

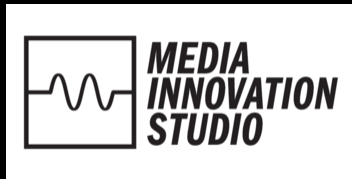
OPEN MEDIA INNOVATION

**EXPLORING MEDIA INNOVATION,
MEDIA ECOSYSTEMS AND MEDIA
ENVIRONMENTS TO BENEFIT THE
DIGITAL ECONOMY**

**IN COLLABORATION WITH NEMODE, MEDIALAB SESSION AND THE
MEDIA INNOVATION STUDIO**



*The weekend was hosted by
the Media Innovation Studio
part of the University of
Central Lancashire*
Report by Clare Cook



P R E F A C E



MEDIALAB
SESSION
PRESTON

Website

NEMODE - MEDIALAB SESSION - MEDIA
INNOVATION STUDIO
on MAY 17, 18, 19 2014

Reality check number one. Far from being highly creative and innovative, most of us are glorified sheep. We follow one another and, in most aspects of our lives, use things other people have created. As Leonard Read articulated in his 1958 essay I Pencil, no one knows how to make a pencil: you would need to know about mining, refining, shaping graphite, sourcing wood, delivering materials, logistics, health and safety, and metal engineering. The list goes on.

Yet we seem to be in the most innovative and creative periods of our lives. Everyday comes new apps, new inventions and new connections. So how can this be so?

This session was created as a direct response to our individual shortfalls. For it is not alone that we can create and innovate, but rather when talents are pooled. Can we understand media innovation processes and unpick them if we work together? Can we open our minds and share our skills in a way to make innovation possible? And can all this be done in a collaborative rapid fire environment across 48 hours?

The Medialab Session and Media Innovation Studio brought coders, business minds, entrepreneurs, students, journalism and media professionals from across Europe and America together for 48 hours. Using innovative brain storming and facilitation methods, and a series of workshops, we set out to build five media startups across one weekend. The teams pitched to a panel of expert Dragons to find a winning startup. The process was outputted live through multimedia and social media in order to make the ecosystem collaborative and open.

The event built on Medialab Sessions to date, allowing for findings that can feed into larger discussions around media business models online, and open media innovation processes, as a way to facilitate SME growth across a range of sectors. The UK Medialab Session built on three previous events. This groundwork allowed for the development of an innovation ecosystem, which could be accelerated by the dynamic business culture of the UK. The previous Playgrounds were in Nantes (30 participants, 4 teams, 2 new media launched see), Paris (40 participants, 7 teams, 3 media launched see) and Brussels (20 participants, 5 teams, 4 media launched).

What we found went deeper than the creation of a startup. The process shed new light on the process of media innovation, probing what open innovation means and what needs to happen to benefit the UK digital economy.

- 1. To bring together a European community of media innovators
- 2. To better understand media innovation and media ecosystems
- 3. To explore open source processes in media innovation, as a test case for the wider business sector
- 4. To create an environment that makes innovation possible

– Workshop Aims

The challenging competitive and financial context of the journalism and media sector has significant consequences for innovation need. Yet how that innovation can be created and be fed into a vibrant and robust digital economy is less clear. Indeed what exactly is innovation and is it something that can be 'created'? What environment is needed to make it happen? Who needs to be involved? Is open media innovation different?

There is a vibrant community around media innovation in its broadest sense. Some primarily deliver networking and talks such as news:rewired Social Media Cafes, Hacks n Hackers and TEDx. There are also several media innovation conferences (web2day, SxSW) and more formal networks (OuestMedia; TechHub; Global Accelerator Network). Steps have been made to combat a lack of international networking with services such as the government's Overseas Market Introduction Service or Living Labs (OpenLivingLabs.eu).

These serve an important role in emerging and supporting media ideas and networks. Yet barriers to media innovation remain. Focus has increasingly turned to hack events serving to output startups or prototypes. See for example, BBC Newslabs Newshack which brings multi-disciplinary teams together to hack ideas over 48 hours. These have further promoted a spirit of collaboration amongst cross-skill teams. However progress to develop

a European open and collaborative community for media innovation remains limited. This is exaserbated not least by a lack of understanding of what open media innovation is and how it affects new startups and business incubation. This event was created in direct response to this by bringing together a diverse range of players from Europe to a playground for the emergence of talent and solutions for the new information playing field. It probes the semantics of open media innovation and media ecosystems, and questions what is needed for open media innovation. By creating a better understanding of what open media innovation is, it paves the way to move forward with a corresponding ecosystem . It recognises the need to focus as much on outputs as on the processes and networks that sustain those outputs, both internal to a team and external in the wider creative ecosystem.

The concept of the event was based on three principles: media (understanding new media issues), lab (searching for new solutions) and session (experimenting without fear of failure). This was achieved by hosting a weekend to develop a powerful and vibrant ecosystem around media innovation made up of media content, laboratory and testing, companies (and Dragons), and training. The participants were central to the ecosystem. These were developed within and around the event.



Gayané

[MLSPreston] Clare Cook, Local organizer of the Medialab Session at Media Factory, UCLan

SOUNDCLOUD



[Cookie policy](#)



1

People were the building block of the event. There were several roles: hosts and mentors organised the running order as well as the newsroom and masterclasses. The Fab Lab were coders from the profession and Makers Academy in London, paid a fee. Participants were students, media professionals and entrepreneurs from across the UK and Europe. They were invited through social media networks #mlspreston and individual contacts as well as pitching events in London. Three people purchased tickets. Dragons were established entrepreneurs and investors.

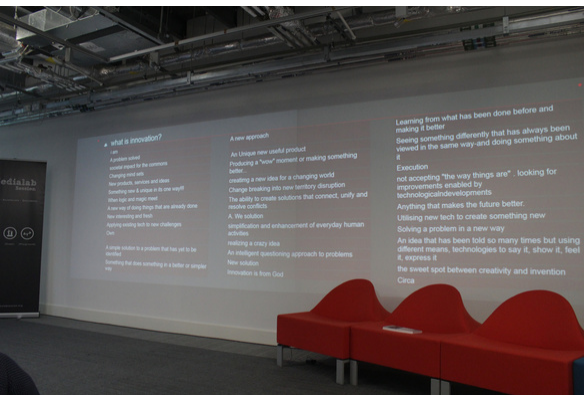


2

3

A variety of tools and methods were used. Remerge is a capture technology, which is fully immersive, anonymous and interactive, available exclusively to MIS. It is a tablet and mobile based facilitation toolset which enables researchers to capture feedback data from lab participants in real time. It was used in the opening and closing days to capture thoughts and team analysis. Participants were asked open questions, structured multiple choice questions that explored who they would want in their teams, and social network analysis was also carried out to establish interactions between groups.

We also used ice breaking and pitching games to launch the weekend and form teams. Unconference masterclasses were run on social media, coding, mobile design and empathy mapping in break-out rooms around build time. All-group workshops were run on business models, revenue streams and how to pitch. The rest of the time was spent in teams on building prototypes and networking.

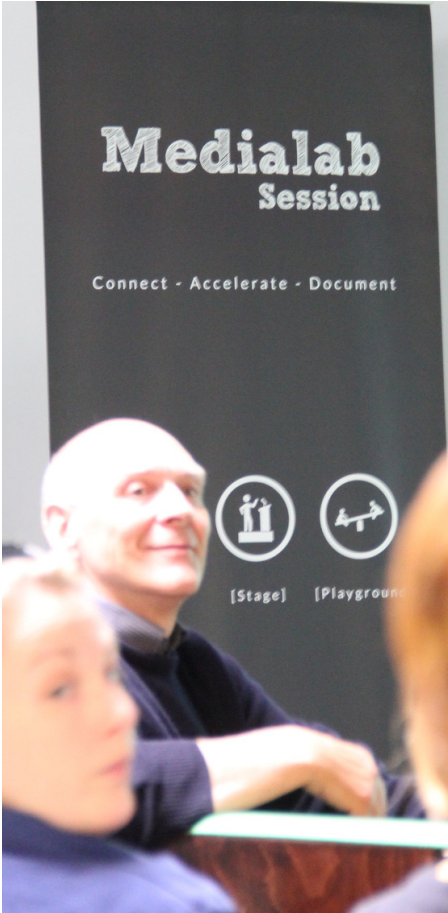


4

Media innovation was the first theme to the weekend. The semantics around media innovation were explored using recorded videos in a diary room. Participants were prompted to reflect on their own experiences of innovation and question its meaning. Along with exploratory word clouds evidenced the variety of meanings to media innovation, open source and open innovation and where innovation can be found.

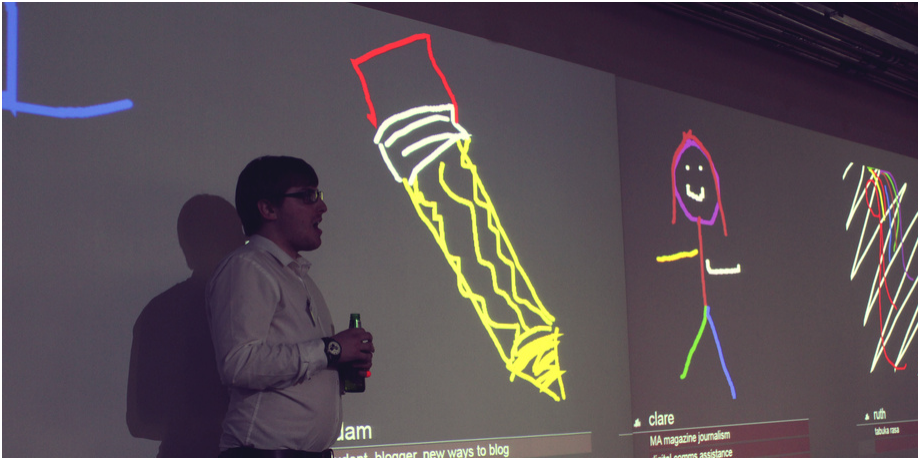
5

Media ecosystems was the second core theme. Participants and dragons were asked to reflect on their networks and connections, and to consider the value in those networks during innovation processes both for themselves and those around them. They were asked to consider collaborative ecosystems and who they would connect with during talking head video sessions in the diary room.



6

The third theme was the media environment. Questions included what needs to be in place to make innovation happen, and what needs removing. Dragons were asked to draw a visual conceptual representation of media innovation, using the free draw tool within Remerge as well as the incubation approach and the environment needed to make media innovation happen. They were also asked to describe their experiences around the economy of open innovation.





SECTION ONE



WHO TOOK PART

42 PEOPLE PARTICIPATED IN THE WEEKEND EVENT

The key roles were: Participants, Fab Lab, Mentors, Organisers, Dragons

Participants were central to the event. Participants arrived on Friday and attended until Sunday (n=19). Their role was to work in five teams to build a media startup in 48 hours. Some participants attended for some of the weekend (n = 5). All volunteered to take part following a social media campaign #mlspreston and with @medialabsession, and through personal invitations via traditional, Meetup and Facebook networks. The range of expertise included undergraduate, post graduate and doctoral students in a range of fields from Preston, Lincoln, Oxford, Lancaster; entrepreneurs from the North West, Hull, Birmingham; film, media production and education expertise from the North West. These are articulated in the social network analysis in the last chapter.

Fab Lab was made up of coders from Makers Academy and a professional mobile game coder from Hull. They were paid a fee to offer coding and build support to the teams aiming to create a working prototype by the end of the weekend (n=3). Participants and Fab Lab all took part in one Rmerge capture around qualitative questions relating to the core themes of the event at the start - on Friday - and another on Sunday by way of debrief. They also took part in masterclasses and Unconference sessions and focussed on the build.

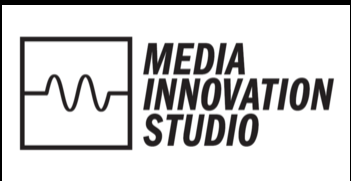
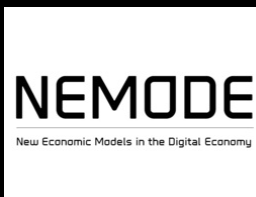
All the Participants and Fab Lab had their core role, skills, where they were from, and sex identified for analysis.

Organisers and **Mentors** were roles which overlapped (n = 9). This included members of Medialab Session: Neila Romdane, Romain Sallet, Yann Herteaux. Gayane Adourian acted as the newsroom, capturing the event and boosting network activity. Clare Cook, Paul Egglestone, John Mills and Andy Dickinson represented Media Innovation Studio (MIS) and offered organisational, technical and mentoring support. Charlie Craven from MIS focussed on data capture and video outputs.

Dragons were personally invited for their knowledge of the media startup scene, or for their expertise as investors. They were asked to take part in several activities: to participate in a Rmerge capture around qualitative questions relating to the core themes of the event; to record talking head videos around media innovation and their experiences; to act as a judging panel for the five team startups that were created including deliberations; to offer feedback to the teams; to network and discuss ideas with the Participants. It was the intention of the event to launch a winning startup so the input from Dragons was key. Contributing editor at Circa in New York, Daniel Bentley, attended for the whole event also providing a key note introductory talk. The other Dragons attended on Sunday and were: John Martineau CEO The Wooden Books series @jmartineau, Mark Sorsa-Leslie Digital Service Builder @msorsaleslie, Mark Rock Founder of audioboo Co-founder & CEO at Adio.fm @markrock, Steve Smith CEO of ITSONNET Ltd CEO of Software City Ltd, Tony Brandt, TSB funded development Townfizz. For the Rmerge session (n= 8) they were joined by entrepreneurs Gayane Adourian, founder of @agenceondine and Pierre-Alexandre Klein, cognitive neuroscientist and co-founder at Pressformore @pressformore, who also acted as mentors across the weekend.



The weekend was also coordinated by Neila Romdane from Medialab Session from a London base









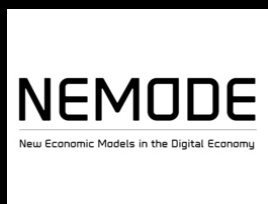
Medialab
Sessions

Next Session [Playground] :

Preston, UK
12 - 18 May



Gayane Adourian acted as the newsroom helping to provide Storify and connections outside the room



SECTION TWO



THE PROCESS

A NUMBER OF METHODS WERE USED ACROSS THE WEEKEND TO EXPLORE AND CREATE A MEDIA STARTUP

The approach can be framed within a wider context of Living Labs and Mode 2 research methods. Both approaches seek (to varying degrees) to frame, validate and refine processes and products in multiple and evolving real life contexts. Living Labs, originating from MIT, Boston, place the emphasis on user testing in empirical environments while Mode 2 research, weighs in on socially distributed, application-oriented, multidisciplinary settings. As a rapid-fire environment creating startups to take to market within 48 hours it lends some elements from Living Labs. Mobilising open media innovation - in whatever form that may take - allows for elements of Mode 2. The approach facilitates knowledge exchange which is set out here as a key component of collaborative, productive and creative process involving multiple actors.

Remerge is an anonymous interactive capture technology exclusive to MIS. It allows anyone to capture responses in real time. It was used in the event for open qualitative research on a range of questions around media innovation, ecosystems and the media innovation environment. Three one-hour sessions were completed: Participants engaged in two sessions: one on Friday evening and another on Sunday. Some questions were repeated between the sessions to offer comparative analysis between the 'beginning' and 'end'. Dragons engaged in one session on Sunday while pitch rehearsals were ongoing. They responded using anonymously connected iPads with responses streaming in real time. Participants responded either free write text (offering multiple responses), drawing tools, or questions with predetermined response options.

Remerge free draw tool was used twice: once for the Participants to draw an avatar of themselves and another for the Dragons to depict what they perceived media innovation to be. For the Participants the free draw activity acted as an effective ice breaker. Before the event few people knew one another, so on the opening evening during the first Remerge session everyone used the free draw tool to create a representation of themselves and their skills which they then took turns to explain in a quick fire environment. This also acted as an overview audit of skills.

Remerge set response questions differed in so much as these questions allowed for quantitative analysis as the respondent was asked to select from predetermined responses. This was used twice: there was also a question on Remerge with preset responses designed at probing participants around their dream team - what skills they had, and who they would want in their team. This had been set up before the event based on a broad awareness of the core expertise of participants. This was repeated at the end to ascertain change. Dragons were asked one set question around what are the most important benefits of open innovation.

Facilitation and pitch games were used on Friday evening in the open facilitation space. Small groups were created to pitch ideas for media products based on a given platform and demographic on stickit notes (such as Google Glass and young horse riders). Each participant then had the opportunity to pitch ideas with which to move forward across the weekend. Five ideas were pitched and all participants then moved to stand with the project on which they wanted to work (hence the imbalance in team size). It is worthy of note that little attention was placed to the skill spread across the teams which had been earlier presented via the free draw presentations and choice of dream teams.

Keynote talk was given on Friday evening by Daniel Bentley setting the tone and context for the event.

Unconference style sessions were run on Saturday morning. All attendants were invited to propose half-hour sessions in break out rooms. These were run on: social media, coding, mobile design and empathy mapping. They served as knowledge exchange points.

Masterclasses were more formal timetabled sessions joined by everyone. These were run on: business models, revenue streams and how to pitch.

Build time was given around the other events. This time happened in small huddles as ideas were developed. Feedback showed that participants would have liked more structure to these - with what to focus on when.

Pitching happened on Sunday evening. All five teams had five minutes to pitch their idea and show their prototype to the Dragons, with five minutes for questions. The timings were strictly adhered to.



REMERGE QUESTIONS

ONE

Participants and Dragons were asked a range of questions around media innovation, ecosystems and the media innovation environment. Three one-hour sessions were completed in total.



AVATAR ICE BREAKER

TWO

Participants used the free draw tool to create a representation of themselves and their skills which they then took turns to explain in a quick fire environment. This acted as an effective ice breaker and audit of skills.

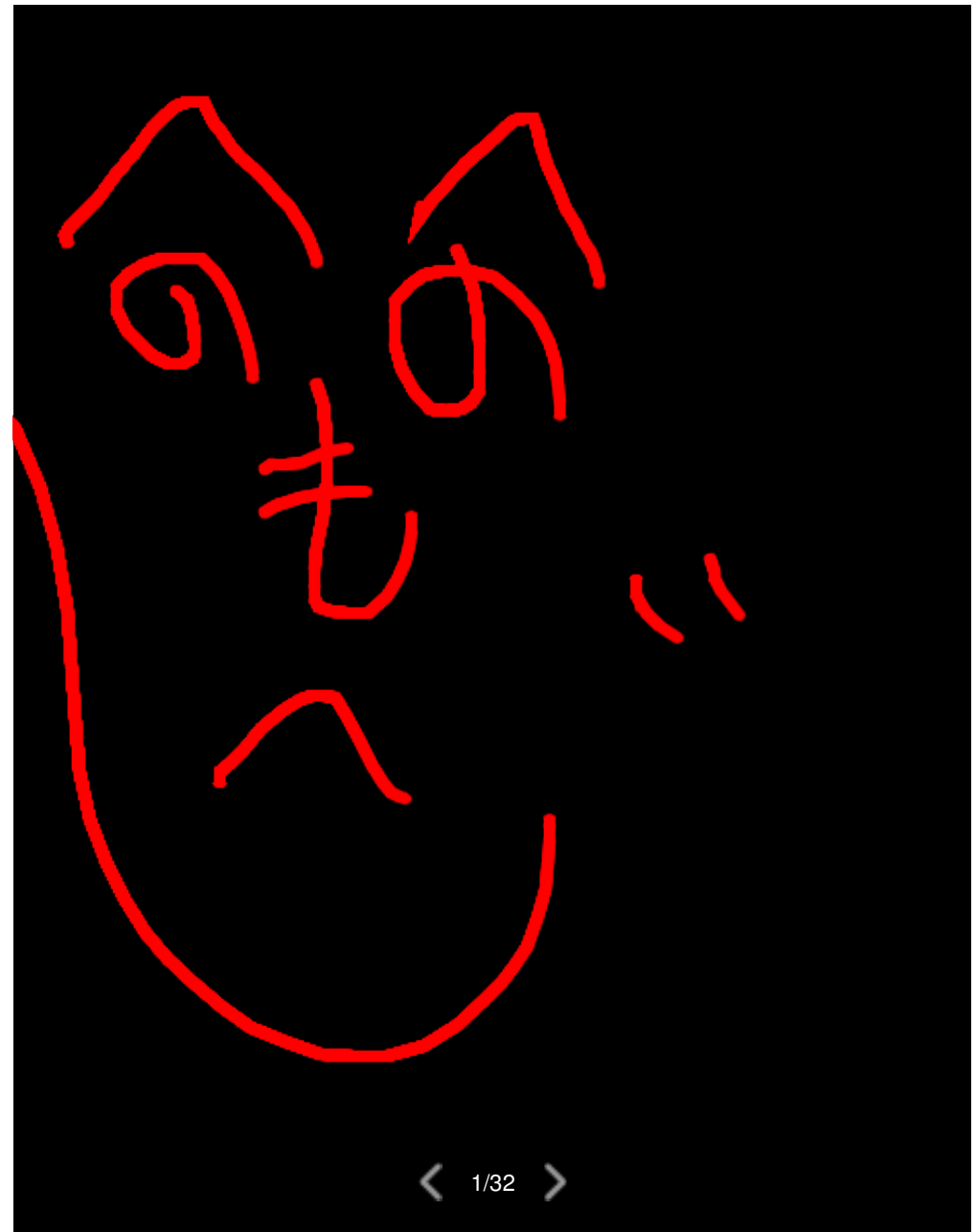


PITCH SESSIONS AND IDEAS

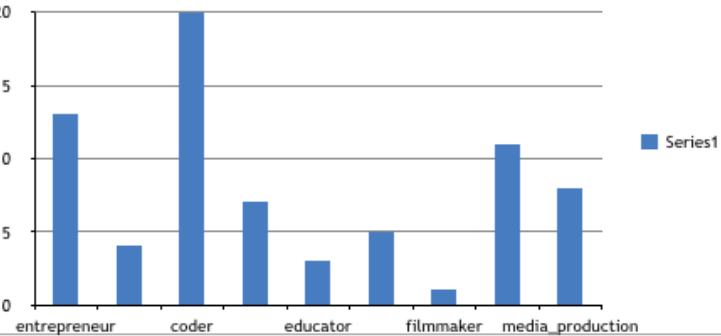
THREE

In the open facilitation space, small groups were created to pitch ideas for media products based on a given platform and demographic on sticky notes. Each participant then had the opportunity to pitch ideas with which to move forward across the weekend.

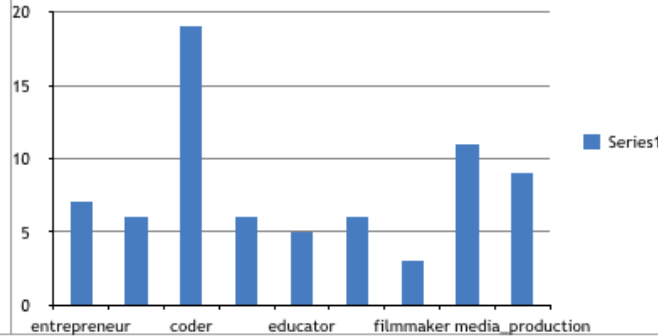
Participants were asked to draw a visual representation of themselves and their skills as an avatar or other. In a rapid fire environment they were then asked to introduce themselves with their illustration as prompt. Explanations ranged from listing skills and interests (such as coder or snowboarder) to startups or business involvements (such as Barter or Pressformore). Others were more metaphorical saying 'the typewriter depicts old journalism evolving', 'opening doors for people', 'blue sky thinker' and 'I am a coder so I know how to get you unstuck from the web'.



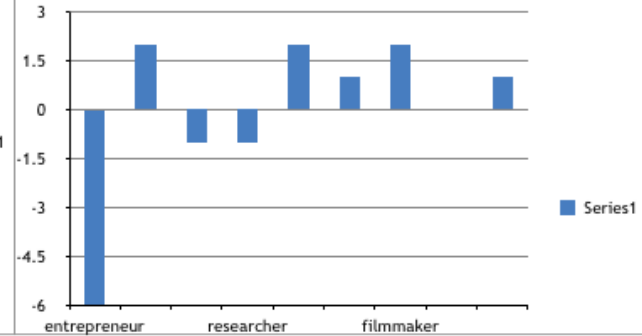
**Wishlist after first session
(n=18)**



**Wishlist after second session
(n=18)**



**Skills change needed after
both sessions (n = 18)**



DREAM TEAM SKILLS

ONE

Participants were asked to first choose from a drop down menu what best described their own skill. The choice was entrepreneur, coder, filmmaker, journalist, artist, media production, educator, researcher. The largest response category was 6 saying entrepreneur and 4 coder. They were then asked to pick four other skills they would like in their team, allowing for more than one of any skill. The

largest choice weighting was for coders and entrepreneurs. For this line of questioning, n= 18 as it relies on both first and second sessions being completed. It is worthy of note that this 'theoretical' question was not referred to a few hours later when teams were formed for the weekend based on ideas that had been pitched. Participants gravitated to the idea they preferred with little sense of the skills in each team.

DREAM TEAM SKILLS 2.0

TWO

At the end of the event, as the deliberations were taking place by the Dragons, participants were invited to reflect on their dream team once again. They were given the same question and drop down options, again being allowed to pick four other skills in their team, allowing for more than one of any skill.

CHANGE IN SKILLS

THREE

This approach allowed for a comparison between the concept of dream team makeup selected at the start of the weekend and that at the end. The largest change was in the reduction in people choosing entrepreneurs.

Keynote



K

Daniel Bentley opened the weekend event with a keynote about media innovation at [Circa](#). He explained how the newsroom develop stories that can scale and how they invent and reinvent ways to do news.

Research outputs: Rmerge



One-hour Rmerge sessions of qualitative questions were carried out with both Participants and Dragons in order to capture responses to the core research themes of the event. The sessions were carried out in a relatively informal manner: Participants had one session on Friday evening and another at the end, on Sunday evening. The Dragons (plus two mentor entrepreneurs) participated in a session on Sunday. Example questions and selected responses are included here. They go some way to setting the context for the event.

Masterclasses



M

Romain Sallet delivered a masterclass on media business models as well as [Clare Cook on revenue models](#). Paul Egglestone delivered a masterclass on How To Pitch - ahead of the teams pitching their ideas to the Dragons.

[MLSPreston] How to pitch ? by Paul Egglestone

[Storify by agenceondine](#)

Last day. All the teams are going to pitch tonight. But before, a masterclass with Paul Egglestone from the Media Innovation Studio about How to Pitch.

[Fbcdn](#)

[a year ago](#)



[Andrew Read @Language4Media](#)

[a year ago](#)

[ReplyRetweetFavorite](#)

3rd day of [#media](#) training & project development at [#mlspreston](#). Here's Paul Egglestone [@digitaldocs](#) 'how to pitch'. pic.twitter.com/zUzc3iYFM8

[Fbcdn](#)

[a year ago](#)



[Neila Romdane @Neila_R](#)

[a year ago](#)

[ReplyRetweetFavorite](#)

[#pitch](#) masterclass [@MIS_t_uclan](#) for [#mlspreston](#) by [@digitaldocs](#) pic.twitter.com/vBG2e7eslk

[Akamaihd](#)

[a year ago](#)

[Storify by Livefyre](#)

Workshops



W

A series of workshops were hosted across the weekend. The first round were run as an Unconference: everyone in the room proposed skills they had to share. The sessions ran for half an hour in breakout rooms. They ran on empathy mapping, social media, coding and mobile design.

 **Media Innovation Workshops**

[MLSPreston] Empathy Mapping Workshop

[Storify by Neila Romdane](#)

A one-hour workshop on Empathy Mapping : let's enter the mind of a journalist and a newspaper director !



[Colin MacRae @colinmac7](#)
[a year ago](#)

[Reply](#)[Retweet](#)[Favorite](#)

Hand model :-) [@Neila_R](#): [#empathy](#) mapping work by [@colinmac7](#) [#mlspreston](#) extract : I see chaos / change / overload
[pic.twitter.com/U1Lwl923qy](#)



[Neila Romdane @Neila_R](#)
[a year ago](#)

[Reply](#)[Retweet](#)[Favorite](#)

The teams are working on the [#empathy](#) map as a journalist for the first round [#mlspreston](#) [pic.twitter.com/32hxfOxkOA](#)



[medialabsession](#)
[a year ago](#)

[MLSPreston] DAY 2 - Workshop Empathy Mapping 1st round of mapping : imagine a Journalist's map Follow the event : [#MLSPreston](#) [@medialabsession](#).



[medialabsession](#)
[a year ago](#)

[View as slideshow](#)

[MLSPreston] Workshop about twitter community

[Storify by agenceondine](#)

A little workshop about starting engaging a community with twitter. This one is given by @Shalf from the Medialab Session team.



[Gayané Adourian @GayaneAdourian](#)

[a year ago](#)

[ReplyRetweetFavorite](#)

[Pic] Twitter community Workshop w/ [@shalf](#) :) [#mlspreston](#) [#twitter](#)
pic.twitter.com/R8araAe4tx



[Yann Heurtaux @shalf](#)

[a year ago](#)

[ReplyRetweetFavorite](#)

Let's get stuff done: here are the brand new accounts of the [#MLspreston](#) [#twitter](#) workshop attendants, follow them! pic.twitter.com/wYNKshB5Us

[Storify by Livefyre](#)

[View as slideshow](#)

[MLSPreston] Day #2 : build build build !

[Storyfy by agenceondine](#)

This day is spent to build the projects. To consolidate the ideas and turn these into viable project. Workshops, masterclass and mentoring will help the attendees.



[Medialab Session @MedialabSession](#)
[a year ago](#)
[ReplyRetweetFavorite](#)

Here's the detailed schedule for today at [#MLSPreston](#): [pic.twitter.com/Zks8pOOJ7U](#)



[Yann Heurtaux @shalf](#)
[a year ago](#)
[ReplyRetweetFavorite](#)
Caution: Journalism in progress. [#MLSPreston](#) [pic.twitter.com/oVkvvn5EOA](#)



[Gayané Adourian @GayaneAdourian](#)
[a year ago](#)
[ReplyRetweetFavorite](#)
The [@MedialabSession](#) team at work ! :) [#mlspreston](#) [pic.twitter.com/3alltxZNA8](#)



[Gayané Adourian @GayaneAdourian](#)
[a year ago](#)
[ReplyRetweetFavorite](#)
Teams at work :) No kidding ! [#mlspreston](#) [pic.twitter.com/hD4yqjE99](#)



[Richard Fletcher @FletchJourno](#)
[a year ago](#)
[ReplyRetweetFavorite](#)
Brainstorming digital media startup at [#mlspreston](#) [pic.twitter.com/OkhWj0Y4KY](#)



[Eddy Jackson @comm_uk](#)
[a year ago](#)
[ReplyRetweetFavorite](#)



SECTION TWO



WHAT IS MEDIA INNOVATION?

—
THE WEEKEND ENCOURAGED BOTH PARTICIPANTS AND DRAGONS TO CONSIDER WHAT MEDIA INNOVATION IS AND WHERE IT CAN BE FOUND
—

Defining media innovation is tricky given that it is by its very nature evolving. It can of course be approached purely theoretically, as a concept related to product, process and position innovation, with different degrees of novelty as in Tanje Storsul and Arne Krumsvik's 2013 text *What Is Media Innovation?*. The *Journal of Media Innovations* is a valid starting point for more pinpointed scrutiny.

More widely, the impact of audience fragmentation or shifts in dynamic between legacy and startup players, and the changing opportunities afforded to journalists and media professionals by a democratisation of the tools of production, all prompt discussion of what media innovation is or could be. Authors such as Mark Deuze, Robert Picard, Mark Briggs or Jane Singer debate at length shifts in startup creation, incubation and entrepreneurial journalism. Databases such as [Submojour.net](#) or the [CJR's guide to online startups](#) go some way to mapping the media innovation landscape. Vibrant 'innovation' hubs at La Cantine in Paris or Old Street Roundabout in London leave us in no doubt innovation is something; we are just less sure what it is and what is needed to make it happen.

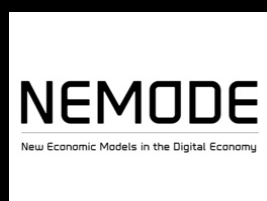
The workshop had as an aim to better understand the meaning of the terms innovation and media innovation within a rapid fire environment. There was a concurrent articulation that media innovation represents something new, exciting and fresh - or something old done in a new way. As Steve Smith articulated, 'At its core it can be something very simple, or something very complicated. Humans have been innovating since the dawn of time... we are always exploring and experimenting.' Others suggested innovation means more: 'It is having the courage to be progressive' and a 'change in mindset'.

Participants were asked to consider what they found to be innovative as a way to prompt pitches for innovative startup ideas. They were also asked to consider what needs to be in place to make innovation happen, and what needs removing.

It is worthy of note that the themes that emerged from the Participants frame the pitches later in the evening. The startups that were pitched, for example, had verification and information overload as their themes. As such, this capture could be seen as an effective first step in focussing attention towards the process of creating a startup idea. Dragon responses were more action and project specific. Key themes emerged from both Participants and Dragons around where innovation may be needed. These focus primarily on navigating abundance and discovering relevant and timely

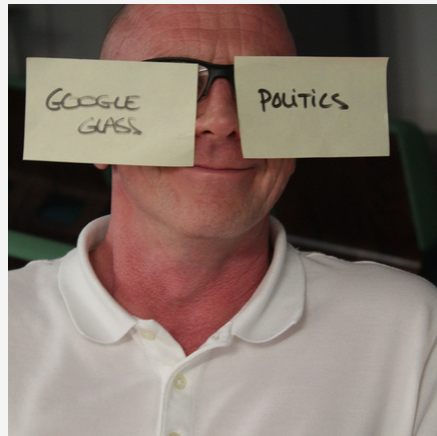


The weekend adopted an intense but fun working environment as this danger 'journalism' in process shows





PARTICIPANTS



DRAGONS



What was the last thing that made you think 'that is innovative'?

Wheel

Media factor

A marketing campaign on Snapchap

Foxo gene

Tinder

hailing a taxi from my phone

The new dimension advert on TV

music video get by with a little help from my friends

Shorthand.com

Siri

Chromecast

6 second viral ad

circa

the app applied to a physical product

Air cars

The aeroplane

when a chinese coder recreated facebook paper in HTML5 in one week

a wok used as a wifi antenna

Y-zer, semantic analysis of tweets including inference

Uber

My 9 year old

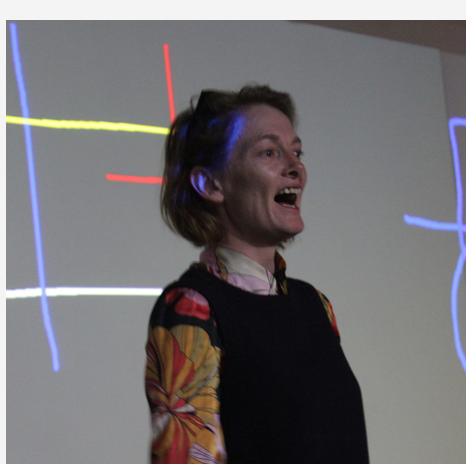
sending cancer biopsies via smart phone

Crowdbuild satellite providing internet access

PARTICIPANTS



DRAGONS



What is your media bug? Your annoyance you want to fix?

classification

information overload

too big flow of information

Twitter overload

Twitter addiction

one app that works on multiple seeded networks

cross device/platform synchronisation

provenance of images shared on social media

verification

too many passwords

daily support for startups

break away from just words, video and pictures

data privacy

Infobesity

Discovery

Mass click

websites on mobile phones - can't see them...

sheep

too many apps

Access - serving those who don't have phones/computers

totally happy

The grey space between algorithms and personalisation

Going back in time



Participants, mentors and dragons came from across Europe and New York as well as several from 'round the corner' in Preston



SECTION FOUR



WHAT IS OPEN INNOVATION?

—
TIME WAS SPENT CONSIDERING WHAT OPEN AND OPEN SOURCE ARE, AS WELL AS THEIR IMPACT ON INNOVATION
—

Henry Chesborough's 2003 text on Open Innovation: The New Imperative for Creating and Profiting from Technology, hinges on methods for 'innovating innovation'. It sets a backdrop for better understanding open innovation in network systems and value networks. While there is much discourse academically around open innovation in broad industry terms, there is little specifically on open media innovation despite much having been made recently of opening up APIs, crowdsourcing technologies and opening up media production processes. There is little consistency in what these terms mean and much less knowledge around the impact of open and open source on media innovation in the context of understanding for the digital economy.

From the sample of Participants and Dragons who attended there was little consistency in what the terms open and open source mean. Open was described for example as: absence of boundaries, available and accessible, transparent, free, a willingness to share, to bounce things, inclusion, lack of restrictions, everyone can be involved. Compare this to definitions of open source and it is possible to state clarity is required on the terminology. Open source was defined as: allowing collaboration from a crowd, products and services without corporate control; a platform to gain information; community of people for the greater good; a platform of a programme that is free to use; developing not for profit; a new ideology; collaboration on mass scale.

This goes some way to evidence a need for further rigour in determining the concept of open media innovation, as well as a very real operational need for defining terms within environments that have



PARTICIPANTS



DRAGONS



What does open mean to you?

- sharing
- free
- equality
- open source means leveraging other peoples skills
- free
- free to use
- Degrees of shared openness
- open exchange of ideas, talent, resources and tools#
- a way to collaborate
- (for the benefit of everyone)
- available to borrow and modify
- or improve
- collaboratively developed and free to improve

- the small print less obvious
- Transparency
- free
- open to new ideas
- available to incorporate into your concept
- open minded
- open hearted
- possibility
- eager for feedback
- The action of a door when force is applied to it
- open is the contribution of information for the benefit of everyone
- transparency, people free to come and leave

PARTICIPANTS



DRAGONS



What does open source mean to you?

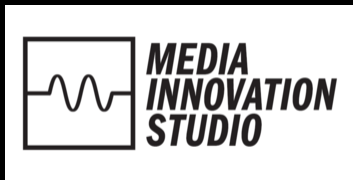
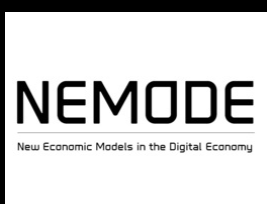
- free
- Future
- Mozilla
- open exchange of talent and ideas
- I don't have to pay
- transparency
- dry ketchup
- Accessab
- New and evolving
- Community of like minded
- A sharing mentality
- Still don't get it tbh
- Open platform
- Collaborative work.
- Back door hacks who want revolution through free software
- That I can gain access to it...it's open to everyone
- xxxx
- even playground
- Freedom
- Survival tomorrow?
- A baton to take and add to
- Opportunity
- unrestricted
- FREE ACCESS to knowledge
- great mission to achieve
- Matrix
- potential
- Innovation from the community
- Office software that's not really compatible with MS office
- hope
- Shared
- The ability to stand on the shoulders of giants that came before us
- Not an "arms over my exam paper" approach
- ...and unlimited beer depending on the context
- 1st principle intellectual innovation
- Community first innovation
- Is is a choice of ketchup, HP or like a gravey but is free
- Anti corporate megaliths
- collaborative consumption
- Responsibility

- sharing
- free
- equality
- open source means leveraging other peoples skills
- free
- free to use
- Degrees of shared openness
- open exchange of ideas, talent, resources and tools#
- a way to collaborate
- (for the benefit of everyone)
- available to borrow and modify or improve
- collaboratively developed and free to improve





Students from a range of universities took part in the event from coding and journalism courses



SECTION FIVE



WHAT IS A MEDIA ECOSYSTEM?

—
THE INTERACTIONS FORMED DURING THE EVENT
- WITHIN THE TEAMS AND ACROSS A WIDER
SOCIAL ECOSYSTEM - WERE CAPTURED AND
ASSESSED
—

More than just a 48 hour hack, the weekend was set up to analyse the networks that formed during the process: who connected with whom, and who was mobilised to join the network from the wider media ecosystem? In the last decade and especially since the rise of web 2.0, we have celebrated a blossoming of the role of users, either as generators of contents or as direct contributors in the innovation process. However these contributions are often lacking structure and formal identity making it difficult to actively build on them in terms of both business and innovation process. There is also little research available as to their provenance or motivations for developing such networks. As such it is hoped that a better understanding of open media ecosystems - the networks that formed and developed through the process - could assist the wider digital economy.

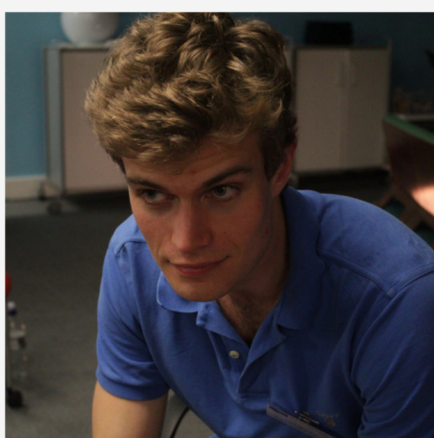
We found that Participants and Dragons had a wide range of networks they felt they were part of which goes some way to demonstrating the rich and diverse networks that exist. The term was understood in different ways: from physical infrastructure networks to human and social interactions. These were often human based, and particularly close family (particularly when asked who would be a 'phone a friend' moment).

From both Participants and Dragons the overwhelming theme for networks was the human interactivity and sense of collective community. Analysis was undertaken as to whether connecting with a wider ecosystem or network outside of the room was of value. Dragons were also asked how those networked had formed. They cited three main reasons: organically, serendipity, randomly and beautifully, Darwinesque, haphazardly, beers; out of need, recommendation, bottom-up, common interests, common goals, peer recommendation, to scratch an itch; through Twitter, from proactive connection, run events that bring the related audiences together and I attend other events that help me find the right people.

There was little consistency in the meaning of an ecosystem. Definitions included: associations with sustainability; multiple things interacting; all the right audiences in hubs; a chain of gathering new ideas; self contained environments for developing growth; linked entities.

Social network analysis was also conducted at the end of the weekend by Participants. Using Remerge, respondents were given the chance to rank how much of a role this person had played for them over the weekend. This allowed to establish any stand out skills or people. The results showed a relatively homogenous experience across actors. It could be evidence that the Medialab Session approach was successful in creating a horizontal ecosystem across the weekend, where a relatively open exchange of skills and interactions was created

PARTICIPANTS



What networks would you say you were part of?

Social; Twitter; Circa; People
network; Human; Regional;
business; Business; Amateur Dramatics; Agile
ventures; Local pub; Human and meta
platforms; The world; Geek; media
innovation; London software development
community; Jedi; techies
lover; Media; Journalistic; Business..... Recovery
for drugs.....here; Music; Education; sustainable
Family; Barter; Manchester start-ups / Founders'
Assembly; padawan; Online; Journalism; London
tech; Social, professional, recreational
Burnley fans, Cleveland browns fans, young
journalists, media start-ups, my friends; Death
Star cantina; People who want to change the
world for the better! changers; Hull City FA cup
winners; start-ups; Swiss digital scene; Business
innovation; Graduate start-ups; The
conversation; Translation
community; start-up; Eurovision; Job centre
plus; The force

DRAGONS



BT; french tech

Family; Twitter

journalists, burnley fans, my friends and family

social, business, local,

slightly old people

digital transition movement

digital innovation ecosystem

early stage entrepreneur, traditional computer industry, High net worths/business angel; creative

Shoreditch twats; digital people without facial hair

world of ideas, family, hippies and reactionaries, writers, thinker; metathinker

Make Sense and ouishare (about collaborative economy)

What benefit do those networks bring to you?



10

The number of Participants who said they had connected with a community in and around Preston (this included people at the local pubs, people in halls or Uclan)

What networks did you connect with outside the room?

3

The number of respondents who connected with Makers Academy or other coders during the event.

10

The number of respondents who cited Twitter as the network they connected with.

12

The number of respondents who said they wished they had connected with networks outside of the room sooner in the process. Mums, partners, and husbands were the most commonly cited when asked who would be their 'phone a friend' moment be.

Do you wish you had connected sooner?

5

The number of respondents who said they might have wanted to connect sooner. Responses included 'don't know or similar.

3

Three said they did not need to connect sooner and were happy with the engagement achieved on wider networks during the process.

connected sooner?



Medialab
Session

Next Session [Playground] :

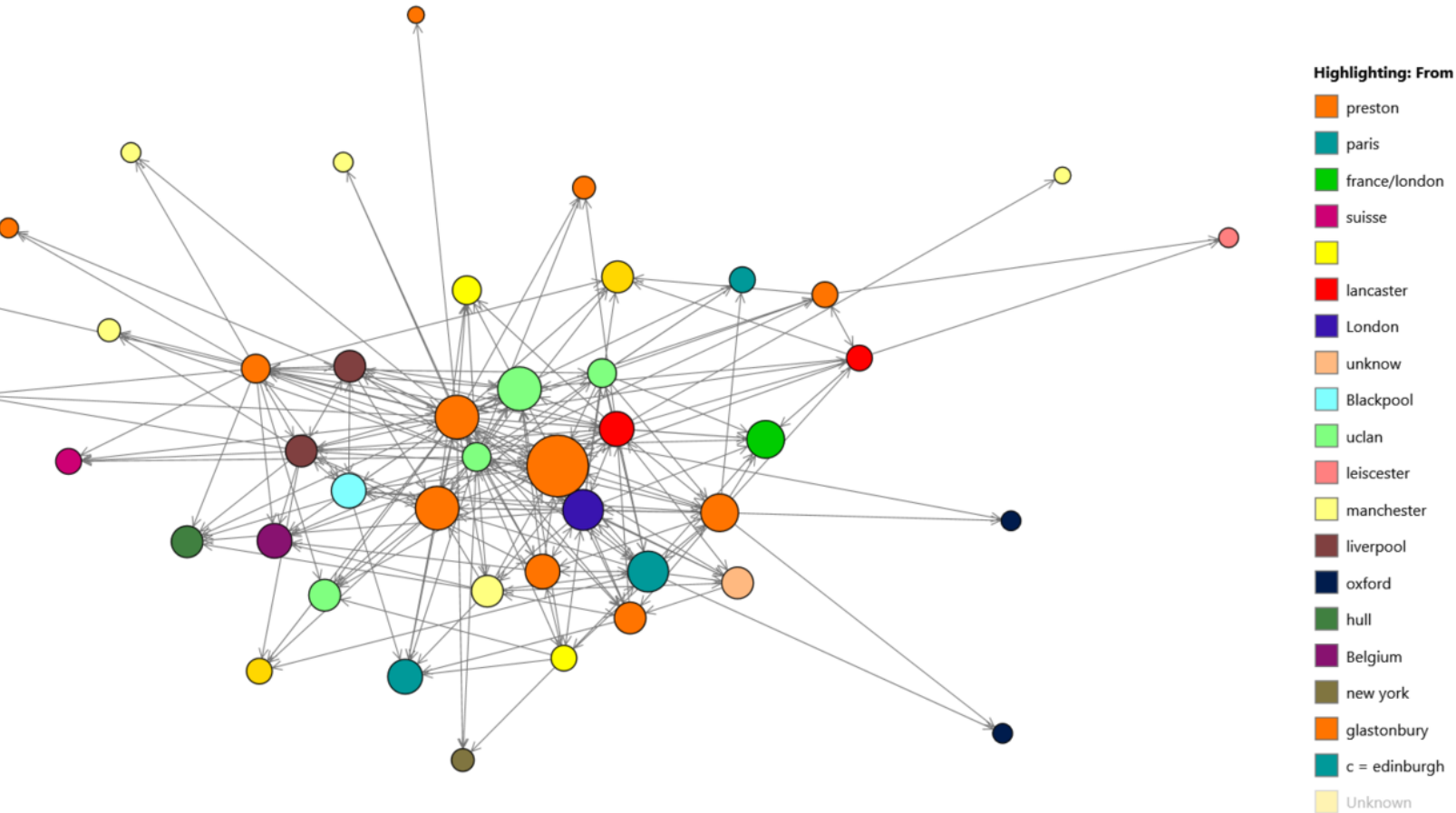
Preston, UK

18 - 19 May

How much of a role has this person played for you over the weekend?

SNA - How much of a role has this person played for you over the weekend?

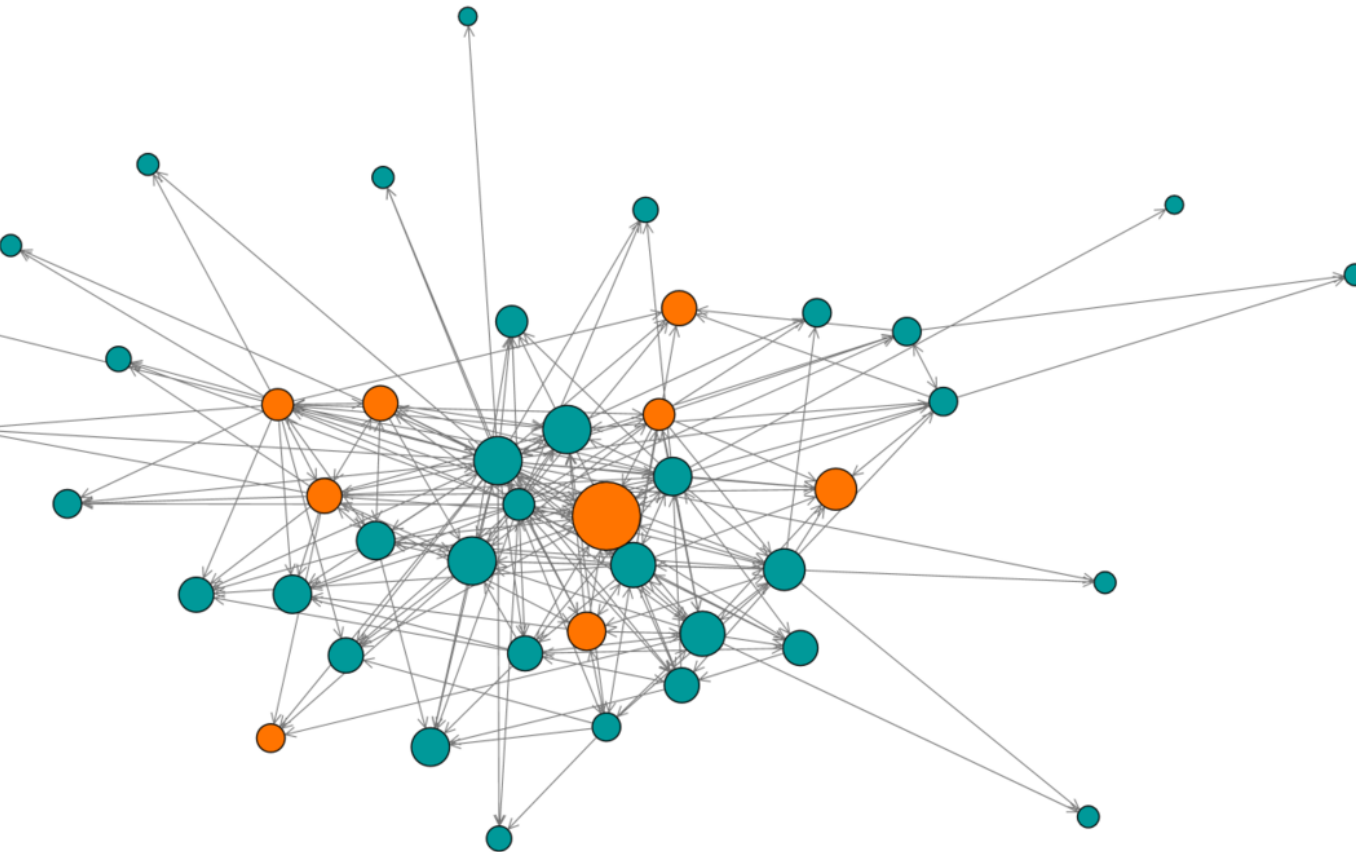
S



This social network analysis was carried out using Remerge. The analysis here is based on where the person was from, inputted by the research team. It shows a stronger influence of Preston based people - perhaps reflecting the students and MIS staff

How much of a role has this person played for you over the weekend?

SNA - How much of a role has this person played for you over the weekend?



Highlighting: Gender

Female

Male

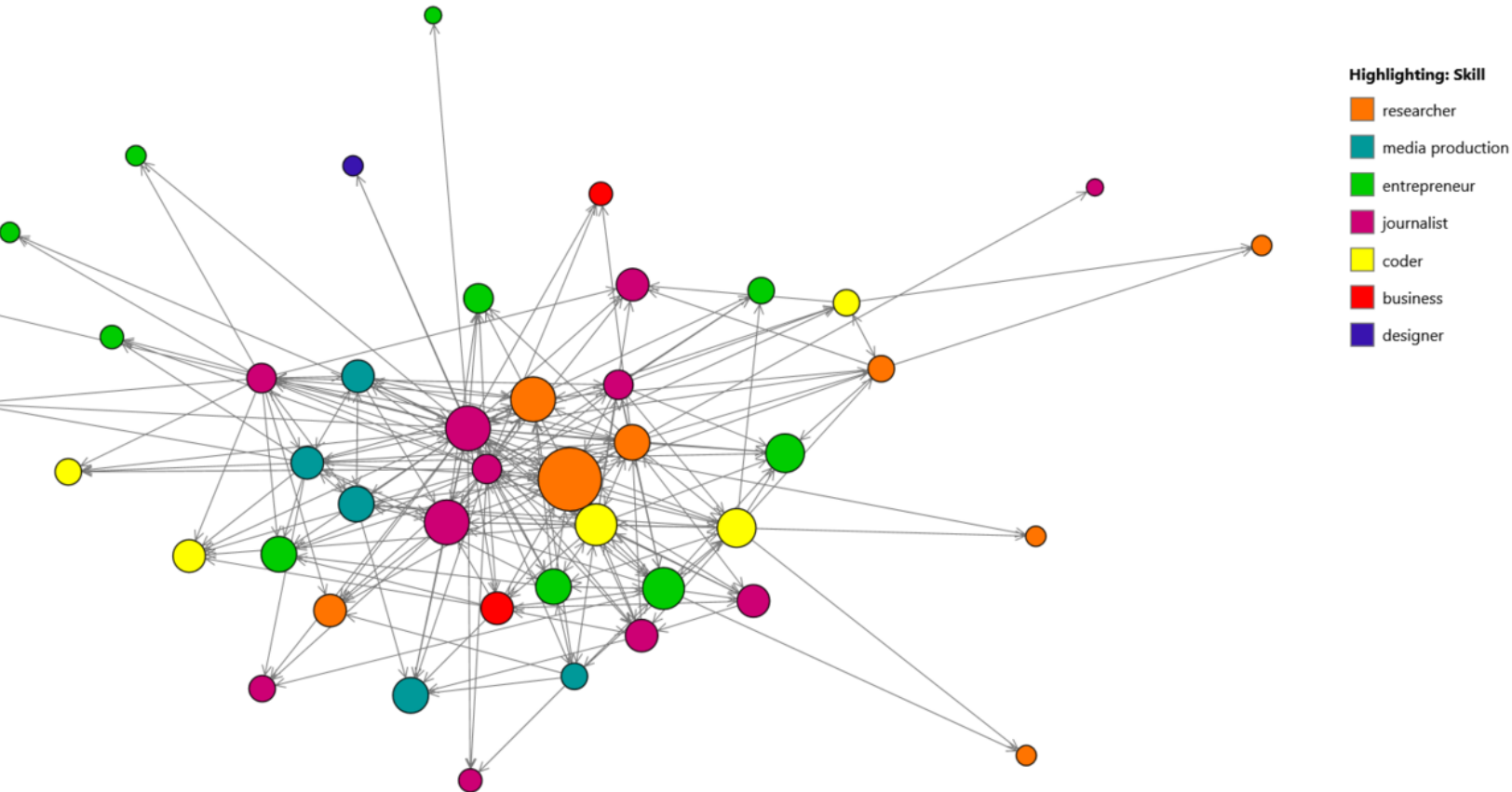
This social network analysis was carried out using Remerge. The analysis here is based on sex. It shows a diverse network, with organiser Clare Cook having greatest influence



How much of a role has this person played for you over the weekend?

SNA - How much of a role has this person played for you over the weekend?

S

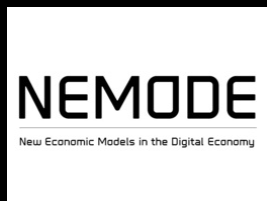


This social network analysis was carried out using Remerge. The analysis here is based on the skill listed by the Participants as their main skill. It shows a relatively even spread across the skills. This suggests the weekend lab environment was well integrated in terms of skill sharing.





Students from the University of Central Lancashire took part in the event on coding and journalist courses



SECTION SIX



THE MEDIA INNOVATION ENVIRONMENT

—
WHAT NEEDS TO BE IN PLACE TO MAKE INNOVATION HAPPEN? WHAT NEEDS REMOVING? HOW CAN MONEY BE MADE?
—

In understanding media innovation and ecosystems for the benefit of the wider digital economy, it was important to unpick the environment needed to make innovation happen.

At the micro level, the lab itself could be judged as a method for media innovation. As such the Dragons were asked to reflect on the approach. They described its strengths as: energy, diversity of profiles, failure (a good thing), lack of time creates focus, time pressure, rapid learning environment, acute précis of the normal process of creativity, [power to] create a network.

Dragons were also asked to cite what environment is needed to make innovation possible. Responses detailed the need for risk and pressures, but with creative focus. Other environmental factors were: free expression, creating a safe island in a turbulent sea, connected resourceful open, proximity, connected people, a problem to solve, open communication, whiteboards and post its, auto regulation, an environment where ideas are encouraged, concentration of great people, facilities and information, and new technologies challenging incumbent solutions.

75%

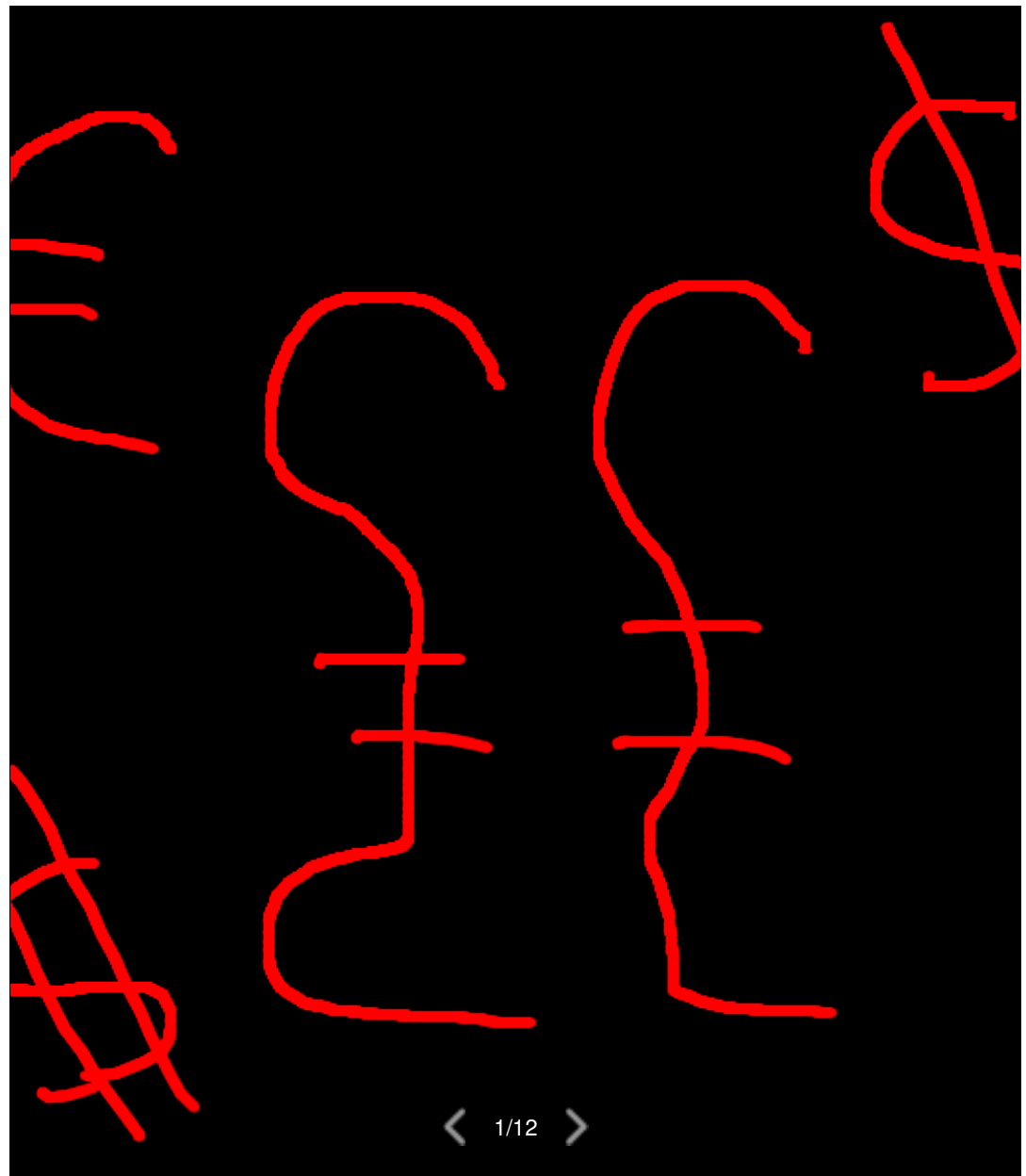


The percentage of Dragons who said innovation was something they strive for. The wordcloud gives an indication of the reasons why Dragons strive for innovation. Two made reference to \$\$\$.

Copyright 2014

tagxedo.com

Dragons were asked to produce a visual representation of open media innovation. Their images ranged from depicting how media innovation can make money, through the Internet being most successful for Porn and pictures of Cats, how ideas need to go towards innovation and the wider ecosystem of media innovation.



what is the most important benefits of open innovation (pick three from nine options):



OPEN INNOVATION: BENEFIT
ONE

Dragons were asked a closed answer Rmerge question around the benefits of open innovation, picking three from nine options. This question sought to focus what open innovation could bring to entrepreneurs in the digital economy.

what is the most important benefits of open innovation (pick three from nine options):

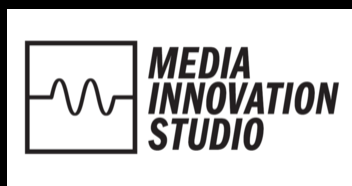
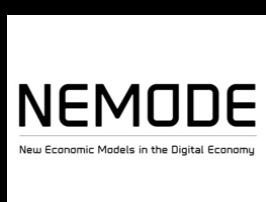


WHY INTERACT?
TWO

Dragons were considered to respond to the results in the table. They noted: it allows ideas to be tested quickly and ruled in or out; that online monitoring, permanent beta could be achieved; it helps to focus on core value of the service; how early adopters are going to be evangelists for your company; encouraging them to contribute will foster a beneficial relationship for both parties; design method step by step with return of the beta testers.



The event was hosted at the Media Innovation Studio, Uclan



CONCLUSIONS



WHAT NOW?

WHAT NEEDS TO CHANGE TO FACILITATE MEDIA INNOVATION. FURTHER RESEARCH AND RECOMMENDATIONS

DEFINING OPEN MEDIA INNOVATION

Further clarity is sought on the definition and knowledge base around open media innovation. To date, there has been much academic literature on open innovation, but far less on open media innovation and media ecosystems. Confusions highlighted in the definitions of terms such as open and open source go some way to highlighting this. As such a literature review and focussed critique of the terminology would be of benefit.

AUDIT OF INNOVATION

While there are several databases around startups in the wider sector there are little around the ecosystem of media innovation at regional level, and none around PhD study in the field of media innovation. A database of PhD and post doctoral study in the media and innovation sector would be a valuable additional resource. This could include an audit of live media innovation research projects and pilot studies, as well as patent applications. Mapping exercises at the regional level would also help navigate where funding and startup advice can be reached.

CONTRADICTION OF OPEN INNOVATION

There is an inherent contradiction in open innovation and an environment outputting a startup into a commercially competitive market place. Who had a share in the winning startup when it had been developed as part of an open and collaborative event? Should everyone be a stakeholder? This is exacerbated by the event being output driven rather than systemic in nature. There was not space within the confines of the weekend to explore these valid and poignant questions but there needs to be more understanding of these issues if open innovation is to be supported. Only then can a direct impact on the potential for open innovation in the digital economy be achieved.

INCUBATION SUPPORT

It was apparent from the experiences of the winning startup from the weekend that hack or startup events risk 'falling off a cliff'. There is little support available towards which the startup team could be transferred. Existing business support focuses on service delivery (such as help writing your business plan or tax returns) which is either inappropriate at this point in the innovation cycle or lacking in media specific knowledge. The following recommendations are made:

To develop an incubation lab which specialises in moving from ideas to market. This could include a 'fixer' role that connects startups with bid support, small grants or recommends networks and contacts.

To encourage any startup event to consider itself as a starting point rather than an end point, and structure (financial and support) resources accordingly. Despite online groups and monthly Medialab Sessions a sense of inertia post-event compares to the intensity of the live weekend.

To develop a network at the intersection between public and private institutions. Universities are well placed to deliver this, and encourage startups into

1

To bring together a European community of media innovators was the workshops first aim. This was done around contacts from Medialab Session and around a social media campaign #mlspreston. Sustaining the network is key. Medialab Session Stage events are held more regularly as evening meetups. The network is being further supported by resources on the [Facebook group](#), a [meetup](#) series and other content uploads on Twitter and Youtube. Feedback from Participants indicated a desire to stay connected requesting a list of contact details, the opportunity to form partnerships around projects, making an app for participants to have exclusively. There was interest that mentoring and a financial reward for involvement be explored. These indicators hint to a robust interest in developing collaborations and networks, but a need for more knowledge around the digital economy created as a result. There is openness and willingness for European collaboration, and similar issues faced regardless of nationality. Country and geography were not found to be of prominent influence or barrier in the social network analysis.

Eureka



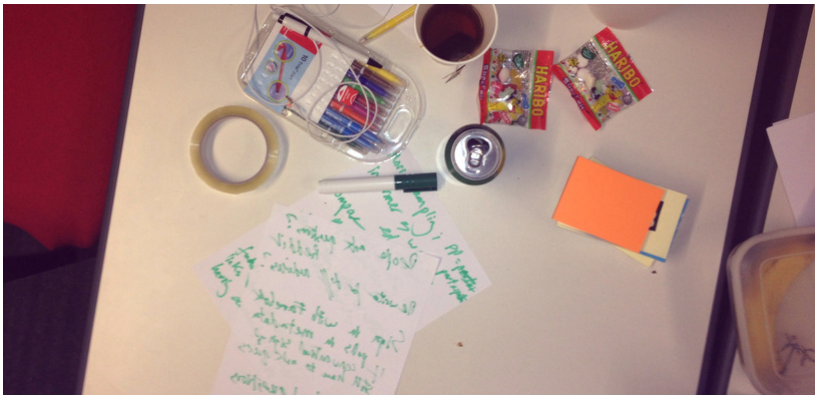
2

The second workshop aim was to better understand media innovation and media ecosystems. This was achieved by a series of talking head reflections recorded by Participants and Dragons on key terms, and their impact. It was also facilitated by Remerge open question sessions which probed a qualitative response to the terms. Responses indicate lack of consistency when dealing with the terminology surrounding innovation and corresponding ecosystems. However it also indicated that a robust system of networks does exist. It is also clear that incubation support is under represented in the startup community. There are plenty of resources available once businesses and teams are formed, but little support for those moving from a rapid fire incubation event to a startup, where questions around identity, collaboration and open networks are key. Put simply, who lays claim to what when development and collaboration have been openly encouraged.



3

In exploring the open source processes in media innovation as a test case for wider business Dragons were asked how money can be made from open innovation. They indicated the following: service follow up, facilitation, providing value, service, data, different ways of doing things can produce new things or simply new ways of doing old things, find people who need what you have created, get bought (even by mistake), offer the best implementation, invent a need for it, drive or align competing ideas together to create a cohesive business model. One asked: 'What exactly does closed innovation mean?' In terms of keeping startups open, however, the process does require a degree of secrecy. The winning team met two days after the close of the Medialab Session and their first thoughts turned to locking down their idea and keeping communication private as a more coherent concept and business model was developed.



4

The Medialab Session as a method was shown to achieve a homogenous social network within the working environment and one in which media innovation was possible, with five ideas pitched to dragons in 48 hours. This was achieved through a series of methods, ranging from Remerge facilitations, ice breaker games, workshops, masterclasses, build time and networking. The method, which borrows elements of Living Labs and Mode 2 approaches, was a successful tool in creating an environment in which innovation can happen.



With special thanks to

Richard Adams for believing in us enough to help fund the event
Neila Romdane for her collaboration organising the event and facilitating the pitch sessions
Colette Sanders for her tenacity supporting the event administratively
Charlie Craven for hours spent capturing and editing videos
Onno Piet Guy Baudouin for his patience setting up and helping to output Rmerge
Paul Egglestone for support and mentoring
John Mills for photographic capture
Fusion Room for keeping us fed and watered
Romain Saillet for steering Medialab Session
All the participants, dragons and mentors without whom it would not have been possible