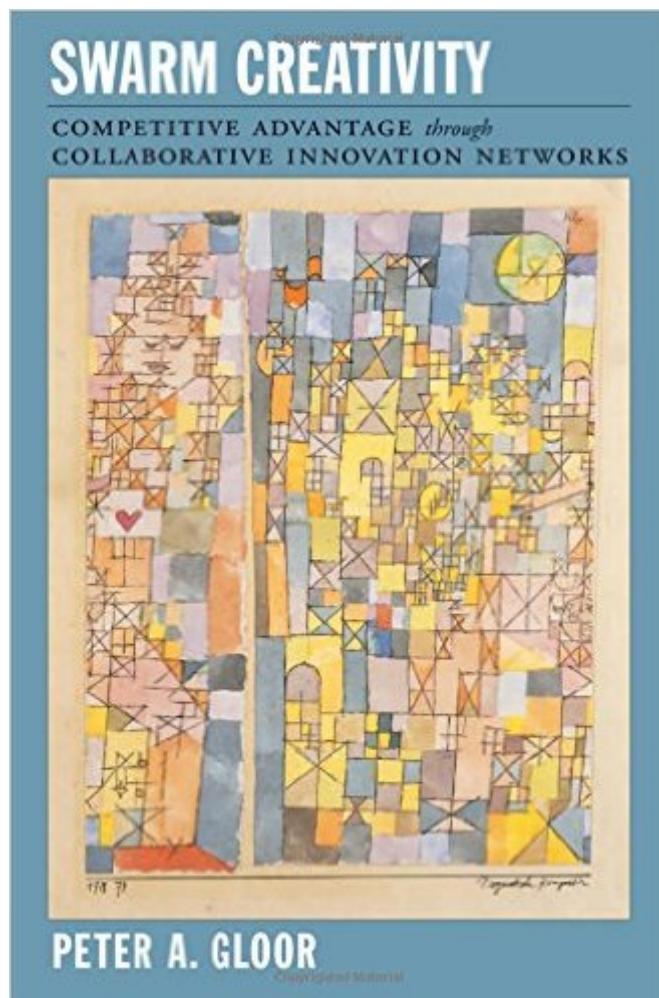


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# Swarm Creativity: Competitive Advantage Through Collaborative Innovation Networks



## **Synopsis**

Swarm Creativity introduces a powerful new concept-Collaborative Innovation Networks, or COINs. Its aim is to make the concept of COINs as ubiquitous among business managers as any methodology to enhance quality and competitive advantage. The difference though is that COINs are nothing like other methodologies. A COIN is a cyberteam of self-motivated people with a collective vision, enabled by technology to collaborate in achieving a common goal--n innovation-by sharing ideas, information, and work. It is no exaggeration to state that COINs are the most productive engines of innovation ever. COINs have been around for hundreds of years. Many of us have already been a part of one without knowing it. What makes COINs so relevant today, though is that the concept has reached its tipping point-thanks to the Internet and the World Wide Web. This book explores why COINs are so important to business success in the new century. It explains the traits that characterize COIN members and COIN behavior. It makes the case for why businesses ought to be rushing to uncover their COINs and nurture them, and provides tools for building organizations that are more creative, productive and efficient by applying principles of creative collaboration, knowledge sharing and social networking. Through real-life examples in several business sectors, the book shows how to leverage COINs to develop successful products in R & D, grow better customer relationships, establish better project management, and build higher-performing teams. In short, this book answers four key questions: Why are COINs better at innovation? What are the key elements of COINs? Who are the people that participate in COINs and how do they become members? And how does an organization transform itself into a Collaborative Innovation Network?

## **Book Information**

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## Customer Reviews

Peter Gloor has created a fascinating and important book about a new form of innovation practice based largely on internet collaboration and the structure of dynamic social networks. The author first introduces us to collaborative innovation networks (COINs) and documents their use in various forms since the beginning of humankind. COINs are deemed to be at a tipping point for driving innovation due to a convergence of factors, not the least of which is the connectivity provided by the internet. The stated goal of the book is "... how to leverage COINs to develop successful products in R&D, grow better customer relationships, establish better project management, and build higher performing teams" (front cover leaf). And "by investing in COINs, organizations have a fast, flexible, and cost-effective way to innovate and pull ahead of the competition (p. 112). Unfortunately, only a percentage of the book addresses these topics with little attention on how to actually implement COINs. The author identifies many innovative companies by name and attributes their performance to the COIN concept. In addition, a number of technologies are described that came from COINs. These include familiar examples such as Linux, Arpanet, the Internet, along with some less known innovations. While the variety of examples provide a rich background, there is little insight into how these COINs actually functioned, and only a few references to COINs that failed to deliver on their potential. Gloor summarizes the elements that underlie COINs as their "genetic code" (p. 53). The code consists of these five elements: 1. Collaboration networks are learning networks 2. Collaboration networks need an ethical code 3.

Disclosure: I am the VP Corporate Communications for iQuest. The author is president of our company. The following advance comments are reprinted from the dust jacket of Peter's book. "Filled with real examples and practical suggestions, this thought-provoking book gives insightful guidance to anyone trying to harness the power of collaborative innovation unleashed by today's new communication technologies." --Thomas W. Malone, Director, MIT Center for Coordination Science, and Patrick J. McGovern Professor of Management, MIT Sloan School of Management "This book illustrates that collaboration is key for successful companies. It shows how collaboration and innovation extends into all aspects of daily business life. Applying the principles outlined in this book will help companies to innovate by working together and learning from each other in social networks." --Dirk Havighorst, Senior Manager Procurement & Supply,

DaimlerChrysler"Swarm Creativity brings a totally fresh look at innovation and collaboration. This book is a must-read for anyone in a business who is faced with the need to constantly innovate in order to remain competitive. It helps organizations shape their strategies based on principles of social networks, ethics, and meritocracy. By becoming Collaborative Innovation Networks, organizations will increase performance and become more creative." --Kurt Wolf, Managing Director, UBS"Peter Gloor offers a visionary guide into novel organizational forms and the opportunities they present for innovative companies. This is a wake-up call, challenging our most basic assumptions about management of organizations. His timing is perfect: loosen the hierarchy...harness democracy...think not of employees, but of partners.

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