interactive crowdstorming patterns
  - in community management, 123–128, 133, 141, 142
  - in recruiting, 104–106
- internal talent. *See* employees; recruiting
- Internet tools. *See* online spaces and communities; social media networks
- investments
  - for access to ideas, 49
  - crowdfunding, 8–11, 173–174
  - equity investments, 69
  - as incentive and motivation, 37, 69
- iPhone, 22–23, 172, 185
- iPod accessories, 200
- jargon, avoiding, 57
- jovoto
  - about, 11–12, 14, 53
  - coalitions and partnerships, 14, 89, 92–95

- jovoto (*continued*)  
 feedback, valuing and rewarding, 151–154, 155, 157, 171–172, 176  
 karma points, 151–154, 156, 171–172, 176  
 monitoring via social feeds, 157–159, 193  
 online spaces for, 89, 188, 190, 193  
 results, revisiting, 201, 202–203
- Joy, Bill (Joy's Law), 1, 7
- Kaggle, 10
- Karma Cup, 12
- karma points, 151–154, 156, 171–172, 176
- Kaufman, Ben, 172
- Kaushik, Avinash, 167
- key partners, 42–44
- Kickstarter, 10, 174, 179
- Kleiner Perkins Caufield & Byers, 16, 96, 97
- Knudstorp, Jørgen Vig, 3
- Kroc, Ray, 103
- labor, in crowdsourcing, 10–11
- labor marketplaces, 10
- Lafley, A. G., 30, 48
- Lakhani, Karim, 62–63, 64
- learning experience, as incentive, 69–70
- legal departments, importance of, 38
- LEGO Cusoo  
 about, 4–6, 50, 188, 201, 205  
 briefing process and questions, 41, 57  
 Business Canvas Model used by, 18–19  
 contributions, understanding, 154  
*Cusoo*, origin of, 4  
 idea evaluation methods, 173, 178–179  
 incentives and motivation used, 67, 69, 77  
 IP access methods, 37  
 online spaces for, 188, 190, 193, 197  
 production role in coalitions, 90  
 recruiting spaces for, 185  
 recruiting tactics, 15, 48–50, 115–117, 124–126  
 results, revisiting, 201  
 success stories used by, 186
- LEGO Mindstorms, 3–4, 5, 200
- LEGO Minecraft, 4, 49, 117, 206
- Lehrer, Jonah, 5
- LendingClub, 10
- Leonhardt, David, 167
- licensing  
 for access to ideas, 49  
 as financial incentive, 69  
 as IP access method, 36–37  
 P&G “Connect and Develop” challenge and, 30–31, 47–48, 107, 124, 186, 190
- LifeEdited Design Challenge  
 about, 52–55, 92  
 briefing process and questions, 41, 53–54, 57, 149  
 coalitions and partnerships, 89, 93–95  
 contributions, understanding, 153, 156, 158  
 feedback, valuing and rewarding, 149, 150–151  
 Hill, Graham, 49, 52–55, 57, 92, 94  
 idea evaluation methods, 55  
 incentives and motivation used, 66, 70–71, 76–77  
 online spaces for, 187–188, 190  
 recruiting tactics, 112–113, 124–126
- Lindbergh, Charles, 124
- LinkedIn  
 as recruiting space, 183, 189  
 recruiting via, 109  
 responses to content on, 186
- links, development of, 150
- Lithium, 183, 189, 190, 192, 196–197
- Local Motors  
 about, 19, 129–130  
 coalitions and partnerships, 131, 133  
 community management, 129–133, 136, 138, 140, 201–202  
 contributions, understand, 154  
 Forge online collaboration environment, 131  
 Rally Fighter challenge, 130–131, 206  
 results, revisiting, 201–202  
 Rogers, John, 129–130, 132
- M&A, as IP access method, 37
- Malone, Thomas W., 8
- market size, idea evaluation and, 166
- Mars rovers, 76
- mastery, as motivator, 63, 64–65
- McAfee, Andrew, 166–167
- McEwen, Rob, 2–3
- McKinsey & Company, 7
- measurable evaluation criteria, 55–56
- Mechanical Turk, 10
- MechoShade, 93
- media partners, 87, 100, 110–111
- membership, community management and, 140, 172–173, 176
- meta  
 about, 199–207  
 Crowdstorming Lifecycle in, 201–202  
 debate, supporting, 203  
 ideas, proposing and listening to, 204–205  
 revisiting results, 201–203
- metrics and end results, revisiting, 201–203
- Metropolitan Transport Authority (MTA), NYC, 160

- Michaelis, Andreas, 175–177
- Microsoft, 23, 122
- Microsoft Yammer, 157, 190, 193, 197
- microtasks, 10–11
- Mindstorms, 3–4, 5, 200
- Minecraft, 4, 49, 117, 206
- MIT, 119–120, 122, 185
- MIT Cup Summit initiative, 44
- MIT Sloan Management Review*, 8
- money, as incentive, 66, 67–70, 82–83
- monitoring
- in community management, 129, 134–136, 160
  - feedback and voting, 160, 172–173
  - online spaces and communities for, 193–195
  - participant contributions, 146–148, 150, 154–155, 157–160, 193
  - social feeds for, 193, 157–158
  - social media networks for, 157, 159
- motivation. *See* incentives and motivation
- Motorola Mobility, 36
- Mutopo, 12, 14, 53, 92, 93, 95
- narrative and storytelling, 56–58
- NASA, 76
- NASDAQ, 46
- nesting, 140, 158, 196
- Netflix/Netflix Prize, 162–163, 178, 191, 192
- networks, in crowdsourcing, 9, 10
- “New Urban Mechanics” initiative, 122
- New York City, 160
- New York Times*, 76, 119
- Nickell, Jake, 81, 82
- Nielsen, 25
- Nokia, 23
- Obama, Barack, 10, 131
- oDesk, 10
- Olympic competitions, 55–56
- 1–9–90 rule, 125–126, 155
- online spaces and communities
- building or joining, 188–189
  - characteristics of, 188–189
  - coalitions and partnerships for, 90, 100–101
  - communities, as recruiting source, 108–109
  - evaluating and optimizing, 186–188
  - existing communities, 185, 188–189
  - for monitoring, 193–195
  - permissions to participate in, 195–196
  - proprietary infrastructure for, 189, 190
  - for recruiting, 182–188
  - as recruiting sources, 108
  - value exchange in, 184, 190
- open calls, 38, 47, 53, 57–58, 109, 117
- Open Innovation* (Chesbrough), 6
- open questions, 51
- open source software
- at Apple and Google, 23–24, 35–36, 71
  - at GE, 97
  - at Goldcorp, 2–3, 123
  - for support, 192
- Oppenheim, Bobby, 13–14, 175
- organizational processes. *See* community management; decision-making approaches
- Osborn, Alex, vii–viii
- Osterwalder, Alexander, 17, 18
- Ostrom, Elinor, 134, 138, 139, 200
- Outcomes
- focus on, 15, 48, 51–52, 133
  - crowdstorming outcomes, 15–16
  - See also* community management
- outside talent
- for Apple and Google app development, 22–24, 35–36, 39
  - at Goldcorp, 2–3, 4, 6, 15, 17
  - incentives and motivation for, 76–77
  - recruiting, 112–113
  - using, 2–8
- Owyang, Jeremiah, 128
- participant contributions
- compensation and contributions, connecting, 154–155, 156
  - feedback, valuing and rewarding, 148–152, 157
  - financial value, assigning to, 155–157
  - learning from changes in, 153–154
  - monitoring and measuring, 146–148, 150, 154–155, 157–160, 193
  - support for participants and, 158–159, 160
  - understanding, importance of, 145–160
  - value exchange in, 148
  - valuing, 150–151
  - visibility for participants in, 50, 67, 72, 83, 157
  - Wikipedia and measuring of, 146–148, 150, 154–155
- participant journey, recruiting and, 109–117, 185, 186
- participation, in participant journey, 110, 111, 114–115, 185
- participation patterns, 152
- partner relationships. *See* coalitions and partnerships
- pass along value, 57
- peer reviews, for idea evaluation, 170–172

- Penguin and the Leviathan, The* (Benkler), 6
- Peretti, Jonah, 57
- Petersen, Søren, 51
- P&G
- briefing process and questions, 57
  - “Connect and Develop” challenge, 30–31, 47–48, 107, 124, 186, 190
  - Futureworks site, 31
  - idea generation and evaluation methods, 47–48
  - IP access and protection methods, 29–32, 35–37
  - IP ownership rankings, 36
  - Lafley, A. G., 30, 48
  - online spaces for, 187
  - recruiting tactics, 107, 164, 189
  - results, revisiting, 201
  - success stories used by, 186
  - Swiffer Duster, 49, 206
- Phillips, Jeffrey, 27
- Phillips, Peter L., 51
- Pink, Daniel, 63, 65
- Pivot Power adapter challenge, 78, 156
- playful experience, as incentive, 70
- Plotwatt, 49
- popularity contests, for idea evaluation, 170–172
- Popular Science Brilliant 10* list, 75–76
- Power of the Pull, The* (Hagel and Brown), 7
- presidential elections, crowdsourcing in, 8, 10, 168
- prizes, as incentive, 68
- problem solving. *See* briefs and calls to action; idea generation and access
- production partners, 90, 91, 100–101
- Programming Collective Intelligence* (Segaran), 150
- public, as recruiting source, 108–109
- PunBB, 192
- purpose, as motivator, 63, 64
- questions, asking. *See* briefs and calls to action
- Quirky
- about, 19, 77, 89
  - coalitions and partnerships, 89
  - community management, 100–101, 127
  - contributions, assigning financial value to, 155–157, 159
  - idea generation and evaluation methods, 172, 175, 179
  - incentives and motivation used, 77–79
  - online spaces for, 89, 187, 189, 190, 193, 196
  - Pivot Power adapter challenge, 78, 156
  - production partners for, 90
  - recruiting spaces for, 185
  - recruiting tactics, 112–113
  - results, revisiting, 200, 201
- Radian6, 186, 197
- Rally Fighter challenge, 130–131, 206
- records, tracking, 72, 73
- recruiting
- collaboration patterns in, 105–106, 124–126
  - community partners, 123–124
  - domain experts for, 87, 104, 106–107, 115, 164, 174, 178
  - for employees, 112, 113–115
  - for external communities and the public, 112–113
  - integration patterns in, 105, 106
  - media partners and, 87
  - 1–9–90 rule, 125–126, 155
  - online spaces and communities for, 182–188
  - open calls for, 38, 47, 53, 57–58, 109, 117
  - participant journey and, 109–117, 185, 186
  - search patterns in, 104–105
  - for specific crowds, 112–113
  - for supporting roles, 108
  - talent, finding, 108–109
  - via social media networks, 109, 120, 129–132, 185–185, 188
- Red Balloon Challenge, 163, 166, 168, 183
- Red Dot design award, 77
- Red Lake Mine, Ontario, 2
- relationship building. *See* coalitions and partnerships
- Relentless Innovation* (Phillips), 27
- Research in Motion, 23
- Resource Furniture, 93
- resources, defined, 138
- resource sharing. *See* coalitions and partnerships; community management
- revenue shares, as incentive, 69, 88
- review sites, 25, 169
- RFPs (request for proposals), 51, 56–57, 69
- robot cars, 75–76
- Rockport Capital, 16, 96, 97
- Rogers, Boo, 8
- Rogers, John, 129–130, 132
- Roosevelt, Franklin D., 21
- Rose, Charlie, 76
- Salesforce Work.com, 197
- Salesforce Chatter, 157, 193
- Salesforce Radian6, 186, 197
- Samsung, 39
- sanctions, in community management, 138–139
- San Diego Zoo, 107
- Santa Fe Complex, 122
- Scientific American*, 75

- search patterns  
 collaboration patterns *vs.*, 124–126  
 in community management, 123–124, 128, 133, 141, 142, 190  
 content value *vs.* contribution value, 150  
 online spaces and, 189–192, 197  
 in recruiting, 104–105
- Segaran, Toby, 150, 151
- Sequoia Capital  
 about, 46, 206  
 briefing process and questions, 41  
 community management, 124  
 idea evaluation methods, 46–47, 55, 166, 167, 173, 178–179, 202  
 production partners for, 90  
 recruiting tactics, 189
- ships *vs.* castles mentalities, 27–32
- Shirky, Clay, 5, 8
- Skype, 8
- smartphones and app development, 22–26, 30, 35–36, 39
- SMS, voting via, 183
- social experience, as incentive, 70
- social feeds, monitoring via, 157–158, 193
- social media networks  
 community management and, 129–133  
 consumer review sites, 25, 169  
 contribution monitoring via, 157, 159  
 Facebook, 109, 119, 151, 157, 158, 183, 186  
 Google Plus, 151  
 human connections and, 25  
 LinkedIn, 109, 183, 186, 189  
 networks in crowdsourcing and, 9, 10  
 as online space and communities, 183  
 paid media *vs.*, 10  
 recruiting via, 109, 120, 129–132, 183–185, 189  
 responses to content on, 186–188  
 storytelling and content sharing on, 57  
 Twitter, 109, 119, 157, 158, 183, 185, 186  
 YouTube, 46, 186
- social proof, 87
- “Social Side of Strategy, The” (McKinsey), 7
- Socratic method, 51
- Soladigm, 49
- spaces. *See* online spaces and communities
- spotters, 182, 184
- Springwise, 181–184, 189, 190
- Square payment platform, 166
- Stanford University, 51, 75–76
- Stanley (robot car), 75–76
- Starbucks Betacup Challenge  
 about, 11–13  
 briefing process and questions, 41, 57  
 Business Model Canvas and, 44  
 coalitions and partnerships, 12, 50, 89  
 idea evaluation methods, 171, 178–179  
 incentives and motivation used, 66, 77  
 intellectual property protection tactics, 34–35  
 online spaces for, 89, 187, 188  
 outcomes, focus on, 52  
 recruiting tactics, 124–126  
 voting options used, 170–171
- Star Trek* (TV show), 56, 110
- storytelling  
 in calls to action, 56–58  
 jargon in, avoiding, 57  
 success stories, benefits of, 115, 186–187
- “Street Bump Challenge,” 123–124, 128, 190
- Strida, 93
- Sturgeon, Theodre, 161
- subjective evaluation criteria, 55–56
- success stories, benefits of, 115, 186–187
- support  
 conflict resolution in community management, 135, 136–137  
 for online spaces, 190  
 for participants, 158–159, 160  
 supporting roles, recruiting for, 108
- sustainability. *See* jovoto; LifeEdited Design Challenge; Starbucks Betacup Challenge
- Swartz, Aaron, 146–148
- Swiffer Duster, 49, 206
- Swiss Army Knives, 175–177, 179, 188, 190, 196
- SWOT (strengths, weaknesses, opportunities, and threats), 162
- tactics, in community management, 137
- talent, finding, 108–115  
*See also* recruiting
- Talmud, 199
- Target, 3, 79, 88, 100
- Task Rabbit, 10
- technology platforms. *See* online spaces and communities; social media networks
- TED conferences, 76
- Tender scale application, 192
- “Theory of the Firm” (Coase), 5
- Threadless  
 about, 19, 82  
 coalitions and partnerships, 81–87, 89, 90, 175  
 contributions, understanding, 154

- Threadless (*continued*)
- financial incentives used by, 82–83
  - as financial underwriters, 12, 100
  - GAP + Threadless partnership, 81–87, 89, 175
  - idea generation methods, 81
  - Nickell, Jake, 81, 82
  - online spaces for, 187, 188
  - recruiting tactics, 81, 112, 127
  - success stories used by, 186
  - t-shirt design contest, 82–83
- Threadless Atrium, 83, 86
- Thrun, Sebastian, 75–76
- track records, 72, 73
- transparency, in incentives, 57–58, 71–73, 183
- TreeHugger, 52–54, 92, 93, 111
- Tricorder challenge. *See* X Prize  
Tricorder challenge
- Triple Eight
- about, 13–15, 18
  - briefing process and questions, 41, 57
  - Business Model Canvas used by, 44–45
  - community, focus on, 13–14
  - helmet design contest, 13–14, 41, 45, 49, 69
  - idea evaluation methods, 175
  - idea generation methods, 49
  - incentives and motivation used, 69
  - IP access methods, 37
  - IP protection tactics, 35
- Twitter
- contribution monitoring via, 157, 158
  - as recruiting space, 183, 185
  - recruiting via, 110, 120
  - responses to content on, 186
- tyranny of ideas, notion of, 102
- United States Defense Advanced Research Project Agency. *See* DARPA
- value exchange
- in community management, 131, 138, 142
  - delivering on promises and, 71–75
  - in online spaces, 184, 189
  - in participant contributions, 148
- Victorinox, 175–177, 179, 188, 190, 196
- Victors and Spoils (V&S), 164–165, 167, 173, 178, 190
- visibility, for participants, 50, 67, 72, 83, 157
- voting. *See* feedback and voting
- Wales, Jimmy, 146–148, 153
- Walmart, 3
- What's Mine is Yours: The Rise of Collaborative Consumption* (Botsman and Rogers), 8
- Wikipedia
- incentives and motivation used, 65, 66
  - participation, measuring, 146–148, 150, 154–155
  - recruiting tactics, 127, 128
  - support, monitoring and providing, 159
  - Wales, Jimmy (Wales 500), 146–148, 153
- wikis, 115
- Wilkinson, Dennis, 108
- Winsor, John, 165
- Wired* magazine, 75, 76
- Worcester Polytechnic institute, 122
- Work.com, 197
- work experience, as incentive, 69, 83
- Workmarket, 10
- Xerox, 168
- X Prize Tricorder challenge
- about, 56
  - briefing process and questions, 41, 56
  - incentives and motivation used, 78
  - online spaces for, 188
  - recruiting tactics, 189
- Yammer, 157, 190, 193, 197
- Yelp, 169
- Your Creative Power: How to Use Your Imagination* (Osborn), vii
- YouTube, 46, 186
- Zien, Jake, 77
- Zimride, 8
- ZipCar, 8