frog works with the world’s leading companies, helping them to design, engineer, and bring to market meaningful products and services. With an interdisciplinary team of more than 1,600 designers, strategists, and software engineers, frog delivers connected experiences that span multiple technologies, platforms, and media. frog works across a broad spectrum of industries, including consumer electronics, telecommunications, healthcare, energy, automotive, media, entertainment, education, finance, retail, and fashion. Clients include Disney, GE, HP, Intel, Microsoft, MTV, Qualcomm, Siemens, and many other Fortune 500 brands. Founded in 1969, frog is headquartered in San Francisco, with locations in Amsterdam, Austin, Boston, Bangalore, Johannesburg, Kiev, Milan, Munich, New York, Seattle, Shanghai, and Vinnitsa. frog is a company of the Aricent Group, a global innovation and technology services firm.

www.frogdesign.com

Since 1994, LRN has helped over 20 million people at more than 700 companies working in over 100 countries simultaneously navigate complex legal and regulatory environments, foster ethical, winning cultures, and inspire principled performance in their operations. LRN’s combination of practical tools, education, and strategic advice helps companies translate their values into concrete corporate practices and leadership behaviors that create sustainable competitive advantage. In partnership with LRN, companies need not choose between living principles and maximizing profits, or between enhancing reputation and growing revenue: all are a product of principled performance. LRN works with organizations in more than 100 countries and has offices in New York, Los Angeles, London, and Mumbai.

www.lrn.com

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<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>04</td>
</tr>
<tr>
<td>Why Reinvent Business?</td>
<td>06</td>
</tr>
<tr>
<td>Why a Hackathon?</td>
<td>10</td>
</tr>
<tr>
<td>Anatomy of a Team</td>
<td>13</td>
</tr>
<tr>
<td>Framing of the Task</td>
<td>15</td>
</tr>
<tr>
<td>Judging Process</td>
<td>19</td>
</tr>
<tr>
<td>Teams and Concepts</td>
<td>22</td>
</tr>
<tr>
<td>Key Takeaways</td>
<td>29</td>
</tr>
<tr>
<td>What’s Next?</td>
<td>31</td>
</tr>
</tbody>
</table>
In early June 2012, global design and innovation firm frog and LRN, a company that helps businesses develop values-based corporate cultures, came together to create a forum for envisioning a more human and social enterprise. With the support of Blumberg Capital, BSR, Carnegie Mellon, Cue Ball, Dachis Group, Fast Company, Net Impact, Silicon Valley Bank, and the World Economic Forum, they organized a two-day “hackathon” called Reinvent Business.

More than 150 change-makers gathered in San Francisco on June 9–10 to rapidly ideate, design, and build software concepts and prototypes with the potential to transform business from within. Two days of dedicated work by creative minds from across design, technology, business, and academia culminated in twenty concepts that reimagine business’ relationship with both external and internal stakeholders.

This report explores key failings of “business as usual” and details how the Reinvent Business hackathon illustrated the potential to unleash the humanity inside organizations.
Reinvent Business A hackathon to imagine, design, and build the 21st century enterprise
Why Reinvent Business?

Reinventing Business is a significant and urgent challenge.

With the rise of interconnectivity comes a new level of interdependence, creating new opportunities and new challenges. As people connect with one another at a faster pace and on a broader scale, the impact of their behavior is duly amplified.

This escalation provokes a fresh examination of corporate behavior and its effect on civil society, the environment, and workers. Our current crises—financial or otherwise—are not the result of unforeseen disasters or natural market cycles. They are the result of behavior, at both an individual and institutional level. Accordingly, the World Economic Forum called the current economic upheaval “a crisis of values,” pressing the business community to realign around a collective mindset and practical approaches for a more moral economy.
Yet the disconnection between business and society endures. From Occupy Wall Street to public resignation letters in *The New York Times*, the widening ‘trust gap’ between business and society cannot be ignored.

At the same time, the emergence of social technology is reshaping the opportunity landscape. A more networked and participatory global community, the distribution of power from a few to many, and social innovation create new and often untapped opportunities for our institutions.

Social media and networks have disrupted traditional paradigms of productivity and organizational behavior, and enabled participatory models of value creation that fully harness human potential by leveraging social technologies to maximize social capital (e.g. enterprise social networks, crowd-sourcing). Consequently, the social enterprise of the 21st century recognizes social capital—in other words: talent, inside and outside of the organization—as its key asset.

With the rise of “talentism,” the need for a real understanding of the common human values that connect organizations and individuals grows ever more important. Transparency, inclusivity, inspiration, and organizational responsiveness are crucial in nurturing businesses’ social fabric and facilitating empathy and collaboration.

Increasingly, consumers and citizens demand companies match their words to their actions and move beyond static Mission Statements, Codes of Conduct, and Corporate Social Responsibility (CSR) programs to meaningful action. This definition of integrity holds firms accountable not only to their own values and principles but also those of broader stakeholders.

Business itself is caught in the middle. Organizations continue to rely on outmoded frameworks, operating systems, and leadership styles that do not reflect the 21st Century world. Consequently, a marked disconnect also grows between companies and the individuals within

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“Social technology presents a unique opportunity to drive higher levels of transparency, empathy, and self-governance within companies, enabling a more human and truly social enterprise. With the *Reinvent Business* hackathon, we aimed to create concepts and prototypes for software applications that translate values and principles into concrete interactions and tangible experiences at the workplace.”

**Tim Leberecht** Chief Marketing Officer, frog
them. Multiple studies report employees as unengaged and disenfranchised in the workplace, illustrating a real need to align organizational purpose and employee priorities.

To grow and compete in this new era, business must reconnect with its human core. The Reinvent Business hackathon was based on the belief that social technology presents a unique opportunity to drive higher levels of transparency, empathy, and self-governance within companies, translating abstract values into concrete workplace experiences, enabling organizations to make better decisions and create a positive impact on the world.

Now more than ever, a reinvention is required to re-inject humanity into corporations.

“We can change the world by reimagining and reinventing business, if we have the courage to rethink its fundamentals.”

Dov Seidman
Founder & CEO, LRN
and Author of HOW

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Founder & CEO, LRN
and Author of HOW
The Metrics that Demand Business Reinvent Itself

Source: LRN’s HOW Report (2012)

**Only 5% of employees** are inspired to perform to their highest potential, whereas **95%** are either motivated by “carrots and sticks” or coerced through fear.

**Only 1 in 5 employees** strongly agree that there is a high level of trust in their company.

**Only 14% of organizations** effectively share information.

**Only 27% of employees** say that business is doing a good job of treating employees well.

**Only 70% of companies** are more focused on situational success rather than on achieving a higher, more significant purpose in the world.

**Only 6% of employees** observe that they work in a company that has a strong sense of values to inform their actions over time and in uncertain, novel situations.

**Only 11% of organizations** across the globe foster high-trust environments where employees are encouraged to take risks, make decisions, and innovate.
Why a Hackathon?

The word “hackathon” is a mashup of “hack” and “marathon.” Hackathons traditionally involve computer programmers gathering to collaborate intensively on software-related projects for a fixed and limited period of time. The *Reinvent Business* hackathon was uniquely developed to capture the creative thinking, cooperation, and rapid ideation of a hackathon, while involving participants of diverse skillsets and backgrounds. In doing so, the event generated an interdisciplinary and multidimensional dialogue reflecting the complex challenges facing business.

*Reinvent Business* participants came from throughout the United States and abroad. The event drew nearly half of its attendees from business while the remaining half was composed of designers, programmers, entrepreneurs, and others.

Participants self-organized into groups around shared interests in one of twenty relevant problem areas. The resulting teams were multi-faceted and cross-functional, incorporating individuals with a broad range of expertise and experience—both occupational and academic—as well as diverse cultural and geographic perspectives.
Principles of the *Reinvent Business* Hackathon

| **Inclusivity** | Including individuals from many disciplines is key for creative problem-solving. |
| **Trust** | Operating with an understanding that extending trust leads to risk-tasking, innovation, and ultimately progress. |
| **Framing of the Problem** | Accurately describing the state of the world and the challenges business is facing can create truly transformational ideas. |
| **Time Pressure** | Accelerating the timeline to ensure rapid creativity. |
| **Friendly Competition** | Working together, even when on opposing teams. |
| **Objective Feedback** | Ensuring external, objective feedback to challenge and refine ideas. |
| **Lack of Hierarchy** | Removing hierarchy ensures organic collaboration; a hackathon can only be successful if all members feel valued and able to contribute equally. |
| **Creativity / Experimentation** | While practicality is key to the outcomes, encouraging experimentation leads to the most innovative ideas. |
| **Don’t Take Yourself Seriously** | Having fun and a willingness to fail creates room for new sources of innovation. |

“I left the event inspired and optimistic. The attendees started the weekend passionate about creating change, and the hackathon provided them with new tools, connections, and ideas for how to do that.”

*Liz Maw* CEO, Net Impact
“No one expected this hackathon to produce any silver bullets, nor did we aim to ‘productize away’ the deep and complex challenges of creating a moral economy and a more human enterprise. But what we did expect—and witnessed—was the germination of new ideas and early prototypes of tools that might inspire positive change.”

Katie Dill  Associate Creative Director, frog
Anatomy of a Team

The third-place team
Team Psy-m

Challenge
How can we measure impact?

Team Make-Up
Organizational psychologist, industrial psychologist, scientist, designer, entrepreneur, and engineer

Solution
Sentimetric—a platform that quantifies and analyzes emotions to illustrate the impact of employee well-being
“I expected high energy and smart people, but I did not expect so many people excited and so engaged—over a weekend. I mean, this is their weekend! Hackathon is the new golf.”

Kal Patel Executive Committee Member, LRN

“We spent most of the first day just trying to determine which sliver of the problem we could address in just two days and what we could implement in one year. It took us all day to figure that out.”

Alex Dempsey VP of Operations, Peanut Labs

“On my team, we all come from all different backgrounds, and we all have our own awesome ideas. So how do we organically bring them all together and make the best outcome?

That’s very challenging.”

Jiwon Hong Manager Samsung PIT

“I wish every day was like this at work.”

Overheard in the hallway
Despite the open format, hackathons require organization, cooperation, and constant focus for participants to stay oriented on the end goal. Framing must support participants in synthesizing divergent ideas into concrete and compelling prototypes.

For the Reinvent Business hackathon the five frames—Collaborate, Support, Relate, Demonstrate, and Measure—gave the task structure and focused solutions on areas with wide opportunity for innovation. These opportunity areas were grounded in the traditional organizational structure of business. The hackathon opened with an immersive exercise, encouraging the participants to collaboratively define questions and challenges within each area. Teams then self-organized around shared interest in the identified problems.
Provide new capital for social enterprises, to how to capture and learn from moments of failure, and how to match employee skills with enterprise needs.

Public perception is integral to a corporation’s reputation and financial success. Too often, companies are focused on ‘managing’ their reputation and have a limited approach about how to interact with their consumers and the public at large.

Three teams came together to ensure companies properly relate to the stakeholders inside and outside of the organization.

Today, companies are challenged with living their values at every level.

Today, companies are challenged with living their values at every level.

Two teams focused on the ways companies live their values and build cultures of inclusiveness. One team sought to create a values-based professional development approach, and the other set out to capture and measure the concrete actions that represent organizational culture.

Collaborate
How can companies share knowledge and work together?

Although many companies seek to promote collaboration among employees, they often lack the infrastructure and tools to support meaningful and ongoing collaboration. Participants cited competition, lack of communication, and siloed hierarchy structures as inhibitors to collaboration.

Six teams sought to address how we collaborate as people and as organizations. The teams set out to help employees collaborate around interests (both personal and professional), create models for disruptive innovation in the enterprise, and use the ‘network effect’ to connect business challenges with topic experts.

Support
How can organizations recognize and reward people?

Nearly every company has a system in place to reward its employees and recognize their contributions. However, these incentives don’t always support company values or reward the right things.

Five teams chose to work on ways to ensure proper levels of support exist within business. The teams explored challenges from how to provide new capital for social enterprises, to how to capture and learn from moments of failure, and how to match employee skills with enterprise needs.

Relate
How can corporations relate to others and the public?

Public perception is integral to a corporation’s reputation and financial success. Too often, companies are focused on ‘managing’ their reputation and have a limited approach about how to interact with their consumers and the public at large.

Three teams came together to ensure companies properly relate to the stakeholders inside and outside of the organization.

Demonstrate
How can companies live their values and show their authentic selves?

Today, companies are challenged with living their values at every level.

Two teams focused on the ways companies live their values and build cultures of inclusiveness. One team sought to create a values-based professional development approach, and the other set out to capture and measure the concrete actions that represent organizational culture.
Measure
How can metrics quantify organizations’ larger impact?

Organizations are able to measure their profits and losses, but often struggle to find metrics for the humanity in their enterprise and the behaviors that align with their purpose, mission, and values.

Four teams took on the challenge of measurement. They explored new ways to encourage responsible business practices, to rank companies based on their adherence to values, and to measure employee aspirations and employee emotion.
The **Judging Process**

The *Reinvent Business* hackathon drew judges from Fortune 500 companies and nonprofits, including venture capitalists, academics, and senior business executives. With areas of expertise including social entrepreneurship, ethics and compliance, consumer products, digital media, corporate culture, software innovation, and investments, the judges provided participants with guidance throughout the event. During the judges’ “office hours,” teams received feedback on their work in real-time while engaging in an open dialogue about the challenges with the expert panel.

The judges ultimately evaluated the twenty teams’ concepts based upon the following criteria: originality of idea, likelihood of adoption, potential impact, fidelity of prototype, feasibility of implementation, and storytelling.
“I was truly honored to be part of the jury. The very best creative and software talents from the Bay Area (and elsewhere around the world) joined the competition. It was energizing, thought provoking, and humbling—all at once.”

Kathleen Edmond
Chief Ethics Officer, Best Buy
“The best part of the hackathon [was] strangers quickly banding together to build something transformative. Teams bounced in and out of project spaces and readily shared ideas and resources with their competition. This to me was more than a reflection of the ethos of Reinvent Business. It was directed action manifested from the intent of addressing culture and values in business.”

Ted Howe  
Director, Advisory Services, BSR

Judges

Brian Behlendorf  
CTO and Managing Director  
World Economic Forum

Alexa Clay  
Director, Social Intrapreneurship and New Economy  
Ashoka Changemakers

Kathleen Edmond  
Chief Ethics Officer  
Best Buy

Jim Fruchterman  
CEO  
Benetech

Ted Howes  
Director, Advisory Services  
BSR

Peter Kim  
Chief Strategy Officer  
Dachis Group

Ebele Okobi  
Director, Business and Human Rights Program  
Yahoo!

Raj Kappor  
Managing Director  
Mayfield Fund

Nick de la Mare  
Executive Creative Director  
frog

Kal Patel  
Executive Committee Member  
LRN

Joe Werner  
Relationship Manager  
Silicon Valley Bank Accelerator Team

Liz Maw  
Chief Executive Officer  
Net Impact
Teams and Concepts

The twenty *Reinvent Business* teams self-organized around problems generated by the participants during a collective brainstorming exercise. The problems spanned the five opportunity areas framing the event, providing teams with structure and focus moving forward in the challenge. The average team size was six members, and each group contained a diverse range of skillsets, experience, and expertise. After the teams formed, the participants immediately embarked on sixteen hours of focused concept ideation, design, and construction. Several teams continued to work independently after the conclusion of the first day, focusing not only on creating their products but effectively presenting the impact of their ideas in a three-minute final presentation.
Metrics and Measurement
Several teams focused on creating a more inclusive definition of corporate value, developing metrics for companies to measure employee happiness, customer loyalty, ethical product demand, and the impact of corporate volunteerism. By conceiving value as more than profit margins, the concepts illustrated how organizations can gain a more holistic understanding of what defines a successful company in respect to the needs of all stakeholders.

Employee Engagement
The challenge of authentically engaging employees was echoed throughout the final presentations, as multiple teams presented prototypes to help employees connect with co-workers and meaningfully connect their personal interests to their work. By using new engagement models to discover untapped resources, hidden skillsets and new channels for innovation, the concepts demonstrated that companies gain more than a dedicated workforce when employees are involved as active participants in the organization.
“I predict that the next big thing is going to be enterprise platforms that enable significant increases in employee productivity. The Reinvent Business hackathon winning concept, SkillCloud, is in that space!”

Kal Patel
Executive Committee Member, LRN
First Place: **Skill Cloud**

**Problem**
Employee engagement scores have never been lower. Company hierarchy, governance models, and leadership approaches often strip humanity out of the enterprise. Employees are often asked to do robotic, “in the box” work. An employee’s full potential and humanity is not always acknowledged or applied. This means the employees themselves aren’t always able to unleash their full talents or bring their complete selves to work. When they do, however, both people and companies can benefit from the application of employees “hidden” passions and skills.

**Solution**
Skill Cloud is a web-based platform that helps match employee skills and passions with needs for those skill sets across an enterprise. It would not replace or reduce employees’ existing work, but it would allow them to get more satisfaction from their workplace and allow employers to develop a more complete picture of their employees’ skill set.

**Potential**
Skill Cloud could allow greater engagement and collaboration in the workplace. It’s based on the idea that people should be able to bring their complete selves to work and that, when they do, both employees and employers will benefit. It could also help companies foster untapped talent from within their organization, rather than looking outside their four walls.
Problem
Data shows that consumers feel like the companies they do business with every day can’t hear them—or at least, aren’t listening. Companies are often unresponsive to customers because they lack effective means of understanding concerns. Their customers are often frustrated because they don’t feel as though their concerns are being taken seriously.

Solution
Loopool is based on the idea that corporations can be designed to evolve and improve over time by using transparent and collaborative tools, much like the way open-source technologies are developed. It recasts the acronym CRM from “Customer Relationship Management” to “Collaborative Relationship Management.” Consumers can report a problem—a bug—and the company and consumers can see how quickly the problem is addressed.

Potential
Loopool is rooted in research showing company responsiveness is the most accurate predictor of business longevity. It has the potential to facilitate two-way communication between companies and their customers. If customers feel more engaged and valued by companies, they’re likely to be more loyal. Loopool would aggregate the bugs customers report, revealing which products or services most need improvement.
Problem
Emotion plays a vital role in employee engagement, performance, productivity, and retention. While organizations have long offered resources for performance reviews and vehicles for filing complaints associated with harassment or other serious matters, they lack platforms for measuring day-to-day, or hour-to-hour, workplace contentment.

Solution
Sentimetric, is Google Analytics for employee emotions. It’s a tool to measure the return-on-happiness at a company. The software uses survey and biometric tools that measure how employees are feeling throughout the day to ensure the health and wellness of the individual and provide tools to managers to help intervene when issues arise.

Potential
More transparency and understanding around employee emotion will help employers better understand and relate to their employees. Addressing and improving employee happiness in a systematic, company-wide manner is likely to boost productivity and reduce employee turnover. By reducing stress-related illnesses among employees, this concept even has the potential to reduce healthcare and turnover costs.
Additional Concepts
(Listed Alphabetically)

**Anthill**
Gives employees—who may feel very small, but have big ideas—a platform for sharing ideas. It makes them feel rewarded, visible, and valued, and helps them collaborate around shared interests.

**Breakout**
A platform that allows employees to post challenges and crowdsource solutions. Designed to help employees get creative and break through the middle-management ceiling.

**Buycott.com**
Allows people to vote with their dollars and cooperate with companies, instead of confronting them, to drive the types of products they want. Includes a database of products, but could also post a challenge to companies to make products better.

**Co.mobile**
A mobile service using the popup model to bring businesses workshops to develop skills and tools to improve collaboration. Could take the Reinvent Business template straight to businesses looking to reinvent themselves.

**Connectivities**
Makes business personal by connecting co-workers around shared interests. It would leverage social networks and suggest collaborative activities for employees.

**Culture Spotting**
Corporate culture is often defined by executives, but Culture Spotting creates it from the bottom up, based on concrete actions and deeds, recognition and support, and professional development.

**Galea**
The focus on profit maximization doesn’t fit well with the social enterprise model. Galea addresses this issue by creating a global network of social enterprise incubators.

**Gather**
Collects all the various digital notes and correspondences an employee makes. The data is managed and held by the employee, and could be later used to improve and enhance communications with superiors or colleagues.

**Loop**
A public forum, visible to employees and customers that ranks companies based on their adherence to corporate values. It’s designed to help leaders improve on low rankings.

**Misses**
Employees record short audio/video diaries to help them learn from “microfailures.” Designed to have employees share and learn from their missteps.

**Purpose Corp**
Helps boost employee engagement through the hiring process, by marrying employees’ past achievements with their future aspirations and potential. Designed to match skills with passions.

**Protostar**
Leverages social networks to help people solve problems they know nothing about by matching challenges with topic experts, inviting them to join the challenge and find solutions.

**Ripple**
Helps employees match their skills and interests to volunteer opportunities. For companies, the tool would measure the impact of volunteerism and quantify its reputation value.

**RighTale**
Aligns the consumer supply chain with consumers’ social and environmental values. It features a “social demand aggregator” to drive product development. Sustains operations by taking a small cut of products that actually go into production.

**ROH Factor**
An application that tracks return-on-happiness (ROH) by aggregating employee aspirations, plans, and feedback. Stripped of private information, the data is shared with corporate leaders to provide snapshot of contentment.

**Sweet Spot**
A platform for “moment capture” helps brands tell their story, build teams, and decentralize communication. It lets consumers and brand followers engage with employees and contribute to product development.

**Ten**
Aids decision-making by aggregating employee interests, sentiments, and ideas as well as demographic information. It gives people a way to talk about issues that are important to them.
Key Takeaways for Business

What is the significance of Reinvent Business for the business community? The following are five key takeaways for businesses:

The Power of Interdisciplinary Teams
Bringing together people from many sectors and disciplines to tackle a problem of significance can be a new source of innovation for your organization.

Encouraging Dialogue
Giving space for iterative conversation allows new ideas to organically form, be challenged, and be refined.

Rapid Ideation to Solve Problems
In order to think of new solutions, we must address challenges in a new way. Brainstorming, time pressure to innovate, and a supportive, creative environment can encourage new solutions.

The Need to Reinvent
While it can be tempting to reform in order to improve, wider reinvention and rethinking may be necessary to make widespread, lasting change.

Social Technology to Inspire Solutions
Embracing social technology as a source for new approaches within business has nearly unlimited potential for improving business.
“We were blown away by the commitment and passion of the participants, and truly stunned by the quality of their final presentations. The hackathon demonstrated that we can really ‘reinvent business’ when people from various disciplines work together and harness the power of social technology—and this weekend was hopefully just the beginning!”

Tim Leberecht
Chief Marketing Officer, frog

“We are here because we agree that how we relate to each other, how we engender trust, how we govern our institutions, and how we behave matters more than ever and in ways it never has before.”

Dov Seidman
Founder & CEO, LRN
What’s Next?

The winning teams received free mentoring from frog and LRN to further refine their concepts. These follow-up workshops were designed based on the team’s needs and ambitions for their product. The winning team also received $5,000 from Silicon Valley Bank to further incubate its idea.

The Reinvent Business hackathon inspired ongoing conversations. Participants, judges, and sponsors connected via LinkedIn and Twitter. These conversations have been captured through Storify and YouTube. Information about upcoming Reinvent Business events can be found at www.reinventbusinesshackathon.com.