In this Charette Workbook

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Collective Invention

Confidentiality agreement for workshop participants:

All content developed in, and in conjunction with, this workshop is owned by the WBCSD and its members. All content discussed and distributed during or outside the workshops is strictly confidential and protected. We ask that you kindly observe the WBCSD confidentiality stipulations as outlined in the WBCSD confidentiality agreement below:

- Any WBCSD studies or reports in development, and all related working papers and documentation, shall be the exclusive property of the WBCSD and the WBCSD shall have all copyrights on such documents. Guests will treat all documents provided to him by the WBCSD, or seen by him during this workshop, as confidential.
- Any information concerning WBCSD activities and the activities of its members the guest may obtain while attending this WBCSD workshop is confidential and cannot be used for its own benefit or disclosed to any third party.
- These provisions shall survive the termination of the guest’s participation in this workshop March 19 & 20 2009.
We welcome you to this 1.5-day charrette workshop, specifically exploring the personas of sustainable consumers and lifestyles in 2050. This workshop has been designed specifically for marketing, communications and sustainability professionals of WBCSD member companies interested in the future era of ‘ethical consumerism’ and the human behaviors that will either support or inhibit more sustainable consumption on a global scale.

The workshop begins on Monday May 11 (afternoon) and continues for a full day on Tuesday May 12, 2009. The workshop is generously hosted by SONY Europe at their facility in Weybridge, UK just outside London.

This session builds on the work of the WBCSD’s sustainable consumption & consumers workstream as well as the WBCSD’s Vision 2050 project. In the workshop, we will be guided through the process of creating new personas of sustainable consumers in 2050 to challenge our assumptions about—and deepen our understanding of—the evolving dynamics driving consumer behaviors over the next several decades.

The workshop was preceded by a facilitated online “journey to the future”, which explored the world in 2050 through the news about and experiences of various consumers in the future. The online experience was made available the week of May 4 to help set the stage for this live workshop.

**Objectives**

The output of this workshop will be a sample of consumer personas who will travel with us in the journey toward Vision 2050. Once home, participants will have access to the material we have generated together in Weybridge as a basis to develop their own gallery of personas customized to their organizations’ sectors, target markets and strategies.

Participants will leave with:

- Vision of 2050 brought to life—a sense of the world in 2050, with a common understanding of the forces critical to shaping a more sustainable future.
- Sustainable lifestyles up close and personal—a sense of the attitudes, behaviours and values that will support a sustainable world in 2050 and a picture of how those lives are the same or different to the lifestyles we lead today. Also an understanding of the value and behavior shifts associated with each decade of change from 2010–2050.
- The sustainable consumer—a sample segmentation scheme that details research-based lifestyle “tribes” relevant to the Vision for 2050.
- Brand 2050—a set of broad key messages that could be used across industry and brand groups to build the desire for the lifestyles that support the world where people are living well within one planet.
The Weybridge session has been preceded by an immersive, online experience of 2050 co-facilitated by the Collective Invention team in San Francisco and its sister company, The Idea Factory, in Singapore. Online participants were introduced to a future global community—consumers with diverse values and behaviors with varied perspectives on sustainability—while gaining a broad sense of the forces that shaping WBCSD’s Vision 2050. Our goal was to build an active, imaginatively-engaged onramp to the face-to-face session for those who can be here, and to provide a glimpse into the lives of future consumers for those who can’t. Please note: the Weybridge workshop proceedings will be captured digitally to allow those at home to benefit from the experience after the fact.

To support the interactive nature of the pre-programme experience, participants were required to make the following commitments over the three-day period of May 5–May 7, 2009.

- Introductory web conference. Tuesday, May 5th. Time commitment: 30 minutes
- Daily login for news. Tuesday, May 5th through Thursday, May 7th. Time commitment: 20 minutes per day
- Web conference from the future. Thursday, May 7th. Time commitment: 60 minutes
- Questionnaire related to lifestyles research in preparation for Weybridge workshop. Thursday, May 7th. Time commitment: 15 minutes

Total time commitment: 2 hours 45 minutes

Workshop Day 1 – May 11

12.00–14.00 Welcome and WBCSD Sustainable Consumption & Vision 2050 overview
14.00–15.00 I, the consumer—self-portraits & introductions
15.00–16.00 The world in 2050—WBCSD’s Vision for a sustainable world in 2050
16.00–17.45 Personas of the Future—consumer lifestyles mapping
17.45–18.00 Day 2

Workshop Day 2 – May 12

8.00-8.30 Morning coffee
8.30-9.00 Gallery walk—view work in progress, personas of the future
9.00-11.00 Bringing the future to life—characterizing personas of the future
11.00-12.30 From 2009–2050—The lifestyles journey to the future (from now to then)
12.30-13.30 Lunch
13.30-14.30 Days of our lives in 2050—Tour of the consumers of the future & their lifestyles
14.30-16.30 Brand 2050—living better (than today) within one-planet
16.30-17.00 Conclusions
17.00– Close
Charrette is a French term used by architects and designers to mean an intensive, round-the-clock collaborative team work session having a specific objective and a time deadline. The central characteristic of the Charrette is visual idea generation. All thinking is done in rapid visual iterations, proceeding from rough early concepts to successively higher fidelity versions. Designers call this “successive approximation.” All reference material, data, and creative stimuli, as well as work products are put on the walls. This gives everybody the same shared view of the content as it emerges and the same shared history trail of the collaborative body of thought as it grows. Institute For The Future calls this “public cognition.” Everybody feels free to annotate, re-arrange, cluster and re-organize the material constantly. The effect is like viewing a visual, neural-network map of the collective mind of the project team. This stimulates the spontaneous cross-linking of previously unrelated detailed ideas and the pattern-recognition of larger gestalts—the “Aha!” cognitive behavior that is uniquely characteristic of shared creative thought.

Within the intensive, immersive, experiential, and schedule-driven context of the Charrette, visual representation stimulates out-of-the-box, boundary-testing thinking. Visualization includes representational images, diagrams, maps, process flow-charts, icons, brainstormed phrases and key words. What is important is to generate as rich a field as possible of data-items and to keep it all visually displayed all the time. Visualization can include constructing three-dimensional physical mockups, ranging from found objects or crude “blank models” made from bits of paper, plastic or clay, through iterations of rough concept prototypes to high-fidelity final models.

Visualization often includes enactment: that is, bringing to life the potential user of an idea being developed. This can be done by playing the role or simulating the behavior, or imagining a scenario story of a hypothetical potential user, or by actually engaging a real potential user in the generative process as a test subject or a co-participant.

The charrette stimulates the kind of generative thinking that computer scientists call “spiral development”; i.e: exploratory, divergent, and variety-seeking thought alternates with convergent, resolution-seeking thought. Innovation requires continuous iteration between both styles of thinking.

A further key feature of Charrette culture is the generative nature of the physical space. A Charrette takes place in a space exclusively dedicated to a specific project for the entire duration of that project. Everything relevant to the project content, structure and continuity is displayed continuously on the walls. To be in the Charrette space is to be constantly immersed in the entire, un-compressed history of the project. Neatness and tidiness do not dominate here. Continuity of argumentation, persistence of information, shared meaning, visibility, creative stimulation, and surprising interrelationships of dissimilar parts count for everything. These are the lifeblood of the kind of generative ideation that leads to innovation.
Newly revealed values and behavior changes are being driven both by crisis and hyper-socio-technological innovation, often in response to crisis.

### Value Shifts: from what to what?

<table>
<thead>
<tr>
<th>REVEALED MILESTONES</th>
<th>VALUES &amp; VISION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2010-20</strong></td>
<td>Widespread value shifts must force and enable systemic change to economies, governance systems, and lifestyles in the short term (2010-2020).</td>
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<tr>
<td><strong>2020-30</strong></td>
<td>2020-30: One world eco-affluent lifestyles are starting to be defined. People are rewarded by society for their one-world behavior change. Here world leaders are able to begin to see some scale of value shifts from policies written in the previous decade. Inclusive global governance mechanisms start to take shape as an enabler.</td>
</tr>
<tr>
<td><strong>2030-40</strong></td>
<td>2030-40: One planet societal innovation and opportunities enabled by value shifts and policies in 2020-2030. A global, local, and inter-generational web defines communication and connectedness of people with each other and with the planet. New media tools are influential in enabling new ways of learning &amp; working.</td>
</tr>
<tr>
<td><strong>2040-50</strong></td>
<td>2040-2050: People thrive in new one-planet affluent lifestyles. There is evidence of shift in desires and daily routine. People are optimistic about the future and feel empowered and enabled to face any challenges of the future.</td>
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</tbody>
</table>

From WBCSD People & Values Vision 2050 work in progress 2009
Who will be Sustainable Producers?

Who will be Sustainable Consumers?

Notes

“The future is here, it’s just not evenly distributed.”

William Gibson
The Consumer's View

See the world through the consumer’s eyes
Experience the consumer’s experience
Walk in the consumer’s shoes

PRODUCER
CONSUMER
LIFE CONTEXTS
VISION 2050

Well-being
Inter-generational
Interdependence
Equity Inclusivity
True Value
Transparency
Bio-productivity
eco-efficiency
Resilience
Frameworks
Networks
Entrepreneurship
Speed & Scale
Sustainable
Consumption
New Energy Mix
One-planet

Notes

“Innovation is not what innovators do—it is what customers adopt.”
Michael Schrage
Producers must constantly scan for emerging ideas, especially from places outside their industry. That is where the innovations and lifestyle shifts will come from that will change their industry’s game.

“The best way to predict the future is to create it.”
Alan Kay, pioneer of desktop computing
Resources, Energy and Ecosystems Pathway

2010-20
- Carbon Price Identified
- GHG mitigation makes economic sense
- Ecosystem services value recognized (thru TEEB) with a special focus on Water
- Energy efficiency standards established (transport, buildings)
- Awareness raising on sustainable consumption and design (i.e., incentives for energy and resources efficient consumption and production choices)
- Overcome social acceptability of GMOs, Nuclear Waste, CCS

2020-30
- CCS — a reality for 80% of coal fired industrial plants
- Raising agricultural and forestry productivity of specific countries (Africa, APAC)
- 3 fold bio-energy yield increase
- Incentives now combined with penalties
- Reinvent general mobility (move away from internal combustion engines)
- Development of Smart Grids
- Smart buildings become the norm

2030-40
- Elimination of coal fired industrial facilities without CCS
- Protecting natural systems (soil, primary, forest, watersheds)
- Higher competitiveness for Renewable energies
- Incentives now combined with penalties
- Reinvent general mobility (move away from internal combustion engines)
- Development of Smart Grids
- Smart buildings become the norm

2040-50
- CO2 as raw material
- 3 fold agr. and forest yield increase
- Well-functioning eco-systems
- Biodiversity is enhanced
- CCs + Nuclear = bridging technologies
- New business models emerge green jobs
- Global warming limited (i.e., +2°C)
- Maximized bio-capacity
- Consumption within one
- Renewable based energy mix (i.e., IEA Blue Map)
- Geo-centric society (i.e., C2C society)
- Adaptive & Dynamic Resource Efficiency/centricity
- Smart Cities

From WBCSD Sustainable Consumption Facts & Trends (2008)

Consumer-Centric

The business case of sustainable consumption

INNOVATION
Increasing the availability of more sustainable products and services through integrating sustainability and life cycle processes into product design innovation that doesn’t compromise on quality, price or performance in the market

CHOICE INFLUENCING
Creating a market for sustainable products and business models by working in partnership with consumers and other key stakeholders to demonstrate that sustainable products and lifestyles deliver superior performance at the best prices. Using marketing communications to influence consumer choice and behavior

CHOICE EDITING
Editing out unsustainable products, product components, processes and business models in partnership with other actors in society such as policy-makers and retailers

From Vision Resources, energy and ecosystems: Vision 2050 work in progress 2009
There is currently no globally recognized or agreed definition of a sustainable consumer/lifestyle.

### Frameworks

As noted in the WBCSD report Sustainable Consumption Facts and Trends:

“Some market research companies are starting to apply new taxonomy to consumers to understand who is the green/ethical and sustainable consumer. The segmentation model shown here is one example of consumer segmentation tools starting to emerge.”

A great many structures exist for consumer segmentation as part of standard marketing research practice. Each corporation has its own repertoire of taxonomies, frameworks and maps.

When we do contextual inquiry and persona development as a foundation for creating user scenarios and new concept development, we find it important to use one or more frameworks as a scaffolding for mapping, structuring and giving meaning to personas.

On the following pages are examples of framework adaptations we find useful in persona work. These include adoption cycles drawn from the technology diffusion work of Everett Rogers and Geoffrey Moore, a map of psychographic drivers and a variation on brand positioning mapping.

As your teams work on developing your own personas, we encourage you to use a framework or map of some kind. Feel free to use one of ours. Preferably, you might want to apply taxonomies, frameworks or maps that you are accustomed to use in your own organization.
Frameworks

Geoffrey Moore’s Adaptation of Everett Rogers’ Diffusion of Innovations Model

- **2.5%** Innovators
- **13.5%** Early Adopters
- **34%** Early Majority
- **34%** Late Majority
- **16%** Laggards

**Area under the curve represents number of customers**

**Technology Adoption Lifecycle**

Collective Invention Adaptation of Moore’s Model

**Adoption Phases**

- **Seekers:** “Just try it”
- **Exemplars/Brokers:** “Get ahead of the herd”
- **Pragmatists:** “Stick with the herd”
- **Conservatives:** “Stick with what’s proven”
- **Skeptics:** “Just say no”

**Technology Adoption Strategies**

Drivers

- **Low Sense of Agency**
  - Escapist
- **High Sense of Agency**
  - Pleasure Seeker

Positions

- **Efficacy**
- **Image, Lifestyle**
- **One Planet Moral/Survival Choice**
  - “It’s the Right Thing To Do”
- **Price**
- **Service**

- **The Emergent "Inflection" Position**

Frameworks
Producers used to target the center of the bell curve—the mass market...

But now the center-line shifts too fast...

Today we have to “manage the edges”—emergent segment lifestyles

“*We don’t see things as they are, we see things as we are.*”

Anais Nin
“Personalas” are fictitious characters, or archetypes, that help us to focus discussions about needs and wants when exploring an issue, or designing a product or service. Ideally they are drawn from research, to help analysts and creators step outside of their own assumptions.

At Collective Invention we create personas from ethnographic, or ethnographically informed research. This kind of qualitative research tends to focus upon depth, rather than breadth, looking for influences and motivators behind behaviors and opinions. Researchers will tend to spend more time with less people, and so the overall data sets are relatively small. In order to maximize the range of information possible from this work we look for variety, aiming to pin down the widest range of possibilities.

We then develop composite characters from the research. Composites encapsulate more information in one figure, and allow us to explore a variety of different aspects more efficiently.

General Process Steps:
- Doing research
- Identifying dimensions of difference
- Developing a character

Steps for this workshop
The purpose of this exercise will be for each group to create two personas that are as different from each other as possible along dimensions relevant to WBSCD members’ shared work.
Research:
In your card set you will find a selection of images, of people, places and things, and a selection of quotes and key words from the research phase of this work. You may also have brought materials from your own companies.

Identifying Dimensions of Difference:
Dimensions come from the themes emerging from our research. They may be themes that occur frequently when talking to a variety of different people, or they may only be mentioned a few times, but provide an interesting counterpoint to another theme.

For the personas prepared in advance of the workshop our set of dimensions included the following:

- **Gratification**
  - INSTANT
  - DELAYED

- **Agency**
  - LOW (WHAT WILL BE WILL BE)
  - (I CAN MAKE A DIFFERENCE) HIGH

THE AGENCY DIMENSION, FOR THIS DATA SET AT LEAST, SEEMS TO ALSO CORRESPOND TO THE FOLLOWING:

- **Political / Material Status**
  - DISPOSSESSED
  - PRIVILEGED

- **Stability**
  - LOW
  - HIGH

Read through the data set, and also any materials from your own work that you have brought with you. As a team, brainstorm dimensions, without editing: more is better than fewer at this stage. You should have a fairly extensive list of dimensions of difference by the end of a short brainstorming process.

Review the list, checking to determine if you have listed multiple versions of the same idea; these should be clustered together. For example: “agency”, above, seemed to be a result of the “political/material” status, and of “stability”. We opted to go with “agency”, whilst bearing in mind that these other dimensions are connected to it.

Look again at your data set, and see what evidence you have to characterize these dimensions.

Identify a smaller set, perhaps 6-8, that seem to be well characterized by the data and point to issues that you and your home company consider most significant. Ideally the smaller set will create an interesting tension with each other. These will be the foundation for development of your personas.

**Developing Personas**
Using the extremes of each dimension, build two characters—or personas—who are as different from one another as possible. Use the persona construction kit you have been provided, along with blank post-its, to identify the salient characteristics of each persona. You will find in the construction kit various types of cards for use with the template we have provided. These include: data cards, which are drawn from WBCSD research; keywords and quotes derived from primary research Collective Invention has performed; image cards which provide a range of photographic images representative of values, places, and ideas relating to your persona; and persona faces, a library of photographs from which to choose your persona’s visage.

A note on “tunable” dimensions: Although it is very helpful to map the extremes of any social space we can also use the dimensions to provide more nuance. If any dimension is taken as a slider scale we can consider more subtle varieties between people.
Without referring to the Vision2050 work we asked interviewees: “What is the best you can imagine for the world in forty years time?” We then probed for what would have to happen in the interim to make that true.

**Personas Views of the Future**

<table>
<thead>
<tr>
<th>Persona</th>
<th>2010-2020</th>
<th>2020-2030</th>
<th>2030-2040</th>
<th>2040-2050</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legacy Builder</strong></td>
<td>Governments working together to make drastic decisions on climate and population</td>
<td>Carbon emissions standards set</td>
<td>Carbon emissions regulation</td>
<td>Limited carbon emissions, Limited population growth</td>
</tr>
<tr>
<td></td>
<td>“Could be industry pushed but likely to be government because industry on short-term profits”</td>
<td>Restrictions on energy use</td>
<td>Population regulation?</td>
<td>Nations leading more responsibly</td>
</tr>
<tr>
<td></td>
<td>Developing world governments will have to drive change as populations with less to lose will take more risks</td>
<td>Greater energy efficiency</td>
<td>Limited issues related to global warming, e.g. rising sea-levels</td>
<td></td>
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<tr>
<td><strong>Pleasure Seeker</strong></td>
<td>Alternative energy has to be developed</td>
<td>Nuclear options are more palatable</td>
<td>Big breakthroughs in battery technology</td>
<td>Viable and efficient energy</td>
</tr>
<tr>
<td></td>
<td>Slowly increasing taxes on fossil fuel vehicles</td>
<td>Much less meat eating</td>
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<td></td>
<td>Better public transport</td>
<td>Brilliant, altruistic people begin to give away designs – public domain design</td>
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<tr>
<td></td>
<td>Better health care</td>
<td>Only a few areas do high-tech, but local, cottage industry manufacturing everywhere</td>
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<tr>
<td></td>
<td>Eating locally produced food, Sustainably Farmed</td>
<td>Only biodegradable plastics are used</td>
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<tr>
<td></td>
<td>Children raised to be vegetarian, and to understand local food is less polluting</td>
<td>Changes won’t come easily, we need a major wake-up call</td>
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<tr>
<td></td>
<td>Talented, energetic people focused on the right problems</td>
<td>Good infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Nurturer/Steward</strong></td>
<td>Educating youth</td>
<td>Only biodegradable plastics are used</td>
<td>Converted action on pollution and population control</td>
<td>Pollution is a criminal offence</td>
</tr>
<tr>
<td></td>
<td>Major efforts to raise awareness</td>
<td>Changes won’t come easily, we need a major wake-up call</td>
<td></td>
<td>Limited population growth</td>
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<tr>
<td></td>
<td>Each one of us taking responsibility</td>
<td>Good infrastructure</td>
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<td></td>
<td>More balanced lifestyle allows people time to research better environmental solutions</td>
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<td></td>
<td>Address poverty – access to education, health care and ways of sustaining themselves economically</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Good government</td>
<td>People thrive in new their eco-affluent lifestyles. There is evidence of shift in desires and daily routine. People are optimistic about the future and feel empowered and enabled to deal with challenges that may come at them in the future.</td>
<td></td>
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</table>

**Vision 2050 People, Values storyline**

- Eco-awareness is firmly planted and starts to spread. New “people and planet” movement leaders emerge. All societal actors take responsibility for deeper “ecological-awareness education” to encourage changes in perceptions and behaviour by the end of the decade. Policies, economies and even products are now being designed to enable and support these changes.
- Eco-affluent lifestyles are emerging and further defined, reaping rewards such as improvements in quality of life, well-being and new forms of interaction and belonging. Global governance mechanisms that are effective, accessible and effective start to take shape.
- “People and planet” focused innovation and opportunities are enabled by value shifts and policies in the previous decade. A global, local, and inter-generational web defines communication and connectedness of people with each other and with the planet. New media tools are influential in enabling new ways of learning & working.
- People thrive in new their eco-affluent lifestyles. There is evidence of shift in desires and daily routine. People are optimistic about the future and feel empowered and enabled to deal with challenges that may come at them in the future.
Ideas for the Way Forward

1. **Download your consumer personas**
   to travel with on your journey toward Vision 2050. You will have online access to your "starter set" of personas as a basis to build out your own gallery of personas customized to your organizations' sectors, target markets and strategies.

2. **Further develop personas**
   Refine and focus:
   - a felt sense of the world in 2050, with emphasis on the forces most critical to shaping a more ethical and sustainable future
   - segmentation frameworks that illuminate and structures research-based lifestyle “tribes” relevant to Vision 2050
   - additional ways to segment and analyze lifestyles data
   - experience through the iterative generation of persona portraits an understanding of the ways in which personas can help align product and service development, sustainability strategies, and corporate marketing/communications

3. **Use personas as generative tools**
   Embed personas and be persona-driven in your visioning, strategy, planning and operations. Use persona user requirements to cross-matrix product and service specifications

4. **Iterate**
   Target decadal milestones through 2050

5. **Co-create 2050**
   Recruit real people in your persona segments to help you co-design your future sustainable consumer product and service offerings, communications, environments and experiences.

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Notes

“We must become the change we want to see”

Mahatma Gandhi
Appendix: Collective Invention, Inc.

About Us
Collective Invention is an innovation practice dedicated to promoting innovation for the common good. Our goals are to apply known art about innovation in the private sector to seemingly intractable problems crucial to us all: education, healthcare, and the environment. Partners in our firm have spent many years developing systems-level strategies, on-the-ground solutions and new business models in areas such as sustainable mobility, transdisciplinary teaching and learning, and family-centric healthcare delivery.

With a small team of partners based in San Francisco, Collective Invention enjoys a network of affiliates across Europe, Australia and Asia, with a sister firm, The Idea Factory, based in Singapore. Partners’ backgrounds include, among other things, scenario planning, ethnographic research, industrial design, architecture, and strategic multi-stakeholder facilitation.

Our Clients
A background in cross-sector innovation has meant that we have worked with clients in virtually every area imaginable, from small social services agencies to Fortune 50 companies; from major urban school districts to individual schools; from private philanthropies to international consortia. A complete client list is available upon request.

How We Work
Drawn from a deep connection to the creative arts with a solid grounding in research and planning, the CI process is characterized by an unfolding optimism and energy which stimulates inventiveness in dealing with complex problems within complex systems such as those facing many of our clients. Our process generally breaks into these 3 steps:

Discovery
Process design and formation of a core team
Introduction to innovation process
Ethnographic research

Design
Model-Building
Concept Generation
Concept Validation
Prototype Development and Testing

Delivery
Implementation
Evaluation

Key Practices
Our engagements often involve an iterative process of professional development for leaders committed to innovation. Over the course of several sessions we train teams how, when and why to use tools such as:

The Ethnographic Field Expedition: how to develop a highly effective primary research team capable of internalizing and building on diverse environmental knowledge gained through

Persona Development: how to develop iconic human portraits representing relevant segments of our market

The Charrette Process: how to construct a community platform for visualizing, developing and sharing data and emerging concepts

Digital Media Environments: how to use digital media environments for collective learning and collaboration across geographies

www.collectiveinvention.com
keynote speaker for The Conference Board in New York City; The National Association of Homebuilders in San Francisco and in Santa Barbara; INDEX:2005 and 2007 International Design Awards, Copenhagen; the Creative Industry Management Strategy International Forum in Taiwan; the Creative Industries Development Initiative and Design Education Initiative, both in Singapore; Microsoft’s Partners in Learning Conference in Winnipeg, Canada; the Business & Innovation Conference of the Norwegian Design Council, Oslo; and the New Enterprise Innovation Conference of the Singapore Design Council.

He is a member of the International Advisory Panel of Singapore’s Ministry of Information, Communication and the Arts creating a strategy to make Singapore a world hub of innovation and design. He is a member of the jury and advisory board of Singapore Design Council’s annual “President’s Design Award.” He is on the advisory board for the International Council of Industrial Design’s 2009 Congress in Singapore where he initiated and is Principal Advisor for the Congress theme: DESIGN2050. He is a member of the World Economic Forum Global Agenda Council on Design and is a member of the advisory board of the New Orleans Center for Creative Arts. He is a consultant to the World Business Council on Sustainable Design.

Wasserman wrote the section on “Industrial Design” for the current edition of Collier’s Encyclopaedia. He has received numerous international awards for his designs of business equipment and consumer products. IDSA (Industrial Designers Society of America) has presented him with its Bronze Apple Award for organizing the first national conference on universal design. Carnegie Mellon University has presented him with its Distinguished Alumnus Award. Wasserman has served as chairman of the jury for Business Week’s Industrial Design Excellence Awards competition.

Wasserman was chairman of INDEX:2005, a major international design competition, conference, and exhibition that awards “Nobel Prizes” for “Design To Improve Life” in Copenhagen. He is co-chairman of INDEX:2007 and 2009 and is a member of the International Board of Advisors for INDEX.
He holds a Bachelor of Arts degree in industrial design from Carnegie Mellon University and a Master of Arts degree in design history and theory from the University of Chicago.

**Erika Gregory, Founding Partner, President**

Erika Gregory is President and Founder of Collective Invention, a multi-disciplinary consultancy that leverages insights from organizational development, anthropology, architecture, design, the arts and business. Based in San Francisco, Collective Invention works businesses, schools, philanthropies, NGOs, corporations, and government agencies dedicated to innovation that serves the common good. Much of Collective Invention’s work focuses on breakthrough approaches to education, health, and environmental sustainability.

Co-Founder (1997) of The Idea Factory, an international innovation consultancy based in Singapore, Erika has long led the invention of tools to support strategic innovation. She has also been responsible for cultivating relationships—many of which have spanned years—with key clients and partners in Europe, Southeast Asia and the United States. She has designed and managed projects for Fortune 100 clients in telecommunications, automotive, technology, financial services, international shipping, and advertising.

A master of group facilitation, Erika’s expertise is in the leadership of collaborative innovation programs. Because she firmly believes that transformative ideas often result from transformative experiences, Erika designs client programs that stimulate both intellect and imagination, including visits to the future, simulations, and learning journeys. From 1994-1997, she was Director of Scenario Communications at Global Business Network (GBN), where, among other things, she produced the interactive “Museum of Unintended Consequences.”

Since 2005, Erika has been leading Collective Invention’s work with the New Orleans Center for the Creative Arts (NOCCA), a New Orleans Center for Creative Arts (NOCCA), a regional, pre-professional arts training center for secondary students planning to expand into a residential full-day arts/academics conservatory program. In collaboration with the Exploratorium’s Teacher Institute and NOCCA’s faculty and staff, Collective Invention is co-designing a science curriculum for young artists; what is learned in the science prototype will in turn inform the development of history, humanities and math curricula. Erika is collaborating with the New Media Consortium (NMC) to convene an international council to advise in this process.

A 1985 graduate of the Juilliard School, Erika has written, directed and produced in a variety of media, from live theater to videotaped dramatization, strategy simulations and installations. She lives in the San Francisco Bay Area with her husband, Loren Mollner, and their two small children.

**Fiona Hovenden, Ph.D., Partner**

Fiona Hovenden is an experienced researcher who uses the practice of ethnography as a main part of her work. For the past 14 years, through doctoral and postdoctoral research and in the business world, she has provided insight-based strategies for a variety of organizations. These range from Fortune 100 automotive, energy, transportation, financial services and aerospace companies, government ministries in Singapore, SMEs, and philanthropic foundations to non-profits and startups. Her fieldwork has taken her widely varying situations and places, including: a nuclear power plant and a scientific research vessel to provide insight into the cultural aspects of safety critical systems; a major telecoms organization to chart the work of a skunk works team; schools and school district offices in the US; a Tennessee tobacco farm, and a Latino community center to provide insight into supporting equity in education; gas stations, boutiques, and flagship concept stores to explore the intersections of service station and retail; and a reform school, mental health agencies serving the urban poor, a marriage bureau, and schools to provide insight on a number of projects supporting innovation in education and social services in the US and Singapore. Fiona also practices as a psychotherapist with Sutter Hospice in San Francisco.

Fiona is a principal with Collective Invention providing research direction and support for clients from primary research through analysis and integration of data, to rich scenario-based recommendations. She has also worked with The Idea Factory since 2001, in both the US and Singapore.
leading the ethnographic phases of many Idea Factory projects. Before joining The Idea Factory, Fiona was Director of Research for consultancy Noise to Signal, where she co-developed tools and methods for analyzing online experience.

Her current work focuses upon the capabilities for creating sustained change. This bridges her work with individuals as a psychotherapist and her work with groups, and organizations. Her approach is deeply influenced by the practices of ethnography, and the therapeutic ideas of living change, but not rigidly confined to these disciplines. She enjoys working with complex problems and integrating multiple types of data and has significant experience in integrating best practices from different disciplines to produce optimum strategies for changing environments.

As well as extensive research reports, Fiona has authored numerous journal papers and book chapters, and co-authored The Gendered Cyborg, Routledge. She has a B.A. in Philosophy from the University of London, an M.S. in Artificial Intelligence from Kingston University, UK, an M.A. in Counseling Psychology from JFK University, California, and a Ph.D. in Computing and Ethnography from Brunel University, UK.

**Clark Kellogg, Partner**

Clark focuses his work on design strategy in communication, new media, organizational leadership, and facility design and planning. He began his career as an architect in the Design Arts Program of the National Endowment for the Arts where he helped launch a program of designers-in-residence in K-12 schools across the country. Shortly afterwards he moved to NYC and began working for commercial architecture firms. As a project architect he realized his clients needed something the firms did not offer: deep understanding and compassionate communication. Thus began his own firm, Kellogg Communication + Design in New York, working for a balance of dance and theater companies on one hand, and Fortune 500 corporations on the other. These included Paul Taylor Dance Company, American Express, Merce Cunningham, IBM, The Performing Garage, Mastercard, The American Dance Festival, Lincoln Center, Nabisco, Carnegie Hall, MTV, and more. In this phase of his career, Kellogg continued using design thinking to solve an ever-widening scope of strategic issues for his clients.

Wanting to see if his ideas about communication + design could be applied to whole organizations, he sold his firm and became the chief creative officer of The Nature Company responsible for product development, store design, catalogs, brand and marketing. Before long, Clark was asked to join State State Global Advisors (SSgA) - the largest investment management firm in the world. There, he became the first designer to sit on the Executive Committee of a Fortune 500 company. Kellogg continued to explore the communication + design landscape by creating the SSgA Innovation and Communication Lab. He designed of the Lab’s space as a physical expression of the mission of his organization. The Lab grew to be a 100+person brand, communication and marketing studio located in three global sites and serving countries on five continents.

Leaving the investment world mostly intact, Kellogg began teaching what he had learned about design + communication at his alma mater, the UC Berkeley Department of Architecture while also directing brand strategy at Pentagram Design in San Francisco. In time, Kellogg began a small consulting practice where he could leverage the power of design + communication in the service of social design and environmental justice. Continuously seeking deeper understanding, Kellogg became a CEO coach, a master facilitator, a communications trainer and a writer. Today, these skills enhance the effectiveness of his work in three design disciplines: architecture, product design, and graphic design.

In 2007, Clark joined Collective Invention. Today, he continues to teach, write and speak about design + communication. His insights into physical space and organizational communication, his deep passion for creating a sustainable world and his ability to distill clarity from chaos are all recognizable in the many forms of his work. Clark earned degrees in Environmental Design and Architecture at UC Berkeley and CCNY. He lives in Berkeley, California, where he and his wife Christina Kellogg, have raised two pretty-much grown children. Kellogg has been an avid sailor since he was nine years old.
“The stone age didn’t end because they ran out of stones.”
Unknown

“A very different philosophy of management is arising. We are moving beyond strategy to purpose; beyond structure to process, and beyond systems to people....”
Sumantra Ghoshal
“The future ain’t what it used to be.”
Yogi Berra, New York Yankees ball player

“It had long since come to my attention that people of accomplishment rarely sat back and let things happen to them. They went out and happened to things.”
Leonardo da Vinci
### Evaluation

#### Pre-workshop online experience

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<thead>
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<th>How well did we ...</th>
<th>POOR</th>
<th>OK</th>
<th>EXCELLENT</th>
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<tr>
<td>Create an easy-to-use experience?</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>Create an experience that helped you to step into the future?</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>What would you have changed about this experience?</td>
<td>1</td>
<td>2</td>
<td>3</td>
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Please add any other comments:

#### Workshop experience

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<th>How would you rate the...</th>
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<th>EXCELLENT</th>
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<tbody>
<tr>
<td>Quality of facilitation</td>
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<td>Quality of materials</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>Create an experience that helped you to explore the perspectives of future consumers?</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>What would you have changed about this experience?</td>
<td>1</td>
<td>2</td>
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