

IBM Jams: *a decade of collaborative innovation™*

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Jam Program Office

IBM Enterprise Transformation | Office of the CIO



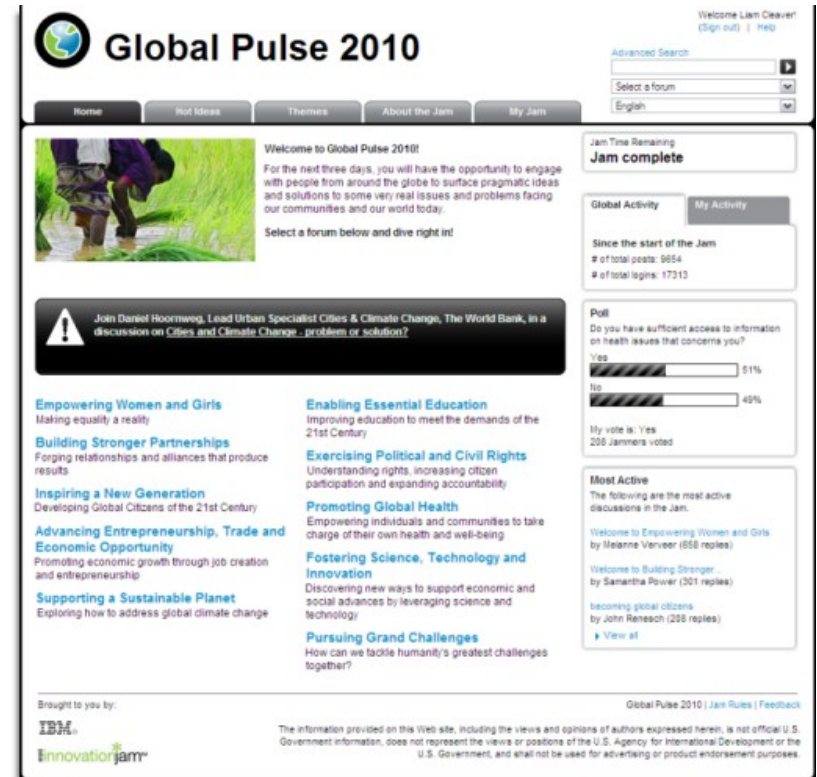
What is a Jam? IBM's online approach to large-scale collaborative innovation™ for business and social impact

- By invitation, online **collaborative discussions** for focused audiences ranging in size from a few hundred to hundreds of thousands
- Innovation **events** over a defined period of time to **capture the pulse of the group** or to **solicit specific ideas** to critical business or societal issues
- Jam Hosts and **facilitators guide participants to build** on each other's **ideas** – supporting a **meaningful exchange of perspectives** by a focused audience around a shared topic
- Real-time text analysis and **data mining to highlight emerging trends** and distill actionable results

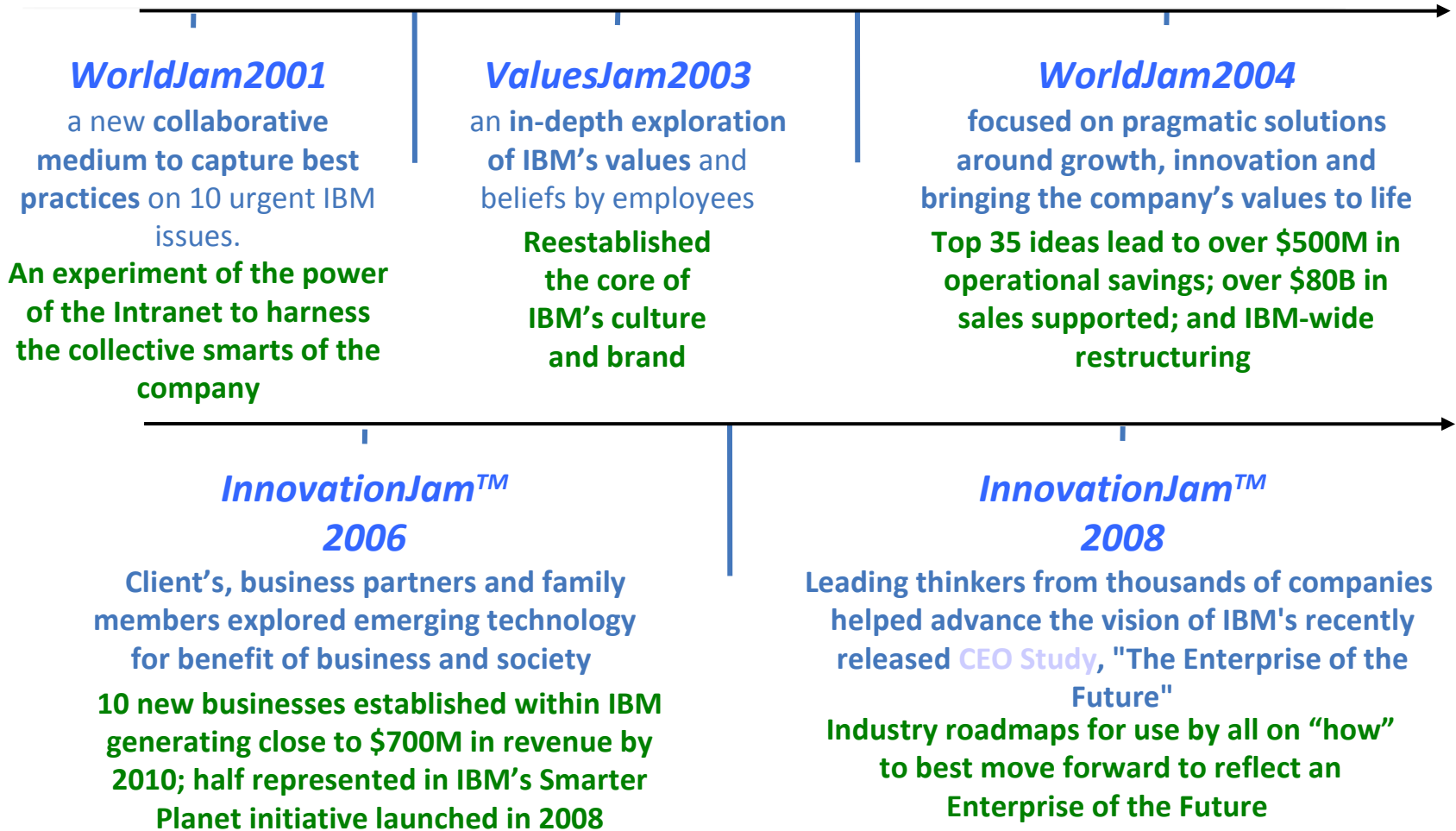


Issues CEOs and public officials seek to address are an IBM Jam ‘sweet spot’

- Kick start the innovation process across the organisation, industry, extended eco-system, and even with citizens
- Transcend culture, generation, language, and geographic challenges to harness collective brainpower to a given problem or challenge
- Use online, virtual collaboration to drive increased, longer-term real world collaboration and awareness around specific topics
- Employees, business partners and customers often cited as the top three sources of innovation by CEOs and public officials



A uniquely IBM franchise: Jams have transformed IBM internally and our face to the world



"Jams have helped change our culture and the fundamental way we collaborate across our business."

Sam Palmisano, Chairman and CEO, IBM

Jams are opening tremendous opportunities for our clients – new ways of working across disciplines, the enterprise and national borders



- Connect all GTS employees with senior management around key initiatives **shaping GTS' growth in the future**
 - Participation from **over 50% of GTS across 88 countries** contributing over 6k posts on “unlocking opportunities for growth”
 - Results: level of participation and quality of discussion **spearheaded GTS' Web 2.0 initiative** for internal and external client collaboration ([background on GTS Jam](#))
-



- Create **affiliation for new P&T organisation** across 8200 globally dispersed employees
 - Participation across **117 countries and 50% of P&T**
 - Results: Increased sense of inclusiveness and one idea netted \$10M in cost avoidance ([background on My P&T Jam](#))
-



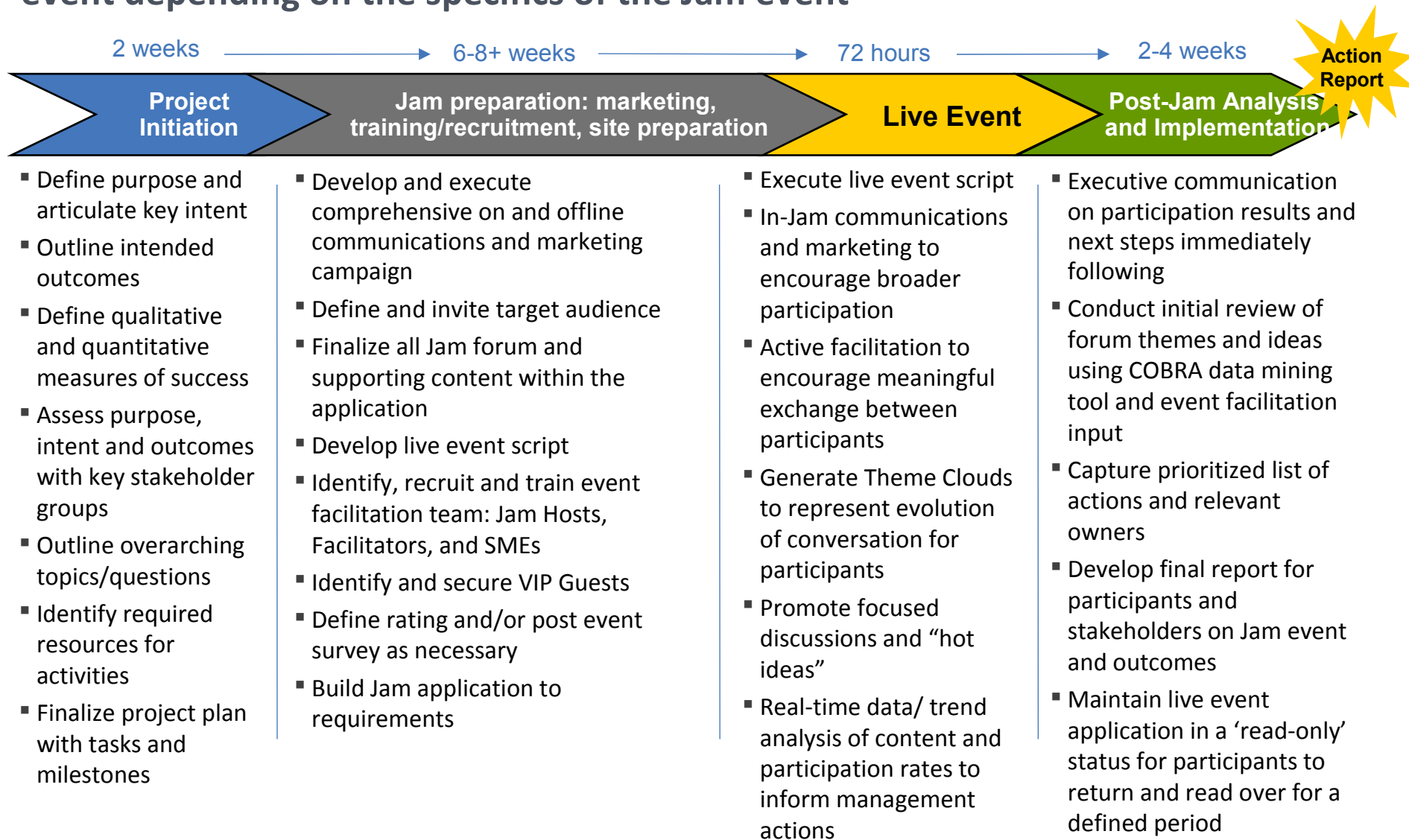
- **Supported by the EU and NATO** to generate new insights on the 21st Century security landscape
 - Participation by **over 120 countries and 4k military, diplomatic** and civilian experts
 - Results: Ten specific recommendations presented to EU and NATO for input to NATO defense strategy ([background on Security Jam](#))
-



- CEO sponsored to generate practical ideas to **help drive and realise the new values** into the company.
- Over **50% of Lilly participated from 40 countries** including factory workers, sales teams, R&D and manufacturing
- Results: Greater adoption of new values program, and hundreds of ideas, one example in SCM packaging saved \$14M ([background on lilly.com](#))

** See additional case studies in appendix*

Jams are events and require 8 – 10 (plus) weeks preparation prior to the live event depending on the specifics of the Jam event



Analytics to aid analysis: Machines in the conversation

Social Networking

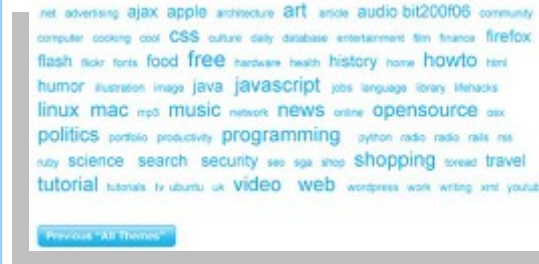
Drives additional participants to live event and identifies **natural champions** for post event implementation



Viral registration referral program

Collective Intelligence

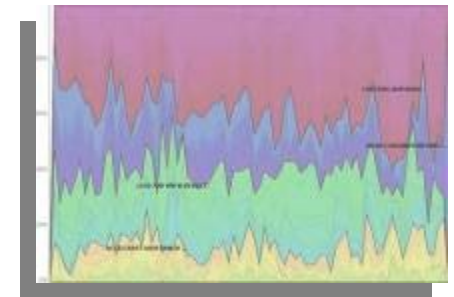
Real-time business analytics on emerging themes during live event and in post event analysis



IBM Research data analytics tool (COBRA)

Data Visualization

Monitor **rate of participation** by location, job role, other demographics during live event and as part of post event analysis



IBM Research data visualization tool (Many Eyes)

Machine Language Translation (2010)

Statistical machine translation evaluates vast amounts of parallel corpora to determine best translation



IBM Research real-time translation service & crowdsourcing (n.Fluent)

Predictive Analytics (tbd – 2011)

Deploy models, predictions and deeper insight from text analytics



IBM Software Business Analytics (SPSS)

Frequently asked questions

What kind of participation rate can we expect?

20% participation is statistically satisfactory, and we've seen a low/ high-end of 15% to over 80%. High participation depends on having a disciplined comms/marketing program and clear senior executive support for implementation of outcomes from the event.

Isn't this just an online discussion forum? How do you ensure good quality input?

The Jam approach combines a disciplined "behind the scenes" facilitation approach with IBM Research's text analysis tools scanning forum comments for common threads to identify as hot topics and emerging themes. This approach encourages participants to build on each other's comments and keep the discussion very focused.

Shouldn't the Jam be anonymous? Aren't there issues of privacy?

We have found lack of anonymity ensures that feedback remains constructive, even if critical. Jams are also about connecting people, and not just ideas. People who can connect on ideas afterwards. This approach builds trust.

Can the infrastructure really handle the traffic?

IBM runs the Jam in the same environment as the US Open, Wimbledon, Roland Garros and the Masters. This triple-redundant infrastructure is built for massive hits within a very short period of time.

What if we only want a Jam for a few hundred to several thousand people?

The MiniJam is a hosted, smaller-scale online brainstorming, based on IBM's award-winning InnovationJam™ events. MiniJam's template-driven platform is targeted for audience sizes between 300 upwards of 20,000 registered participants.



Appendix

How to Jam: an innovation to collaborate



Invitation to collaborate: “How to Jam”

- Features multiple tabs: **Home** (default view), **Hot Ideas**, **Themes**, **About the Jam**, and **MyJam**

Welcome to the Jam!

For the next several hours, you will have the opportunity to engage with colleagues from around the world to surface pragmatic ideas and solutions to some very real issues and problems.

Select a forum below and dive right in!

Welcome to the Jam! Please take a moment to explore the site. For some useful hints and tips, check out the [Help section](#).

Going Green
Explore ways in which your organization can go green.

Making talent a strategic priority
Rethink the way your organization is attracting, motivating and retaining employees.

Building better partnerships
Investigate the effectiveness of both internal and external partnerships.

Reinventing innovation and growth
Find new ways of working smarter, faster and better.

Creating one voice
Review — and renew — your organization's values; will they hold true for the next 100 years?

Collaborating across borders
Discover some new ways -- and the means -- by which your organization can instill a culture of collaboration.

Welcome Nora Jones!
(Sign out) | Help

Advanced Search

Select a forum

English

Jam Time Remaining
2405 hrs. 30 mins. 12 secs.

Global Activity | My Activity

Since I last logged out

of posts: 16
of logins: 27
of new Themes: 0
of Hot Ideas: 0
of Threads: 16

Since the start of the Jam

of total posts: 32
of total logins: 58

Poll

I prefer distance learning to classroom lectures

Yes 50%
No 0%
Unsure 50%

My vote is: Unsure
4 Jammers voted

Most Active

The following are the most active discussions in the Jam

Ein Jam bindet ihre Stäbe stier ein
by Michael Römer (0 replies)

Themengebiete eines Jams
by Michael Römer (0 replies)

Das Jam Dashboard
by Michael Römer (0 replies)

View all

Brought to you by:

© IBM, 2009 | [Jam Rules](#) | [Feedback](#)

IBM Demo Jam is a forum for registered employees to share and brainstorm ideas. Solicitation, profanity, personal attacks, threats or harassment is not acceptable and subject to editing or removal.

- Jam Dashboard**
 - Jam statistics
 - “What’s new” since Jammer last logged in
- Quick polls** (*get the immediate pulse of participants*)
- Jam Alert!** to drive awareness and traffic to specific ideas or topics
- Multiple **discussion forums** covering specific business challenges

Discussion Forum page

■ Focused Discussion

- Facilitators promote threads to draw awareness and promote deeper dialogue

■ Jammer's "business card" to provide quick background on person

Note: Green dot signifies that user is logged into the application

■ 'Watch Jammer' to track people of interest aggregated on MyJam tab

■ Jam Hosts help guide and steer conversations given the nature of their role within the organisation






Home > Going Green

Forum
Going Green

What does your organization need to do in order to ensure true sustainability?

Here, briefly describe your objective or elaborate more fully on the question; approximately 2-3 sentences. [More](#)

Start new thread

Discussion Thread	Author	# of Replies	Posted
Focused Discussion The Jam team has highlighted certain discussions within IBM Demo Jam in the box below. Select one and contribute your thoughts.			
Welcome to IBM's Mini InnovationJam application	 Kris Lawas Jam Host 11 Posts Watching		
Stewarding the sustainable revolution It has been a rapid and steep ascent up the sustainability learning curve over the last few years. Terms like carbon trading, zero waste, fair trade a... more...	 Liam Cleaver 6 Posts Watching	1 replies, latest: "There are a huge number of issues about who is going to pay ..."	12:34 PM UTC Jun 23, 2009
Content categories As users contribute their thoughts and ideas in the Jam they are asked to optionally tag their content to one of several content categories. By doing... more...	 Nora Jones 6 Posts Watch Jammer	1 replies, latest: "Post-jam, content can be sliced according to the categorizat..."	08:08 PM UTC Jun 22, 2009
Ein Jam bindet Ihre Stakeholder ein In einer Zeit des immer schneller werdenden Wandels der Unternehmensumwelt muss das Unternehmen immer flexibler werden. Insbesondere besteht eine Herausforderung... more...	 Michael Römer 10 Posts Watch Jammer	0 replies	06:54 AM UTC Jun 23, 2009
Want to Jam in other languages? The IBM Jam Program Office -- the official development and management office for IBM's award-winning online collaboration events -- now offers both in... more...	 Kris Lawas Jam Host 11 Posts Watching	0 replies	05:11 PM UTC Jun 19, 2009

Discussion Thread level

The screenshot shows a web interface for a discussion thread. At the top, there are navigation tabs: Home, Hot Ideas, Themes, About the Jam, and My Jam. A language dropdown menu is set to English. The breadcrumb trail is Home > Going Green > Stewarding the sustainable revolution. The main title of the thread is 'Stewarding the sustainable revolution', posted at 12:34 PM UTC Jun 23, 2009, by Liam Cleaver. On the left sidebar for this post, there are links for 'Watch Jammer', '6 Posts', 'Permalink', 'Admin Comment', and 'Facilitate Comment'. The post content includes a paragraph about sustainability, a 'To Do List' with three items, and an 'Impact Area' of 'Business models'. Below the post are buttons for 'Reply' and 'Watch Post'. A '7 Reviews' box shows a star rating distribution: 5 Star (3), 4 Star (1), 3 Star (1), 2 Star (2), and 1 Star (0). The post is followed by a comment from Richard Nesbitt, dated 06:56 PM UTC Jun 24, 2009. His comment discusses sustainability issues and has a star rating of [1]. On the left sidebar for his comment, the 'Facilitate Comment' link is circled in red. Below this is another comment from Kris Lawas, dated 07:43 PM UTC Jun 24, 2009, under the category 'Sustainability'. His comment says 'This is an interesting topic. I'd like to hear more about real-life examples so that we can explore ideas in context. What works; what doesn't...'. On the left sidebar for his comment, the 'Admin Comment' link is circled in red. At the bottom of the thread, there are buttons for '- All Posts' and '+ All Posts'.

- **Rating** a post is an optional feature and results are tallied in the Jam admin tool
- **'Watch Post'** to track a discussion thread of interest and quickly find via the MyJam tab
- **Facilitate Comment** is how the client's trained facilitators promote content during the event
- **Admin Comment** is accessible only by the event administrator to take action on a post in the event a participant's comments violate the agreed to Jam Rules

My Jam tab

- **‘My Posts’** allows you to keep track of your posts and any replies
- **‘My Watch Post’** to track a discussion of interest or one you want to find quickly over the course of the Jam
- **‘My Watch Jammer’** to track individuals you work with, respect, or appreciate their perspective on a given topic
- **‘My Polls’** to view the results of the polls you participated in
- **‘My Network’** to find participants of the most interest or relevance to you in the event

My Posts (11)

Title	Replies
Content categories	0
This is a post by a Jam Host	1
This is a post by a Jam Host	0
IBM's MiniJam now supports other languages	0
Want to Jam in other languages?	0

View all

My Watched Posts (3)

Title	Jammer	Remove
While sustainability is important...	Richard Nesbitt	<input type="checkbox"/>
Trust as a component of culture	Liam Cleaver	<input type="checkbox"/>
Need help?	Nora Jones	<input type="checkbox"/>

View all

Update

My Watched Jammers (2)

Jammer	Posts	Remove
Michael Römer	10	<input type="checkbox"/>
Richard Nesbitt	2	<input type="checkbox"/>

View all

Update

My Polls (1)

Title
I prefer distance learning to classroom lectures

My Profile

First Name: Kris
Last Name: Lawas
Email: klawas@us.ibm.com
Affiliation: Jam Program Office, IBM CIO
Location: United States

Add or Edit Image Icon

Upload a profile photo or image

Or, select from the options below:

Cancel

My Network

1 SETUP YOUR PROFILE

2 DEFINE YOUR NETWORK CRITERIA

3 REVIEW AND COMPLETE

Define your attributes

Select from the list of attributes below to describe yourself so that the system can match you with others who have a similar profile.

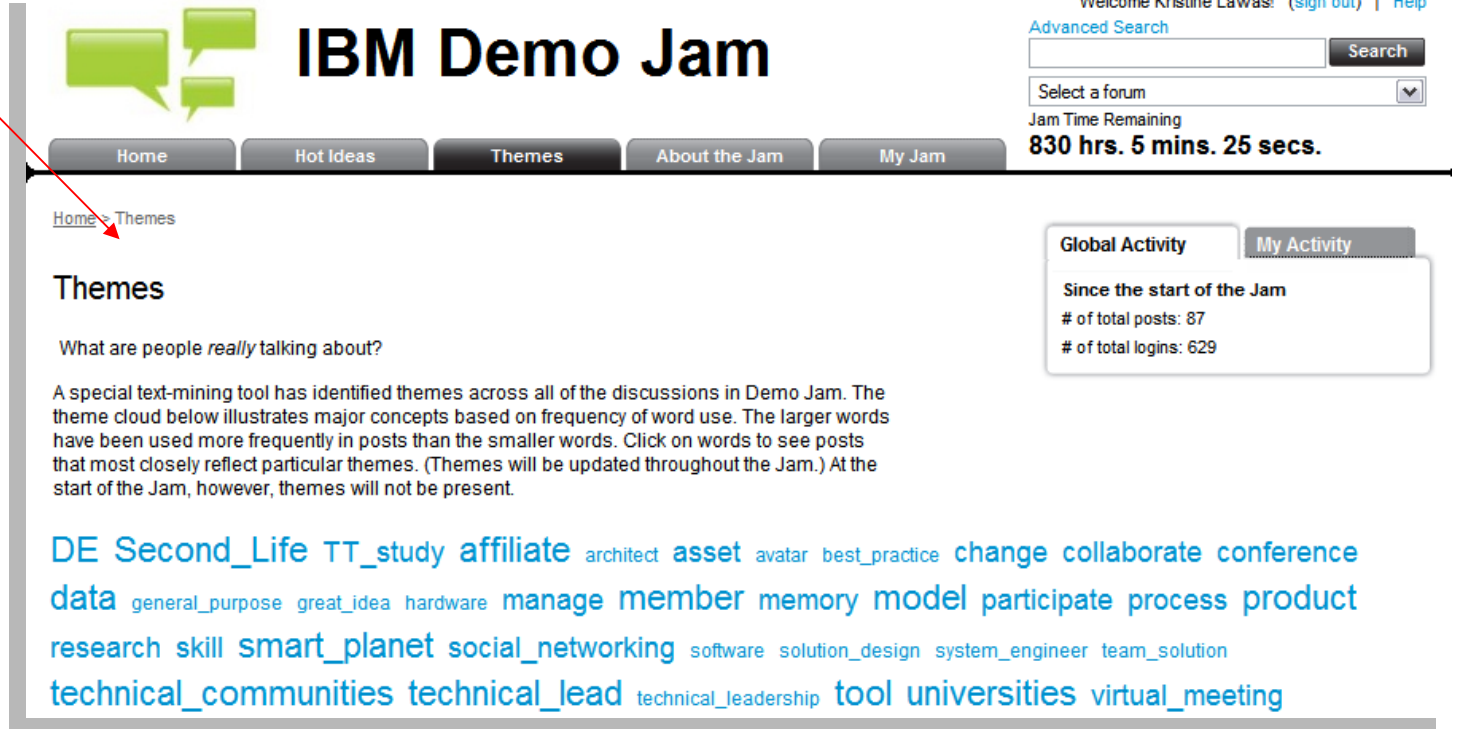
☒ Corporate match-maker
☒ Green advocate
☐ Lived/worked abroad
☐ Multi-lingual
☒ YouTube junkie

☒ Gamer
☐ LinkedIn user
☒ Mobile employee
☐ Philanthropist
☐ Web 2.0 enthusiast

Cancel

Themes tab

- The **Theme Cloud** helps users quickly engage in a discussion of interest to them; it also visually depicts what jammers are really talking about



Welcome Kristine Lawas! ([sign out](#)) | [Help](#)

[Advanced Search](#)

Select a forum

Jam Time Remaining
830 hrs. 5 mins. 25 secs.

[Home](#) [Hot Ideas](#) [Themes](#) [About the Jam](#) [My Jam](#)

[Home](#) > [Themes](#)

Themes

What are people *really* talking about?

A special text-mining tool has identified themes across all of the discussions in Demo Jam. The theme cloud below illustrates major concepts based on frequency of word use. The larger words have been used more frequently in posts than the smaller words. Click on words to see posts that most closely reflect particular themes. (Themes will be updated throughout the Jam.) At the start of the Jam, however, themes will not be present.

DE Second_Life TT_study affiliate architect asset avatar best_practice change collaborate conference data general_purpose great_idea hardware manage member memory model participate process product research skill smart_planet social_networking software solution_design system_engineer team_solution technical_communities technical_lead technical_leadership tool universities virtual_meeting

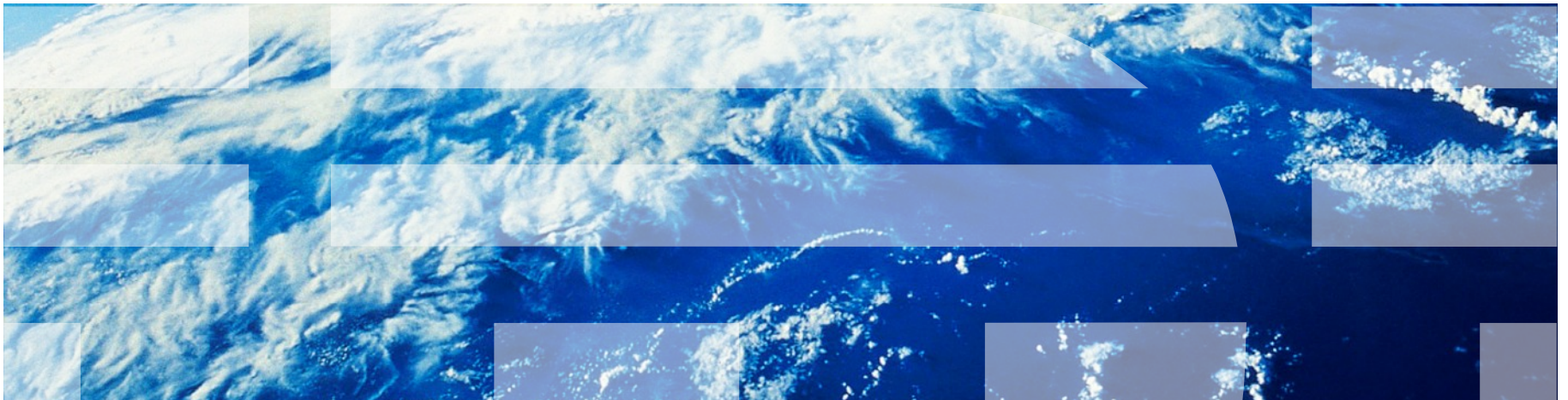
Global Activity **My Activity**

Since the start of the Jam
of total posts: 87
of total logins: 629

COBRA, IBM's text-mining tool developed out of our Almaden Research Lab, is used to mine the content and publish periodic 'theme clouds' – representing discussion themes from across all forums.

Appendix

Case studies



Citibank Global Transaction Service (GTS) – “GTS Jam”



- Provide an opportunity for all GTS employees to engage directly with senior management **around key initiatives shaping GTS’ growth** in the future
- Listen to one another in a **constructive exchange of ideas** expanding employees’ networks across the business
- Results: **Participation from over 50% of GTS** across 88 countries contributing over 6k posts on: “unlocking opportunities for growth;” “working smarter;” and “ideas in action.” Levels of participation and quality of discussion spearheaded GTS’ Web 2.0 initiative for internal and external collaboration



“From where I sit, it would have taken 10 years travelling around the globe and asking questions and doing presentations to gather this wealth of intellectual capital. The power of the Jam is that not only do I have visibility over those ideas, but every GTS employee does also.”

Francesco Vanni d’Archirafi, Citibank Global Transaction Services CEO, June 2010

Eli Lilly – “Vision Jam: Making it happen”



- Generate practical ideas to help **drive increased understanding of the company’s new vision** to realise the company’s business and strategy goals
- Draw upon the energy and enthusiasm of Lilly’s global workforce to **demonstrate a commitment to “new ways of working”** and collaboration across the divisions
- Results: **Participation from nearly 50% of Lilly** across 40 countries identifying specific recommendations. **One innovative packaging idea** cut waste and **saved \$14M**. Other ideas **met four of six 2010 environmental and safety goals early** leading to more aggressive goals in 2013



“The Jam left Lilly with literally thousands of fresh ideas and well-argued debates focused on our transformation. It also left us convinced that Lilly has the necessary creativity and commitment among its people.”

John Lechleiter, Ph.D., Chairman of the Board and CEO, Eli Lilly, February 2008

Nokia – “Nokia Way Jam: Creating the New Nokia”



- Ask it's global workforce the fundamental question, **“What does it take to be an Internet company?”** as part of shifting Nokia's business and strategy
- Engage broader set of employees **building off** a year long **“high touch” corporate values program with a “high tech” Jam** to demonstrate new ways of working and engagement
- Results: **Participation from over 40% of Nokia** including “white collar” and factory workers across 40 countries. Ideas resulted in restructuring to focus revenue growth in expanding Asia Pacific consumer markets



“The collaborative nature of the Jam was itself an expression of Nokia's culture and the value we place on achieving together. We identified several key corporate initiatives to be included in our future plans and several initiatives within our business groups.” Olli-Pekka Kallasvuo, Chief Executive Officer, Nokia, March 2008

Royal Dutch Shell Projects & Technology – “My P&T Jam: Building an inclusive global culture”



- Create **affiliation for new P&T organisation** across 8200 globally dispersed employees while **demonstrating “new ways of working”** (i.e., focused, fast, virtual and high tech)
- Locate and **brainstorm new ideas for cheaper, better, faster and safer alternatives** to existing methods to show rapid impact of new business group on Shell
- Results: **Participation across 117 countries and 50% of P&T** outlining specific recommendations for new ideas and process improvements. **One improvement** outlined and adopted during the Jam netted **\$10M in cost avoidance**



"We asked you to speak up, and you surely have! The discussions over the last 3 days have revealed a wealth of insights, ideas and constructive actions that we can take as individuals, teams and across P&T."

Matthias Bichsel, Shell Executive Committee, Projects & Technology Director, February 2010



Coventry launches first UK city's mass online brainstorm: CovJam

- UK's Coventry City Council wanted to engage in a deeper, **more dynamic conversation with constituents** about future directions for the city of Coventry
- Nearly **900 local residents**, businesses and public bodies discussed opportunities and specific ideas to improve Coventry.
- Results: Immediate and longer-term practical ideas incorporated in to future planning initiatives



“What makes a city great? It’s the people. The IBM Jam has helped us to harness the wisdom, energy and restless ambition of the people of Coventry.”

Martin Reeves Chief Executive Coventry City Council, June 2010

USAID Global Pulse 2010 Jam



- Sponsored by USAID and the White House to **share ideas and create innovative solutions to social issues** facing the global community
- Connect participants who are champions for similar social issues to build new, or strengthen existing relationships, and to **inform U.S. foreign assistance** and diplomatic strategies
- Results: **Over 150 countries and 10k participants** across government agencies, NGOs and academia. Over 60% of participants outside of the US, and the resulting ideas and energy used to expand USAID outreach efforts and inform development planning



“Global Pulse 2010 answers this call [President Obama’s 2009 Cairo speech] to engage and partner with the international community in a meaningful way.”

Sonal Shah, Deputy Assistance to the President of the United States and
Director of the Office of Social Innovation and Civic Participation, March 2010

European Union and NATO Security Jam



- Security Jam 2010 **supported by the EU and NATO** brought the creativity of many minds focused on ideas around the **changing nature of the 21st Century security** landscape
- **Over 120 countries, 7 continents and 4k military, diplomatic and civilian experts** international institutions, government agencies, soldiers, NGOs, and academia.
- Results: Ten specific recommendations synthesized in a final report to EU and NATO decision makers for input to NATO Defense strategy



Larry Hirst, Chairman IBM EMEA, presenting **NATO Secretary General Rasmussen** with EU NATO Security Jam final report and recommendations, June 2010



“This is exciting! The world increasingly connects via chat, blog and the cyberworld – we all need to jump in the deep end of the pool and start swimming. I know I’ll end up learning from all of the participants.”

Admiral James Stavridis, Supreme Allied Commander Europe (SACEUR), February 2010

UK Foreign & Commonwealth Office (FCO) – “One Team, Many Voices: Our Future”



- Model the **behaviour for the future organisation**: inclusivity, **creativity**, risk taking, **collaborative working** and embrace new technology
- Promote **“One Team” breaking down divisions** between home office/overseas, career diplomats and civil service, while **identifying talent** around the FCO
- Results: Global participation across hierarchy with a candidness that surprised everyone and **practical outcomes** for the future of the FCO **presented to Prime Minister Brown** at FCO’s annual leadership conference



"The effect (of the Jam) has been to give staff the oxygen of innovation and communication, and to advance our strategies for a 'one team' approach to providing an integrated global service to citizens, businesses and governments of the highest standard."

British Foreign Secretary David Miliband, March 2009

United Nations and World Urban Forum (WUF3): Habitat Jam

- The World Urban Forum (WUF) was **established by the United Nations** to **examine rapid urbanization** and its impact on cities, economies and policies
- HabitatJam was the largest brainstorming event on urban sustainability bringing together not only NGOs, politicians and academia – but the slum dwellers whose lives were directly impacted by this body
- Results: Over **30,000 participants from 158 countries** generated 600+ ideas. **70 of these were presented and adopted** at the WUF3 conference as its official platform



Habitatjam



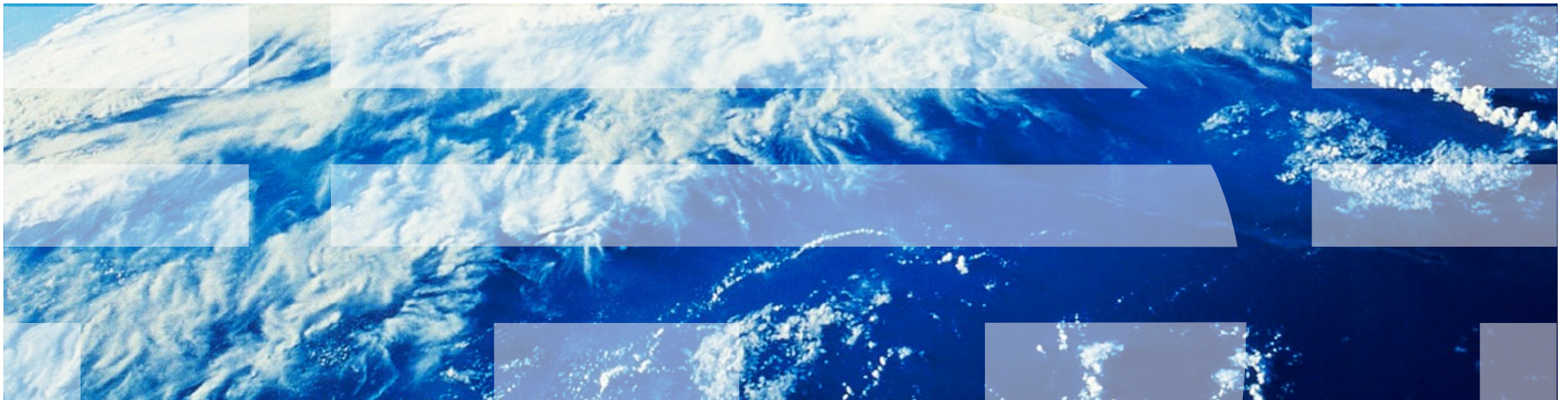
"At the heart of the urban crisis is a failure to allow the full participation of ordinary people in the development of the city. It is my hope that innovative technologies associated with Habitat Jam will help bring people closer together to plan and develop truly human settlements." Mrs. Anna Tibaijuka, former Under-Secretary-General of the United Nations and Executive Director of UN-HABITAT

Resource links

- Global Pulse 2010 remarks by Sonal Shah
<http://www.whitehouse.gov/blog/2010/03/30/global-pulse-2010>
- Coventry City Jam
<http://www-03.ibm.com/press/uk/en/pressrelease/32208.wss>
- EU NATO Security Jam
<http://bit.ly/a0UcZr>
- USAID Global Pulse 2010 Jam
<http://www.globalpulse2010.gov/index.html>
- UN Habitat Jam
<http://www.globaldialoguecenter.com/exhibits/backbone/index.shtml>
- Veteran Success Jam
<http://bit.ly/9xXB7Y>
- IBM's InnovationJam™ 2008: The Enterprise of the Future
<http://www.ibm.com/ibm/jam/>
- Royal Dutch Shell Projects & Technology (P&T) Jam
http://diversityjournal.com/images/2010_Innovations_in_Diversity_Awards_Winners.pdf
- Nokia Jam
<http://www.nokia.com/A4942631>
- Nokia Siemens Networks (NSN) Jam
<http://www.nokiasiemensnetworks.com/global/AboutUs/Corporate+responsibility/employees/culture-and-values.htm?languagecode=e>
- Eli Lilly Jam
http://www.elililly.com/pdf/corporate_responsibility_2008.pdf

Appendix

Text and visual analytics



Analytics to aid analysis: Machines in the conversation *

■ Generation of COBRA reports

- Final Themes across the Jam and by Discussion Forum
- Themes by: location, affiliation, other profile parameters. (as defined in registration)
- “Hot words” → any particular words or phrases of interest contributed in the jam?
- Category report → isolating all posts that were “categorized” by users
- Hosts’ posts → isolating all posts contributed by hosts

■ Generation of Many Eyes reports

- Data visuals by: location, affiliation, other profile parameters. (as defined in registration)
- Real-time access in live event to participation levels by registration parameters

■ Generation of Jam Administration reports

- Registration & live event statistics
- Results of Quick Polls, Hot Idea report
- Results of Rating report (if used)
- All user and content data

■ Forum PDFs (transcripts)

■ Post Jam Input Form for Facilitators, Jam Hosts and/or SMEs

“Machines in the conversation: Detecting themes and trends in informal communication streams,” by W.S. Spangler published in the IBM Systems Journal, Volume 45 October 2006

Analytics to aid analysis: Machines in the conversation

■ IBM Research's Corporate Brand Recognition and Awareness (COBRA)

- Organises content by major themes across the Jam, by each Discussion Forum and by registration profile parameters
- Identifies “hot words” or phrases of particular interest
- Co-occurrence reports illustrate relationship/strength of a theme to profile parameters (e.g., CTO and Water in illustration)

red = High affinity, pink = moderate affinity, yellow = some affinity, white = no affinity

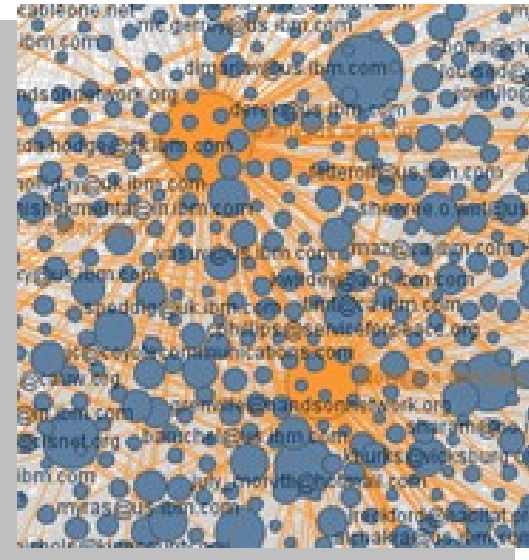
Class Name	Class Size	Other	IT Strategy	Other IT Role	CTO	Chief Environmental Officer	Plant and Facilities Management	COO	Applications	CIO	IT Operations Management
Miscellaneous	211	128	33	13	14	10	6	1	4	1	0
green	118	85	20	2	6	0	0	1	1	1	1
energy_efficiency	95	57	18	2	10	3	5	0	0	0	0
water	87	48	8	6	14	3	6	0	1	0	0
data_centers	69	43	19	4	0	2	1	0	0	0	0
buildings	68	33	14	5	5	4	2	1	2	0	1
power	59	27	13	5	4	0	2	0	2	3	2

Source: IBM Global Eco-efficiency Jam

Analytics to aid analysis (continued)

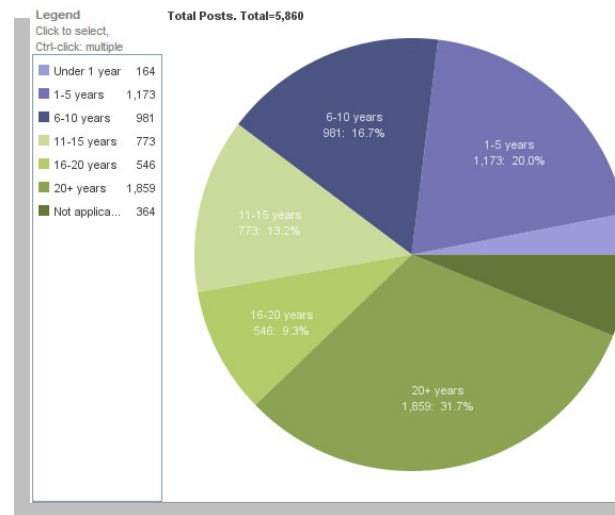
- IBM Research and Cognos data visualisation experiment, [Many Eyes](#)

- Provides a quick visual snapshot of the conversation by registration data fields for “who” and “where” as opposed to “what” as presented by COBRA
- Data visuals by: location, affiliation, other profile parameters. (as defined in registration)
- Real-time access to visualisations allows the client sponsor to understand participation levels in the live event and take action as/if necessary



Post/Reply Network Visualisation.

Depicts impact of jammers' posts in Service Jam (combination of their direct posts and replies to their posts)



**Total posts by
'years of
involvement in
service.'**

32% of posts from 20+ years; followed by 20% from 1-5 years of experience

Source: IBM Service Jam



a collaborative innovation™