

# Crowdsourcing Wisely: Opportunities and Challenges for Latin America

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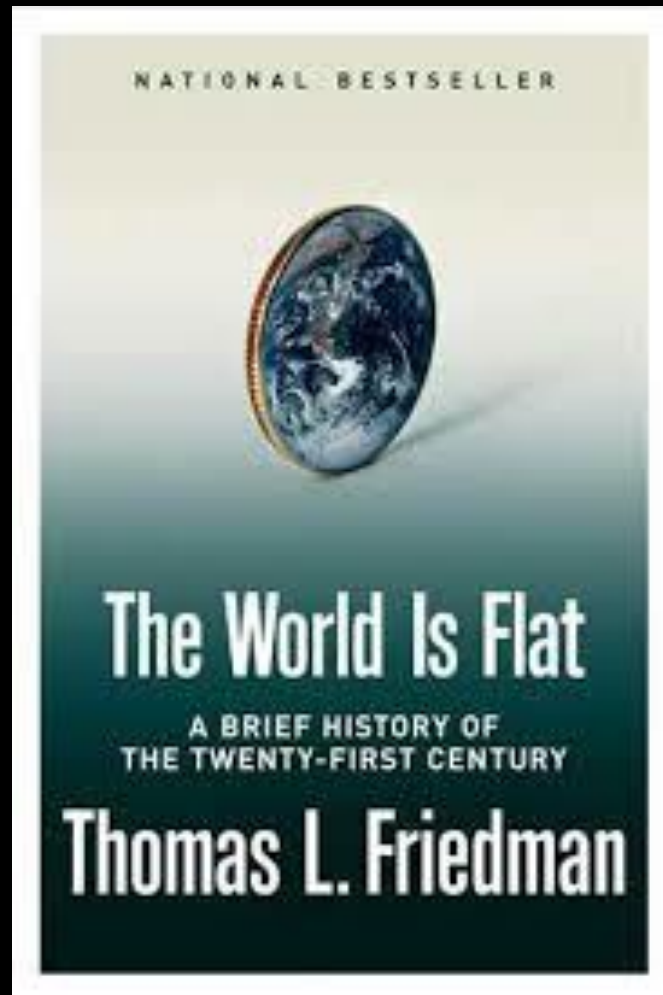


# **Crowdsourcing Wisely:** Opportunities and Challenges for Latin America

**IV Annual Convention**  
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ARGENTINA

**Professor Natalia Levina**

# Digitization opens up global markets: The world is flat



# Good News!

Latin American service providers  
can reach global markets!

# Bad News ...

Everybody with a keyboard  
can reach global markets!



# Amazon Mechanical Turk

The screenshot shows the Amazon Mechanical Turk interface. At the top, there is a navigation bar with 'amazonmechanical turk' logo, 'Artificial Artificial Intelligence' tagline, and buttons for 'Your Account', 'HITS', and 'Qualifications'. A status indicator shows '109,868 HITS available now' and a 'Sign In' link. Below the navigation bar, there are filters for 'All HITS', 'HITS Available To You', and 'HITS Assigned To You'. A search bar contains the text 'HITS' and a dropdown menu. The search results are for 'Amazon Requester Inc.' with a minimum payment of '\$ 0.00'. The results are sorted by 'HITS Available (most first)'. The first result is 'Answer questions about camping stoves' with a requester of 'Amazon Requester Inc.', an expiration date of 'Jan 2, 2011 (2 days 22 hours)', a reward of '\$0.05', and 782 HITS available. The second result is 'Choose the newer version of two books' with a requester of 'Amazon Requester Inc. - Newer Versions', an expiration date of 'Jan 4, 2011 (4 days 10 hours)', a reward of '\$0.01', and 317 HITS available. The third result is 'Identify book products that are valid replacements for each other' with a requester of 'Amazon Requester Inc.', an expiration date of 'Feb 11, 2011 (6 weeks)', a reward of '\$0.00', and 297 HITS available. Annotations include a red box around the search query 'Amazon Requester Inc.' with a circled '1' and an arrow pointing to the first result's requester. A red arrow labeled 'HIT capsule' points to the first result's details, with a circled '2' at the end of the arrow.

amazonmechanical turk Artificial Artificial Intelligence

Your Account HITS Qualifications 109,868 HITS available now Sign In

All HITS | HITS Available To You | HITS Assigned To You

Search for HITS containing Amazon Requester Inc. that pay at least \$ 0.00 for which you are qualified GO

HITS containing 'Amazon Requester Inc.'

1-10 of 13 Results

Sort by: HITS Available (most first) GO Show all details Hide all details 1 2 > Next >> Last

Answer questions about camping stoves View a HIT in this group

Requester: Amazon Requester Inc. HIT Expiration Date: Jan 2, 2011 (2 days 22 hours) Reward: \$0.05

Time Allotted: 4 hours HITS Available: 782

Choose the newer version of two books View a HIT in this group

Requester: Amazon Requester Inc. - Newer Versions HIT Expiration Date: Jan 4, 2011 (4 days 10 hours) Reward: \$0.01

Time Allotted: 60 minutes HITS Available: 317

Identify book products that are valid replacements for each other View a HIT in this group

Requester: Amazon Requester Inc. HIT Expiration Date: Feb 11, 2011 (6 weeks) Reward: \$0.00

Time Allotted: 60 minutes HITS Available: 297

# Crowdsourcing for everything



## Human Intelligence Tasks

- ✓ Tag an image
- ✓ Translate text
- ✓ Optimize online searches
- ✓ Perform complex engineering calculations
- ✓ Provide psychological support to a person in distress

## Online Labor Markets

- ✓ Build a mobile application
- ✓ Design PPT presentation
- ✓ Conduct research on a topic
- ✓ Develop a business plan



## Innovation Contests and Communities

- ✓ Discover early bio indicators for a rare disease
- ✓ Make women feel safer in poor urban areas
- ✓ Invent youth formula?

# Crowdsourcing for Innovation

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## Contractible Polymer for Skin Applications

TAGS: Physical Sciences, Chemistry, Life Sciences, RTP

AWARD: **\$30,000 USD** | DEADLINE: 7/29/11 | ACTIVE SOLVERS: 100 | POSTED: 4/29/11

We are looking for a monomer/polymer system that can be applied directly to the skin that will subsequently adhere and contract.

This is a Reduction-to-Practice Challenge that requires a written proposal and experimental proof-of-concept data and sample delivery. Theoretical proposals (no data or sample) will be considered for a lesser award.



# Option 1: Embrace crowdsourcing

Turn to crowdsourcing platforms to sell services!

**Downside:** Services are often commoditized on platforms => low value opportunities!

**Growth?**

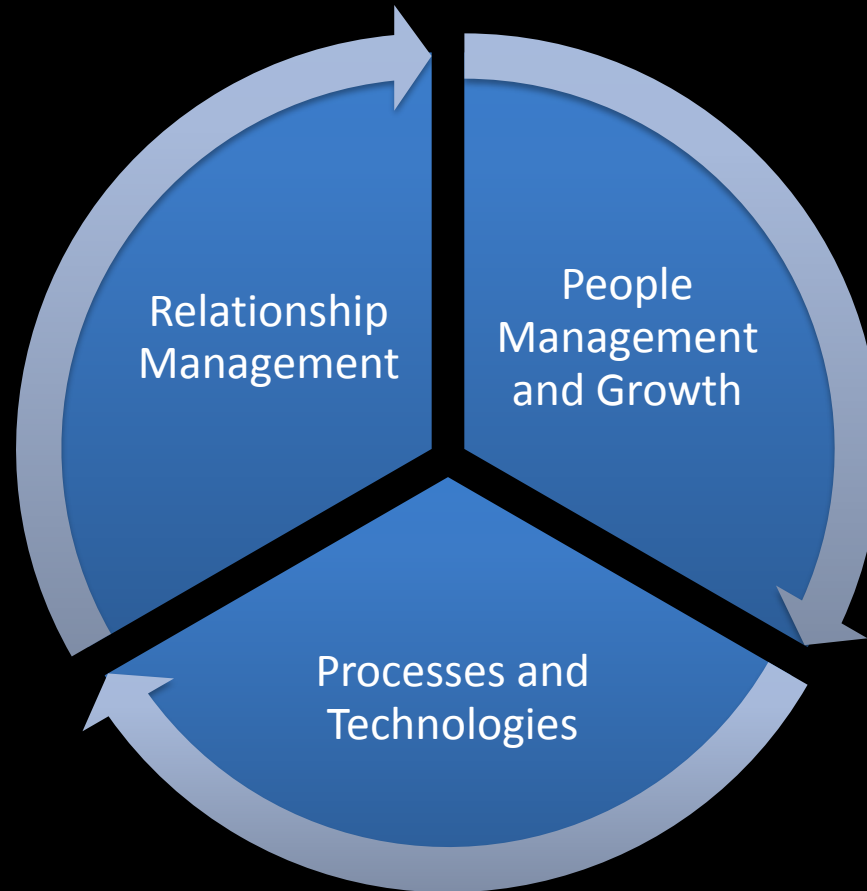
**Investment?**

**Scale?**

# Option 2: Provide higher value than crowdsourcing and use crowdsourcing

Firms can build value-adding **capabilities** for global clients that crowdsourcing platforms cannot provide

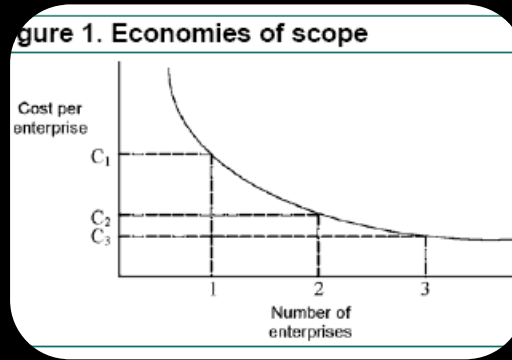
# What capabilities should a service vendor build?



# What enables service firms to provide higher value to clients than crowds?



Scale



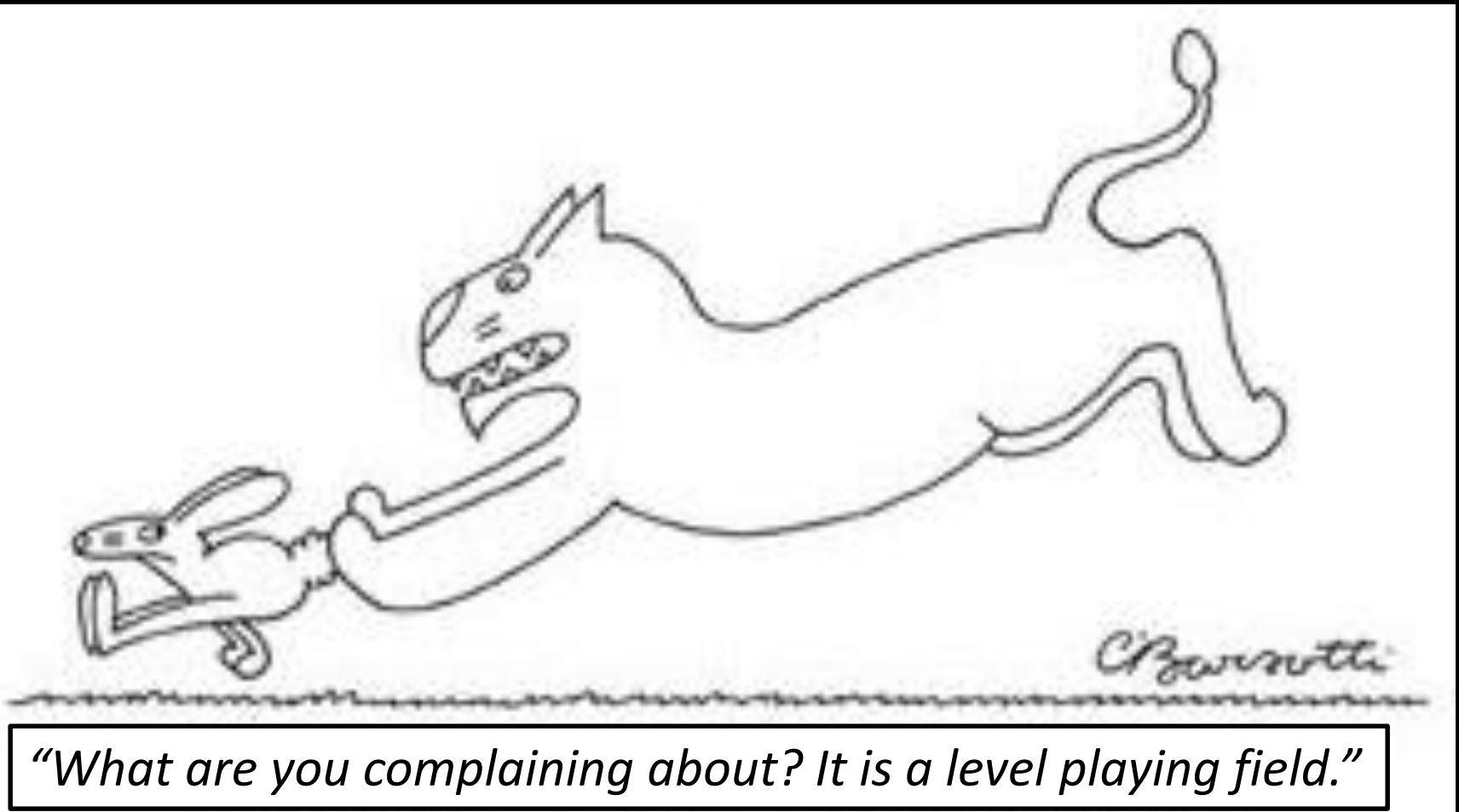
Scope



Expertise

that come from controlling execution of many diverse projects

If you do not build them ...



*“What are you complaining about? It is a level playing field.”*

# Using Crowds for Competence Augmentation

- Adding missing competencies at lower cost



- Scaling of resources = Global talent access overnight



# Tapping into Innovation of the Crowd

## Intermediary Platforms

### Research & Development platforms

- **Innocentive** – open innovation problem solving
- **IdeaConnection** – idea marketplace and problem solving
- **Yet2.com** – IP market place
- **PRESANS** (beta) – connect and solve R&D problems
- **Hypios** – online problem solving
- **Innoget** – research intermediary platform
- **One Billion Minds** – online (social) challenges
- **NineSigma** – technology problem solving
- **Ideaken** - collaborative crowdsourcing

## Corporate Initiatives

### Product Ideas crowdsourcing

- **Fiat Mio** – create a car
- **BMW Customer Innovation Lab** – in german
- **Kraft** – innovate with Kraft
- **InnovationJam\*** – IBM's idea generation project
- **Dell IdeaStorm** – external idea sourcing
- **Betavine** – Vodafone's mobile app community
- **My Starbucks Idea** – shaping the future of Starbucks
- **Ideasbrewery** - Heineken Ideas Brewery
- **Connect + Develop** - Innovation platform by P&G

### Marketing, Design & Idea platforms

- **CMNTY Corporation** - community co-creation
- **Innovation Exchange** – open innovation market place
- **Idea Bounty** – crowdsourcing ideas
- **Guerra Creativa** – crowdsourcing anything creative
- **Brand Tags** – tagging brands
- **Battle of concepts** – student challenges
- **crowdSPRING** – creative designs
- **BootB.com** – custom creative ideas for any creative need
- **12designer** – marketplace for creative solutions
- **LeadVine** – crowdsourcing lead generation
- **99designs** – pioneer in design crowdsourcing
- **Edge Amsterdam** – elite sourcing platform
- **OpenIDEO** – collaborative design platform

## Creative Co-creation

- **Spreadshirt** – shirt community
- **Threadless** – create and sell your t-shirts
- **cafepress** – shop, create or sell what's on your mind
- **zazzle** – create and sell products
- **CreateMyTattoo** – crowdsourced tattoo design
- **Sellaband** – crowdfunded bands
- **Artistshare** – fans funding new artists
- **Quirky** – community product development
- **jovoto** – co-creation & mass collaboration
- **Dream Heels** - design your dream heels
- **Mookum** - co-creating lifestyle & interior products
- **Quirky + GE** - co-creating platform by quirky & General Electric
- **Userfarm** - co-creating platform for Video makers



# How about building new platforms?

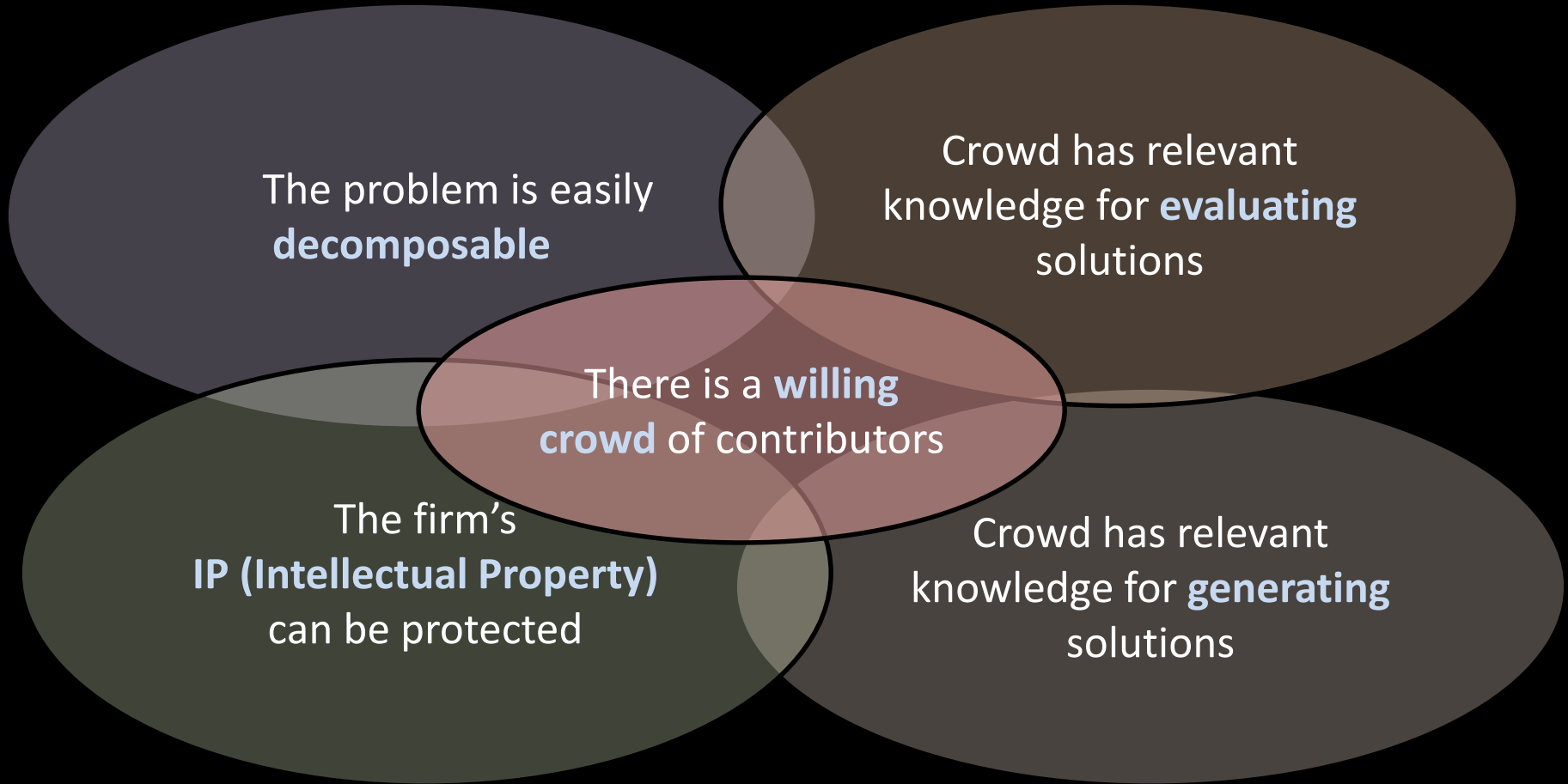
- Latin American has superior design talent and technical capabilities!
- Build culturally and linguistically sensitive platforms for local markets





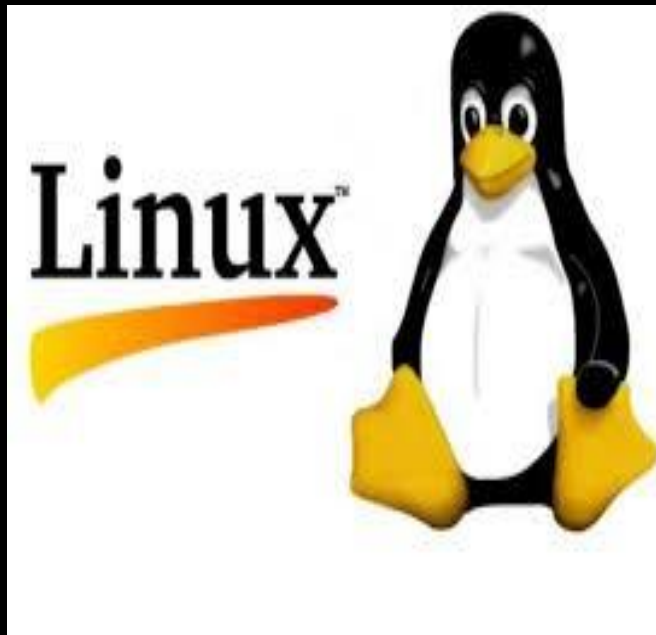
What is the sweet spot for crowdsourcing ?

# Sweet Spot of Crowdsourcing



# Nature of the problem

**Innovation tasks are decomposable**

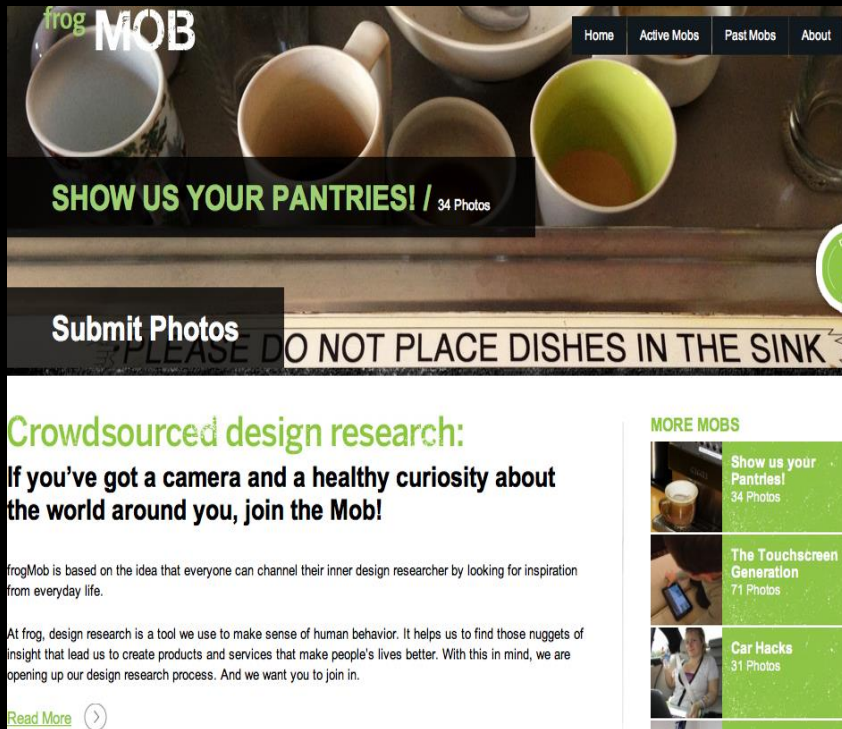


**Innovation tasks are holistic**



# Nature of the solution knowledge

Distributed



frog MOB

Home Active Mobs Past Mobs About

**SHOW US YOUR PANTRIES!** / 34 Photos

Submit Photos

PLEASE DO NOT PLACE DISHES IN THE SINK

**Crowdsourced design research:**  
If you've got a camera and a healthy curiosity about the world around you, join the Mob!

frogMob is based on the idea that everyone can channel their inner design researcher by looking for inspiration from everyday life.

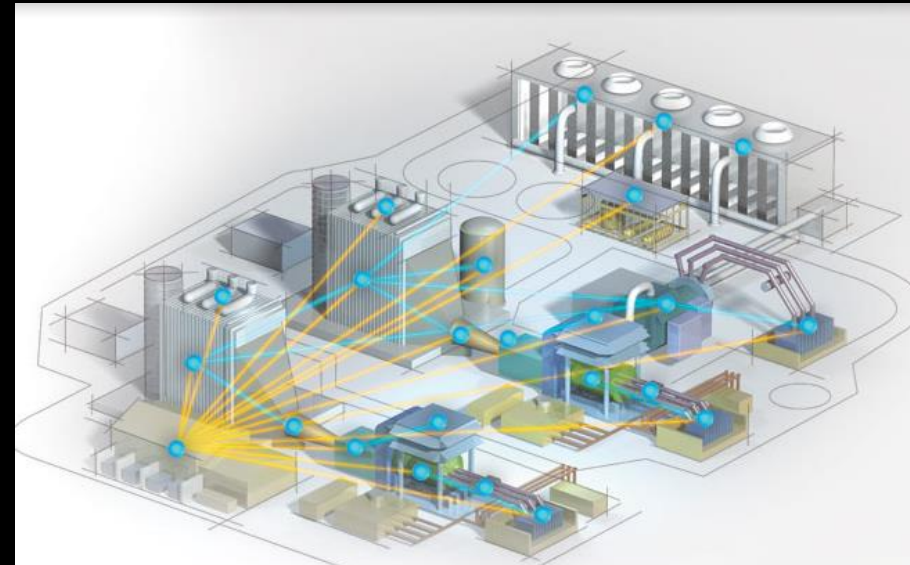
At frog, design research is a tool we use to make sense of human behavior. It helps us to find those nuggets of insight that lead us to create products and services that make people's lives better. With this in mind, we are opening up our design research process. And we want you to join in.

[Read More](#) >

**MORE MOBS**

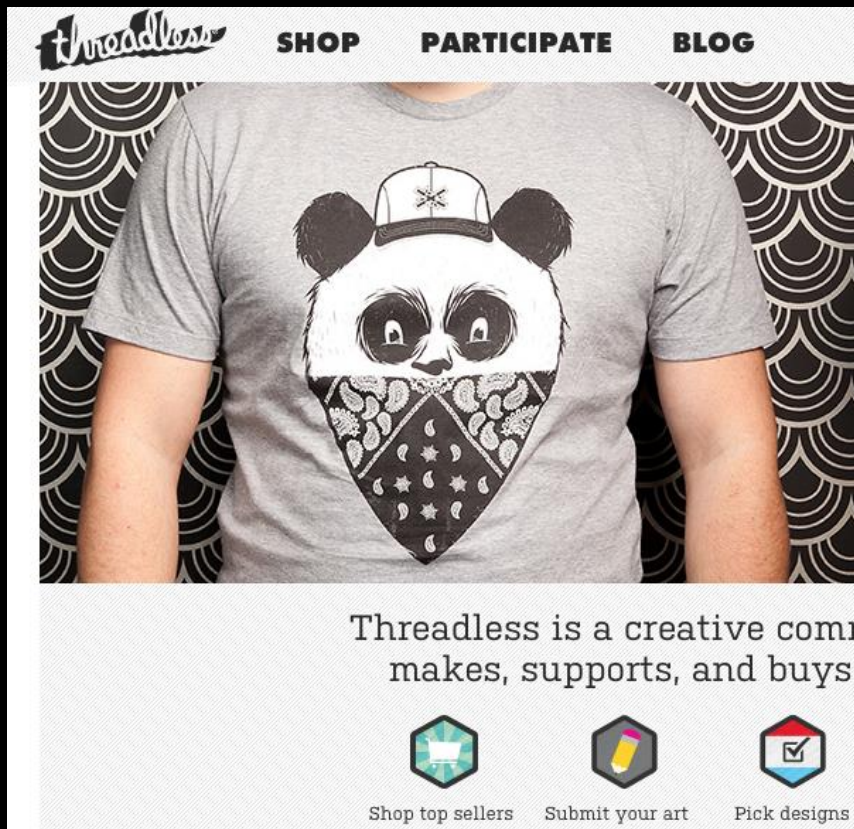
- Show us your Pantries! 34 Photos
- The Touchscreen Generation 71 Photos
- Car Hacks 31 Photos

Concentrated



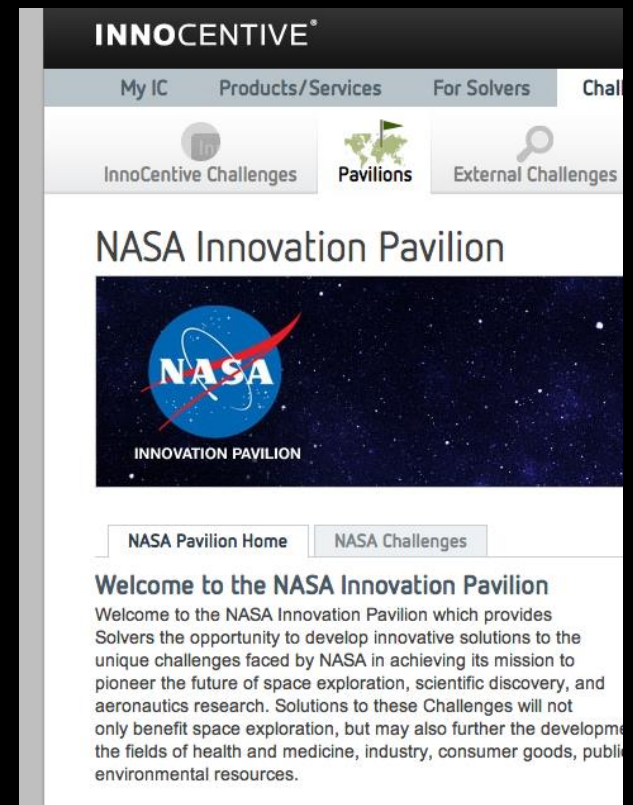
# Nature of the evaluation knowledge

## Distributed



The screenshot shows the Threadless website interface. At the top, there is a navigation bar with the Threadless logo and three main menu items: SHOP, PARTICIPATE, and BLOG. Below the navigation bar is a large image of a person wearing a grey t-shirt with a panda design. The panda is wearing a white baseball cap and has a patterned scarf around its neck. The background of the image is a repeating pattern of white circles on a dark background. Below the image, there is a text block that reads: "Threadless is a creative community that makes, supports, and buys". At the bottom of the page, there are three icons with corresponding text: a shopping cart icon labeled "Shop top sellers", a pencil icon labeled "Submit your art", and a checkmark icon labeled "Pick designs".

## Concentrated



The screenshot shows the INNOCENTIVE website interface. At the top, there is a navigation bar with the INNOCENTIVE logo and four main menu items: My IC, Products/Services, For Solvers, and Challenges. Below the navigation bar, there are three icons with corresponding text: a globe icon labeled "InnoCente Challenges", a map icon labeled "Pavilions", and a magnifying glass icon labeled "External Challenges". Below the icons, there is a large image of the NASA Innovation Pavilion. The image features the NASA logo and the text "INNOVATION PAVILION". Below the image, there are two buttons: "NASA Pavilion Home" and "NASA Challenges". Below the buttons, there is a text block that reads: "Welcome to the NASA Innovation Pavilion". The text continues: "Welcome to the NASA Innovation Pavilion which provides Solvers the opportunity to develop innovative solutions to the unique challenges faced by NASA in achieving its mission to pioneer the future of space exploration, scientific discovery, and aeronautics research. Solutions to these Challenges will not only benefit space exploration, but may also further the development of the fields of health and medicine, industry, consumer goods, public safety, and environmental resources."

# A Willing Crowd

Everybody can be an innovator

Unwilling Crowd

The screenshot shows the OpenIDEO website homepage. At the top left is the logo "OPEN IDEO" in pink and black. Below it is the tagline "Where people design better, together" and a "BETA" badge. A search bar is located at the top right. A blue banner on the left contains the text: "OpenIDEO is an open innovation platform. Join our global community to solve big challenges for social good." with a "Sign up or learn more!" link and a "WINNER THE 15th ANNUAL WEBBY AWARDS" badge. Below this is a "Featured Challenge" section titled "How might we gather information from hard-to-access areas to prevent mass violence against civilians?" with a photo of two people in a rural setting. To the right of the challenge is a "Recommend" button and a Facebook share icon with the text "11,335 people recommend this. Be the first of your friends." Below that are two promotional cards: "WATCH OUR VIDEO TO LEARN HOW IT WORKS" with a play button icon, and "DOWNLOAD OUR UNIVERSITY TOOLKIT" with a person icon. At the bottom right, there are two statistics: "6,875 INSPIRATIONS" and "3,546 CONCEPTS".







Invent

Influence

Shop

How It Works

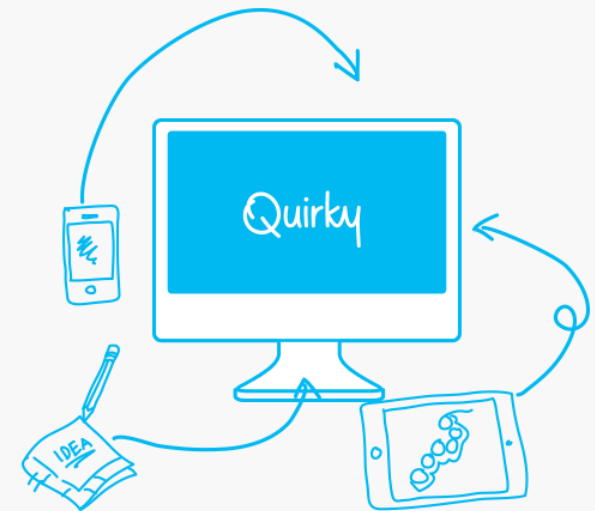
Search...



SIGN UP

Log

# KITCHEN



\$19.99

LEARN MORE

**Muchas Gracias!**