

THE MAGIC OF CONTRIBUTION

From inspiration through innovation to intuition and beyond,
manifested by the power of **InCo movement**





To our parents, to our ancestors, to the hidden energies that we can only sense. Thank you for all your support, for your inspiration, wisdom and unselfish love.

The work of Violeta Bulc and her colleagues and collaborators in the vast network of people and institutions associated with the InCo movement is part of the process of emergence of a globally interconnected and consciously interdependent civilization. Indeed, it is not only part of this process, but it should be considered a key systemic leverage point for it. The four books comprised by the The Magic of Contribution are not only testimony to the creative potential of a new consciousness — a systemic, holistic, integral and interdependent consciousness — but a stimulus for its further evolution. I am thrilled to see this work released and finally available for broad readership and action. This is the sort of offer that, by way of its intended ripple effect, can truly be world changing.

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TABLE OF CONTENTS

With respect to those that created the content and to you, the reader 12

The core vibration of InCo movement today 15

1st Book THE MAGIC OF THE MOVEMENT 16

TABLE OF CONTENTS 17

Why are we doing it? 18

How have we got there? 20

Steps that prompted the movement 20

The wisdom of a systemic approach 22

The hidden powers behind us 23

The sources we connect with 24

What are the results that have reached beyond? 27

What are the stories that we have launched? 38

Co-creators of the open space of InCo movement 41

2nd Book THE POWER OF INTUITION – 2012/13 45

TABLE OF CONTENTS 46

Introduction to the chapter 48

Welcome to InCo movement 2012 – 2013 50

The InCo movement's core vibrations in 2012 – 2013 51

0.	WHAT HAVE WE LEARNT SO FAR?	53
1.	INTRODUCTION TO InCo – INTUITION	56
	Introduction	57
1.	Intuition as a natural skill	57
2.	Relationship between emotions and intuition	59
3.	Intuition and the business world	60
4.	Intuition and the experiential model of learning	61
5.	Intuition and the “onion model”	63
6.	Intuition and ‘Theory U’	65
7.	Intuition-based model for making business decisions	67
8.	Intuition and changing habits towards greater social responsibility	69
9.	Conclusion	70
2.	InCo INTUITION - EVENTS 2012 – 2013	71
2.1	InCo intuition events 2013	71
2.2	InCo intuition events 2012	73
3.	InCo INTUITION INSIGHTS	75
3.1	Inspiration through intuition	76
3.2	Space and intuition	76
3.3	New tools for personal growth	77
3.4	Intuition as a tool and as leverage for the development of modern society	77
3.5	Unconscious to conscious	78
4.	InCo CONTRIBUTIONS TO INTUITIVE BREAKTHROUGHS	79

4.1	Development of intuition models	79
4.2	Presentations at conferences and papers and workshops on intuition	82
5.	PLANS FOR THE FUTURE	83
6.	INTERNET HITS FOR THE WORD INTUITION	84
7.	DEFINITIONS ON INTUITION	85

3rd Book THE MATURITY OF INNOVATION 87

TABLE OF CONTENTS 88

Introduction to the chapter 89

InCo movement's core vibrations for 2010 – 2013 90

0. WHAT HAVE WE LEARNT? 93

1. INNOVATION SPACE AS A WHOLE 95

1.1 InCo Conference 2010 – 3rd Conference on innovation communication 96

1.2 InCo/Change The Game Initiative 2010 100

1.3 International InCo Conference 2011 – InCo goes global: The power of innovative ecosystems 103

2. LOCAL COMMUNITIES 106

2.1 The 2nd Conference on the Innovative Local Community – InLoCom conference 2011 107

2.2 The 3rd Conference on the Innovative Local Community – InLoCom conference 2013 110

3. InCo MOVEMENT'S CONTRIBUTION TO THE THRIVABILITY OF INNOVATION ECOSYSTEMS IN SLOVENIA AND GLOBALLY 112

4. InCo CONTRIBUTIONS TO INNOVATIVE BREAKTHROUGHS 115

4.1 Innovation infrastructure 115

4.2 Innovation process 122

4.3 Mass innovation 123

5.	InCo MOVEMENT IN NUMBERS	125
6.	THE DEVELOPMENT OF INNOVATION IN SLOVENIA	131
7.	INTERNET HITS FOR THE WORD INNOVATION	134
8.	GLOSSARY	135

4th	Book	InJo-InCo 2009 MANIFESTO	137
-----------------------	-------------	---------------------------------	------------

	TABLE OF CONTENTS	138
--	--------------------------	------------

	Foreword by the President of the Republic of Slovenia	139
--	-------------------------------------------------------	-----

	Foreword by Tatjana Fink	144
--	--------------------------	-----

	Foreword by Violeta Bulc	145
--	--------------------------	-----

	Introduction to the contents of the Manifesto	147
--	-----------------------------------------------	-----

I.	InCo movement's initiatives of 2009 for 2010	148
-----------	-----------------------------------------------------	------------

	InCo movement's initiatives of 2009 for 2010	149
--	----------------------------------------------	-----

	12 InCo movement's initiatives for 2010	150
--	-----------------------------------------	-----

	InCo movement's commitments for 2010	150
--	--------------------------------------	-----

II.	Foundations of the InCo movement for an innovative breakthrough of Slovenia	151
------------	------------------------------------------------------------------------------------	------------

	About the InCo movement	152
--	-------------------------	-----

	Innovation journalism and innovation communication	155
--	----------------------------------------------------	-----

	Presentation of the InCo model of innovation space stakeholders	157
--	-----------------------------------------------------------------	-----

III.	InCo Movement in Practice – Presentation of Key Results (Projects and Events) in 2009	165
-------------	----------------------------------------------------------------------------------------------	------------

1.	INNOVATION SPACE AS A WHOLE	166
-----------	------------------------------------	------------

1.1	InCo Conference 2009 – Conference on Innovation Communication	167
-----	---------------------------------------------------------------	-----

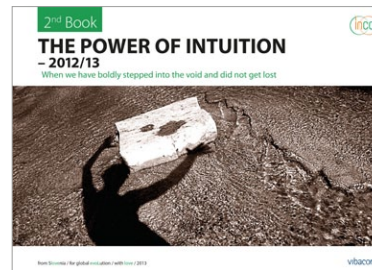
1.2	InJo Award 2009	177
1.3	Idea Reserve with presentation of the InJo-InCo Manifesto	186
2.	MEDIA	188
2.1	The Slovenian expedition to IJ-6 – the 6th Innovation Journalism Conference at Stanford University	189
2.2	Slovenia and the Innovation Journalism Fellowship Programme at Stanford University	192
2.3	The 4th Regional Conference on Innovation Journalism “Stanford after Stanford” 2009 in Ljubljana	195
2.4	Developing a new business model in the media industry	202
2.5	InJo Award 2007-2009 – Analysis of the presence of the innovation topics in Slovenian media	203
3.	EDUCATIONAL SYSTEMS	206
3.1	The InCo Jr. project	207
3.2	The InCo Jr. workshop at the InCo Conference 2009 – Workshop on innovation communication for the youth	210
3.3	Regional InCo Jr. events	212
4.	UNIVERSITIES	218
4.1	InCo Ba. project	219
4.2	Conference on Promoting Creativity and Innovation in Higher Education, DOBA College, Maribor	221
5.	LOCAL COMMUNITIES	224
5.1	Developing the InLoCom model	225
5.2	The 1 st Conference on the Innovative Local Community 2009, Srce Slovenije	226
5.3	Presentation of InLoCom at the EREF 2009 (European Regional Economic Forum)	228
6.	COMPANIES	229
6.1	The InCo Corp. Project	230
6.2	The Award for innovation communication strategy	232

6.3	InJo Award 2007-2009 – Analysis of the presence of innovation topics in internal media of Slovenian companies and other organisations	234
7.	INSTITUTES	236
7.1	Cooperation with CT3 and Videlectures.net	237
7.2	Participation of scientists and researchers in interdisciplinary events	238
8.	THE STATE	239
8.1	Workshop on innovation at the 15 th Days of Public Law and Management	240
8.2	The “Drafting of the Platform and Guidelines for Developing a Strategy for Slovenian Economy in the Field of Non-technological Innovation” project	240
8.3	The first public presentation of the InCo movement before the National Council of the Republic of Slovenia	241
9	NON-GOVERNMENTAL ORGANISATIONS	242
9.1	Cooperation with Umanotera	243
9.2	POGUM Development Foundation	243
9.3	Workshop for the Srce Slovenije NGO Network	242
10.	ARTISTS AND THE CREATIVE INDUSTRY	244
10.1	Art at the InCo Conference 2009	245
10.2	The InJo statuette by young sculptor Lara Reichmann	246
10.3	Cooperation with the photographer Bojan Breclj	246
10.4	Cooperation with the painter Peter Ciuha	246
10.5	Cooperation with OpenLab	246
10.6	Cooperation with Big Institute at the Month of Design	246
10.7	An event with the creative industry at the Ljubljana Furniture Fair 2009	247

11.	InJo AND InCo AROUND THE WORLD	248
11.1	Presentation of initiatives for innovation communication and innovation journalism around the world	248
11.2	IJ-6 – Innovation Journalism Conference, Stanford University, USA	251
11.3	Interfacing Innovation Conference, Brussels	253
11.4	Innovation in Youth Media and Next Generation Classroom Conference	255
11.5	4 th Regional Conference on Innovation Journalism, “Stanford after Stanford” 2009	256
12.	ANNOUNCEMENT OF KEY PROJECTS IN 2010	257
13.	GLOSSARY	258
	Co-creators of the open space of InCo movement	260

1st Book**THE MAGIC OF THE MOVEMENT**

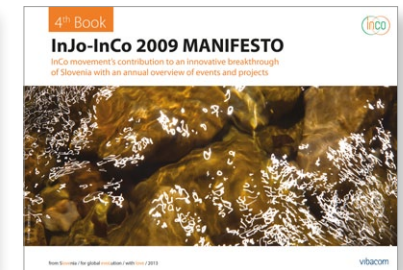
“The magic of the movement” gives an overview of the seven years of InCo activities. It talks about the WHYs and HOWs and about the results that derived from them.

2nd Book**THE POWER OF INTUITION – 2012/13**

“The power of Intuition – 2012/13” gives an indepth view of our experiences and learning about the importance of intuition in systemic decision-making and about its impact on innovation processes.

3rd Book**THE MATURITY OF INNOVATION 2010/13**

“The maturity of innovation 2010/13” shows the movement’s shift in deploying innovation concepts and manifesting them in the areas that were recognised as vital for the future development of an open society.

4th Book**InJo-InCo MANIFESTO 2009**

“InJo-InCo manifesto 2009” shows in detail all the mass activities that happened in the first 3 years of the movement when the key priority of the movement was the mass engagement of people on a national level to raise awareness about the importance of innovation for an open and sustainable society.

With respect to those that created the content and to you, the reader

“What an incredible seven years. More than a lifetime of experiences, inspirations, learning, wisdom, friendships and deep revelations.”



MSc Violeta Bulc, Vibacom, initiator and coordinator of the InCo movement (programme adviser in the VINNOVA Research Center of Innovation Journalism at Stanford University, member of the European Initiative for Innovation Journalism)

When I look back, all I can say is: **“What an incredible seven years.** More than a lifetime of experiences, inspirations, learning, wisdom, friendships and deep revelations.”

The call for this book was crystallising for over a year. With all the day-to-day engagements, first I was trying to ignore it for a while, then I was trying at least to postpone it. But the impulses kept coming back until I knew that there was no other choice but to do it.

As soon as we started putting together the first draft it became clear why the call was so strong. There are just so many important messages for those that are willing to address today’s challenges, so many important experiences gained by all the activities, discussions, events, writings, and networks associated with the InCo movement, ready to be used, developed further. They have to be shared: to be challenged, enhanced, elaborated, explored and critically assessed.

I hope that many of you will recognise and extract the messages in this book, which can then contribute to your own future systemic decision-making. I also hope you will get inspired and encouraged to act in your own local environments so that you can then send positive signals throughout the world to inspire even more individuals and groups towards positive action.

“They have to be shared: to be challenged, enhanced, elaborated, explored and critically assessed.”

I hope you will recognise the power of an idea whose time has come and how much impact such an idea can have in the hands of sincere and dedicated people. We, citizens of the world, are responsible for the creation of our own environments in which we can evolve, explore, and thrive. The global importance of the results, and the initial learning that has been created in this Slovenian laboratory, were in fact an additional motivator that gave extra power to the wings of this book. Yet, at the same time these were in turn enriched by many global happenings, schools of thought, individuals and by other similar movements.

All of the upcoming global events to which we are bringing the InCo spirit this year to were the reason that the book is first published in English and not in Slovenian, even though the Slovenian language was one of the initial creative powers for all of the content that has culminated in front of you. The Slovenian language version will follow in the near future.

The book is full of facts, dates, sources and the follow-up stories that shaped these seven years. Yet at the same time I am aware that it is only a foundation of all the happenings within the movement. I am sure that the analytical, professional and academic materials, articles, and papers, elaborating the content further and in a more condensed way, will continue to add value to this material in the future. Here we will focus more on the ‘big picture’, on the sustainable elements of thriving

and on the evolutionary drivers that can make a positive contribution in a society.

It consists of four parts. Each part acts as an independent book describing a particular period in the history of the InCo movement:

- **1st Book: “The magic of the movement”** gives an overview of the seven years of InCo activities. It talks about the WHYs and HOWs and about the results that derived from them.
- **2nd Book: “The power of Intuition – 2012/13”** gives an indepth view of our experiences and learning about the importance of intuition in systemic decision-making and about its impact on innovation processes.
- **3rd Book: “The maturity of innovation 2010/13”** shows the movement’s shift in deploying innovation concepts and manifesting them in the areas that were recognised as vital for the future development of an open society.
- **4th Book: “InJo-InCo manifesto 2009”** shows in details all the mass activities that were happening in the first three years of the movement, when the key priority of the movement was the mass engagement of people on a national level to raise awareness about the importance of innovation for an open and sustainable society.

"I hope you will recognise the power of an idea whose time has come and how much impact such an idea can have in the hands of sincere and dedicated people."

At the end I would also like to thank all who have made this book happen: to Mojca Štepic, who made the first draft of all the important leverage points of the movement and the corresponding materials, Kaja Rangus, who made the draft of the book and supervised the process of all involved, to Barbara Ogrinc who coordinated very efficiently all the subcontractors' work and helped us to finalise the book, to Lado Jakša who was following our efforts from the first step and who so beautifully created the multi visual representation of the spirit and the main messages of the book, to Bogo Seme who was holding the space in which we could do it, to Barbara Hiti who designed the book and delivered it in a record time, to Jacqui Wilmshurst who made an effort to understand the core messages of the movement and help us to capture its vibes correctly in the English language, to all friends of the movement who have contributed their thoughts to the book, to those that so generously focused their time and energy to meet our deadlines and at large to all those that contributed the content, the infrastructure, and gave us their moral support when we needed it most.

Osti jarej!

Violeta

The core vibration of InCo movement today

*"I also hope
you will get
inspired and
encouraged to act
in your own local
environments..."*

Mission

The InCo mission is the co-creation of an open space for the development of a thriving societies.

Guidelines

- To see beyond the known, dare to question everything, seek solutions for the well-being of individuals, communities, societies and the Planet.
- To use 'heart intelligence' for co-creation and cooperation.
- To be sensitive to the 'weak signals', which lead to thriving of individuals, groups and structures.
- To recognise the potential in everyone and support their evolution to serve societies and the Planet.
- To use a systematic approach to the development of new models through integration of proprietors of diverse knowledge, experiences, wisdom and intuitive insights.
- To engage a systematic communication of insights into the world.

1st Book



THE MAGIC OF THE MOVEMENT

The experiences, knowledge, tools, models, and more produced by the collective intelligence



Photo: Lado Jakša

TABLE OF CONTENTS

Why are we doing it?	17
How have we got there?	19
Steps that prompted the movement	19
The wisdom of a systemic approach	21
The hidden powers behind us	22
The sources we connect with	23
What are the results that have reached beyond?	26
What are the stories that we have launched?	37
Co-creators of the open space of InCo movement	40

Why are we doing it?



Do you know the feeling when you do things without really analysing their purpose? Have you ever felt just a simple call from inside you and followed it? Have you put a lot of effort into your ideas that had nothing to do with the establishments around you? Have you engaged yourself in a series of events that used a lot of your own resources when many of your colleagues thought that they were of public interest and should be supported by the government? Have you done things that many thought you were crazy for doing them? These are the vibes of the InCo movement.

We did it. Because we felt that it was the right thing to do. Because we wanted to do it. Because we recognised that innovation awareness and a deep understanding of its behaviour were missing links to prosperity in the business and social environment and we knew how to create the missing link. We sensed the weak signal and we followed its thread. We are still doing it, because new doors are opening and we get inspired over and over again.

We made a move. Because we were aware that without innovation we will not be able to create business opportunities for ourselves. We had a vision and we boldly stepped on the road of its manifestation. We were raised in two different countries, yet we have not left our homes, so we knew that the changes could happen only when we made them. We are still on

“Have you done things that many thought you were crazy for doing them? These are the vibes of the InCo movement.”

the move. We have recognised intuition and systemic thinking as the next important drivers of prosperity and change. We expanded the vision and reinforced the foundations and we are excited about the path in front of us, again.

We learn along the way. Because we are open for local and global information, knowledge and wisdom, from both current and past civilisations. Because we understand that creative power lays in cross-structural networks, which in turn support dynamic environments that prompt an expansion of creativity.

We are enriched by every step. Because we support each other. Because we share our thoughts, experiences, wisdom, intuitive ideas and inspirations. Because we understand that there is no right or wrong, but only maturation. That unfavourable results ('failures') are the most valuable learning points. That only when you do it will you really feel it, and eventually know it.

Yes, even in this book we tried to be intellectual and explain the drive, the passion, the motivation, the endurance, the inspiration and curiosity, which is so strongly present in the InCo crowd. The more we learn and the more we expand our horizons, the more we are realising that the real reasoning is beyond rationalisation. It is hidden in our deep connections with our own, individual missions and with the collective consciousness of the communities within which we co-create, and with the places where we live.

So, why are we doing it? Because we sensed an opportunity and we seized it, to create something good for ourselves, for society and for global well-being. And we will be doing it for as long as this sense remains present and alive.

How have we got there?

“We did it. Because we felt that it was the right thing to do.”

Steps that prompted the movement

At the beginning there was my strong belief that we needed something to shift the perception of established structures and support the innovative wave among businesses and in the public sector in Slovenia. In the early years of this century the perception of innovation was very much limited to technical innovation. Between March 2004 and October 2005 I wrote several entries on my blog¹, spoke at many local conferences and published multiple articles in different daily newspapers and monthly magazines, all trying to raise awareness of innovation (technical and non-technical), but all with very little success. There were several other weak initiatives going on in favour of innovation at the time, yet the general comments were diminishing its long-term importance for business (not even mentioning the public sector). The media sector was not interested in addressing it. In 2005 when I searched internet platforms of our public media I found only one entry on the site of one daily newspaper, responding to a search for the word “innovation”.

However, my inner drive remained strong and the same year I was able to inspire some of my colleagues with the idea of informing and educating the public on the power and potential of innovation, and we made a move. We established a group called “The power of entrepreneurial innovation (MPI)²”. Our

goal was to make a series of TV shows explaining to the general public how Slovenian companies used innovation in different areas of their business to create success. We made ten forty-five minute long TV shows³. The response was very positive and we knew that there was room for an even larger impact.

Soon after the screening of the first two shows I went to San Francisco to work on a project for one of my clients. I met with several of my colleagues and old friends from the time when I used to live there. At one point, while discussing our work and the challenges we were facing, I also mentioned our efforts to raise innovation awareness in Slovenia and the fun we had making the TV shows. One of my colleagues mentioned an initiative at Stanford University that was just taking off at that time and that was seeking to address similar issues to those that I was talking about in the field of media, called ‘innovation journalism’. I met with the head of the Innovation Journalism Program⁴ there and he complimented us on our innovation efforts and our understanding of the importance of media in the creation of innovation culture. I was glad that our work got a name, a globally recognised label that we could use to describe our work. At the same time I realised that we had collected a respectful set of experiences and data on the behaviour of innovation in a public space and the attitudes associated with it.

Slovenia is a really great living lab; small enough to engage

¹ www.violeta.si ; <http://www.violeta.si/2005/12/innovation-as-foundation-design-as-value.html>

² Moč Podjetniške Inovativnosti (MPI) = The power of entrepreneurial innovation

³ Only 4 of those have english subtitles: <http://www.vibacom.com/page.php?27>

⁴ David Nordforse, the father of the concept of innovation journalism

diversified groups on all levels of decision-making, and big enough to offer all the needed diversity and structures to be able to observe and learn about their social and business impact. The entry to my blog at that time says:

"... establishing national platforms by living in a small country could finally be an advantage... small countries are a great lab for testing out new models ... when you get people interested in a topic you can really get all levels of society to cooperate... not that it is a piece of cake to get the movement rolling, yet, there are less levels and the networks are smaller... challenges. many.. one of them "how to keep the movements going", since the critical mass of people is small every person counts... and there are so many interesting projects...however, innovation is such a strong driver of change, prosperity and growth...I hope that at least for a while it will be the connecting topic..."⁵

Several months later I attended the Stanford University International Innovation Journalism conference as their guest.

Upon my return I wrote on my blog:

"So, what kind of role can the media play in the overall innovation matter... it seems the role is larger than it appears at the beginning... media is vital in the creation of innovation as a value of a society, on the local, state or regional level.... media can create a common understanding of what innovation really is and how it can help in bringing the standard of living to a higher level... we had a discussion on a radio show the other day and the message was clear: in order to really use all the benefits of innovation concept, all parts and levels of a society need to get actively involved, media as well..."⁶

After that **things started happening** at the speed of light. On the flight back from the Stanford conference I could not sleep. I felt such an incredible **excitement** in my belly. For the next eleven hours I was working on the first conference that I would launch in Slovenia upon my return. I was trying to engage my

colleague, who had gone with me to California, in the process but she was too tired. I could not sleep. I had to work. The models, the list of attendees, the program and the set up, they were all alive in front of my eyes. All I needed to do was to write everything down. It was beautiful. A few days after we got back, the Vibacom⁷ team **launched the first conference** on innovation journalism in Ljubljana, Slovenia.

Here are some additional quotes from my blog from those months:

"The last few months have been the most exciting business period in my life... I feel like I have been living in world of innovation ... I have been writing about innovation, making innovative products, developing innovative processes, stimulating new partnerships, trying to add a little piece to creation of innovation society..."⁸

"An innovation society will not just happen. We need to get involved. I will try my best to contribute a little piece to it... I hope more people will start their own actions within their reach. As a consequence of the recently launched conference on innovation journalism we have started two projects: "reward for the best media contribution on innovation in Slovenia" managed by Dušan Snoj and "the city of innovation" managed by myself... I am getting more and more convinced that no matter what type of public policies there are in place, the speed of the development of an innovation society is defined by the development of the critical mass of individuals that are in its core..."⁹

"It happened. The message came and I followed.... That was pretty much how this great event on the 20.4.05 at FDV came about. The innovation Journalism concept and its mission vibrate really well with my views and believes. I believe in dialog and cooperation. Even on a level of a country that is the only way to progressively move forward. So, can media really respond? Will they have enough patience to develop the customer base for more in depth articles?"

5 <http://www.violeta.si/2006/04/small-can-sometimes-be-also-advantage.html>
6 <http://www.violeta.si/search?updated-min=2006-01-01T00:00:00%2B01:00&updated-max=2007-01-01T00:00:00%2B01:00&max-results=32>
7 www.vibacom.si, the company that I established and have managed since 2000, and was the core co-creator and supporter of InCo movement since the beginning
8 <http://www.violeta.si/2006/06/my-rythems-of-life-of-innovation.html>
9 <http://www.violeta.si/2006/05/individual-matters.html>
10 <http://www.violeta.si/2006/04/www.vibacomstanfordpostanfordu.html>

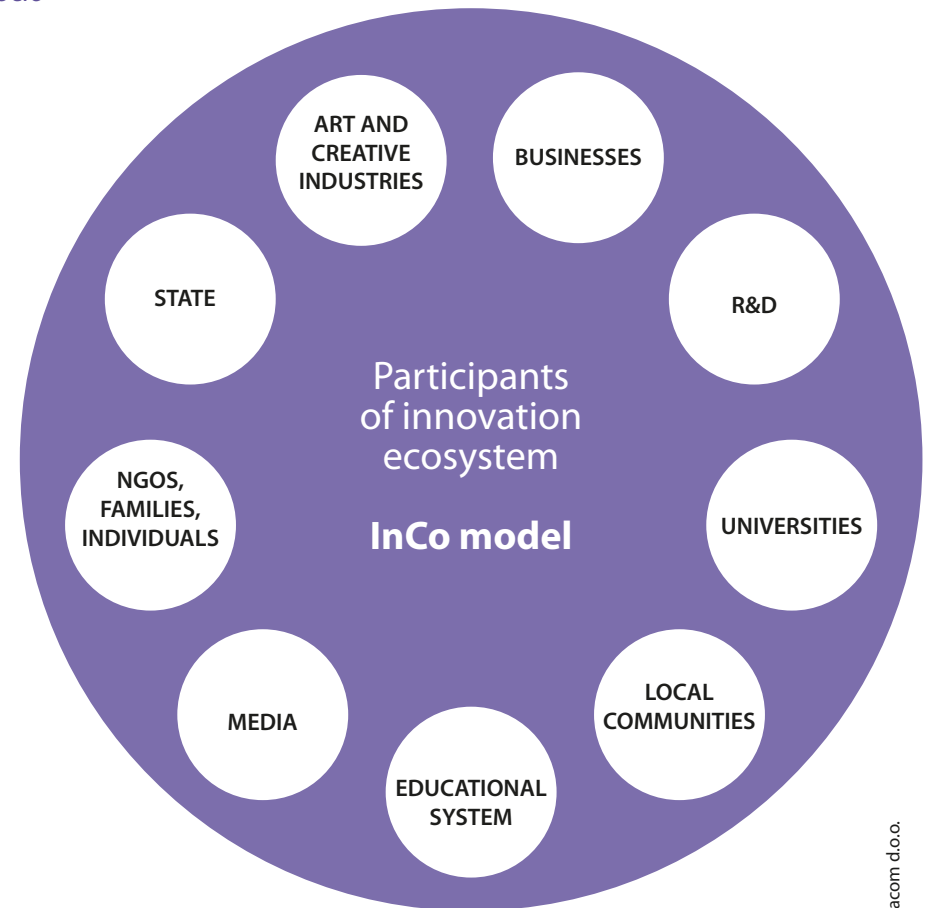
“Because we recognised that innovation awareness and a deep understanding of its behaviour were missing links to prosperity in the business and social environment and we knew how to create the missing link.”

It is definitely worth trying. In the next social cycle innovation as the primary force for value add creation will be replaced with something else, yet, in order to be widely accepted will need a support of media again. How can businesses and academia and the state contribute to that and avoid at the same time the “PR” connotation? How can journalists separate what has a true socio-economical impact and what is a promotion?”¹⁰

Everything else that followed became part of the **InCo history** and is described in this book.

The wisdom of a systemic approach

One of the most important elements of the InCo movement is that it has had a **systemic approach** to its development since the beginning. It was not done rationally nor due to an extended explicit knowledge about systemic and systems thinking. That came later and helped us to understand better the inner strength of the movement. It came naturally. We were trying **to understand the concept** of an innovation ecosystem as a whole in order to be able to see which parts we might have a capacity to address, as well as to understand their co-relations in order to be able to get the right people involved. At Stanford I was introduced to the Swedish triple-hex model. But I did not like it too much. It was too narrow and I could immediately tell that it was not enough to get Slovenia going. My Swedish colleagues did not much appreciate my constructive criticism and ignored my efforts to bring at least local communities into the picture. So, we started to draw **our own model** that turned out to be a great success and an incredible tool in systemic development of the movement.



During the first two conferences and at the early meetings of the innovation journalism (InJo) crowd, we were carefully **observing people, listening to their comments and modelling the structure** of an innovation society/ecosystem. Soon we realised that there was more than just journalism that needed to be engaged in, in order to get a high quality communication within and among the innovating ecosystems. So, an even more comprehensive model was born – innovation communication model, and we named the movement after it - the InCo movement.

“We made a move. Because we were aware that without innovation we will not be able to create business opportunities for ourselves.”

The hidden powers behind us

There were many **people and organisations that supported us** along the way. Most of them did so by their active participation and creative dialogues at the events, with their volunteering work, with their moral support, with the space that they made available for our use, with the services that they offered at the events and with the food and drinks that we could share. Here and there we got some financial support to cover the cost of materials, to accommodate some of our international guests and to build the virtual presence. They all gave as much as they were able. They integrated into the movement their heart energies, ideas, experiences, knowledge and smiles. You can feel them in every text, every photo, every video of the InCo history.

Most of the support (working hours, materials, money) for the movement, however, was provided by the incredible **Vibacom team**. Whoever has been working at Vibacom since 2005 still carries InCo movement in her/his veins. We learnt that movements like that need a **solid core that keeps the fire alive**, that does the work when needed, that leads when decisions need to be made, that is always there for questions and suggestions and that keeps the communication channels alive and information at reach.

However, there were also many individuals that recognised in the results of the movement an important **contribution to our national, business and social developments**, as well the international dimension of the movement. Professors, politicians, lecturers, musicians, dancers, researchers, entrepreneurs, opinion makers, managers, writers, journalists, and inspired individualists shared their views and discussed their points of view. With their active presence at our events they reinforced the vibes we were spreading in society and opened the doors to their communities so that we could

*“We had a vision
and we boldly
stepped on
the road of its
manifestation.”*

connect, exchange our thoughts, and co-create beyond the known boundaries. Most of them are recognised in different parts of the book, some of them stayed recorded only in the cosmic history of our time, yet all are equally valid and important.

The sources we connect with

There are many important international and domestic networks that we are inspired by and with which we are exchanging information and experiences:

- a) **Challenge:Future**: an inspiring global platform for youth collaboration and co-creation; the core points of the C:F were published on Violeta’s blog as part of the interview with Andreja Kodrin:

“Every individual is important and when sufficient people take action, changes occur. You don’t believe me? Then continue reading, please .../more/...

In a single word C.F is hope. I often point out that we [ed.: as a society] are unfortunately still in the phase of gaining awareness, which has yet to provide structural solutions or readiness for such solutions. We are still much more concerned with short-term goals, rather than the conditions, or even survival a decade or a century from now. Under the surface of our big words we are still ignorant and unprepared to make drastic changes. Thus, we still celebrate “the corporation” as a pillar of social responsibility, because it acts according to the principles of sustainable development in the developed world, forgetting how quickly it turns a blind eye when people in Africa are slaughtered in the interest of oil. Each and every one of us also supports gross violations of children’s rights, health and human dignity with our excessive daily shopping. We continue

our destruction of the planet and our genocidal attitude towards other species we share our planet with, and totally convinced we’re doing nothing wrong.../more...”¹¹

- b) **Change The Game**: an open innovation hub for ethics & strategic leadership; the words of its founder, Stefan Blachfellner, capture the essence of the hub in the best possible way, also posted on Violeta’s blog:

*“.../more/... About 3 years ago a small group of business intelligence and information ethics experts introduced a ‘round table’ on a very specific topic, entitled “business intelligence meets moral intelligence”. The attendees concluded that there was something deeply wrong in the way we conduct business today and the in impact of our practice on society. These very personal statements were given before the economic crises really struck. We decided to start a small community and I was asked to be their host. Whilst traveling home by train, somehow reflecting unconsciously upon the event and the deep reflections we all had been part of, a quote by an American futurist, Joel A. Barker, flashed into my mind: “Don’t wait for the trends to develop. Instead, watch for people messing with the rules, because that is the earliest sign of significant change. And, when the rules change, the whole world can change.” And instantly I decided the name of the community should be “**Change the Game Initiative**” and that we needed to connect people who mess with the rules.../more/...”¹²*

- c) **International Society for the Systems Sciences** (ISSS): This society is amongst the first and oldest organisations devoted to interdisciplinary inquiry into the nature of complex systems, and remains perhaps the most broadly inclusive; the words of its current president Alexander Laszlo, posted on Violeta’s blog, helped to broaden our vision and set our boundaries even further towards a thrivable Planet:

¹¹ <http://www.violeta.si/2012/02/internationalisation-of-knowledge.html>

¹² <http://www.violeta.si/2010/10/watch-for-people-messing-with-rules.html>

*“.../more/... ISSS was originally created as a vehicle to further the research and development of the **transdisciplinary field of the systems theory**. It brings together practitioners, scholars, innovators, scientists, engineers and designers to explore what we call the “isomorphisms” in patterns and processes across different disciplinary domains. We look for the way in which systems behave (biological, chemical, social) and how can we learn from the inside how they relate to each other. And also as a vehicle for evolving what was originally thought of as systems movement (about the language of processes that allow us to make sense of complexity across different disciplinary frameworks). The focus of the movement was a unity of science (meta language). But today we prefer to think about it as a **holding space for collaborative inquiry on the dynamics of complex adaptive systems.../more/... Social responsibility is strongly subjected to evolution. Its general social essence is the same as that of practically all religions of the world. Unfortunately, only a small, but nevertheless important part of social responsibility – humanitarian action – has been implemented in practice so far. Meanwhile, integrity and a suitably comprehensive approach have been pushed aside to allow abuse of power by business people, leaders, and other influential people in their relationships towards colleagues, business partners, customers and natural resources critically needed for survival of mankind. Social responsibility is disintegrated by the tendency to operate according to short-term and narrowly defined criteria, and by the dilemma of what is ethical, i.e. good or bad or, in other words, neo-liberal and feudalistic. On the other hand, social responsibility is strengthened by the realisation that it prevents problems, lowers costs and calls for long-term solutions.../more/...”***¹³

- d) [The Managers` Association of Slovenia](#) (Združenje manager): is the pre-eminent managers' association in Slovenia, and strives for the protection and progress of the management profession. There are ongoing exchanges of findings,

experiences and challenges that are interesting to the both communities, usually within shared yearly events such as:

*“... InCo movement presented the findings and its experiences on intuition in global business community (intuitive leadership, intuitive product development). The relevance of intuition within the academic sphere was presented through a review of relevant scientific research. The conference concluded with a round table where managers and economists shared their experiences of using intuition as part of their systemic decision making.”*¹⁴

- e) [The International Business Platform of Slovenia](#) (SDBP): is an independent, non-profit association providing a basis for developing and expanding international business relations in and with Slovenia.
- f) [IRDO Institute](#): a community for developing awareness on corporate social responsibility; the core messages of the institute were published on Violeta's blog as part of an interview with one of the institute's founders, Matjaž Mulej:

*“Social responsibility is not just a decorative layer over a deteriorated surface. It is not a marketing gimmick for short-term increases in sales. It is not the catchphrase of a political group, or lobby, scoring points for the interests of a chosen few. **Social responsibility is possibly the most important key part of the ethical core of civilisation**. The level of manifestation is an accurate indicator of the maturity, awareness and connectedness of an entire generation. It reflects upon the ability of citizens to understand interdependence and interconnectedness, and proves that we truly understand our responsibility for not only our own our posterity, but also that of future generations. And it stands for how much we appreciate and value ourselves.../more/... Simultaneously, dynamic social responsibility also inspires and encourages*

¹³ http://www.violeta.si/2012_05_01_archive.html

¹⁴ <http://www.incomovement.eu/inco-intuition-2012>

“We learn along the way. Because we are open for local and global information, knowledge and wisdom, from both current and past civilisations.”

innovation in all fields, particularly technology, business and organisation, but most of all in social innovation. A man who is living his creative life among us in Slovenia has dedicated his life to social responsibility and innovation. A cosmopolitan man, capable of vision and radical choices. We are very proud to present an interview with Matjaž Mulej, PhD.../more/... In the new strategy on corporate social responsibility issued in October 2011 the EU explicitly recognises the absence of corporate social responsibility as the core source of current global economic crises and issues. Neo-liberalism did not bring us prosperity and neither did it resolve the fundamental problems of humanity. Instead, it reinforced problems that resemble those of feudalism. The EU defined social responsibility as individuals’ responsibility for their own impact on society. It is based on documents issued by the UN and ISO – International Organisation for Standardisation - which define seven principles and seven areas of action with respect to social responsibility, and identify two key elements of systems theory, i.e. interdependence and a comprehensive approach, as the key underlying concepts. This is the first instance of such a formulation and results from international bodies having realised that social responsibility is the key, or perhaps even only, alternative to the destruction of humankind – which will be the final consequence of continued neo-liberal practice.../more/...”¹⁵

- g) **Development Centre of the Heart of Slovenia:** a coordinator and developer of the development partnership of the municipalities in the central geographical area of Slovenia; the first posts about our cooperation go way back, at the beginning of the movement.

“Great news. Centre for the development of Litija (RCL) has been awarded the first round of funds for the project “City of Innovation”. One of the primary tools in the first phase of the project will be the Innovation Journalism (InJo). We are proud to be the initiator of the idea and a member of the

project team. In order to ensure the development of innovative local communities a proactive social capital needs to be developed.../more/...”¹⁶

In several years the centre evolved into a development partnership that just recently changed its name into Development Centre of the Heart of Slovenia:

“Organisations are living organisms that are born and develop; they enrich the world they live in and integrate into it. The Centre of Development of Litija (RCL) is a wonderful organism. Unique. With an impulse that inspires many around it. It connects the different, the similar and those who are searching for something. Those who want to go forward. In this disorientated age, when we are searching for new foundations, RCL provides the Litija Municipality and the entire development partnership of “Srce Slovenije (Heart of Slovenia)” with an unifying power, vision, boldness and professionalism. It interweaves the stories of various individuals, entrepreneurs, enthusiasts, young people and politicians, always for the benefit of the local community and the region. For the benefit of people and the entire ecosystem. For the benefit of future generations and for the joy and fulfilment of the present ones.../more/...”¹⁷

- h) **Centre for Architecture:** the members of the group strive to achieve that knowledge about space, architecture and design would become a part of general education and general knowledge.

¹⁵ http://www.violeta.si/2012_04_01_archive.html

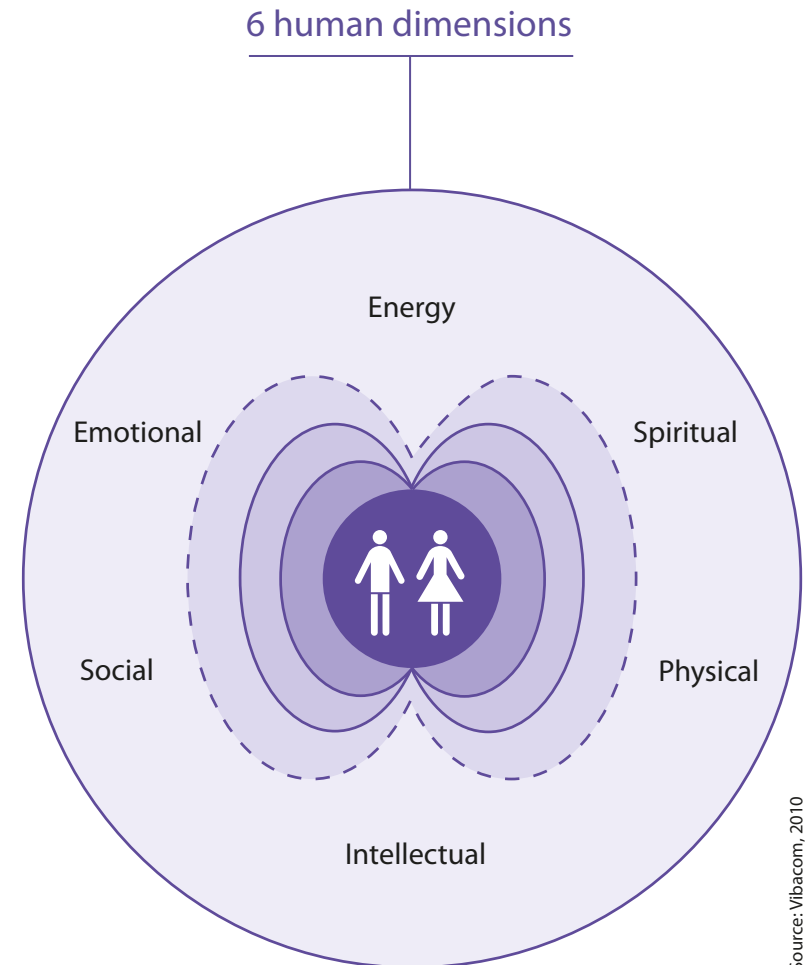
¹⁶ <http://www.violeta.si/2006/07/injo-and-innovative-local-communities.html>

¹⁷ <http://www.violeta.si/2010/10/from-vision-to-measurable-results-10.html>

What are the results that have reached beyond?

There are probably two important areas that have a **long term contribution** to the evolution of an open society and to social thriving:

1. Development of **human capital**: the movement supported participants to actively engage themselves in the development of all six dimensions of human capital (see the model below); a critical mass of people got inspired by all the exchanged thoughts, by the hands-on experiences and by their own breakthroughs, by the relationships that they made and enhanced, by the inspirations that touched them, and by the power of heart intelligence that is the core vibration of the movement.

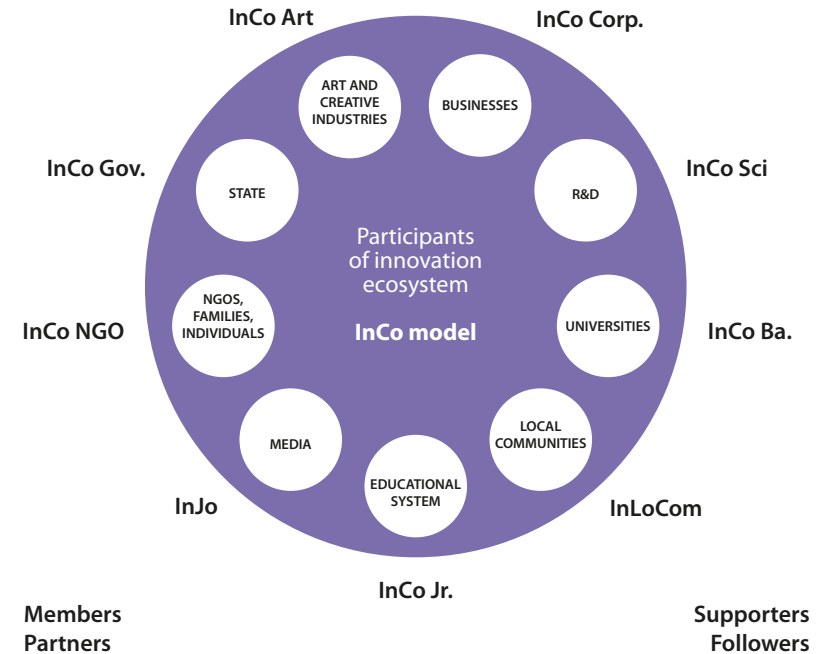


“We are enriched by every step. Because we support each other. Because we share our thoughts, experiences, wisdom, intuitive ideas and inspirations.”

2. Development of a **structural capital**: InCo hands-on experiences contributed largely to the creation of many new business and social models that are used now in day-to-day practice, especially for the development of innovation ecosystems; those explained below were in the past mostly created within the Vibacom team, however, they were always shared within the movement based on the principles of open society; recently a critical mass of system thinkers started to form a group within the InCo community and some of the latest models are the result of that effort.

Structural capital created, based on InCo experiences

1. **Innovation Communication Model** for a Horizontal Spread of New Concepts in a Society



International presence, integration into global organizations and their structures

Advisory Boards

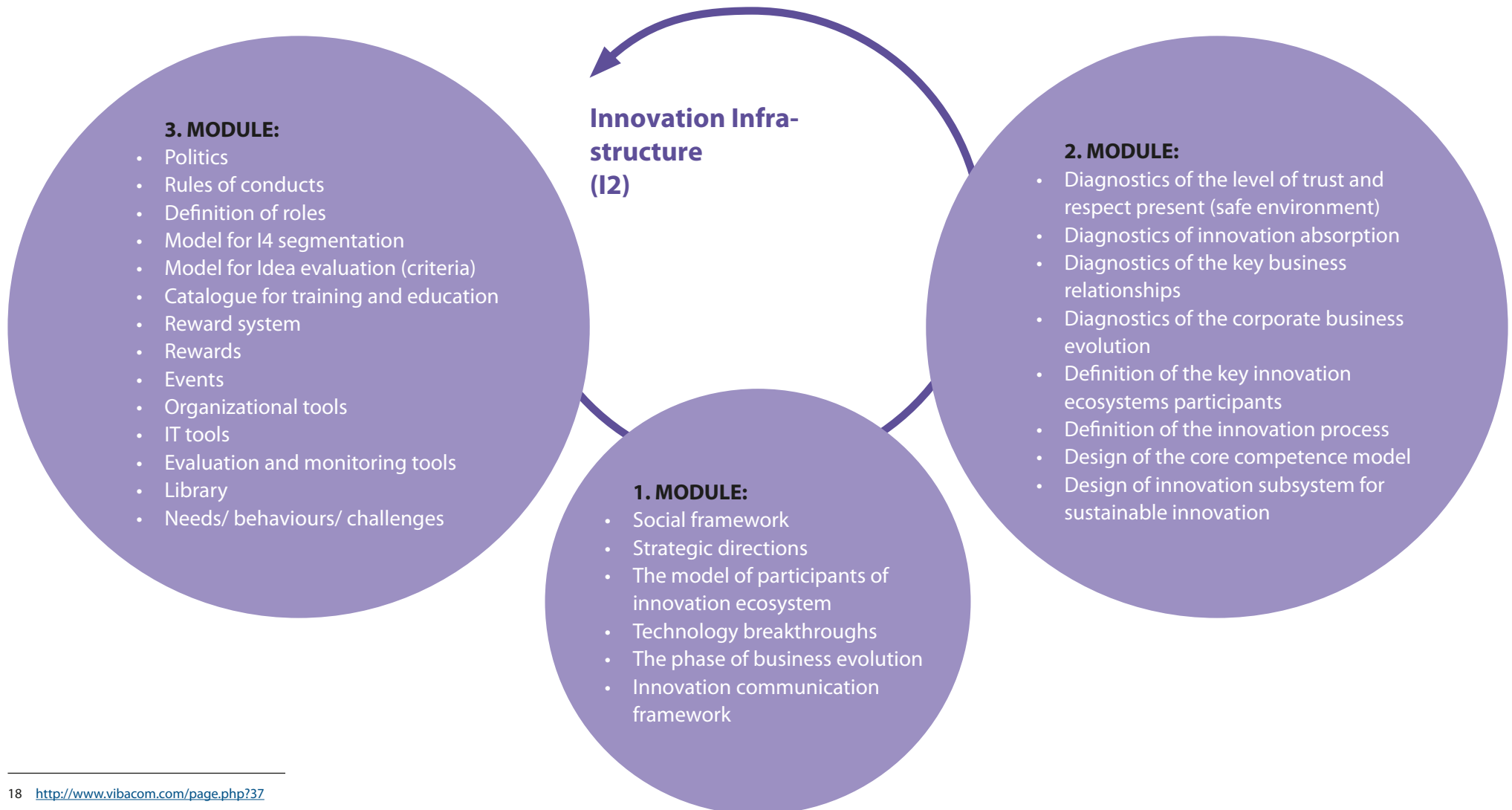
InJo scholarship

www.incomovement.eu

facebook

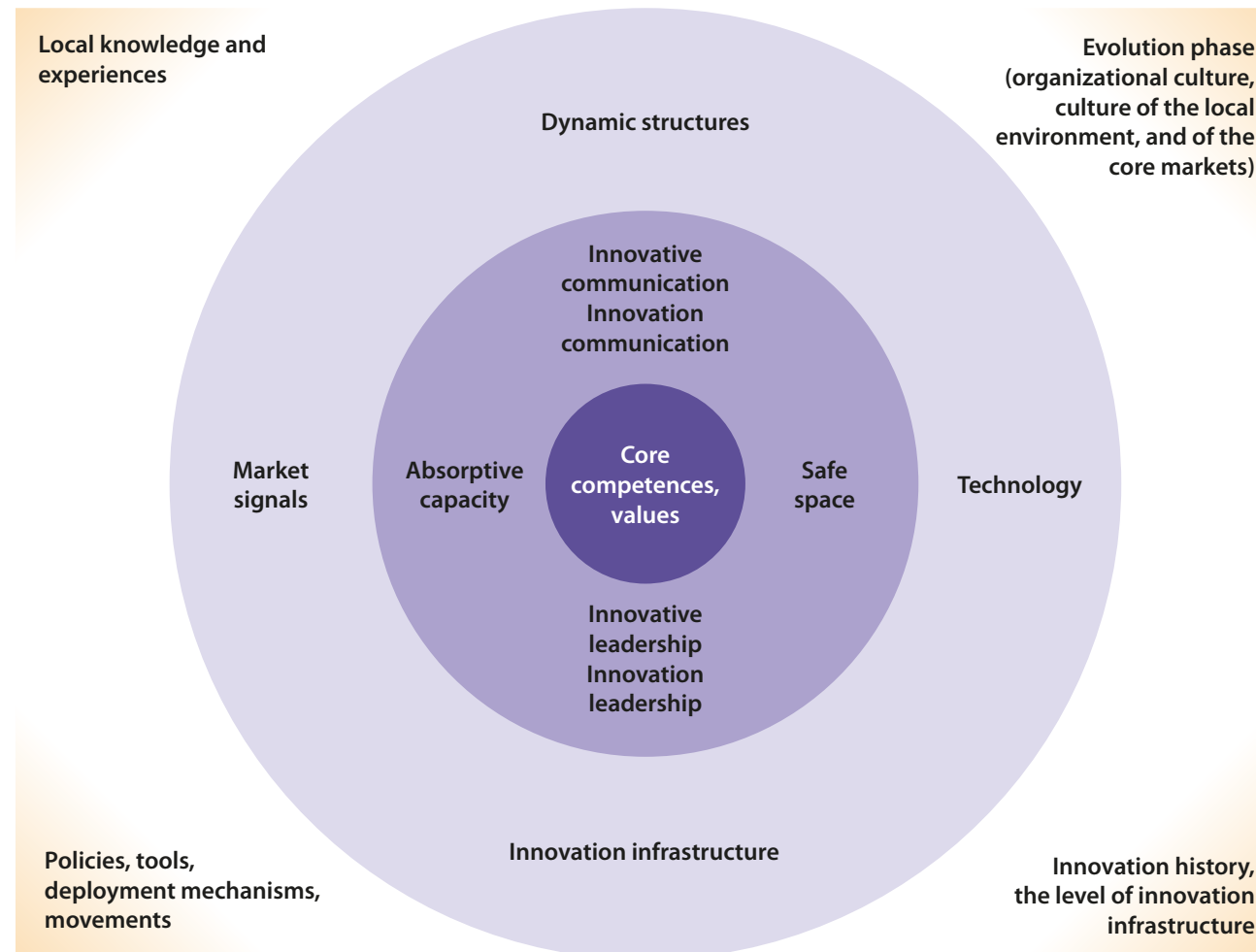
Manifesto conferences workshops reward publications media presence

2. **Innovation Infrastructure Model (I2)**¹⁸: based on innovation ecosystem behavior observed through the movement we recognized a need for a horizontal systemic structure for corporate and social environments for the development of sustainable innovation.



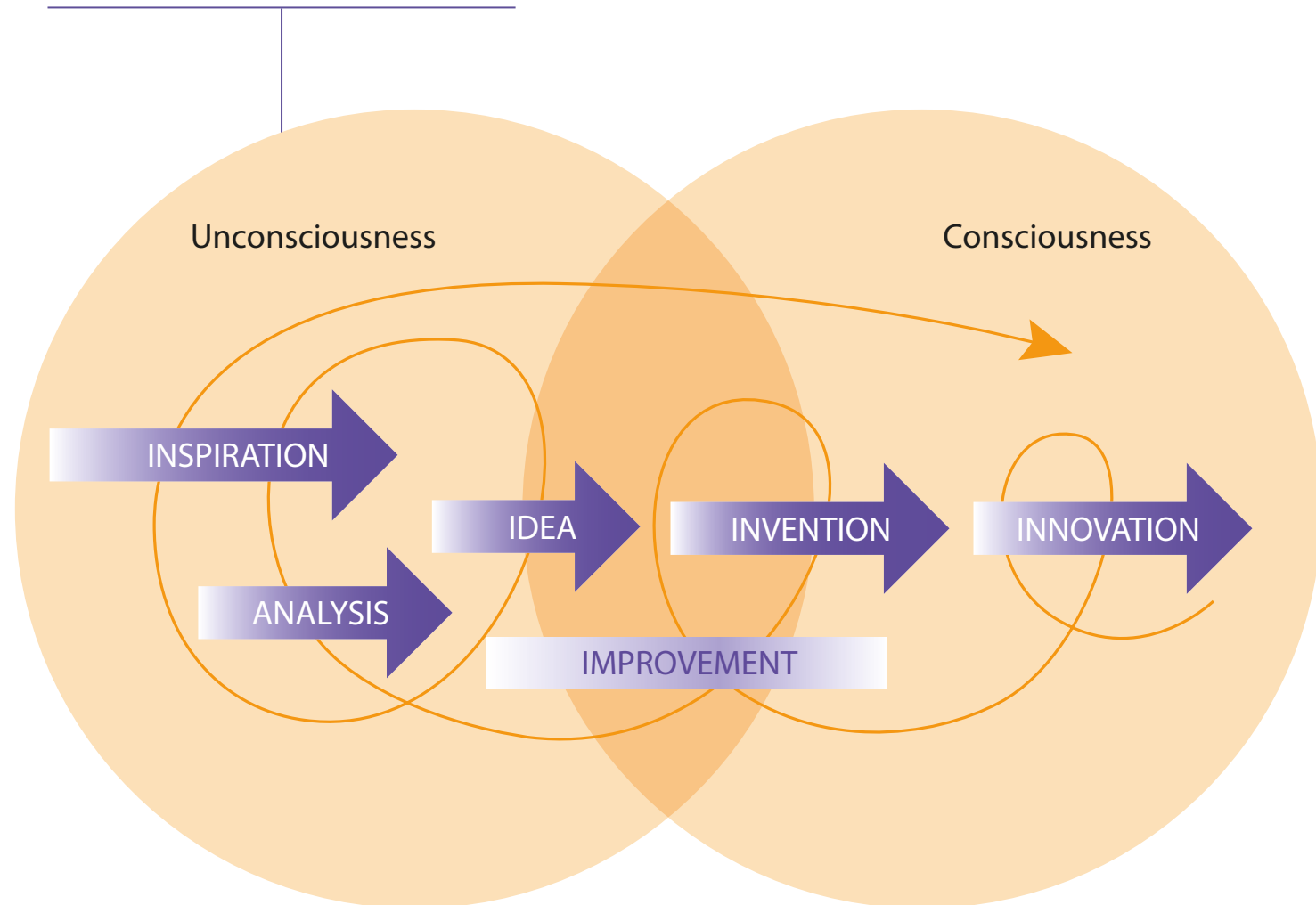
18 <http://www.vibacom.com/page.php?37>

3. Model for Sustaining the Presence of **Mass Innovation**: years of experiences in observing the behaviour of innovation ecosystem (InCo community) helped us to see their systemic structure with the corresponding elements. This is a model in progress, yet even at this stage it is offering an inspiring support in systemic approach to the development of sustainable innovation ecosystems.

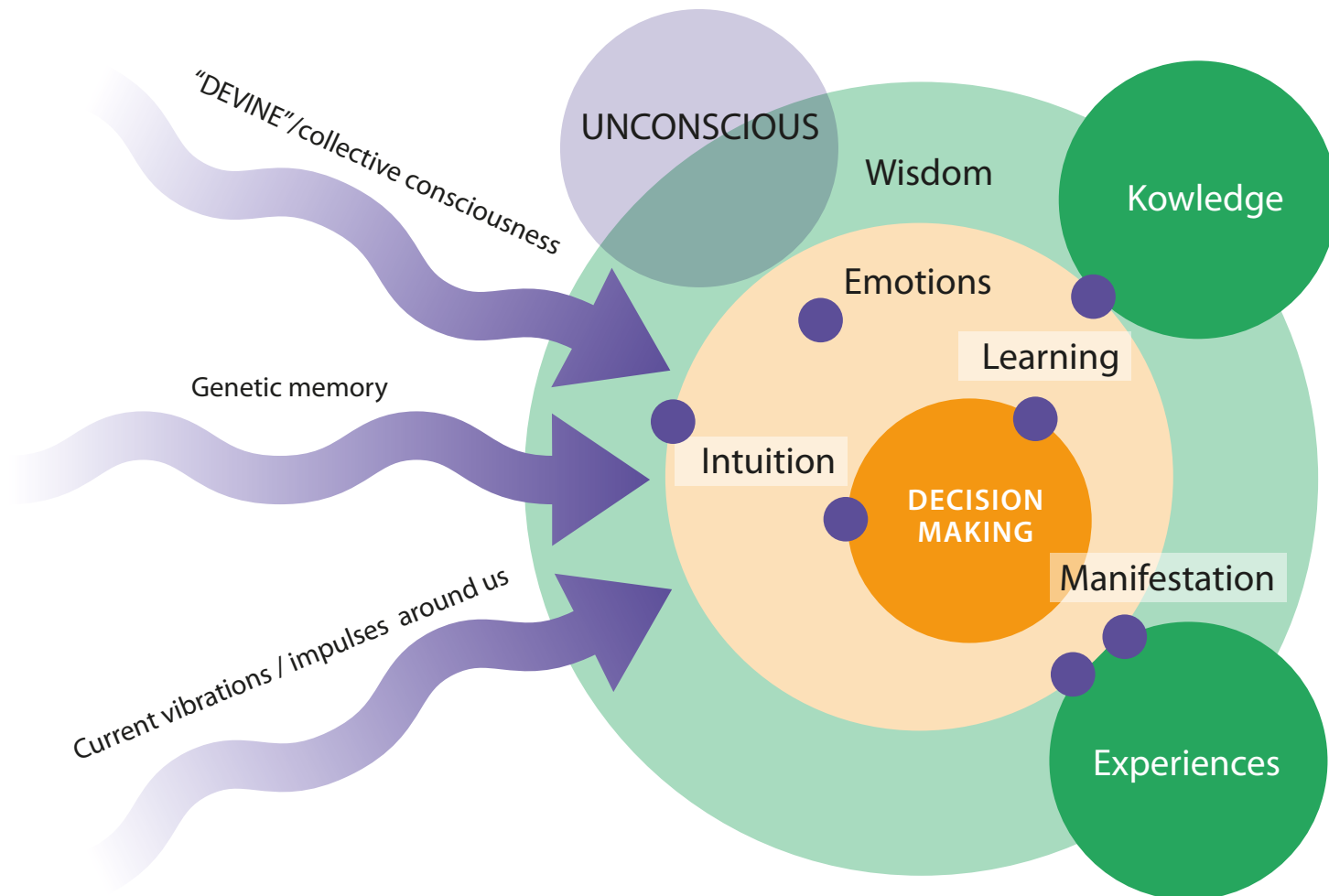


4. **Stages of Innovation** (I5): only recently, while exploring the field of intuition, we were able to add to the phases of innovation another element that is, in our opinion, of a vital importance in understanding the evolution of an innovation.

Sustainable Innovation Model (5I)



5. Model of **Systemic Decision Making**: it is a comprehensive model that is trying to help managers and all other decision makers to understand the complexity of the decision making process and the limitations of our rational thinking; the understandings of those limitations is vital to be aware of at the critical moments in our business and personal life.



“The more we learn and the more we expand our horizons, the more we are realising that the real reasoning is beyond rationalisation.”

6. The concept of a new type of leadership – **“Leadership within”**: while thinking about new concepts one cannot avoid thinking about a new kind of leadership that could support open, dynamic organizations and groups and help enable creation of value; based on the InCo movement experiences we have started to unfold a new type of leadership – [leadership within](#).

An insert from the InJo-InCo International Conference 2011 says:¹⁹

“The key challenge today seems to be the transition from a learning to a thinking environment, for two particular reasons:

1. *Creativity does not welcome hierarchy, so a dynamic network-type structure needs to be introduced and that can cause a lot of grief, disruption and anxiety for management on all levels.*
2. *For the first time, managers do not manage directly the source of value creation (production facilities or machinery in the first phase, and process in the second). What they do manage is an environment in which value creation is generated. In such an environment they can get the most out of the core competences and creative power of each individual or a group.*

*Something even more profound is going on.../more/...
The core characteristics of “leadership within” could be summarised:*

- *Instead of being first (either at the top or in front), you are positioned within the network, as one of the nodes with a specific role and core competences.*
- *With a proactive stand you keep the network energised at a certain level to allow people to enter the space of creativity and innovation freely and without fear.*
- *With an honest approach you hold the space for people to feel*

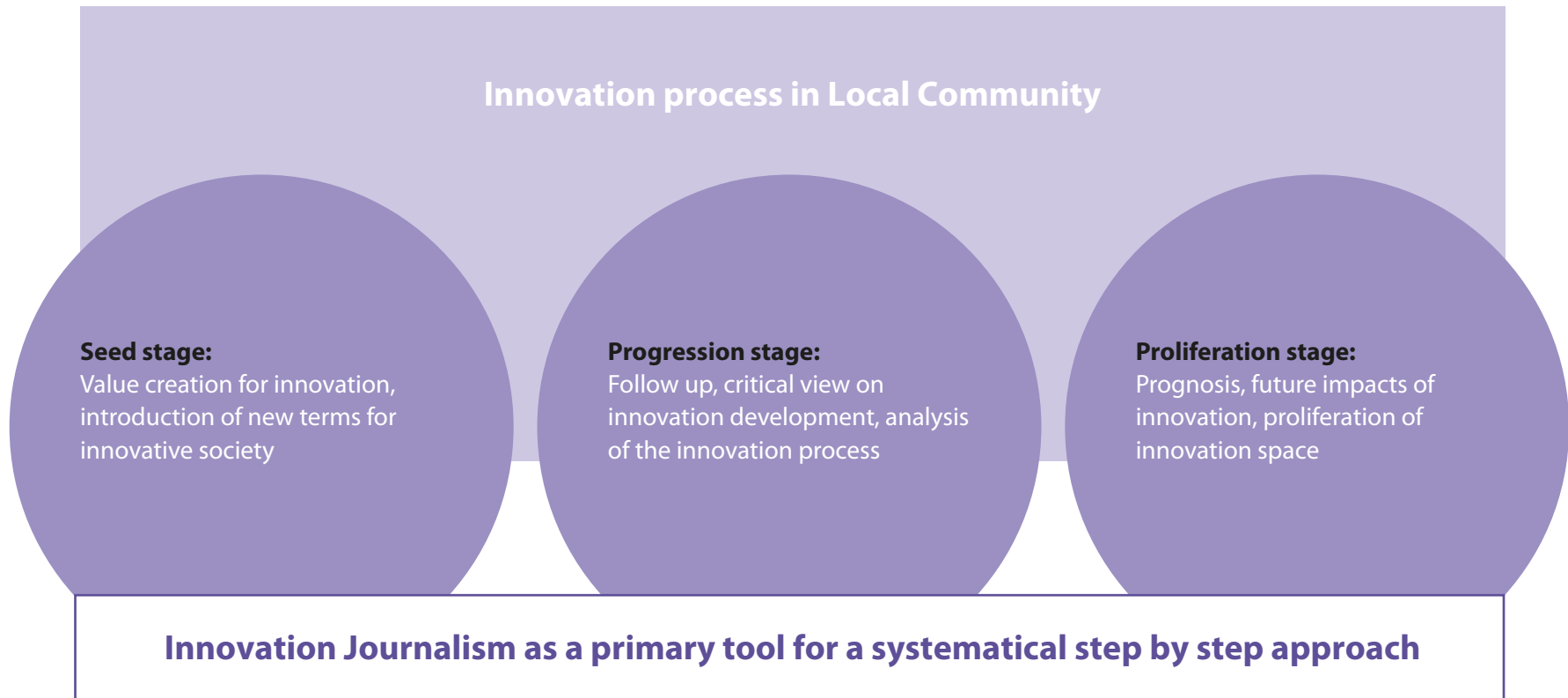
- safe to create, explore, and search for holistic solutions.*
- *You encourage people to search for balance and higher good that in turn allows individuals and groups to meet their own needs, within common interests and benefits, yet still act in behalf of sustainability and progress.*
- *You connect to the wisdom of past civilisations and blend it with the wisdom of today’s times with a clear inclination towards respect and understanding of the needs of future generations.*
- *You understand and stand fully behind the notion of “give before you get”.*
- *You exercise the mission (personal, group, ecosystem) and constantly re-adjust your own actions and motions, as well as those that you can reach, based on the level of consciousness that is around us.*

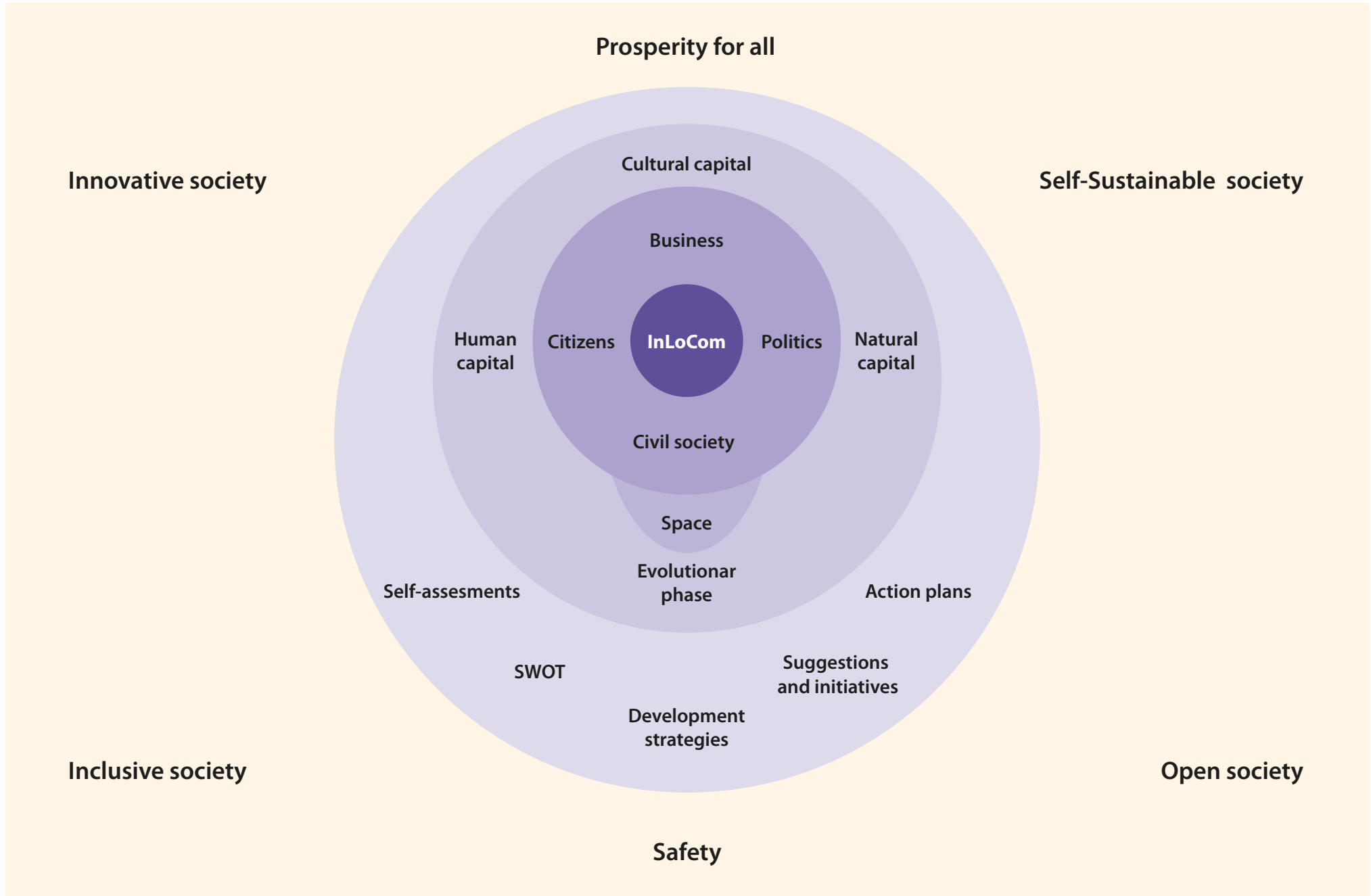
Therefore, the “leadership within” creates inspiring results by engaging the collective consciousness of teams and organisations and even the sparkles in people’s eyes.../more/...”²⁰

¹⁹ <http://www.incomovement.eu/upload/InCo/Documents/1.1%20Violeta%20Bulc.pdf>

²⁰ <http://www.incomovement.eu/upload/InCo/Documents/1.1%20Violeta%20Bulc.pdf>

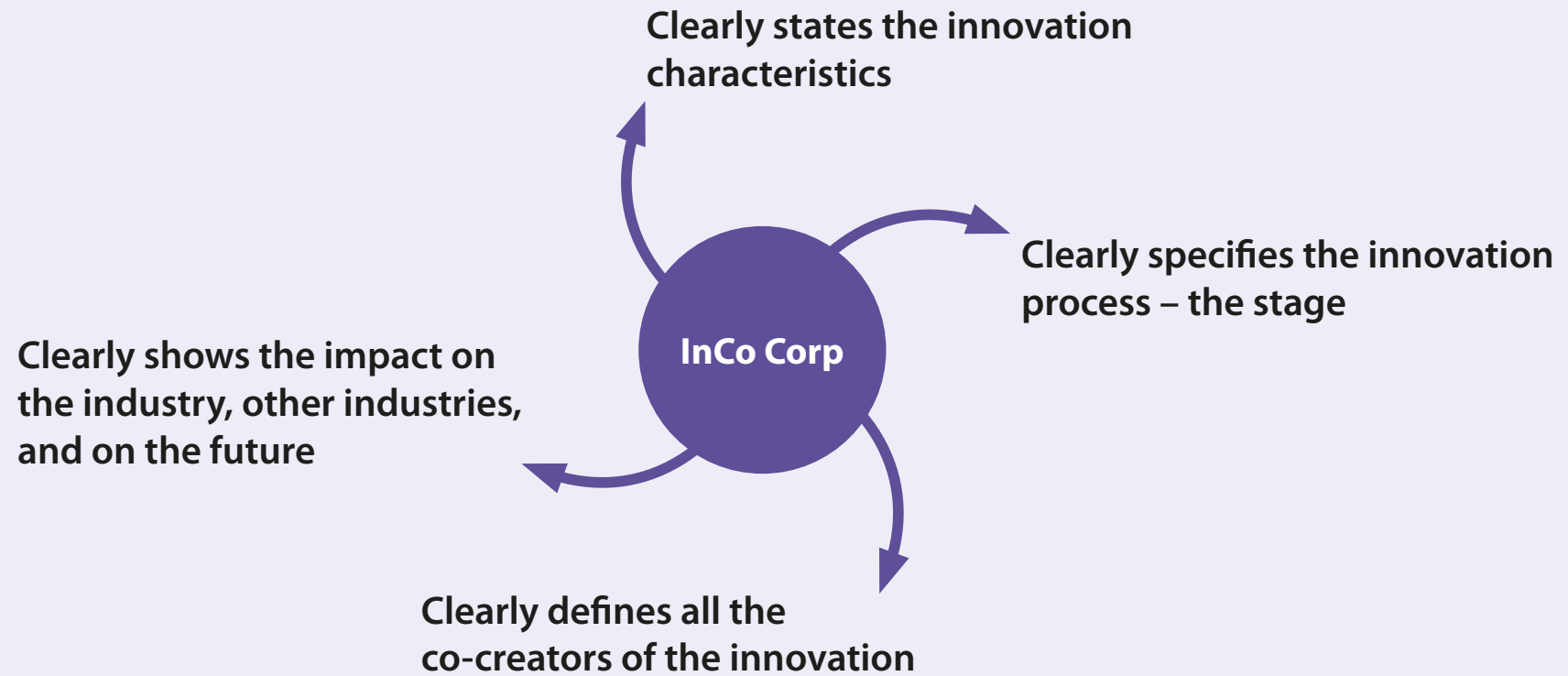
7. **InLoCom Model:** innovative local communities are one of the big potentials of a modern, open society; based on the work on the field and the experiences shared at the InLoCom conferences the following models evolved:





8. **InCo Corp Model:** an important element for the successful launch of innovation infrastructure, and especially for the launch of mass innovation, is innovation communication and one of the core messages is: use a point access, a multi-channel approach: spread the same information to different target groups via a group's authentic communication channels and with adjusted content and language.





What are the stories that we have launched?

We have had the privilege to launch many wonderful stories into the domestic and international arena before they became mainstream. They are prime examples what InCo movement is all about – innovation communication.

Some we discovered ourselves, some were recommended to us by our friends, some came to us by themselves. We have gained a lot by knowing them personally, by experiencing their energies, hearing the vibes of their thoughts, and by simply following their sustainable development and ongoing innovative spirit. They have demonstrated persistency, courage and joy for simply having a chance to create and serve. Thank you!

[Zemanta](#), posted in September 2008, introduced at the InCo conference 2008:

“The story before you could be yet another interesting high-tech story. However, it is much more; it is a prime example how progressive thinking and a new generation approach can seamlessly break local and national taboos and move a start-up straight into the global arena. The following ranks them amongst the greatest examples of Slovenian innovative breakthroughs:

The founders have been thinking global from the beginning. They didn’t start looking for confirmation at home, just the opposite, they went international right away.../more/...

The real strategy in real hands. If only time would serve them. The approach of the team is pragmatic enough to succeed in long-term growth and development. Their major challenge will probably be HR; how to find the right people, those who will understand and identify themselves with the common sense and passion that the Zemanta team has integrated into their core. It’s worth following their story. And it is certainly fun to use their product.”²¹

[VideoLectures](#), posted on November 2008, introduced at the InCo conference 2008:

²¹ <http://www.violeta.si/2008/09/innovative-breakthrough-that-breakes.html>

*"In October [MIT](#) (Massachusetts Institute of Technology) transferred their educational online service with video content to Slovenian [VideoLectures.NET](#) web portal, the world's leading portal of this type. VideoLectures.NET service is a result of a team of researchers at the [Centre for knowledge transfer in information technologies](#), that operates as a part of the Slovenian science [Institute Jozef Stefan](#) (IJS). MIT will be followed by [Berkeley](#), [Yale](#), [CERN](#), [Oxford](#), [Cambridge](#), [University of Ljubljana](#), and [Harvard](#), which are already in a process of signing an arrangement with the Centre. The Head of the Centre, Mitja Jermol, told us something more about the extraordinary success of the Slovenian researchers.../more/... The CT3 team with their enthusiasm and uniqueness have opened the door to Slovenian innovation on a global scale. Their success is in the global integration of various stakeholders in innovation space (the scientific and academic sphere, economy, law and EU structures, ...) on a really high-quality educational content. Their service also has a wider social dimension as it allows access to scientific data, including those at the other end of the world, which otherwise could not be accessible."*²²

And soon an even greater success followed...

[VideoLectures](#), June 2009

We already wrote about [VideoLectures.NET](#), a Slovenian service providing a global web portal for publishing select academic educational video content a few months ago when the renowned American university MIT ([Massachusetts Institute of Technology](#)) moved all of its web-based video educational services to the Slovenian web portal.

Now VideoLectures.NET has also won global expert acclaim and has been awarded a prestigious award in the category of e-content. This is an outstanding achievement of the portal's creators, researchers at the Centre for Knowledge Transfer in

Information Technologies ([CT3](#)) working within the [Jožef Stefan Institute](#).../more/...

*"Their quick steps forward are unquestionably stimulating. The services they offer and the initiatives in which they participate are developing towards the creation of a global model that can change existing forms of education and will be based on open standards, content and software. We are looking forward to the next success story!"*²³

And their great work continues. And they got it again, the reward in February 2013. Only the sky is the limit.

MD PhD Matjaž Bunc, July 2009, introduced at the InJo conference 2007

Technology frequently expands the borders of what is possible even in the services sector. Medicine is one of the fields where technology has helped move the boundaries of what is possible in recent years.

Below, we introduce Matjaž Bunc, a cardiologist from the Department of Cardiology at the [University Medical Centre Ljubljana](#) (UMC) who a few days ago conducted a procedure regarded as one of the highest achievements in contemporary cardiology.../more/...

"Medicine is one of the fields where the boundaries of the possible are constantly expanded and where a comprehensive approach to patients opens up new procedures and solutions. The strict borders between the different specialist fields are disappearing and procedures and approaches are being adjusted and upgraded. Doctors increasingly cooperate with patients, use new technologies and by effectively merging needs, possibilities and opportunities create innovations where they are most needed – in effective solutions for patients. Slovenia is at the global forefront, both in the

²² <http://www.violeta.si/2008/11/academic-worldwide-knowledge-is.html>

²³ http://www.violeta.si/2009_06_01_archive.html

²⁴ <http://www.violeta.si/2009/07/slovenian-cardiologists-follow-global.html>

“... the real reasoning is beyond rationalisation. It is hidden in our deep connections with our own, individual missions and with the collective consciousness of the communities.”

development of these procedures and in their implementation. We are hoping for more similar stories.”²⁴

Since then the story has been augmented many times and is today one of the core services for the target group of patients.

Dan Poljšak, December 2010, introduced at the InCo conference 2011

“We sometimes forget how wonderful the world of ideas, visions, wishes and smiles can be, and that we only need good will to realise our innermost wishes. And that a sincere thought and intention can attract everything it needs for realisation.

Let the directness and playfulness of children reopen the door to the world of adventure, hope, manifestation and personal fulfilment. Dan carries these qualities inside. Simply. Openly. Sincerely. And more. He is aware of his joy and lives and shares it unreservedly. Even though he is 13-year old boy, his penetrating, yet slightly distant, gaze can see further and deeper.../more/...”²⁵

Dan is still developing his dreams, building ships and constructing them along with his supporters. He is a great example of a talent that has been manifesting itself in practice very efficiently from his early years onwards.

²⁵ <http://www.violeta.si/2010/12/when-youth-have-breath-of-wisdom.html>

Co-creators of the open space of InCo movement



Photo: IRDO archive

Professor Emeritus Matjaž Mulej, PhD
Expert associate of the Institute for
Entrepreneurship and Small Business
Management Member of the Department
of Entrepreneurship and Business
Economics

Societies open up as much as they feel the practice and ethics of interdependence with others; jointly they attain more holism of their approach and more wholeness of their achievements instead of oversights and crises, all way to world wars. Hence, open societies support development of social responsibility and way out from crises. The InCo movement is a role model for this unavoidable process; without it humankind risks its existence. The recent concentration of CO₂ on Hawaii, equal to the one of three million years ago when humankind was unable to exist, is a clear warning sign what is the alternative to the social responsibility and hence to open society.



Photo: Personal archive

Metka Stare, Research Professor, Faculty
of Social Sciences, University of Ljubljana
(member of the InCo movement)

For me InCo is the synonym for the creative power of people and their interactions that contributed to successful evolution of the movement. On one hand, InCo raised awareness on the importance of innovation in all spheres of life in

Slovenia that finally resulted in InCo as a social innovation. On the other hand, the InCo movement generated the capability to venture into uncharted areas, such as intuition. It is a great privilege to be a part of an open network of insightful individuals. Each of them is successful in her/his individual area of work (business, art, research, university, NGO, etc.), yet dedicated and enthusiastic about the common goal of leveraging innovation communication as a means to empower people for sustainable society.



Photo: Personal archive

Blaž Kavčič, MSc, an economist and a
politician who sees beyond Civil society
movements and innovativeness

Innovativeness is maybe the most precious achievement of humankind. Systematically searching and developing new, better solutions to the problems lies at the heart of this phenomenon. Innovativeness is, among other things, also an indicator of the health of a nation or a union. Mass innovation in a nation can only flourish where there is motivation, eagerness to perform, eagerness to achieve. Global megatrends today derive from a money based paradigm. We should find a way to put life first, the life of humans and the life of the rest of nature. As logical and simple as it might sound – humans are sailing in the opposite direction. The main social, political, and economical processes in today's world are corporate profit driven and not quality of life driven. Political powers are under the dominance of corporate

money and no politician can get elected unless financed by corporate money. It is clear what politicians of different colours stand for during their office. What might be a way forward for mankind to survive and possibly strive for, is social innovation. My personal experience with the InCo movement is a very positive one. Maybe the most important achievement of my five years term in the office as a Speaker of Second Chamber of the Slovenian Parliament, was to establish a strong link with InCo and to a certain extent also other civil society movements. A number of assessments and proposals were derived from this creative interaction, on a social paradigm, the wise usage of resources (human, geopolitical, wood, water, industrial heritage), but little attention to formal politics was achieved. It is of vital importance that enlightened people within civil society movements find a way to implement a resource-based society, providing for each citizen to enjoy a decent life and on the other side providing for social dynamics through motivation for innovation and achievements. I can only hope and wish that InCo will continue to play its important role following its set of values.



Photo: Vibacom archive

Mojca Štepic, Head of development, Development Center of the Heart of Slovenia (former coordinator of the InCo movement)

Looking at the initial idea of the InCo movement, its first steps, numerous programmes and activities that InCo made throughout the years and also the individuals and organizations which InCo connected, I can confidently say that those made up one of the first concrete moves in Slovenia towards a new narrative for social innovation.



Photo: Vibacom archive

Jaroslav Berce, Associate Professor at Faculty of social science, University of Ljubljana (member of the InCo movement)

As a part of the "InCo movement", I'm by myself also surprised at the new ideas, approaches, interesting concepts and opinions it generates.

And it doesn't stop with a "final meeting". No, it continues as an open-society ecosystem that perpetuates. In the last years I stopped counting how many established connections and co-created events in an energetic atmosphere were made due to the InCo movement. They were full of a creative energy pushing the established borders further apart.



Photo: Personal archive

Short and clean message for InCo – Bogo Seme, business coach and consultant, CEO Hedoni Ltd. (member of the Governing Board of the InCo movement)

The InCo movement was created in the heart of Slovenia by the birds of Kozmus. This was an Innovation that prompted Intuition, which was needed for the development of Inspiration that contributed to the creation of a parallel world on the planet Earth, based on the spirit of philanthropy, for the good of humankind and holistic nature of our Galaxy, the Milky Way.

Bogo, 14:31, in Koseze in Šiška, Slovenia, 18.5.2013, when the Association of Managers was celebrating its 24th anniversary.

A new language of management Tonja Blatnik, Head of Corporate Communications at IEDC-Bled School of



Photo: Personal archive

Management (member of the Governing Board of the InCo movement)

I often listen to leaders' stories. Sometimes I am scared of what I hear. The messiness (more accurate: the complexity of modern business environments) around them seem to be unbearable, unthinkable and uncontrollable. That is indeed a terrible position for a leader, who by definition must know and navigate the boat, no matter how strong or dark the storm is. Daring enough, I could claim that leaders, trapped in hyper-rationalism and instrumentality, really cannot see way out. They are often missing the holistic ways of thinking, sensing and acting.

The capacity to hold paradoxes and contradictions – creativity – boldness - responsibility. All these are important concepts of a new

language of management and they are built on acknowledgment and opening ourselves to intuition. It is an overlooked way of influencing and improving professional practices. It is a (personal) guidance in uncertainty, developed after the dedication to the subject. Intuitively facing problems of today and tomorrow in 3D deserves our attention, as it is definitely not the right time to self-indulge in doubts ...

Therefore, I support the InCo movement as it truly holds an inspiring and innovative 'sparkle', with its continuous research on intuition and rising awareness is a visionary movement.



Photo: Personal archive

Kaja Rangus, young researcher at Vibacom (member of the Governing Board of the InCo movement)

My acquaintance with the InCo movement started in 2009 when I applied for InJo Ba awards. In the moment when I entered the conference (where the granting took place) I recognized that the InCo movement is something special. These were the only awards for stimulating innovation among students at that time and the whole conference was exceptional (with its form of interactive nodes). In 2011 InCo impressed me with the international coverage of the conference speakers and the program covering the top issues. But InCo never stops... Before we realized that the focus of innovation reached the desired level, the new InCo theme has already evolved - the search for intuition in each and every of us. The InCo intuition events in 2012 and 2013 inspired us to start developing and using intuition in every day life as well as in business life. Each event covered different aspects of intuition and opened new paths for discovery. At the same time InCo has never stopped stimulating innovation... At the moment the main innovation focus is directed towards local communities, which are inspired through a rapid growth of innovative projects promoting sustainable development, local self-sufficiency and responsible innovation. If describing InCo movement with one sentence:

"InCo is the search for something new, something that leads to a breakthrough on different levels."



Photo: Personal archive

Blaž Branc, CEO Baltazar marketing (member of the Governing Board of the InCo movement)

A creative man is usually understood as someone who gets to know himself through his work and the people he works with. A fairly easy task in a well-defined organization with a moderate pace of change.

InCo, Intuitive Communication, is classified not as an organization (let alone a defined one), but rather as a movement. A movement of its members to collectively experience what is at work, but isn't seen. A movement in each member that, once made conscious, contributes to the cause.

As I compose these lines, I understand that writing about InCo requires a good deal of eloquence and sensibility: for the movement's results are mostly too subtle; and yet they enable breakthrough for the creative man, willing to explore and share the discovery.



Photo: Janez Pelko

Vesna Kovačič, MSc, DOBA Faculty of Applied Business and Social studies Maribor, Slovenia (member of the InCo movement)

Modern times encourage us to deeper research and discovery, to find new knowledge and awareness. The eco-civilization that is at the doorstep will be a much subtler one with its emphasis on a holistic approach to nature, the universe, man and interpersonal relationships. A systemic approach to the development of intuition might be just the step that is necessary for a smooth transition to the new age. It encourages us to go beyond the borders of comfort. What we will discover on the deeper levels of our journey within

is impossible to know. Attempting to better utilize one's inner potential leads to change existing behavioral patterns. Our actions become more holistic, and consequently we become more socially responsible as individuals, organizations and the society. InCo movement with its mission contributes significantly to this.



Photo: Mateja Potočnik

Darja Cvek Mihajlović, teacher at Spiritual University (lecturer at an InCo event)

The role of the InCo movement as I see it is very significant because it directs attention to the essential core of a human, namely the potentials of consciousness and awareness.

New dimensions are revealed when exploring and developing these potentials, such as intuitive insight, in depth understanding, extrasensory perception and the implementation of ideas through creative process. Through such experiences the mind is expanded and decision-making becomes synergic. When an individual is in touch with inner wisdom and magnetic coherence his life is fulfilled. When more and more people develop intuition a new universe of possibilities is created. And the main tendency of that intuitive field is to balance and act for the benefit of all. Intuition when properly manifested has strong, long term effects and InCo movement has all the potential to do so.



Photo: Personal archive

Tičo Zupančič, Ambassador of SDBP - The International Business Platform of Slovenia (member of the InCo movement)

There are plenty of organisations studying innovation in the world. Are they innovating the world, or are they trying to innovate themselves? An organisation in the first place is

an organisation, based on settling things down, organising them, making them stable, fixed. Innovation should keep things moving. So organisation and innovation are "Contradictio in Terminis".

Innovation should keep things moving, we said. InCo is a movement, an innovation movement, a movement to keep things

moving, refreshing. To establish a permanent dialogue with "the world", the civil society, business, education, politics etc, provide initiatives to "the world", learn from the achievements of the real world, being some kind of a think-tank of the innovating world, but applicable. Think-tank of the world, but still being part of the real world. That is how we met.

At that moment I was President of SDBP, The International Business Platform of Slovenia. We (SDBP) fight for (business) Slovenia to be a part of the international business, to really open to the global business, even more, to become the centre of it. Is that innovating?

When I first attended an InCo meeting I noticed that "they" (as I still called them in that time) already had tackled most of the fields of innovation, they were organising workshops, seminars etc about and they were involved in, all the activities connected with innovating the society. They seemed to be done with the left brained innovation. When I was invited to join my first InCo round table it was about intuitive management; a great theme, so important, so distinguishing, so avoided by everybody. As InCo is a movement to move things ahead, intuition became the topic of 2012. So, I decided to join.



Photo: Personal archive

Barbara Ogrinc, Office management at Vibacom

InCo movement has, with a set number of events, linked together various stakeholders, interesting people from different areas with new, fresh ideas. I am pleased to follow the flow of positive vibrations, which works to the benefit of society and revealing interesting topics and areas of life.

2nd Book

THE POWER OF INTUITION

– 2012/13

When we have boldly stepped into the void and did not get lost



TABLE OF CONTENTS

Introduction to the chapter	47
Welcome to InCo movement 2012 – 2013	49
The InCo movement’s core vibrations in 2012 – 2013	50
0. WHAT HAVE WE LEARNT SO FAR?	52
1. INTRODUCTION TO InCo – INTUITION	55
Introduction	56
1. Intuition as a natural skill	56
2. Relationship between emotions and intuition	58
3. Intuition and the business world	59
4. Intuition and the experiential model of learning	60
5. Intuition and the “onion model”	62
6. Intuition and ‘Theory U’	64
7. Intuition-based model for making business decisions	66
8. Intuition and changing habits towards greater social responsibility	68
9. Conclusion	69
2. InCo INTUITION - EVENTS 2012 – 2013	70
2.1 InCo intuition events 2013	70
2.2 InCo intuition events 2012	72

3.	InCo INTUITION INSIGHTS	74
3.1	Inspiration through intuition	75
3.2	Space and intuition	75
3.3	New tools for personal growth	76
3.4	Intuition as a tool and as leverage for the development of modern society	76
3.5	Unconscious to conscious	77
4.	InCo CONTRIBUTIONS TO INTUITIVE BREAKTHROUGHS	78
4.1	Development of intuition models	78
4.2	Presentations at conferences and papers and workshops on intuition	81
5.	PLANS FOR THE FUTURE	82
6.	INTERNET HITS FOR THE WORD INTUITION	83
7.	DEFINITIONS ON INTUITION	84

Introduction to the chapter



To our friends, partners and curators of a modern society:

The content of this chapter brought a lot of excitement to our InCo community. It opened up new dimensions in the understanding of everything we have done so far. It brought a much deeper insight into the core elements of innovation, such as co-creation, collaboration, and coexistence. But above all, it opened up the door to the worlds within us that before we could only sense.

Intuition – a realm of the most deep insights. The activities, lectures and the practical trainings we have been exposed to up until now have really challenged our perceptions, our understanding of the concept of a boundary, of our physical, intellectual, emotional, and spiritual worlds.

The primary driver for our decision to move in the direction of intuition was provoked by innovation, especially the first phase of the innovation process – the idea generation. The more we were exploring the tools and the ways that help an idea to surface, the more we became aware of the rich and powerful world of unconscious thoughts and actions. Soon we realised that there is one step before the generation of an idea and that is the inspiration, which we usually sense like an excitement in one part of our body.

"It brought a much deeper insight into the core elements of innovation, such as co-creation, collaboration, and coexistence."

The curiosity, the unknown and the overall understanding of the limitation of the logical mind, encouraged us bravely to step on the path of exploration of intuition and we have never been the same since.

The use of intuition brought a sense of wholeness. It helps us to see more clearly, to feel more deeply and to reach further. We know that we are only at the beginning of understanding the power and potential of intuition, yet it has already brought benefits not only to us, but to our business partners as well. With the help of several intuitive techniques that we were exposed to, we were able to address business opportunities in a much more systemic way and with a stronger connection to the market trends, customer needs and to our own competences.

I hope we have created a safe space for further exploration of intuition and its use in our day-to-day life; in the process of decision-making and in the process of recognising the weak signals that may have the potential to have an important impact in the future.

I would like to express a deep gratitude and a humble bow to all who have joined us on this journey so far. A special thanks to all the lecturers and the supervisory group of the movement who have contributed thoughts, suggestions and ideas for the content we have gathered and directions we have identified to

bring knowledge, wisdom and best practices in intuition closer to other people.

It feels like this is a journey that will never end.
What a way to live!

Oj,

Violeta Bulc

Visions seeker and a co-creator of the moment

Welcome to InCo movement 2012 – 2013

Discover a new era of intuition¹

To our members and followers:

Five years have passed since we began our successful and enriching cooperation. Innovation has become a strong vibration in Slovenia and the media have accepted it as an interesting topic. Furthermore, innovation became a firmly implanted economic and social driving force in the development of individuals, organisations and of our society as a whole. It is time to integrate it into our personal and professional streams and to develop it further with the highest degree of responsibility. The InCo Movement will continue to organise occasional events dedicated to innovation communication and to the development of innovation ecosystems, as well as to maintain our website. Therefore, I would like to invite you to publish interesting innovation-related events on the InCo website, as well as to send us your responses and to continue to contribute to a higher degree of awareness regarding horizontal integration and stimulation of innovative breakthroughs.

Meanwhile, the InCo Movement is opening a new subject matter - **INTUITION.**

In the coming years, we will endeavour to gain a greater understanding of **the role of intuition in the development of innovation ecosystems, the creation of value, the development of a responsible society and an awakening of the potential of individuals.** I hope this path will also help us to grow, strengthen us and open new interesting worlds, as well as to strengthen our relationships with ourselves and with everything that vibrates around us. Quantum physics, biology and astronomy have made giant leaps that expand and deepen our understanding of the essence of the relationships between the parts and the whole, the core and its surroundings, the conscious and the unconscious, evolution and the manifestation of the moment. It is time to integrate these wonderful findings and knowledge into the perception of people and to invite everyone to join us in changing, adapting and upgrading our beliefs and patterns of understanding. To enter jointly into a new reality, a new consciousness that will be brighter, more inclusive, happier and more closely bonded with the whole.

I am looking forward to new breakthroughs, models, friendly embraces and exciting moments,

Violeta

¹ Published in December 2011 at [InCo movement web page](#)

The InCo movement's core vibrations in 2012 – 2013

Mission:

"InCo movement is a pool of creative flashes."

- To understand the relationship of Slovenian space to intuition
- To develop language for demystification of intuition and its everyday use in the business world
- To identify tools and business skills for developing intuition

Vision:

- Intuition and logic – two conscious tools for the right decisions

Objective:

- To develop a business model of leadership and innovation which includes intuition as a tool alongside the logic
- To develop intuition as a conscious tool for creating value and prosperity in the Slovenian (business) space

Core achievements

April 2012 – present

Simultaneously with the development of innovation and intuition we started with the discovery of a new topic relating to systemic approaches, systemic thinking and systems science, which will integrate innovation and intuition in a systematic way with the perception of innovation ecosystems.

March 2013

The [presentation](#) of our cognition and experiences related to intuition in the business world at an International Conference on Social Responsibility and Current Challenges, 2013.

July 2012 – present

In a period of less than a year, four papers/articles on intuition have been published in the Slovenian media. The papers were written by Violeta Bulc in co-authorship of Vesna Kovačič and Urška Battelino.

January 2012 – present

The development of the [InCo intuition models](#) based on the knowledge and experiences gained at InCo intuition events.

"The curiosity, the unknown and the overall understanding of the limitation of the logical mind, encouraged us bravely to step on the path of exploration of intuition and we have never been the same since."

December 10th 2012

The InCo movement organised the final InCo event in 2012, as part of the events and meetings of the members of the InCo movement. The InCo movement has in 2013 continued with research on intuition, with a motto "[Experiencing Intuition and examples from business practices](#)".

May 15th 2012

1st discussion of The Managers' Association and the InCo movement - An InCo discussion about intuitive management, in which managers and economists (in the form of a roundtable) shared their experiences of using intuition as a management tool.

January 26th 2012

The InCo movement organised the first InCo event in 2012, as part of the events and meetings of the members of the InCo movement with a motto "[Possible implementations of intuition in the business world](#)".

0. WHAT HAVE WE LEARNT SO FAR?

"The use of intuition brought a sense of wholeness."

This first two years have proved us that the use of intuition will play an important role in business decision-making and in the creativity of people. We shared thoughts with some exceptional lecturers and practitioners like: Urška Battelino, [Neja Zupan](#), [Or Ettlinger](#), [Darja Cvek Mihajlovič](#), Mohar Demšar, Andreja Zupan, [Chris Walton](#), [Vesna Kovačič](#), [Marta Licardo](#), [Urban Kordeš](#), [Fičo Balet](#), [Andrej A. Chiaietta](#), Julijana Zimic and [Jaka Šubic](#). They helped us to see the true nature of intuition from many different angles.

Here are some important lessons learnt:

1. About the attitude of people towards intuition

Based on the responses of our fellow members and of the participants of the InCo event, we realised that we all are aware of intuition. We sense the messages that come forward to us through the intuitive channels/layers of our consciousness. However, some of us can hear more and some less of those messages.

Most people still do not want to talk about their experiences at the intuitive levels; they consider them private. Therefore, it is also hard for a lot of people to enter a learning process to improve intuitive sensibility.

We often mistake some of the messages that we hear in our own inner world as intuitive messages when they can be something else. Those "false" messages can come from advertising, from our logical conclusions, or from our past experiences, for example. Only with proper training we can start to differentiate those messages and become more able to understand their original source and purpose.

Generally, people are curious and seek more and more to find answers and understandings from beyond the rational mind.

2. About the nature of intuition

Intuition is a natural tool that is given to humans to allow them lateral thinking, systemic thinking and a more holistic understanding of life. It is crucial for our survival (in addition to instincts), for our creativity (to get inspired), for understanding a complex situations and seeing through them and for finding holistic solutions that are good for individuals, groups and societies.

Intuition can be blocked by negative emotions, past experiences, or by objective knowledge typical of a particular time period.

Sources of intuitive messages can come from our individual sub-conscious, from our collective consciousness, genetic memory, or global 'divine'. We are yet to learn even more about these sources.

Intuition is physically supported in our brain by a special organ responsible for its functionality (pineal gland)².

3. About some techniques for the development of intuition

We have tested, used and discussed several techniques so far. Firstly, the 'U method' that is explained in more detail later. Secondly, visualisation. Visualisation can be used as a way of imagining things that are beyond the six primary senses and we can provoke them by tapping into a particular situation. For example a dance, especially a modern dance with a stress on the intuitive recognition of a space and of the objects and subjects in the space. Submitting to the energy of a dance in order to move harmlessly through a space full of obstacles, using special meditation techniques that can open our inner sensitivity and clear the way for intuitive impulses and going for psychoanalysis that can help to clear emotional blockages, can all assist in allowing a more smooth intuitive process to take place.

² https://en.wikipedia.org/wiki/Pineal_gland

Co-creators of an open space about the InCo - intuition



Photo: Personal archive

**Irena Kirn, MA, architect, CEO Kans Ltd.
(moderator of an InCo event)**

The InCo movement - Intuition is like a walk in snowy mountains. The snow is deep and InCo discovers what is invisible to the eyes.

We all have intuition but do we trust it and know how to use it? InCo is strengthening awareness of it, uncovering it and sharpening it.

InCo is a supportive environment for exchanging authentic experiences, thoughts and ideas. It is participating in changing collective awareness and in changing management and business approaches in Slovenia and in the wider world.



Photo: Vibacom archive

Ivana Davidović, CEO Agens engineering Ltd. (member of the InCo movement)

InCo intuition is constantly running like a river and enriches us with new knowledge. InCo creators spread and deepen its tributaries and with mutual power create a new infinite path which goes over all obstacles and never stops

its journey. We have forgotten that we are part of nature. InCo intuition takes us back and evokes its power and the untapped potential that we carry within ourselves. Awareness and intuition lead the way to happier and more successful personal and professional lives.



Photo: Personal archive

**Jakob Šubic, forester, coiniciator of forest Kindergartens in Slovenia, Croatia, Serbia
(moderator of an InCo event)**

The InCo movement connects interesting people. The way of life of each member is unusual. Through meetings on intuition thematics, it is easier to talk about our personal experiences on intuition and to actually live by them.

1. INTRODUCTION TO InCo – INTUITION

INTUITIVE DECISION-MAKING – CHANGING HABITS THROUGH NEW BUSINESS APPROACHES, MODELS AND SOLUTIONS³

Vesna Kovačič, MSc, Institute IRDO;
Violeta Bulc, MSc, Vibacom;
Urška Battelino

Abstract:

Intuition represents an antipode to logical thinking and decision-making. Modern approaches to decision-making, however, indicate a much more detailed and comprehensive picture. Intuition is one of the natural channels for transferring the information necessary for decision-making. But why is intuition such an interesting topic today? The economic, social and planetary challenges are encouraging us to change. They are encouraging us to develop a broader perspective, to open additional streams that will provide data and information for a better quality of decision-making. They are encouraging us to change our entrenched patterns of behaviour. They are encouraging us to break down barriers and to connect all of our inherent natural skills for successful adaptation and development.

Holistic decision-making can be a solution. As long as we work in the field of existing knowledge and experience, we have a

tendency towards oversight and unilateral decisions. When we connect knowledge and experience with intuition we develop wisdom, which in turn leads to more holistic decision-making. A holistic approach depends on awareness. The deeper our awareness (consciousness), the closer we are to intuitive decision-making (intuition). The awareness of a regular person can be very outwardly directed. In intuitive decision-making we redirect awareness from the outside more to the inside. Through the process of learning we reach deeper within ourselves. We recognise our deeper personal levels, which include our mind, heart and will. We touch on our hidden virtues. Because we want to make better use of our inner potential, we often change ourselves and our entrenched patterns of behaviour and act differently, particularly in a more holistic and socially responsible manner.

This paper presents a model of business decision-making that rightly includes intuition at its core. The model was tested in ten successful Slovenian companies. Our experiences have shown that the model can change the behaviour of individuals, groups, organisations and even society. It positions intuitive decision-making shoulder to shoulder with the prevailing analytical decision-making approach. The two methods can, if used jointly and in a balanced manner, ensure holistic decision-making with less chance of oversight and negative consequences for an individual, an organisation or for society as a whole. To improve

³ Paper presented at the [8th IRDO international conference: Social responsibility and current challenges 2013: Education and communication for more social responsibility](#) (7th to 9th March 2013 in Maribor, Slovenia)

social responsibility in business we need new approaches, models and innovative solutions. We propose that this new model of decision-making should become one of them.

Keywords: *intuition, performance, learning, wisdom, holistic decision-making*

Introduction

Topics such as intuition, intuitive decision-making, innovative management and intuitive product development are increasingly now given more attention in business literature. Why is intuition such a popular topic nowadays? The economic, social and planetary challenges are encouraging us to change. They are encouraging us to broaden our perspectives. They call for opening new pathways that will provide us with data and information necessary for holistic decision-making. They encourage us to break down barriers and connect to our inherent natural skills for successful adaptation and development. For the good of individuals, community and the planet as a whole. On this path, intuition is coming to the foreground as an interesting area of research. This paper is dedicated to its role in the decision-making process.

Intuition is usually seen as the antipode of logical thought and decision-making. However, our experiences and initial testing indicate that the decision-making process is much more deeply rooted and complex. Within the process, intuition is one of the natural channels for obtaining information for holistic decision-making that is rooted in the unconscious. The second channel is learning, which obtains data and information from the objective knowledge base (formal learning). The third channel is action, which obtains information from experience – an information base where subjective knowledge and long-reaching, cross-generational views are accumulated as wisdom (knowledge of

the social environment, generations, and our civilisation as a whole). All three channels appear to be sources of data and information for the rational mind⁴, which makes decisions based on all of the above. In other words, the process of decision making is influenced by various data and information streams that merge into a river before we make a decision. Once this happens, the water in the river cannot be sourced back to individual streams. However, what we can influence – as individuals, communities or organisations – is the number of streams flowing into the same river, their strength and how rich and powerful the prevailing stream will be. Throughout our lives, we add obstacles to this river and its tributaries, thereby limiting or diverting some of them. Furthermore, merging streams create vortexes that significantly influence our lives.

The stream of intuition is full of obstacles. Jung said that the more scientific evidence we obtain about intuition the more impoverished we become. Our decision-making lacks a holistic aspect, particularly from the causal and systemic points of view. This paper presents a solution to this problem in the form of holistic decision-making.

1. Intuition as a natural skill

Intuition is a skill inherent in our biological system, a tool we use to access the unconscious (subconscious).⁵ Together with acquiring knowledge (formal and informal learning) and experience (action), it forms a three dimensional information network that provides us with data and information required for making rational decisions (Figure 1). This network transmits experiences, knowledge, wisdom and unconscious messages to the corresponding brain cells where they are used for decision-making. The channels themselves

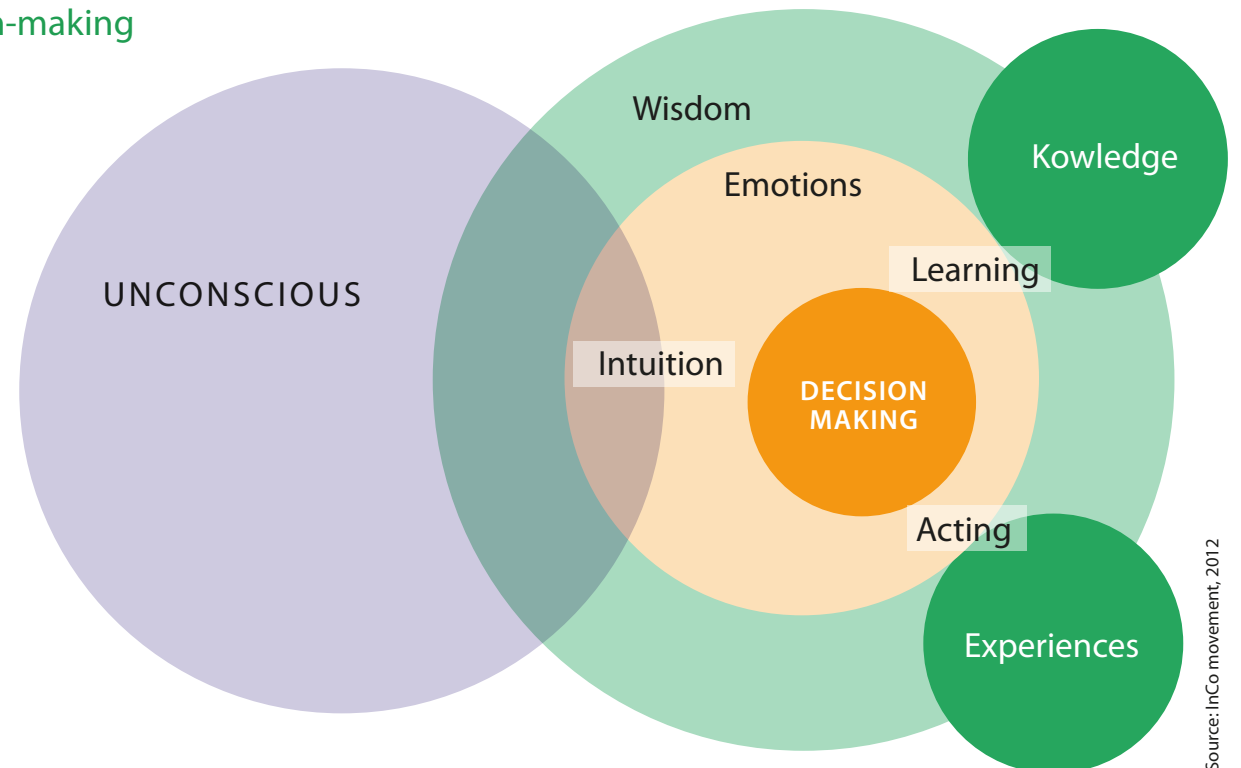
4 The mind, as defined by modern psychology, is an expression of one's thoughts, emotions and will.

5 To make understanding of the workings of the mind easier we divide it into the unconscious (individual and collective) and the conscious. But in reality there is no division between the conscious and the unconscious. Just as there is no division between a river and its tributaries.

are multidimensional too. They draw information from one's inner world, a team's collective consciousness, an organisation, community and/or cosmic consciousness. With every interference in these channels or processes our perception and decision-making can be hindered and distorted.

Intuition is usually described as a physical sensation. We relate it to our gut, hands or chest for example. According to Harvard Business Review (HBR),⁶ 19% of employees rely predominantly on intuition, compared to 43% relying on the results of formal analysis. The rest of us combine both. In this respect, the question of the relationship between emotions and intuition frequently arises and the next chapter attempts to provide some answers.

Figure 1: Holistic decision-making



Source: InCo movement, 2012

⁶ Shventank Shah, Andrew Horne, Jaime Capella: Idea Watch, Harvard Business Review, april 2012.

2. Relationship between emotions and intuition

Based on our experience, we like to compare emotions to soft tissue, since they act as a sort of a filter between the currents of intuition, learning and action (Figure 1). These currents have very particular relationships with the mind, and in this respect emotions play a key role in our interpretation of knowledge, experience, wisdom and impulses from the unconscious. Emotions may distort, expose, suppress or transform these impulses and turn them into something new. It is quite possible that due to their distorted and inadequate emotional development people with psychopathic personalities also have great intuition.

Emotional nature, expression and responses are unwelcome in the business world. People seen or perceived to be acting on their emotional impulses are usually not regarded as credible in Slovenia. We emphasise rationality, rational decision-making and prudence. By controlling our emotions, we suppress them, thereby also suppressing creativity. However, emotions persist whether we control them or not. If we are able to see beyond the rational, we can recognise and accept emotions. Thus, we can add value to understanding our knowledge, experience and intuition. The next chapter explains how we can identify this added value in the business world.

Within the research of intuition conducted by the InCo movement (www.incomovement.eu) we have arrived to some interesting conclusions:

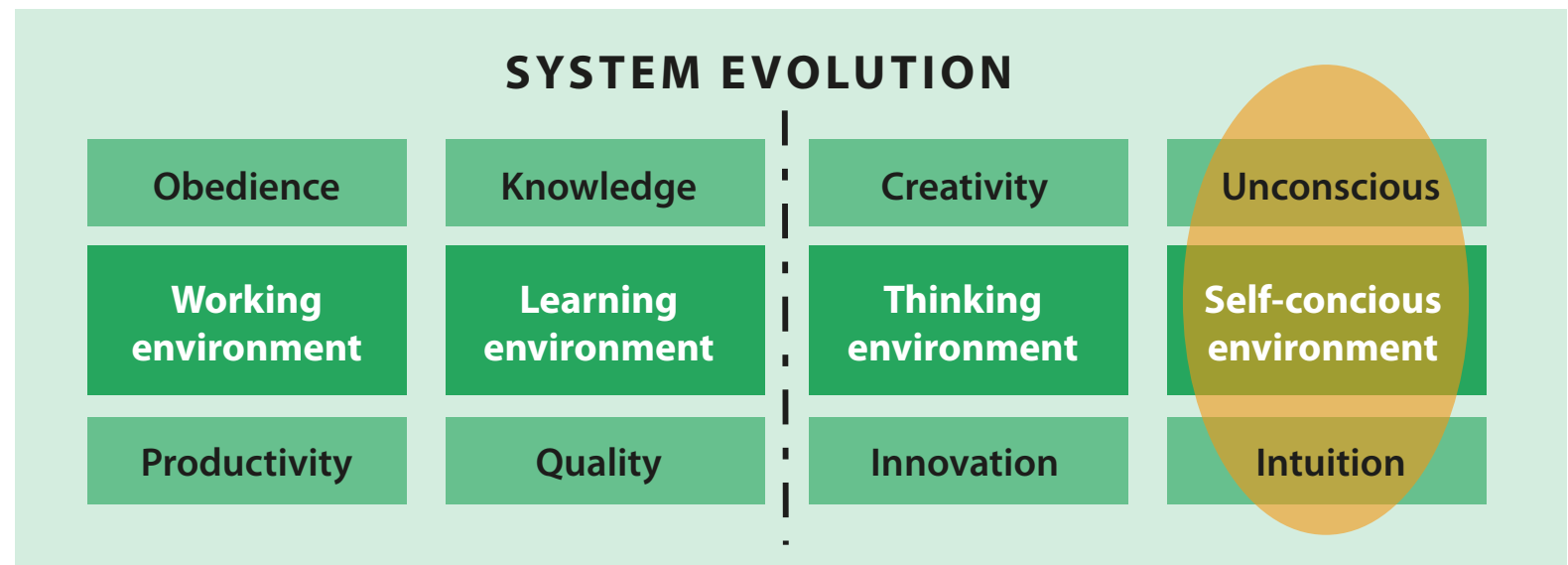
- 1.) We interpret intuition in many different ways. We describe it with various different terms and ascribe it various purposes (relating it to emotions, experience, methods of rational thinking, etc.).
- 2.) We need a business model, in which management and innovation incorporate intuition.
- 3.) The times of seeking advice and training for personal and corporate development are ending, while individual knowledge is coming to the forefront. The change that is forthcoming brings a redirection of attention into one's inner world, i.e. to seeking wisdom within oneself and thus integrating all benefits of learning, action and intuition (Figure 1), as well as re-integration of these benefits into the whole that is formed by everyone and everything.
- 4.) Intuition is also related to physical activity. There is a probable connection with the pineal gland (epiphysis) in the brain and possibly with some other organs as well. We are able to sense intuition with our bodies (through movement), but it can also enter our consciousness through our sensory organs and imagination in the form of thought or images.
- 5.) The path to success leads from knowing to awareness and requires constant balancing of the two. Theory U with the experiential learning model is an efficient method for maintaining this balance (see Chapter 7).
- 6.) Sensitivity to intuitive perception can be efficiently learned in nature, if we allow ourselves to become one with other subjects in the natural ecosystem and start recognising messages imprinted in the natural environment. We can also develop it through transfers in relationships with other people or groups.
- 7.) Intuition opens new dimensions of perception, awareness and knowing. And to correctly understand the above we require a new terminology, a new language.

3. Intuition and the business world

The increased interest in intuition in the business world is due both to the economic and social situation as well as to the development of human consciousness. The situation has become too complex to be solved with linear and hierarchical approaches. However, horizontal or network approaches require more than mere logical thinking since the latter is limited to two or three dimensions. Firstly, for optimal decision-making we need to move towards a systemic way of thinking with as much information as possible from the environment we are addressing. Secondly, objective and subjective knowledge is simply inadequate for making such decisions, for it is based entirely on past conclusions and does not take into account the influences of the moment, our will or the consequences of our actions. Thus, intuition offers itself as a helpful tool, a path to the other 25,000 impulses we are exposed to every second.

Simultaneously, we can notice the development of the need for new competencies related to the emotional, spiritual and energy forms of capital. The need to integrate these forms of capital with the physical, intellectual and social capital is also increasing. The increasing complexity of awareness of the needs of individuals, teams and organisations is opening doorways to new paths, requirements and interest in the unconscious, sensitivity, understanding of global trends and the impulse of the moment. In organisations, specialists and managers responsible for developing the human resources potential are challenged with creating business role-play situations and environments for stimulating situational and experiential learning. More and more people are seeking help with changing and forsaking old patterns, opinions and expectations. The importance of mastering methods for the development of identity, self-awareness, empathy and the removal of emotional blockades and undistorted reception of information from the environment is constantly growing.

Figure 2: Evolution model of the development of resources and key factors of creating added value



"The more we were exploring the tools and the ways that help an idea to surface, the more we became aware of the rich and powerful world of unconscious thoughts and actions."

In terms of knowledge and awareness the business world was already very seriously challenged at the beginning of the new millennium when innovation came to the forefront as the key factor of added value (Figure 2). However, innovation is not merely a new driving force of economic development – since it flourishes only in non-hierarchical relationships, network connections and on the borders of the known – we were forced to change the basic structures within which we operated and created in order to incorporate it into the business world. This challenged our consciousness and that was the lever that opened the door to a new way of thinking. And this was the cue for intuition as an additional stream, an additional tool for holistic decision-making. Yet, it does not come without challenges, primarily at the personal level in the form of unresolved issues, traumas and fears. It presents a challenge to how we perceive the world, but is also an opportunity to go further in our search for solutions. Intuition can take us beyond the borders of the known and act as a new partner in learning, action and acquiring of information necessary for holistic decision-making – if we are able to trust ourselves and what we feel, of course.

In spite of very strong and positive initial feedback we find that the business world is still very reserved towards intuition. We all live with it, but we are reluctant to talk about it. The business language to describe it does not exist yet. It is usually described with existing terminology, but these terms actually obscure its essence. This last conclusion was based on research,⁷ in which the participants who were asked "What do you consider to be an intuitive solution?" answered: decisions based on experience (56%), decisions based on sensations and emotions (40%), decisions based on knowledge and education (23%), decisions based on an unconscious mental process (11%), and decisions based on personal values and ethics (10%).

⁷ Lisa A. Burke in Monica K. Miller, Taking the Mystery out of Intuitive Decision Making, The Academy of Management Executive (1993-2005), Vol. 13, No. 4, Themes: Structure and Decision Making (Nov. 1999), 91–99.

We can see that languages from different evolution phases are mixed and used to describe something we were not aware of at the time, yet people were able to perceive intuition at a subtle level. This could be seen as similar to people from technologically less developed environments describing airplanes as 'metal birds'.

In addition to subjective experiences of ourselves and the world around us, intuition is also a significant factor in our work and creative activities, both in business and the society. Most of the time, it is expressed through our relationships. This can lead to wonderful results that can be accessed through the three-dimensional network described earlier (intuition, learning, action). The quality and nature of our relationships and the people themselves are key factors of successful cooperation and joint creativity, just as important as dynamic adaptation to change, for example.

The circumstances in which we use intuition are usually turbulent and chaotic, with complex and unstructured problems, quick shifts in consumer expectations, constantly shortened cycles of product development, the need for efficient (quick) decision-making without all necessary information and so on. We therefore use intuition in critical situations under the pressure of time when we cannot rely on other sources of information or there is no time to obtain the necessary explicit information.

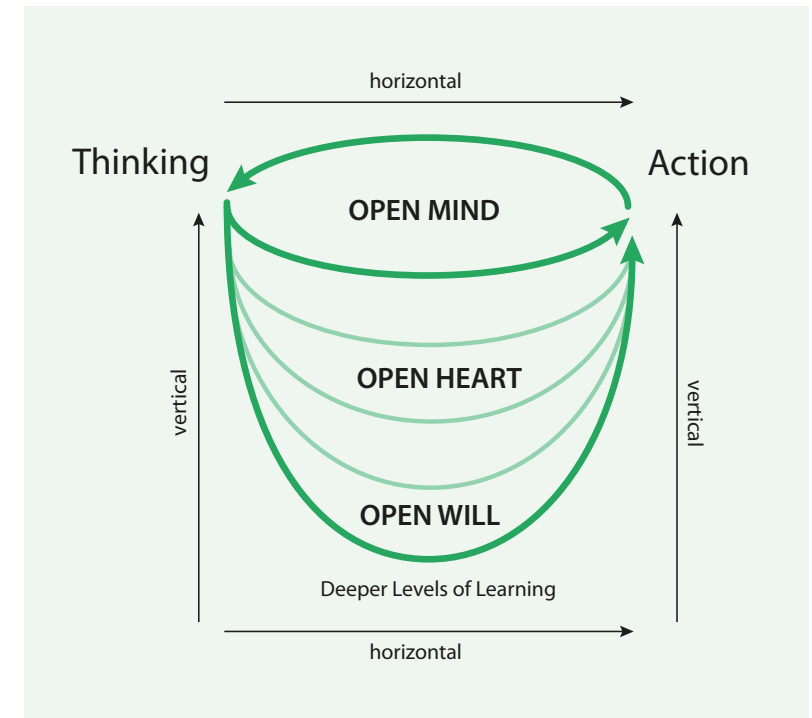
4. Intuition and the experiential model of learning

Businessmen like Bill Gates, Steve Jobs and Sam Walton succeeded in rapidly changing environments

because they taught themselves how to see "the problem" from a different point of view and avoided acting according to entrenched patterns (Brian, cited in Senge, 2008). Senge et al. (2008) find that we make decisions and adhere to habitual patterns when we feel fear or pressure. Arthur (cited in Scharmer, 2009) ascribes this to two different sources of learning. The first source uses standard frameworks of thinking and acting (downloading), while the second relies on inner knowledge (inner knowing). The latter develops based on experiential learning. It is a combination of processes of transforming our experience into knowledge, skills, attitudes, values, beliefs, emotions and the senses (Jarvis, 2003). Senge et al. believe this is an interaction between the phases of thinking (learning) and acting (action). They believe that in the process of learning an individual starts with thinking and continues with acting according to their personal interest. This is followed by rethinking and acting differently based on acquired experience.

Senge (cited in Scharmer, 2010, XIV) stresses that in the learning process an individual only hears what he or she can recognise, while the interpretation of the heard message depends on one's beliefs, past sensations and experience. He continues that due to the tendency to maintain entrenched patterns of behaviour an individual is only ready to change his or her actions within the boundaries of the known. This represents **horizontal interaction** between the phases of thinking and action where an individual exhibits only minor changes in actions. Using **vertical interaction** between the two phases we are able to reach deeper within ourselves which can result in radical changes in personality (Figure 3). Through the process of learning an individual deepens their knowledge of self. They discover their deeper personal levels, which in addition to thoughts also include emotions and will. Usually, this leads to uncovering hidden virtues which people can observe, develop and use consciously. In turn, this often leads to a change in personality, but only if they are able to recognise and change their habitual patterns.

Figure 3: Experiential model of learning (Senge, 2008, 11; adapted by VK)



We can conclude by saying that through internal insight an individual can uncover the knowledge he or she within and expand awareness of him- or herself as a whole. At the deepest levels of learning, intuition is able to connect hidden threads of thought, emotions and will between seemingly unrelated ideas. Thus, we gain more comprehensive insight, and consequently the ability to make holistic decisions. Holistic decision-making leads to more comprehensive acting, particularly from the aspect of socially responsible actions of individuals, groups and the society. The next chapter focuses on identifying deeper levels of personality based on the Korthagen onion model.

5. Intuition and the “onion model”

Deeper insight into oneself uncovers deeper personal levels. This is a topic the business world has not dedicated much attention to. So far, we have mostly been focusing on systemic management of the external environment, and lately also on attitudes and competencies of individuals. However, in order to reach deeper levels we need to get in touch with our deeper selves. Korthagen (2004) states that the essence of getting in touch with our deeper selves is in developing trust in our abilities, forming new knowledge, thinking about our opinions of the world, developing personal identity and discovering our mission. Thus, he redirects attention from the professional to the more personal aspects of individuals, which is actually one of the particular challenges of the modern business world.

Korthagen (2004) uses an onion model to represent an individual’s personal levels (Figure 4)⁸:

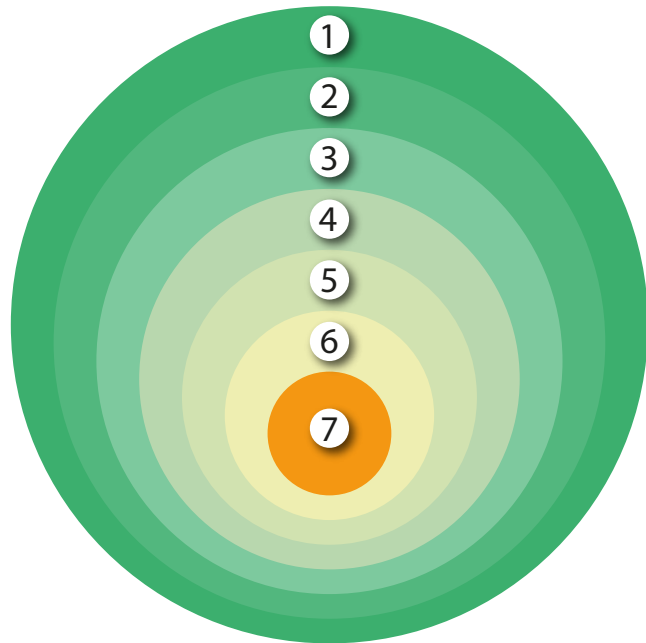
- **The outer two layers: environment and behaviour.** These two levels are visible to both the individual and others. The attention of the observer is often directed at identifying problems in the environment and finding solutions

behaviour. The environment influences behaviour, but the latter is also subject to competencies. The outer two layers influence the inner layers and vice-versa.

- **The inner layers: competencies, beliefs and identity.** Competencies are a broad notion which comprises not only knowledge and skills, but also relationships. Competencies are subject to beliefs, which primarily depend on personal practical (and not merely formal) knowledge. As this is such a broad and complex area Korthagen and Lagerwerf (1996) introduced a new term, “gestalt”. Unlike beliefs, the term gestalt also includes past experiences, behavioural patterns, needs, values, sensations, perceptions and routines. An individual is normally not aware of the above as a whole and the individual parts only surface in specific situations. Gestalt is determined by our identity and is reflected in these two questions: “Who am I?”, “How do I see my role in work?”. And finally, identity is determined by one’s personal mission.
- **Core: Mission.** While the questions at the level of identity relate to the individual (personality), the questions at the level of mission relate exclusively to the role an individual has as a member of a whole (e.g. a family, community, culture, the cosmos, the universe). This is a comprehensive aspect that touches the so-called “transpersonal level”.

⁸ The “onion model” is an adaptation of the Bateson model, which was never actually published by Gregory Bateson (Korthagen, 2004, 79).

Figure 4: The onion model – levels of personality (Korthagen, 2001, 2004 and 2009; adapted by VK)



- 1 ENVIRONMENT What is it you have to cope with? What influences you?
- 2 BEHAVIOUR What do you do?
- 3 COMPETENCIES What can you do?
- 4 BELIEFS What do you believe in?
- 5 IDENTITY Who are you? How do you see your role in ...?
- 6 MISSION Why are you here?
- 7 CORE To what larger whole do you feel committed?

"I hope we have created a safe space for further exploration of intuition and its use in our day-to-day life."

The basic concept of the onion model is in establishing and maintaining the interdependence of the various levels of personality. Insight into ourselves can help us identify relationships and possible conflicts between individual levels. An example of a conflict between beliefs and attitude (the attitude-behaviour gap) is when a person believes something but acts in a completely different manner (e.g. a patient knows that smoking is harmful but continues to smoke; an employee knows that customer satisfaction is important but fails to react to customer complaints, etc.). Unlike conflicts appearing at deeper levels, such conflicts are easily recognisable in practice. An example of a conflict between one's personal mission and the environment is when a person has a job they dislike yet they keep it out of fear of unemployment and hide their discontent from others. Conflicts between individual levels create tension therefore they need to be resolved. 'Cognitive dissonance' is at the heart of these issues.

Let us conclude this chapter by paraphrasing Hamachek⁹: consciously, we do what we know; unconsciously we do what we are. In the first part our actions are determined by our knowledge, in the second by our awareness. Knowledge does not equal awareness. We are constantly striving for a balance between the two. Any existing conflicts must be identified and the tensions resolved. By getting in touch with our inner selves and with the help of intuition an individual is capable of identifying hidden conflicts at deeper personal levels. This provides them with an insight into the roots of the tension and possibilities of a holistic approach. However, resolving conflicts at deeper levels requires radical personal changes. The next chapter describes how we can identify the need for personal change and act on it according to 'Theory U'.

⁹ Hamachek's original statement (1999, 209; cited in Korthagen, 2004, 77): "Consciously, we teach what we know; unconsciously, we teach who we are." – adapted by VK.

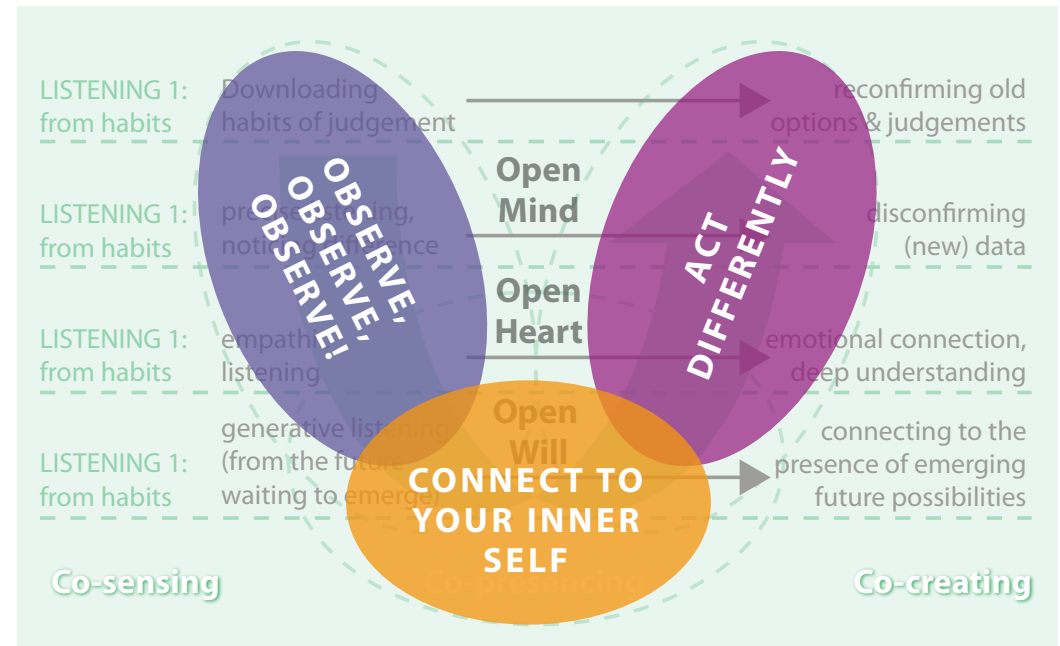
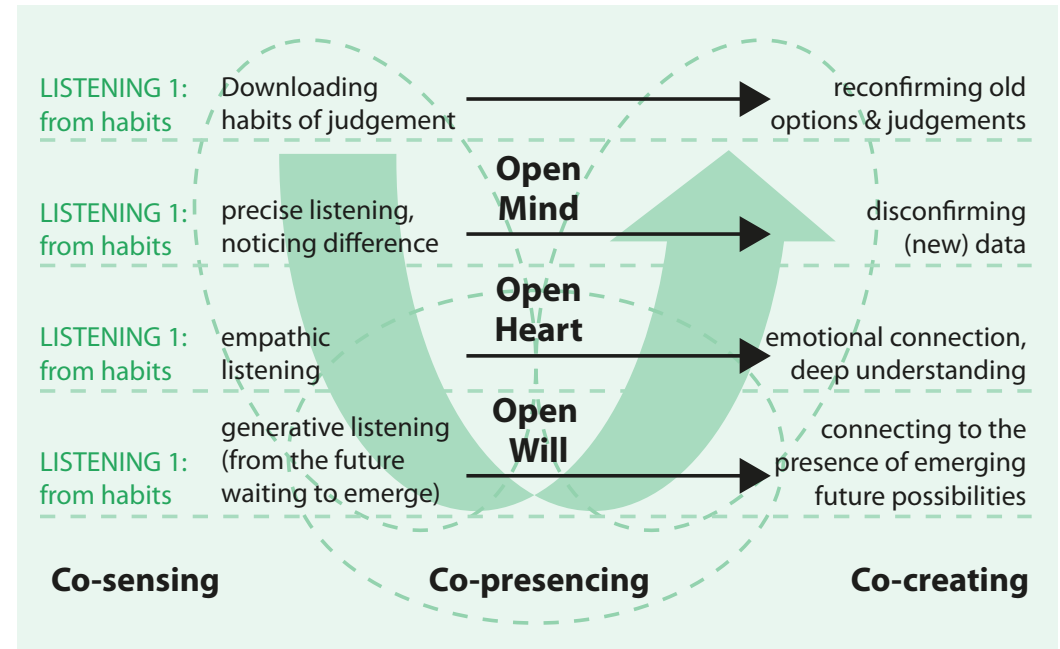
¹⁰ Observing is so important as the initial phase of decision-making that the author emphasises it by repeating it three times in the title.

6. Intuition and 'Theory U'

Strategic business decisions are aimed at the future and thus very rarely revisable. The usefulness of knowledge and experience in this process is very limited therefore we rely on intuition and creativity. It is a proven fact that more intuitive decisions are made on the strategic management level than on the tactical and operational levels. The background of intuitive decision-making is explained by 'Theory U', which is based on experiential learning.

Scharmer (2009) bases the model of 'Theory U' on the concept of sensing presence (presencing) and the use of internalised knowledge. He illustrates the decision-making process with a U-shaped curve that comprises three stages (open mind, open heart, open will), 3 processes (co-sensing, co-presencing, co-creating) and 7 phases (see Figure 5a). Thereby he defines three key activities (Figure 5b) (1) observe, observe, observe¹⁰; (2) connect to your inner self; (3) act differently. The lowest point on the curve marks sensing of the presence in the current moment. Senge et al. (2008) call it "presencing" as a composite of "presence" and "sensing". Presencing represents a balance between knowledge and awareness. It is a precondition that determines whether getting in touch with our inner selves will result in a breakthrough in thinking and whether we will change our behavioural patterns or not. The moment the breakthrough will be achieved is almost impossible to predict for it depends on the individual and his or her intuitive sensing of current moment.

Figures 5a and 5b: Theory U – Experiential model of learning (Scharmer, 2008; adapted by VK)



Scharmer's intuition-based decision-making model was tested in a relatively large Slovenian company with 3,000 employees. The case study that was initially performed at a business unit with 90 employees proved that a problem in the sales department can be resolved in a modern and innovative way with the help of intuition. We later tested this model in 10 other Slovenian companies. We arrived at some very interesting conclusions. However, these conclusions will not be discussed here as they deserve special attention which would be beyond the scope of this paper. They will be presented in a dedicated article. The next chapter describes the intuition-based decision-making model we developed and used in these studies.

7. Intuition-based model for making business decisions

Everyone uses intuition whether we are aware of it or not. Until we are capable of conscious use of intuition, it is something that "happens" instead of being used. Therefore, we need to develop the ability to sense intuition and gain experience on how we use it as individuals (Kovačič, 2012).

Korthagen's core reflection (2009) and Scharmer's Theory U (2010) reveal the background of using intuition in business decision-making. The following sections explain an important step forward in the concepts of these two approaches. A synergy of these findings offers a new intuition-based model for making business decisions.

Korthagen's core reflection¹¹ (2009) helps an individual in developing their core qualities and a positive perception of their identity and mission. Korthagen believes that problems are primarily caused by conflicts between individual personality levels as represented by the onion model. Therefore, core reflection is aimed at the identification and resolution of these

conflicts. His model of reflection comprises¹² five steps: (1) Action; (2) Looking back at the action; (3) Awareness of essential aspects; (4) Creating alternative methods of action; and (5) Trials (followed again by action). What we find particularly important is the transition from thinking to awareness when the individual's attention is directed at becoming aware of hidden aspects. When it comes to reflection, the author replaces the traditional theoretical thinking with the more powerful awareness of non-rational roots of knowledge.

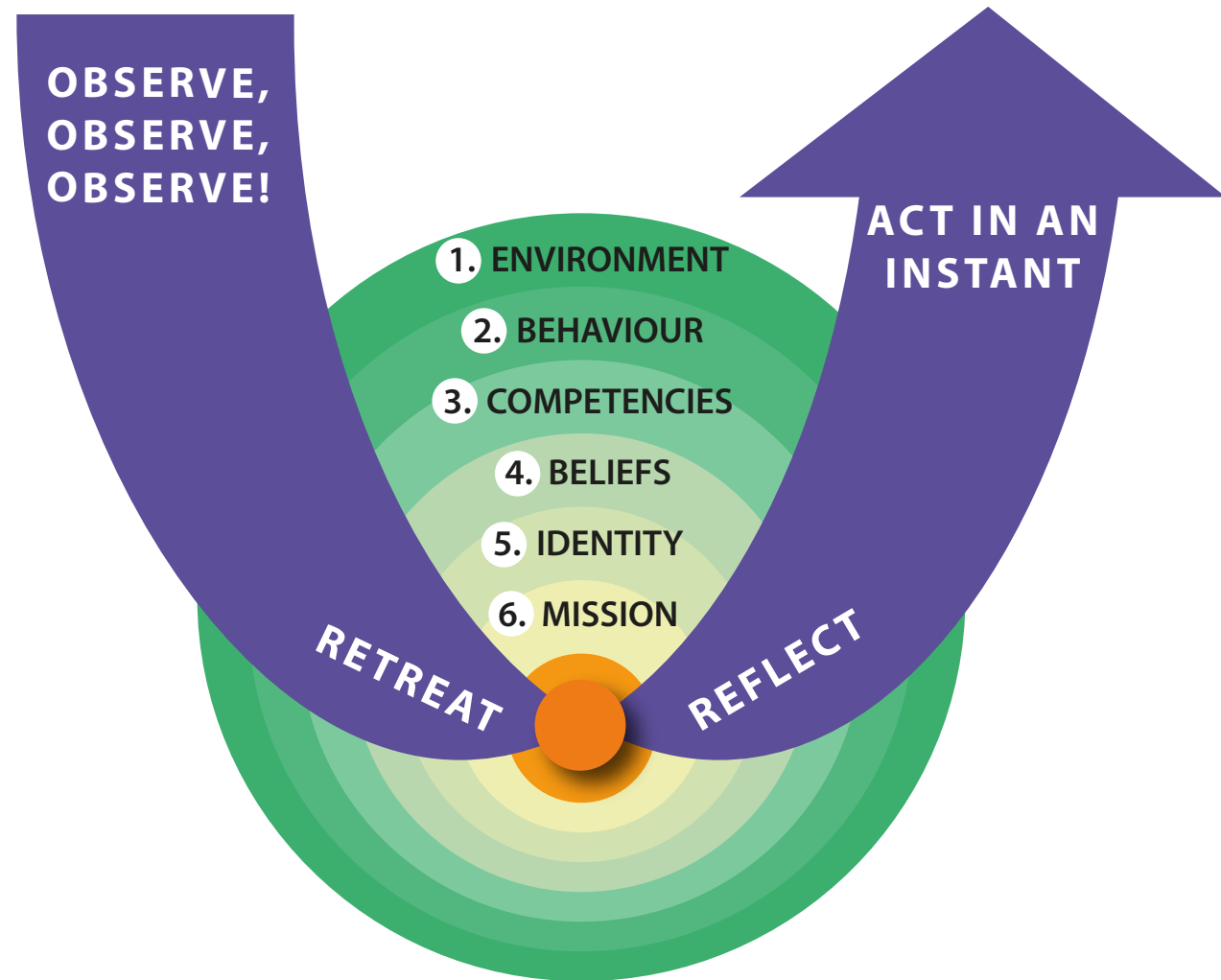
Scharmer's 'Theory U' (2009) states that the phase of sensing presence represents being aware of the current moment. He explains that when we listen carefully to ourselves and rise above our interpretation of reality and sense the broader meaning we start to appreciate the present moment. Through this, we become aware of the necessity to refrain from old habits and control, and embrace the evolution of life, he also adds. Senge et al. (2008) relate the left arm of the U-curve to the phase of refraining from old habits (letting go), while the right arm represents adopting new habits (letting come). The point that links them draws strength from learning from the present moment. Arthur (cited in Scharmer, 2009) goes even further. He states that we must also learn from the future that is yet to happen by constantly striving to see our role in the turning of the future into the past.

The intuition-based model for making business decisions comes into existence when Korthagen's onion model (2004) and Scharmer's Theory U (2010) are merged into one. We believe that this happens at the bottom of the U-curve (Figure 11).

11 Reflection is a response. Core reflection also incorporates the levels of identity and mission.

12 Korthagen's reflection model is called ALACT based on the initial letters of the model's stages (Korthagen, 2009). The reflection model is used as support for reflection for students in the field of pedagogy. We transferred his general reflection model into business practice where it was applicable.

Figure 6: Intuition-based model for making business decisions (Scharmer, 2010; Korthagen, 2004; adapted by VK)



Let us conclude this chapter by saying that we can sense intuition as a firm belief that is rooted deep within us. This is not an ordinary belief – it is a state of our inner-self that cannot be changed by argumentation or even repeated failure. Successful business people follow this state, even if it appears unclear or incomplete. The intuition-based model for making business decisions reveals the basis of using intuition. The process of intuition-based decision-making is a useful business tool with an alternative approach and a different view of the decision-making process.

8. Intuition and changing habits towards greater social responsibility

Our decisions affect our entrenched habits. Regardless of whether we make decisions based on one or all channels (intuition, learning, action), consciously or unconsciously, with positive or negative results, the ability to make decisions is a basic tool in facing business opportunities, challenges or insecurity. Decision-making provides us with solutions for achieving the wanted benefits with as few unwanted consequences as possible. The circumstances in which we are making decisions are often not entirely clear and the available information usually limited. Decisions adopted in such circumstances can often be the result of oversight and unilateral thinking, which often lead to negative results. The question of how we are able to obtain adequate information for quality decision-making is always present. We see holistic decision-making as an answer to this question as it integrates various approaches, tools and channels.

Intuition, knowledge and experience are the three natural channels that provide us with information necessary for holistic decision-making. We acquire knowledge based on learning. We acquire experience based on our actions. Our knowledge

is affirmed and deepened through practical application and complemented by experience. We need to develop the ability to learn quickly and lastingly from our experiences. Repeating the same experiences over and over and revisiting the same situations because we are unable to learn our lessons quickly and lastingly is a futile endeavour. Another important aspect is the fact that learning and acting draw information from the conscious sphere, while intuition draws from the unconscious. If we make decisions based only on the conscious aspect, we are subject to oversight and unilateral thinking. By searching our inner selves and using intuition we can reach information in the unconscious sphere which complements the information in the conscious. Only by merging the two information flows can we obtain adequate information for holistic decision-making.

The above allows us to conclude that the decision-making process primarily depends on awareness developed through the processes of learning and acting. We also need to emphasise that there are two diametrically opposite types of consciousness: (1) consciousness directed inward towards its centre, and (2) consciousness directed outward. In 'Western', industrialised culture there is a tendency towards an outward direction. It is immersed in the outer world. Intuitive decision-making requires redirecting our consciousness from the outside towards the inside. The process of learning enables us to reach deeply within ourselves and uncover hidden personal qualities. Attempting to better utilise one's inner potential often leads to personal change. Accordingly, we change our existing behavioural patterns and start acting differently. Our actions become more holistic, and consequently we become more socially responsible as individuals, organisations and the society.

9. Conclusion

Modern times encourage us towards deeper research and discovery, to find new knowledge and awareness. The eco-civilisation that is at our doorstep will be a much subtler one, with its emphasis on a holistic approach to nature, the universe, man and interpersonal relationships. A systematic approach to the development of intuition might be just the step that is necessary for a smooth transition to the new age.

Although holding on to the conscious and rational aspects of decision-making might be safer, this new intuition-based model for making business decisions is encouraging us to go beyond the borders of comfort. What we will discover on the deeper levels of our journey within is impossible to know. We cannot know what we will come into contact with when we are prepared to listen, see, feel and sense more. We are reaching for unconscious, non-rational, and essentially intuitive aspects of our behaviour. On this journey within, it is important that we recognise our mission, activate our inherent knowledge and act according to our values in a more holistic, and consequently socially responsible manner.

*"It feels like
this is a journey
that will
never end.
What a way
to live!"*

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2. InCo INTUITION - EVENTS 2012 – 2013

The model and experiences presented in the paper above were partially developed with the knowledge and insights gained at the InCo intuition events in 2012 and 2013.

2.1 InCo intuition events 2013

The InCo movement has in 2013 continued with research on intuition. With an aim to stimulate this energy, we presented a programme consisting of eight events and meetings of members of the InCo movement with a motto **“Experiencing Intuition and examples from business practices”**:

5th event: InCo movement future focus

Date of the event: 10.6.2013

Moderator of the event: **Violeta Bulc, MSc**

4th event: Intuition - the power of consciousness

Date of the event: 13.5.2013

Moderator of the event: **Darja Cvek Mihajlović**

3rd event: Intuition and space

Date of the event: 23.4.2013

Moderator of the event: **Irena Kirn, MA**

Guest of the event: **dr. Or Ettliger**, author of the book [The Architecture of Virtual Space](#)



Photo: Vibacom archive



Photo: Vibacom archive

An interview with dr. Or Ettliger can be found in Aktualno 2.0 (March, 2013): [Space and Intuition](#)

2nd event: Go to the garden and think permaculture

Date of the event: 15.3.2013

Moderator of the event: **Andreja Zupan**

1st event: Gamma healing

Date of the event: 7.3.2013

Moderator of the event: [Chris Walton](#) ([About Gamma healing](#); [Chris`Gamma Healing webinars](#))

An interview with Chris Walton can be found in Aktualno 2.0 (March, 2013): [New tools for personal growth](#)



Photo: Vibacom archive



Photo: Vibacom archive

2.2 InCo intuition events 2012

The InCo movement has focused on research on intuition in 2012 and has been upgrading the current work in the field of innovation. With an aim to stimulate this energy, we presented a programme consisting of ten events and meetings of members of the InCo movement with a motto **“Possible implementations of intuition in the business world”**:

Final InCo meeting

Date of the event: 10.12. 2012

Moderator of the event: **Violeta Bulc, MSc**

The purpose of the final InCo meeting was to conclude the InCo intuition 2012 year with a summary of what we learned in 2012 in the form of an open dialogue with all participants, creating an intuitive joint press release and setting the directions and agenda for the coming year of 2013.



Photo: Vibacom archive



Photo: Vibacom archive

9th event: Wondering instead of decision-making

Date of the event: 19.11.2012

Moderator: **prof. dr. Urban Kordeš**

8th event: Intuition in the light of spiritual science of Rudolf Steiner

Date of the event: 23.10.2012

Moderator of the event: **Mohor Demšar**

7th event: Developing the intuition with the help of trees

Date of the event: 17.9.2013

Moderator of the event:

Jaka Šubic

Participants met in Tivoli forest in Ljubljana, and with the help of nature tried to discover new dimensions of intuition.



Photo: Vibacom archive



Photo: Vibacom archive

6th event: New methods/tools for development of intuition

An afternoon event of socializing and training: Empirical experience of different techniques

Date of the event: 31.8.2012

Moderators of the event: **Andrej A. Chaiutta and Julijana Zimic**

5th event: Fico Ballet - Development and use of intuition through movement and perception of space

Date of the event: 5.6.2012

Moderators of the event: **Goran Bogdanovski, Dejan Srhoj, Violeta Bulc**

4th event: 1st discussion of The Managers' Association and InCo movement - InCo discussion about intuitive management

Date of the event: 14.5.2012

Moderator of the event: **Violeta Bulc, MSc**

3rd event: The model of empirical learning based on intuition

Date of the event: 23.4.2012

Moderators of the event **Vesna Kovačič MSc and Marta Licardo MSc**

2nd event: Tools for the development of intuition

Date of the event: 26.3.2012

Moderator of the event: **dr. Neja Zupan**

An interview with dr. Neja Zupan can be found in Aktualno 2.0 (March, 2012): [Intuition as a tool and as leverage for the development of modern society](#)

1st event: From unconscious to conscious in corporations

Date of the event: 26.1.2012

Moderator of the event: psychotherapist **Urska Battelino**

An interview with psychotherapist Urska Battelino can be found in Aktualno 2.0 (January, 2012): [Unconscious to conscious](#)



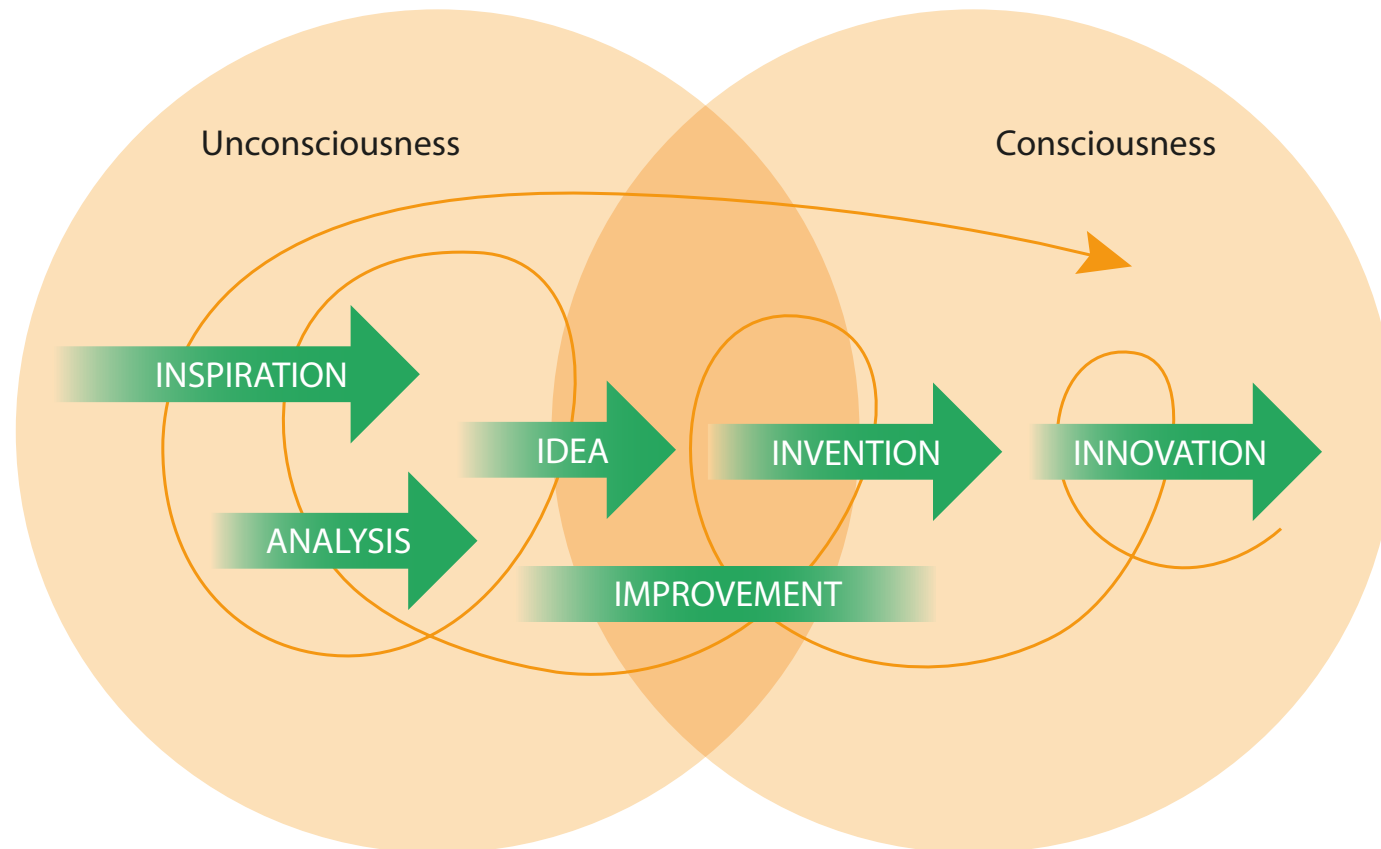
Photo: Vibacom archive



Photo: Vibacom archive

3. InCo INTUITION INSIGHTS

Figure 7: Sustainable Innovation Model (5I)



3.1 Inspiration through intuition

Our experiences over the past few weeks have contributed to the topic presented in this issue of Aktualno 2.0. We hope you will find them useful:

- when making decisions about your education and training,
- when considering ideas you wake up with in the morning, or ideas coming to you on a walk, or in a meeting with your business partners,
- when your view differs from everything you have heard so far,
- when you cannot understand why others cannot understand your view.

Within the framework of [Vibacom's trainings](#), and later at the [InCo movement's](#) Management Board meeting, we combined our years of experience with **innovation ecosystems** and our experience with understanding and development of **intuition**, gained over the past two years, in the following new business model Figure 1: The Comprehensive **Model of the Development of Intuition – 5I (Inspiration, Idea, Invention, Innovation, Improvement)** (Figure 7). This model shows there is a direct relationship between unconscious and conscious actions, both in the process of idea generation and in regarding sustainable innovation.

The full text is available in Aktualno 2.0 (May, 2013): [Inspiration through intuition](#)

3.2 Space and intuition

When we addressed in 2012 [systemic decision-making and the role of intuition](#), we could feel immediately that we had addressed an important topic. The relationships between knowledge, experience and unconsciousness, and their impact on our decision-making is creating an immense source of

inspiration, ideas, inventions and innovations. Mere awareness about the existence of these relationships and their holistic use in our day-to-day life enriches us, helps us to understand who we are and how we respond to the events and impulses that are happening around us.

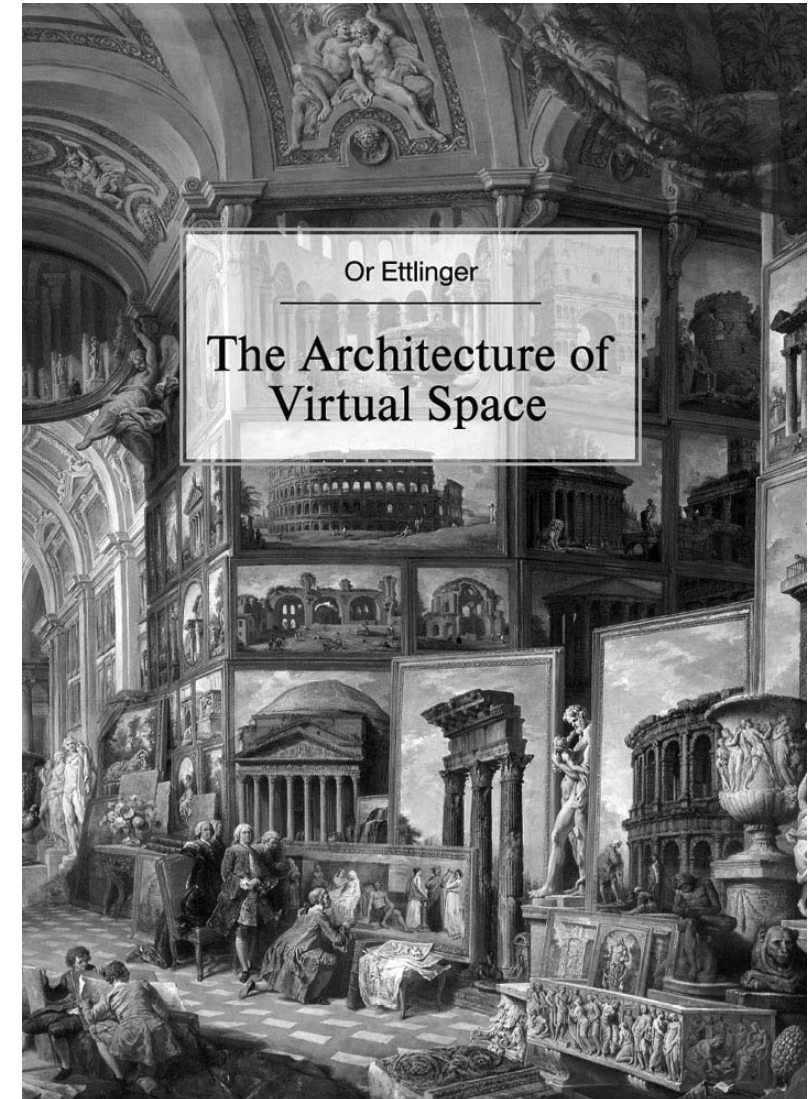


Photo: Or Ettliger

Our guest today is constantly exploring the spaces created by those relationships, the spaces that we are exposed to, that we change and sense. He is challenged by the characteristics and behaviour of those spaces, their impact on our lives and the reasons that inspire people to create them. This is Or's story and, if you let him, it is possible that he will make your world even richer.

The full text is available in Aktualno 2.0 (April, 2013): [Space and intuition](#)

3.3 New tools for personal growth



Photo: Chris Walton

In order to cope with the challenges in a world of unlimited possibilities, we need to support our creativity and actions with tools for holistic and systemic decision-making. More and more we realise that we need to invest in ourselves, in understanding who we are, what makes us smile and how we can awaken our creative selves deep inside, whilst being connected with the collective consciousness at the same time. The new decision-making models are extending beyond rational thought towards intuition and a connection with a higher consciousness. But how do we do it? I hope that today's Aktualno 2.0 helps you to know more, to think deeper and to dare to try something new through Chris's eyes. His energy is engaging even on the electronic channel.

The full text is available in Aktualno 2.0 (February, 2013): [New tools for personal growth](#)

3.4 Intuition as a tool and as leverage for the development of modern society



Photo: Neja Zupan

The results of our work remind us daily that we need a different, broader and more comprehensive view of ourselves and the environment that we create around us.

Science is increasingly moving from vertical, analytical views towards a systemic science and invites other areas of social activity to join it on this path. Globalisation has opened many new dimensions. It has expanded the space and complexity of interconnectedness across the borders of rational thought. We need to be thankful to nature for equipping us with a tool that will enable us to keep pace with these changes. We only need to develop it - intuition, that is. We need to bring it to the level of logical thought. Jointly, they can see further. Intuition and logic, that is. Together with innovation and the appropriate intention, we possess the four key factors of development of modern society. A society capable of seeing in any direction. Of insight into various depths and levels. Comprehensive insight. This interview is an invitation to allowing ourselves this development step, starting with the views of Neja Zupan, PhD This is her story.

The full text is available in Aktualno 2.0 (March, 2012): [Intuition as a tool and as leverage for the development of modern society](#)

3.5 Unconscious to conscious



Photo: Urška Battelino

We are living in an age of great changes in social consciousness. A systemic approach to the perception of the world and ourselves is causing dramatic shifts in science, especially in the fields of biology, physics and astronomy.

The realisation that all that exists is a fluctuation of energy, that nothing in nature is static and that human development is influenced by the environment that surrounds us will significantly influence our understanding of structures, organisations, relationships and ourselves.

These realisations affirm my belief that our understanding of **intuition**, its development and manifestation in business and social life in general, will significantly drive our environment in the future, just as innovation is driving it today. Moreover, by understanding intuition and its conscious application in the development of our lives we will expand our fields of creation and innovation to an entirely new level.

In search for the answers to “What is intuition and how do we improve and develop it” we will be opening doors to the **unconscious**. How does the unconscious influence our development, intuition and actions?

“The psychoanalytical process of free association transforms unconscious issues to conscious, which primarily helps us learn to recognise the unconscious dynamics of our relationships. This process makes our relationships more fluent, which improves our lives and the lives of the people around us,” says Urška Battelino. This is her story.

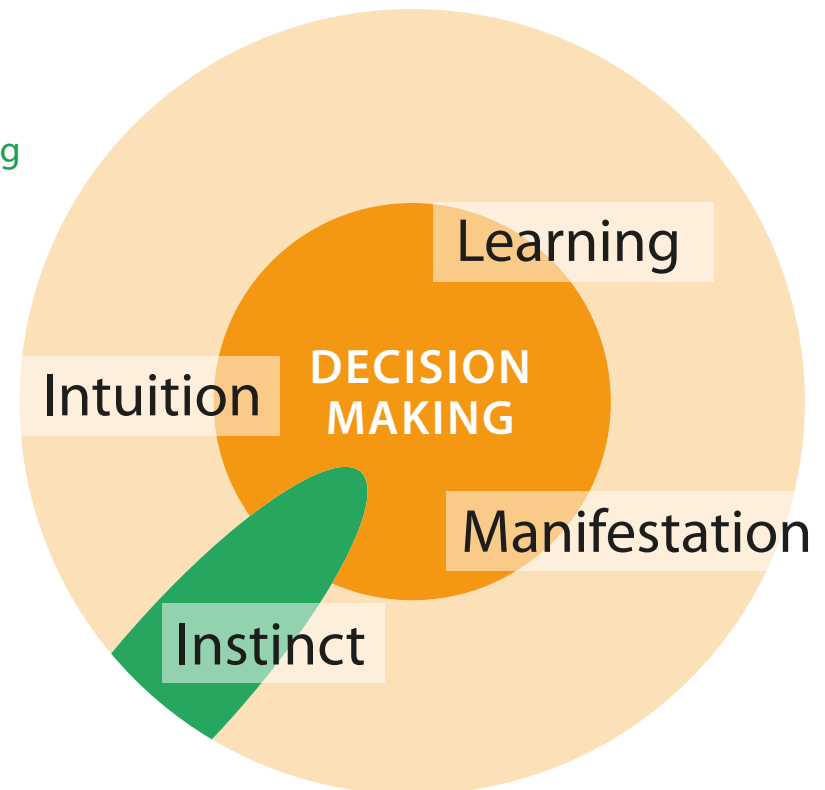
The full text is available in Aktualno 2.0 (January, 2012):
[Unconscious to conscious](#)

4. InCo CONTRIBUTIONS TO INTUITIVE BREAKTHROUGHS

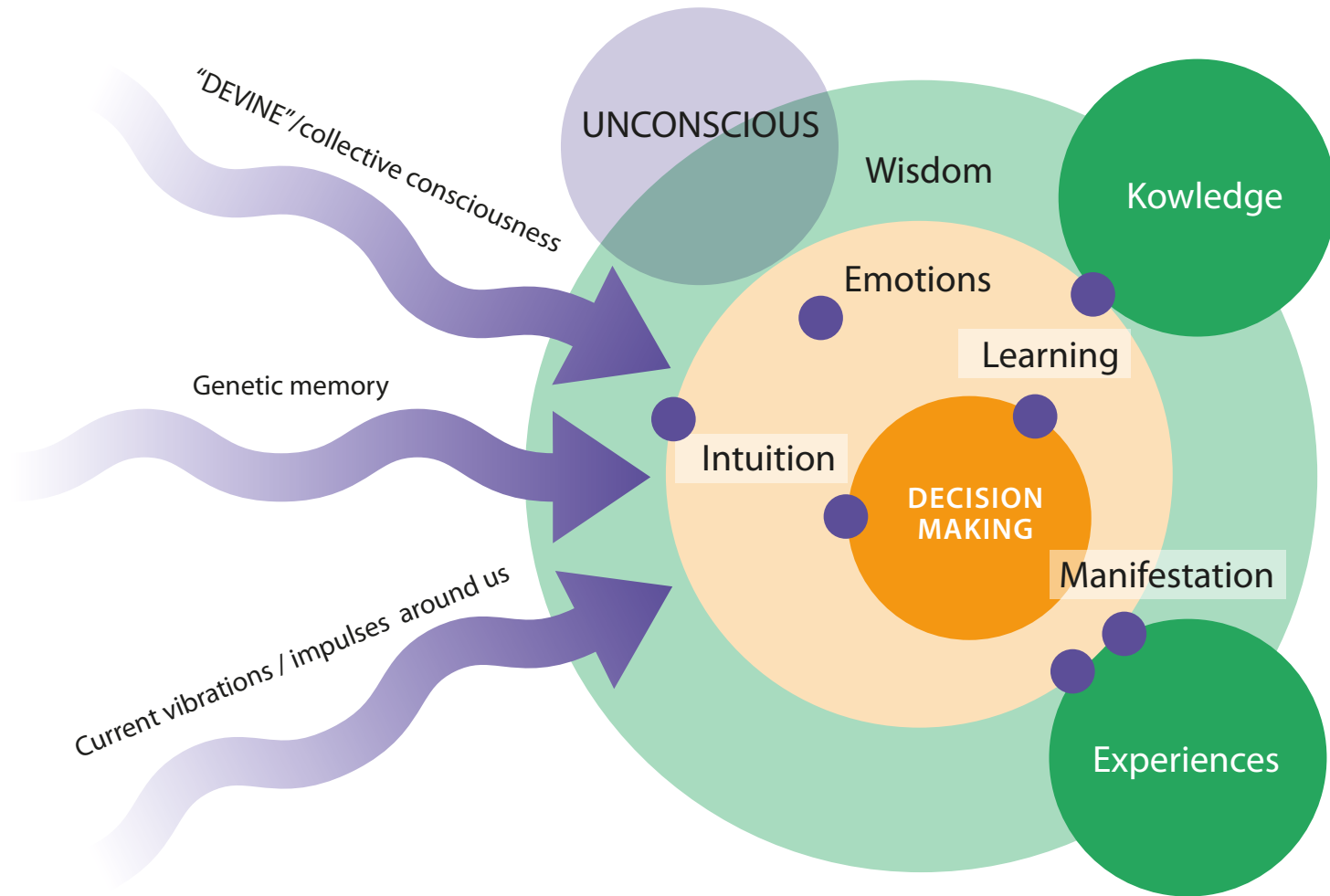
4.1 Development of intuition models

Based on the knowledge and insights gained in and by the InCo movement, the development of different models related to intuition is in interdependence with other elements that have evolved.

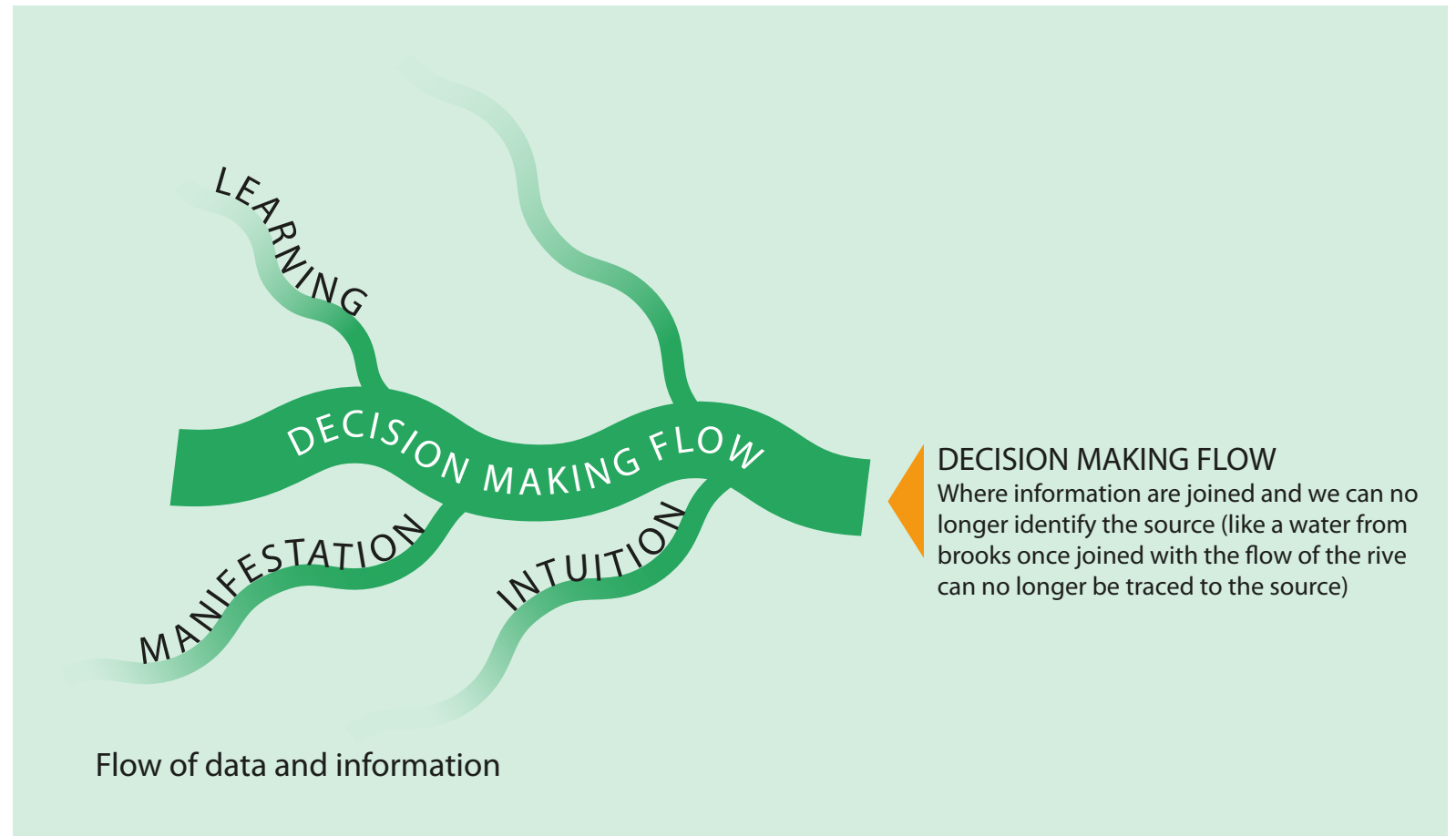
Model 1:
Source channels for a systemic decision making



Model 2: Systemic decision making



Model 3: A “river concept” of systemic decision making



4.2 Presentations at conferences and papers and workshops on intuition

InCo intuition insights have been presented at an international conference on Social responsibility and in different articles published in Slovenian journals as well as at workshops for different Slovenian companies.

Presentations at the conferences in 2013

- [“Intuitive decisions for more social responsibility”](#), Bulc V., Batellino U., Kovačič V., 8th International Conference Social Responsibility and Current Challenges 2013: “Education and communication for more social responsibility”, Institut IRDO, Slovenia, March 2013

Papers and articles on intuition

- Kovačič V., Bulc V., Battelino U. (slo) (February 2013). [Intuitive decision-making - an essential part of an integrated decision-making](#). Magazine HRM, February 2013, year 11 (No 51)
- Kovačič V., Bulc V., Battelino U. (angl) (March 2013). [“Intuitive decisions for more social responsibility”](#), 8th International Conference Social Responsibility and Current Challenges 2013: “Education and communication for more social responsibility”, Institut IRDO, Institut IRDO, 7th to 9th March 2013 in Maribor, Slovenia
- Bulc V., Urška B. (slo) (2012). New horizons of making decision and management. Dnevnik, Gazele 2012
- Bulc V. (slo) (July 2012). [Intuition in making decision](#). MQ, No. 21
- Bulc V., Kovačič V. (slo) (June 2013). Intuitive decision-making - step towards the holistic thinking and innovation, Magazine HRM, June 2013, number 11

Workshops for companies

Knowledge and experiences gained via InCo intuition have been presented to the business world and corporate environments via workshops for different Slovenian companies which were moderated by Violeta Bulc:

- “Systemic Thinking in corporate environments”, BTC d.d., 16.5.2013
- “I innovate, therefore I am”, workshop for company Hidria IMP Klima d.o.o., 22.4.2013
- “Educational workshops: values, evaluation, career development, communication and motivation”, workshop for Nuklearna Elektrarna Krško, 9.-10.4.2013
- “New times, new approaches, human life”, workshop for company Domel d.o.o., 1.3.2013
- “The evolution of business systems from innovation to intuition, with an emphasis on customer segmentation”, workshop for company Etiketa d.d., 27.11.2012
- and more....

5. PLANS FOR THE FUTURE

Our goal is to continue exploring the use of intuition in different fields and combine our findings with The Manager`s Association and general public in order to further demystify the use of intuition in day-to-day business and everyday lives.

We plan the following InCo intuition events for the rest of the year 2013:

6th event: Clarification of InCo models

Date of the event: 23.8.2013

Moderator of the event: **Violeta Bulc, MSc**

7th event: Intuitive and instinctive level of the actors (with the cooperation of AGRTF – Academy of Theater, Radio, Film and Television)

Date of the event: September 2013

Moderator of the event: **Violeta Bulc, MSc**

8th event: 2nd discussion of The Managers' Association and InCo movement - Systematic approaches

Date of the event: 9.10.2013

Moderator of the event: **Violeta Bulc, MSc**

Final InCo conference on the role of intuition in decision making - working title: "From wondering to systemic insight"

Planned date: 9.1.2014

6. INTERNET HITS FOR THE WORD INTUITION

Table 1: The number of hits on the internet for the word 'intuition'

Search word: INTUITION	6.5.2012		16.4.2013	
Media	Number of hits	Period covered	Number of hits	Period covered
Delo	851	7 years	901	7 years
Dnevnik	99	11 years	208	11 years
Finance	66	12 years	75	12 years
Kapital	7	9 years	7	9 years
Mladina	11	12 years	14	12 years
RTVSLO.si	14	n/a	16	n/a
24ur.com	46	n/a	52	n/a
Slovenske novice	1	n/a	16	3 years
Polet	5	4 years	6	2 years
Total hits	10.763		1295	

Table 2: Comparison of the hits on the words 'intuition' and 'innovation' between the Slovenian and worldwide web

	6.5.2012		10.10.2012		16.4.2013	
INTUITION	Hits	World/Slo	Hits	World/Slo	Hits	World/Slo
Internet world	42.000.000	70	44.500.000	84	42.600.000	91
Internet Slovenia	601.000		528.000		468.000	
INNOVATION	Hits	World/Slo	Hits	World/Slo	Hits	World/Slo
Internet world	406.000.000,	264	404.000.000,	216	4.080.000.000,	1.291
Internet Slovenia	1.540.000,		1.870.000,		3.160.000,	

7. DEFINITIONS ON INTUITION

"Intuition is light itself, and when it is functioning, the world is seen as light and the light bodies of all forms become gradually apparent. This brings with it the ability to contact the light centre in all forms, and thus again an essential relationship is established, and the sense of superiority and separateness recedes into the background."

Source: Ponder on This (compilation from books by Alice A. Bailey)

"Intuition is an inner insight, an inner vision; a deep comprehension in the light of a pure consciousness; the spiritual wisdom and spiritual love (cognitive and activating/active principle); the light revealing the light within."

Source: Darja Cvek Mihajlović

"The sixth sense is aural sensitivity, extrasensory perception."

Source: Darja Cvek Mihajlović

"Intuition brings with its appearance three qualities: Illumination, Understanding and Love.

Intuition is a comprehensive grip of the principle of universality or the sense of universal Oneness.

Intuition is the synthetic understanding which is the prerogative of the soul."

Source: Ponder on This (compilation from books by Alice A. Bailey)

"Intuition is our natural tool for a successful decision making. It is an ability to process vibrations from the unconscious and use them in the process of systemic decision making along with the objective knowledge (acquired by learning) and subjective knowledge (acquired by experiencing)."

Source: Violeta Bulc, 2012

"Intuition is the ability to acquire knowledge without [inference](#) and/or the use of reason."

Source: [Wikipedia \(Intuition \(psychology\)\)](#), June 2013

"Intuition is an "irrational function", opposed most directly by sensation, and opposed less strongly by the "rational functions" of thinking and feeling. It is a "perception via the unconscious": using sense-perception only as a starting point, to bring forth ideas, images, possibilities, ways out of a blocked situation, by a process that is mostly unconscious."

[Carl Jung's](#) theory of the [ego](#), described in 1921 in [Psychological Types](#)

"Follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary."

Source: Steve Jobs

"We perceive intuition with the quietness in our head and relaxation in our body".

Source: Neja Zupan, 2012

***Epistemology** (from Greek ἐπιστήμη (epistēmē), meaning “knowledge, understanding”; and λόγος (logos), meaning “study of”) is the branch of philosophy concerned with the nature and scope (limitations) of knowledge. It addresses mainly the following questions:*

- *What is knowledge?*
- *How is knowledge acquired?*
- *To what extent is it possible for a given subject or entity to be known?*

Much of the debate in this field has focused on analysing the nature of knowledge and how it relates to connected notions such as truth, belief, and justification. One view is the objection that there is very little or no knowledge at all—scepticism. The field is sometimes referred to as the theory of knowledge.

Source: [Wikipedia \(Epistemology\)](#), May 2013

3rd Book



THE MATURITY OF INNOVATION

2010/13

From knowledge to wisdom, from practice to theory and beyond



Photo: Lado Jakša

TABLE OF CONTENTS

	Introduction to the chapter	88
	InCo movement's core vibrations for 2010 – 2013	89
0.	WHAT HAVE WE LEARNT?	92
1.	INNOVATION SPACE AS A WHOLE	94
1.1	InCo Conference 2010 – 3 rd Conference on innovation communication	95
1.2	InCo/Change The Game Initiative 2010	99
1.3	International InCo Conference 2011 – InCo goes global: The power of innovative ecosystems	102
2.	LOCAL COMMUNITIES	105
2.1	The 2 nd Conference on the Innovative Local Community – InLoCom conference 2011	106
2.2	The 3 rd Conference on the Innovative Local Community – InLoCom conference 2013	109
3.	InCo MOVEMENT`S CONTRIBUTION TO THE THRIVABILITY OF INNOVATION ECOSYSTEMS IN SLOVENIA AND GLOBALLY	111
4.	InCo CONTRIBUTIONS TO INNOVATIVE BREAKTHROUGHS	114
4.1	Innovation infrastructure	114
4.2	Innovation process	121
4.3	Mass innovation	122
5.	InCo MOVEMENT IN NUMBERS	124
6.	THE DEVELOPMENT OF INNOVATION IN SLOVENIA	130
7.	INTERNET HITS FOR THE WORD INNOVATION	133
8.	GLOSSARY	134

Introduction to the chapter



Photo: Vibacom archive

Dear readers, friends, co-creators of an open space:

The last three years have brought to the topic of innovation within the InCo movement a special maturity of spirit. All the experiences of the previous years (2006-2009), that were gained through the various levels of engagement in raising awareness about innovation journalism, innovation communication and innovation ecosystems, have started to manifest in our daily business. Members of the movement and our followers have successfully used the learning and started to make a difference within local communities, within corporate environments, in public life and within their personal spaces. The InCo spirit has reached far and deep on a global scale and has touched the hearts and creative thoughts of many, from Europe to Australia, from Asia to the Americas.

There were several innovations created within the InCo community. Some of them received national awards; some just paved the way for the progressive success of individuals and groups. We are proud of every single breakthrough that happened in people's perceptions, in the proliferation of business practices, and in a better understanding of the needs of people in a contemporary society. Many of us were able to develop new types of services and solutions that made a positive contribution to our own value creation and that of others (such as the innovation infrastructure model).

The innovation realm of the InCo movement gained a lot in this period from the new realm, which has been evolving since the beginning of 2011 – the realm of intuition. We can only guess about the future gains in innovation due to further exploration of intuition, especially in the innovation process.

InCo networks, models, knowledge and wisdom have changed our way of doing business, have changed the way we understand the opportunities in the open space, on global markets, and within ourselves. I can also say with great confidence and pride that the InCo community has made an important contribution to the development of innovation spirit and innovation progress within the state of Slovenia.

I can only hope we inspired many more to follow their dreams and visions and put the necessary energy and resources into their manifestation. It is simpler that it seems. It is harder than you can imagine. But at the same time, it is magical when you look back and say, "We did it!" There is much to look forward to. I hope we will get a chance to co-create with you, too!

Violeta Bulc,
The InCo movement initiator and coordinator

InCo movement's core vibrations for 2010 – 2013

Vision

InCo – an internationally established movement for innovation breakthroughs.

Mission

Promoting active interstructural dialogue and the development of tools for sustainable development of an Innovation Society.

Values

- Tolerance
- Creative dialogue
- Courage
- Empathy
- Development

The events that made a difference

March 21st 2013

The [third InLoCom conference](#) - the conference on innovative local community was held in Ivančna Gorica. This was the first InLoCom conference with international participants. The second InLoCom awards for most innovative local community projects were granted (the awardees applied by themselves for the first time – the first awardees in 2011 were selected by the co-creators of the InCo movement).

January 2013

An InLoCom partnership was declared between Vibacom, Heart of Slovenia and Municipality of Ivančna Gorica for the national conference on innovative local communities, InLoCom, 2013.

October 2012

I2 and the model for mass innovation was presented at the BIN@ PORTO 2012 in Portugal.

March 2012

Vibacom Ltd. developed a model for mass innovation. The model was presented internationally for the first time at the [EMCSR](#) yearly conference in Vienna in April 2012.



Photo: Boštjan Pucelj

November 2011

Presentation of [Innovation Infrastructure model \(I2\)](#) at the 6th Slovenian forum of innovation. The model was classified amongst the top 50 Slovenian innovations.



August 31st 2011

We successfully concluded the 5-year period of the promotion of innovation in Slovenian space and globally, at an InCo picnic 2011. The InCo movement was injected with a new energy on the wings of intuition.

April 21st 2011

The first [international InCo conference](#) was organised in The National Council of the Republic of Slovenia. Both domestic and foreign lecturers from around the world presented their experiences and research and over one hundred participants attended the conference.

March 11th 2011

The second InLoCom conference - a conference on innovative local community was held in Šentrupert. [The first InLoCom awards for the most innovative local communities](#) were granted.

February 2011

Vibacom Ltd developed the [I2 model - Innovation infrastructure model](#) based on experiences and knowledge gained in the InCo movement.

2010 - Feniks award

Vibacom Ltd. and the co-creators of the InCo movement were awarded the FENIKS award for the qualitative management-consulting project of 2010, the [InCo movement](#) – the movement for an innovative breakthrough of Slovenia. The award was given by the GZS association for management consulting.

2010 – Silver award for business innovation

Vibacom Ltd. and the co-creators of the InCo movement were awarded the silver award for business innovation for the development of social innovation - [the InCo movement](#) for an innovative breakthrough of Slovenia. The award was given by the Ljubljana Chamber of Commerce and Industry (GZS).

October 18th 2010

["Change the Game" initiative](#) was held in The National Council of the Republic of Slovenia. The aim of the initiative was to empower the role of the innovative ecosystems. The specialities of the initiative were international representation and a number of open initiatives being developed in Slovenia.

0. What have we learnt?

This period brought some important insights into the behavior of innovation ecosystems, mass innovation, human behavior and the structural support that can contribute to prosperous thriving societies.

1. About innovation ecosystems

The whole world has accepted innovation as a driver of change, value creation and prosperity. However, I believe that the InCo movement has tackled some of the elements of innovation ecosystems that are often overlooked by the professional business community. Among them are the importance of mass innovation, the role of a safe space for value creation within an innovation ecosystem, the importance of the level of business evolution of the organisation, the absorption level, the cultural context and the impact of cultural and social context on innovation. Also the role of values, perceptions, language, and the relationship with intuition on the level both of an individual and of society as a whole.

2. About human behaviour

Whilst developing innovation ecosystems, we were able to

prove over and over again that hierarchies are limiting the innovation capabilities of individuals and groups. However at the same time we noticed that the one most effective driver for innovation is individual curiosity and an individual drive for change and for the creation of good.

We experienced that the competences needed for technical innovation are different from those needed for organisational and social innovation. When we start moving from technical towards non-technical innovation, a broader spectrum of holistic human competences are needed. That means that physical and intellectual capital need to be broadly supported by emotional, spiritual, energetic and social capital in order to create value.

We humans have started to question the purpose of innovation, its consequences and the justification of the growing investments that we will need in order to pay for the next level of technical innovation. Advanced technical innovation has started to show some very specific characteristics. It is becoming obvious that a smaller and smaller group of individuals or/and organisations can afford to pay for it, even though high-tech innovations are financed by tax-payers' money through various state incentives and defense spending. It will be most interesting to see where the concepts of innovation will lead us.

We have learnt that technical innovation (although in many cases the same applies to other forms of innovation) does not automatically lead to prosperity. Therefore, the nature of innovation needs to be questioned over and over again. Innovation is very much a human dimension. Innovation is all about people, people creating for people. Innovation is, at this point, a human domain.

3. About structural support

Innovation, when used for creating added value for an individual or an organisation, as well as for public good, leads to social, structural and organisational change. It enables individuals, organisations and societies to move into a dynamic mode. That means that they are able to sense the real needs in the environment, in the space around them, and respond to them by re-adjusting all the means with which they deal. Therefore, it is very useful to have a dynamic innovation infrastructure in place, which supports in a transparent way the detection of needs, the detection of inspirations, the formulation of ideas, the selection of those ideas whose time has come and their successful manifestation, evaluation and evolution in a sustainable manner.

We have learnt that most organisations are still treating innovation as part of a linear process. However we know that innovation is, from its first inspiration and all the way to its successful end, in a constant prototyping mode; changing, adjusting, reshaping and transforming to serve the creation of an entity of value for the identified need. Therefore a more systemic, net-based evolution needs to be applied in order for innovation to flourish in the long term.

Based on our experiences at the level of local communities and corporate environments mass innovation, which engages all

possible human capacities, is quite an underestimated approach and one which will play an important role in sustainable development.

4. The concept of a thrivable society

Through the deeper and deeper understanding of innovation and the behaviour of innovation ecosystems within the InCo movement and through the established innovation infrastructures and innovation ecosystems in our business environments, we expanded our capacities to see beyond the current state of a society. These capacities helped us to see the new possibilities in global evolution that innovation based business, social and individual creativity can bring. We got closely connected to the systems science societies and people who approach challenges with the help of systemic thinking.

The InCo movement has found support for the next level of development in the concept of a thrivable planet, introduced to us through the International Society for the Systems Sciences ([ISSS](#)). A systems way of thinking, and a systems way of looking at challenges and the space around us, will be the next level of our exploration.

1. INNOVATION SPACE AS A WHOLE

“The InCo spirit has reached far and deep on a global scale and has touched the hearts and creative thoughts of many, from Europe to Australia, from Asia to the Americas.”

Value creation, as a primary factor for the generation of wealth in modern society, has been driven in the first part of the 21st century by innovation. However, innovation has not only been a driver of economical prosperity. Its true nature is a call for much deeper change. It holds vibrations and powers for change. It is awakening a real need for cooperation, co-creation and open societies without fear and without restrictions on good initiatives. It is calling for social change, for structural change, even for a civilisation change that will enable us as humans to move towards a thrivable Planet. It is inviting each individual; you, me, my children and all fellow citizens; bankers, stakeholders, scouts, teachers, workers and presidents, to live fully our inner essence.

This book is all about the efforts put into and experiences and lessons gained from an active manifestation of innovation, of innovative spirit and in results that nobody could ever have predicted. It is about the changes that happen when ideas are supported whose time have come.

On October 18th 2010 and April 21st 2010 we sent a message out. We made apparent the rhythms of civil society. We made new connections and exchanged visions. We showed that we are alive. That we are, with a tiny budget, already creating an open space, which has not hitherto been seen, yet which is truly dynamic and worthy of the human race.

1.1 InCo Conference 2010 – 3rd Conference on innovation communication

On the 8th of April 2010 we successfully organised another conference of the InCo movement for innovative breakthroughs – the “InCo Conference 2010”. Only days before our annual event, Violeta Bulc contributed our InCo spirit to the [LIFT. AT](#) conference and a few days later at the “Change the Game” meeting in Salzburg. There is something radical happening on our beloved Earth. People are willing to invest their own time, money and other resources, to make personal commitments by travelling to various parts of the world in order to meet people with original views and thinking, and to allow fresh approaches into their beliefs whilst seeking new breakthroughs. Like-minded people are establishing connections. And this is exactly the purpose of the [InCo movement](#) – integration of the innovation space: connecting innovative projects, individuals, teams, organisations and communities ... to become aware of each other, to truly hear each other, and to build something beyond ourselves for the good of our organisations, communities and the higher self. We invite you to travel through the most memorable moments of the [InCo Conference 2010](#), opinions, conclusions and initiatives.

Blaž Kavčič, MSc, President of the National Council of the Republic of Slovenia and the initiator of the Innovative Society Council within the National Council.: “[...] Today’s third annual conference is proof of the excellence of an innovative business-civil initiative, lead by the mission of promoting active



Photo: Andrej Schara, National Council of the Republic of Slovenia

interstructural dialogue based on communication about and for innovation, that can contribute to sustainable development in a new way. Creativity and innovativeness cannot be gained quickly when we are faced with problems; they can only be gained through a long-term process, since both qualities are acquired through long-term activities, such as learning, education, exchange of experience and talent. All of the above can be integrated into a successful systemic whole with the help of good communication tools.”

Violeta Bulc, MSc, is from Vibacom and is also the initiator of the InCo movement: “The InCo movement for innovative breakthroughs is an example of social innovation that serves as a platform on three levels: a) for interstructural dialogue, b) for promoting and developing innovation communication and innovative communication, and c) for gaining first-hand experience in the field of innovative services and interstructural dialogue.



Photo: Andrej Schara, National Council of the Republic of Slovenia

What?

- A meeting of representatives of innovation space stakeholders, with the InJo Award 2010 ceremony and dialogues in interactive nodes.

When?

- Thursday, 8th of April 2010, from 10.30h till 17.00
- Povodni mož Hall, Ljubljana Exhibition and Convention Centre, Slovenia

Organiser?

- [Vibacom d.o.o.](#), coordinator of the InCo movement for an innovative breakthrough of Slovenia in cooperation with the partners of the [InCo movement](#).
- Conference chairman: Sonja Šmuc, director of The Managers' Association of Slovenia

Aims of the Conference?

- A Conference represents a place of interstructural dialogue for the development of new views, methods and tools for the promotion of creativity and the implementation of innovation. We want to offer participants new ways for the democratic collection of ideas and for the co-creation of innovative breakthroughs.

Special features of the Conference?

- Dialogues in interactive nodes, in which the participants of the conference, with leading experts and specialist, were co-creating an innovation space within which they developed new perspectives, approaches and tools for promoting creativity and implementing innovation.

Conference programme:

10.30 - 12.00 **Opening of the Conference**

- MSc Blaž Kavčič, president of National Council of the Republic of Slovenia, initiator of The Council for Innovative Society



Photo: Andrej Schara, National Council of the Republic of Slovenia

- MSc Violeta Bulc, director of the company Vibacom, initiator and coordinator of the InCo movement for innovation breakthrough
- dr. Tadeja Jere Lazanski, expert on Systems Theory, Vice Dean for International Relations at the Faculty of Tourism Studies, awarded at CASYS'09 international conference on Computing Anticipatory Systems as The Best Paper Award at symposium Darwin 2009, Evolution of Living Systems, Society, Consciousness, and Anticipatory Behavior

12.00 - 12.30 **InJo Award 2010 Ceremony**

Awards and commendations on innovation journalism and communication: [List of award and prize winners](#)

12.30 - 13.00 **Break for networking of co-creators of the InCo movement**

13.00 - 17.00 **Dialogue in interactive nodes**

Key moderator: Robert Kržišnik MSc, (Humus, Društvo moderatorjev Slovenije)

- **Node 1: SOCIAL INNOVATION** - the role of civil society in the development of innovative space
- **Node 2: BUSINESS INNOVATION** - the role of innovative services and business models in the success of companies
- **Node 3: INNOVATIVE INDIVIDUAL** - the role of educational systems in the development of innovative individuals
- **Node 4: INNOVATIVE SOCIETY** - the role of journalists in the development of an innovative society

09.00 - 11.30 **InCo Jr Workshop 2010: 2nd National Workshop on Innovation Communication for Youth**



Photo: Andrej Schara, National Council of the Republic of Slovenia



“We are proud of every single breakthrough that happened in people’s perceptions, in the proliferation of business practices, and in a better understanding of the needs of people in a contemporary society.”

1. We re-established a format for interstructural dialogue among different spheres of social life. This involved a multitude of excellent contributions, starting with insightful, sincere and visionary introductory speeches. These offered a new understanding of civil initiatives and presented new approaches to the development of innovation space. A few excerpts: “... Creativity and innovativeness cannot be gained quickly when we are faced with problems; they can only be gained through a long-term process since both qualities are acquired through long-term activities such as learning, education, exchange of experience and talent.” “... A universal and systemic consciousness is forming that presents a point of view derived from the new systemic, comprehensive and holistic understanding of the principles of evolution (biological, historical principles and the aspect of human self-awareness)...”, “...The InCo movement is a social innovation that horizontally integrates diversity, initiates dialogue and creates opportunities for innovative breakthroughs...”, and finally, “...we are transitioning from co-operation to co-creation...”
2. By presenting the traditional InJo awards, the “InJo 2010”, we highlighted the best innovative journalists and communicators of all ages and from different media backgrounds, thus raising awareness about innovation journalism and communication in the development of an

innovative society. Present equally among the attendees were younger and older students as well as professionals. The progress in the media is significant. Journalists’ and other writers’ understanding of the innovation space, innovative processes and innovation itself is growing. This is proved by articles that are progressively more comprehensive, critical, constructive and rich in variety.

3. Furthermore, the afternoon session of the conference offered a unique experience. Innovation in the making, a live innovation process. Participants in the interactive groups dedicated to four current topics experienced methods for a democratic gathering of ideas, practised interstructural dialogue and co-created innovative breakthroughs.
4. Simultaneously, an InCo Conference for the young generation (primary and secondary school) took place at the same location and revealed that our youth exceeded all expectations, expanded the borders of the known and also co-created important innovative breakthroughs.

A conference summary can be found in Aktualno 2.0 (May, 2010): [Creating the innovation space](#)

1.2 InCo/Change The Game Initiative 2010

[The October 18th event](#) happened because colleagues from Austria and the members of the [“Change The Game” initiatives](#) wanted to hear how we have managed to start and evolve the [InCo movement](#). However this simple invitation turned out to be more than just an exchange of ideas. It was a time to look back and to look forward. It was a time to understand that such a concentrated number of events and the actual results of [InCo movement](#) could not happen just because of one movement. The event became an opportunity to understand how closely we are all related, how much strength one can gain not only from supporters, but also from the co-creators of a new paradigm. Sometimes it is enough that you know about other initiatives around you; that gives you a special strength that goes beyond logic and calculations. The fact that the event was happening in cooperation with the [National Council](#) gave the event additional meaning.

Photo: Vibacom archive



What?

- An event for the exchange of good practice and initiatives for the progressive, sustainable development of innovation ecosystems.

When?

- October 18th, 2010, from 09:00 till 16:30
- National Council of the Republic of Slovenia, Ljubljana

Organiser?

- The InCo movement of Slovenia, the Change The Game global initiative and the National Council of the Republic of Slovenia

Aims of the Conference?

- To show the importance and the role of NGO movements or initiatives in establishing an open innovation ecosystem (on a regional, country, community or organizational level).
- To show, based on the InCo movement experiences and models, the possible tools, structures, projects and groups of participants that are needed for running such initiatives.
- To show the importance of diversity of initiatives that support each other in order to improve the social capital and contribute a progressive change in society towards open innovation.

- To emphasize the importance of cross-regional and cross-continental networking and cooperation for successful development of regional and local innovation ecosystems.

Special features of the Conference?

- International speakers
- The conference has been recorded and followed by e-media on-line: skledar.tv

Conference programme:

I. PART 09:30 - 10:45 (10 min block)

"Innovative dialogues", multimedia performance, Lado Jakša

1. Blaž Kavčič, the President of the National Council of the Republic of Slovenia: ["The role of National Council in modern societies, the missing link between the needs of citizens and policy makers"](#)
2. prof. dr. Matjaž Mulej, University of Maribor: ["Why do we need civil initiatives in the development of innovation ecosystems"](#)
3. Violeta Bulc, Vibacom: ["InCo movement, - a civil initiative for progressive innovation ecosystems; The path that we have walked and the lessons we have learnt"](#)
4. Marija Kokelj, Pitea: ["InCo International, Diversity and implementation benefits in multicultural environment"](#)
5. Stefan Blachfellner, "ChangeTheGame" initiative founder & INDABA Corporate Consulting: ["Change The Game" initiative and why do we have an interest in InCo movement](#)
6. Thomas Wallner, University of Applied Sciences Upper Austria: "Challenges of innovation ecosystems in Austria"

II. Part "Learning from the melting pot" 10:45 - 12:00 (10 min block)

"The role of Art in Innovation Ecosystems", Lado Jakša, multimedia performance

1. InJo (innovation journalism), the beginning of the InCo story
 - Matej Praprotnik, InJo scholarship 2010, RTV SLO: ["Stanford after Stanford, messages and lessons about InJo"](#)
 - Round table moderated by Matej Praprotnik, RTV SLO (30 min): "Innovation Journalism: The changes in Slovenian media"; guests: Lenart J. Kučič, Delo; Mirko Štular, Val 202; Domen Savič, Innovatif
2. Mojca Štepic, Vibacom, Andreja Križnič, Proaktiv.kom: InCo Jr, InCo Ba. (for the youth): ["Why youth inclusion matters, in innovation ecosystems"](#)
3. Ana Savšek, RCL: InLoCom (for innovative local community): ["From InLoCom to sustainable regional partnership "Heart of Slovenia"](#)
4. Natalija Postružnik, Maribor Insurance: "InCo Corp (for innovation communication within companies)"
5. Ladeja Godina Košir, Delo: ["InCo movement - the branding that made a difference"](#)

III. Part "New seeds that show new ways" 12:45 - 14:30 (5 min block)

Initiatives that co-created the consciousness:

1. Milan Hosta, SPOLINT Inštitut: [Association for Fair Play and tolerance in sport](#)
2. Nataša Gregorič, IMC: [Initiative "Neodvisen.si" for a healthy relationship with life](#)
3. Gaja Breclj, Umanotera: [NGO for sustainable development and environment](#)
4. Simon Delakorda, INePa: E-participation: NGOs way to innovative democratic dialogues
5. Maja Makovec Brenčič, Slovenian Marketing Association: ["The role of expert associations in creation of open innovation ecosystems"](#)
6. Sonja Šmuc, The Managers' Association of Slovenia: ["The role of professional association in creation of open innovation ecosystems"](#)

7. Tadej Pugelj, MNO (the network of NGOs): [“The National Scout Organization and their contribution to the open innovation ecosystem”](#)
8. Samo Selimović, Bunker: [“Culture and innovation ecosystems”](#)
9. Žiga Vavpotič, Zavod Y: [“Contribution of generation Y to open innovation ecosystems”](#)
10. Katja Verderber, Labyrinth of Art: [Labyrinth of Art](#)
11. Sabina Podjed, Andrej A. Chiaietta, The Art of Living(NGO): [“The role of Art of Living in creation of open societies”](#)
12. Barbara Zonta: [“Luna festival and its contribution to creativity”](#)

Introduction of new InCo initiatives and contents:

13. Dražen Carić i.c.i.c: [“Innovation Excellence” – best innovation performance and sustainability in ecosystems”](#)
14. Sonja Klopčič, Trimo: [“Leadership for innovation ecosystems”](#)
15. Videolectures, IJS: [“The story that was recognized at InCo 2007”](#)
16. Uroš Strel Lenčič, Ordo: [“New community tools for a new civil movements and engagements”](#)

IV. Part “Future Outlook” 15:00 - 16:30

Comments from the audience (2 minutes per comment)
 “The Pattern Language of Innovation Movements – What can we learn from existing patterns to co-evolve global, regional and local innovation ecosystems?” Thomas Fundneider & Stefan Blachfellner, [“ChangeTheGame Initiative”](#).

Closing remarks, Violeta Bulc, [Vibacom](#)

A conference summary can be found in [Aktualno 2.0 \(November, 2010\)](#): [Civil movements, it is time to claim your role in the innovation ecosystem!](#)



Photo: Vibacom archive

1.3 International InCo Conference 2011 – InCo goes global: The power of innovative ecosystems

"I can only hope we inspired many more to follow their dreams and visions and put the necessary energy and resources into their manifestation."

The InCo International Conference on innovation ecosystems, organised by the InCo movement, has successfully achieved its goals and fulfilled its mission.

It brought together seven countries in an open discussion on the changes, opportunities and challenges that innovation as a value-enabler is bringing to our society. It illustrated how big and dynamic the space of innovation is in many different areas, i.e., leadership, tools, structures, as well as in diverse levels of society, e.g. businesses, communities, governments, politics etc.

Each of the contributors presented a new point of view that brought more understanding of our behaviour, and the needs of an innovation ecosystem, in order for it to be fully implemented. Different cultures, languages and historical backgrounds enrich perceptions and development even further.

There was also a strong sense of common ground: innovation is bringing to life dynamic structures that enable we humans to discover fully and to manifest our core competences. The need for constant and ongoing creativity and innovation is encouraging more than ever cross structural and inter-hierarchical cooperation and also the finding of new areas of market opportunity, new solutions to the challenges of today, better social integration and being able to be better tuned to the rhythms of nature and of cosmic ecosystems.

We hope these articles, thoughts, provocative views and experiences, captured in this conference, will serve you well in your further exploration of the social and business transformations of the 21st century.

Let's keep in touch. There is something so beautiful and constructive in global cooperation when it is based on the pure incentive of being more balanced, connected and free.

What?

- An event for an exchange of good practices and initiatives for the progressive and sustainable development of innovation ecosystems on a local, regional and global level.

When?

- April 21, 2011, from 09:00 till 16:30
- National Council of the Republic of Slovenia, Ljubljana

Organiser?

- The InCo movement of Slovenia and the National Council of the Republic of Slovenia

Aims of the Conference?

- To recognize the role of NGOs and other key players in an open innovation ecosystem (on a regional, country, community or organizational level).

- To illustrate the possible tools, structures, projects and groups of participants that are needed for implementation such initiatives.
- To show the importance of diverse initiatives that support each other in order to improve the social capital and contribute a progressive change in society towards open innovation.
- To emphasize the importance of regional and continental networking and cooperation for successful development of innovation ecosystems.

Special features of the Conference?

- The conference brought together seven countries
- The conference has been recorded and followed by e-media on-line: Videlectures.net

Conference programme:

Marija Kokelj, moderator and red line of the conference day - [Full paper](#)

Part I

THE POWER OF INNOVATIVE ECOSYSTEMS

1. Violeta Bulc, MBA, Vibacom and InCo movement initiative: "Leadership within" ~ the leadership style for evolving organizations - [Abstract](#) / [Full paper](#) / [Presentation](#)
2. Blaž Kavčič, MSc, President of the National Council of the Republic of Slovenia: Council for an Innovative Society - [Abstract](#) / [Full paper](#)
3. Alexander Hochmeier: Cross – Organizational Enterprise 2.0 Projects as a door opener for Open Ecosystems - [Abstract](#) / [Full paper](#) / [Presentation](#)
4. Stefan Blachfellner: The Conscious Need for Innovation and Design. Why Ethnomics is crucial locally and globally - [Abstract](#) / [Full paper](#) / [Presentation](#)



Photo: Vibacom archive

5. Jaroslav Berce: A new paradigm for a new leadership - [Abstract](#) / [Full paper](#) / [Presentation](#)
6. Jani Toroš: Is singularity the right answer to our future - [Abstract](#) / [Full paper](#) / [Presentation](#)

Part II

INNOVATION COMMUNICATION TOOLS

1. Andreja Kodrin: Global Youths' Collaboration for Sustainable innovations: the Case of Challenge: FUTURE - [Abstract](#) / [Full paper](#) / [Presentation](#)
2. Madan Mohan Rao, P.Hd: Sustainable & Successful Innovation Communication Campaigns: Leveraging Branded Events & Layered Publications - [Abstract](#) / [Full paper](#) / [Presentation](#)
3. Aleš Adamič: Competition vs Competences - [Abstract](#) / [Full paper](#) / [Presentation](#)
4. Marjeta Novak: Unleashing the Potential Blocked in Negativity - [Abstract](#) / [Full paper](#) / [Presentation](#)
5. Erik Holm Melby: Open innovation platform to boost innovation – Innovation as a strategy to strengthen and grow



Photo: Vibacom archive

- a small community - [Abstract](#) / [Full paper](#) / [Presentation](#)
6. Thomas Wallner: High Performance Work Systems, the High Road to Innovation and their impact on the Innovation Ecosystem - [Abstract](#) / [Full paper](#) / [Presentation](#)
 7. Conclusions

Part III BEST PRACTICE EXCHANGE

1. Discussion
2. Ana Savšek: The business model of The Heart of Slovenia - [Abstract](#) / [Full paper](#) / [Presentation](#)
3. Jožica Amadea Demšar in Dejan Veranič: The pile dwellers lived in the nature and with the nature - their message for us nowadays [Full paper](#) / [Presentation](#)
4. Sonja Klopčič: Trimo Leadership Alumni Club: New Initiative for Distributed Leadership - [Abstract](#) / [Full paper](#) / [Presentation](#)
5. Tit Neubauer: E-skills for all generations – intergenerational approach to e-literacy - [Abstract](#) / [Full paper](#) / [Presentation](#)
6. David NordFors: Innovation Journalism, Attention work and

Innovation Economy - [Abstract](#) / [Full paper](#) / [Presentation](#)

AWARD CEREMONY 16:30 – 17:00

[InJo major award](#): Edita Cetinski Malnar, TV Slovenija: oddaja [Prava ideja! gost Peter Florjančič](#) (Show “Right idea” guest Peter Florjančič)

InJo awards and commendations for innovation journalism and communication: [List of awards and commendations winners](#)

A conference summary can be found in [International InCo Conference 2011 proceedings](#)

2. LOCAL COMMUNITIES

Healthy communities are the core of social development. They are the cradle of social values; spaces for trans-generational cooperation; bonds between the past, the present and the future. They make up a core that can provide us with a field of security, trust and respect – the basic preconditions for the full realisation of our talents. One that allows us to create and develop abilities and add our contribution to the common wellbeing of our fellow humans.

However, just as with any other group, communities need leaders, active members and appropriate activities. They need to understand their mission and their inner strengths. The significance of community has been neglected and degraded in Slovenia. Innovation ecosystems endeavour to raise awareness about the significance and role of community in the shaping of an open society. Only solid, confident and dynamic local communities can establish successful cooperation with others and act proactively in regional and global networks.

Innovative local communities are an important, yet neglected part of the innovation ecosystem. In these times of uncertainty, in the search for a sound foundation and a vision for life, more and more people are turning to their roots – their community. Thus, a broad spectrum of good practice is being formed, re-establishing trust in cooperation, opportunities and long-term goals. The results of the projects implemented at a local level

prove how vital a role they have in regional development and the implementation of the EU's strategic guidelines.

2.1 The 2nd Conference on the Innovative Local Community – InLoCom conference 2011

“There were several innovations created within the InCo community. Some of them received national awards; some just paved the way for the progressive success of individuals and groups.”

The Conference on the [Innovative Local Community](#) (InLoCom 2011), held on March 11, 2011 at the [Šentrupert Primary School](#) and organised by the [Development Centre Litija](#), the [Šentrupert Municipality](#), the [Dobrovnik Municipality](#) and the [InCo Movement](#) for an Innovative Breakthrough, was exceptional in every way. It proved the need for a more systematic and thoughtful development of (innovative) local communities. The participants, organisers and co-creators of its focus established a field of trust, respect and security for all participants. The presenters of its topics shared their experiences, beliefs and visions passionately, professionally, and sincerely. The room was infused with an energy of joy and an awareness that the right projects and the right needs can always develop into success stories. Simultaneously, the participants regained understanding that only expert knowledge, a professional approach and a high level of involvement can create the full conditions for sustainable welfare. This is the story of [InLoCom](#).

The Conference opened with insightful, outspoken and visionary lectures, providing us with fresh views on the importance of local communities and new approaches to the development of an innovative environment. The conference highlighted the following key issues: self-sufficiency in food and energy, entrepreneurship, destination management, heritage, social capital focused on social entrepreneurship and management, as well as the role of innovation in education.

For the first time, the Conference also included awards for innovative local community projects. The main aim of the awards is to establish good practice, support original solutions and encourage the development of successful projects.



Photo: Petra Krnc

What?

- A meeting of various representatives of the local community

When?

- Friday, 11 March 2011, from 9.30 a.m. to 6 p.m.

Where?

- Šentrupert Primary School

Organiser?

- Development Centre Litija, the Šentrupert Municipality, the Dobrovnik Municipality and the InCo Movement

Aims of the Conference?

- To present the importance of innovation for the development of local communities
- To raise awareness of the role of innovative local communities for the development of innovative society
- To highlight key opportunities for the development of innovative potential in local communities
- To develop new proposals and initiatives to strengthen the innovative potential of local communities

Conference programme:**1. Conference opening:**

- Violeta Bulc, MSc, InCo movement initiator, General Manager of Vibacom d.o.o.: The InCo movement and innovative local communities

2. Introductory

- a) The role of local communities in innovative society
 - Blaž Kavčič, MSc, President of the National Council of the Republic of Slovenia: The role of innovative local communities in the development of the modern society

- b) The importance of innovative local communities in regional development and at the realization of the strategic guidelines of the EU
 - Aleksandra Gradišek, General Manager of RCL d.o.o., Srce Slovenije – Heart of Slovenia project: Srce Slovenije – Heart of Slovenia as a model of development of an innovative local community

3. Part:**a) Entrepreneurship**

- Agata Kopač, Msc, Igor Glavan, Msc, Vibacom Holistic Business Centre: Importance of promoting micro and small businesses in the development of a local community
- Dejan Podgoršek, General Manager of PortoAlpe d.o.o.: Destination management and innovative approaches in local communities
- Sara Horžen, Office of the Government of the Republic of Slovenia for Development and European Affairs: The “cradle to cradle” concept of promoting the development of local communities

b) Self-sufficiency in energy and food

- Rupert Gole, Mayor of the Šentrupert Municipality: Self-sufficient energy production and the development of local communities
- Marjan Kardinar, Mayor of the Dobrovnik Municipality: Development guidelines for self-sufficient energy production in the Dobrovnik Municipality
- Franci Dovč, Project Manager of Eco-school projects and projects organised by Moj Dom (weekly insert of the Dnevnik daily newspaper): Mayor as a promoter of an innovative breakthrough towards a low-carbon society
- Nataša Smrekar, Jarina Rural Development Co-operative: Self-sufficiency in food and the development of local communities



Photo: Petra Krnc

InLoCom awards 2011: List of [InLoCom 2011 Awardees](#)

- c) Cultural and Natural Heritage
- Domen Zupan, Zavod Ekovas: How to reduce consumption of natural resources by half and secure a sustainable future



Photo: Petra Krnc

- Prof. Živa Deu, PhD, Faculty of Architecture: The role and the importance of the local community in integrated protection of cultural heritage
 - Lili Mahne, Director Notranjska Ecological Centre: An innovative local community and the cultural and natural heritage
- d) Social innovation (young people, societies, social entrepreneurship and social innovation)
- Natalija Komljanc, PhD, National Education Institute of The Republic of Slovenia, Quality and Research Centre: Open learning methods for the development of the local community
 - Cveto Fendre, consultant of U4energy: The pan-European

U4energy competition and its role in local communities and education

- Jasna Baloh Dominko, Director, Doba Faculty: Social management and its role in the development of an innovative local community
- Simona Krebs, Nova NEGA, Simona Krebs s.p.: About Laughter Yoga

Conference summary can be found in Aktualno 2.0 (March, 2011): [Innovative local communities – a potential with the power to awaken Slovenia \(and perhaps, the world\)](#)

2.2 The 3rd Conference on the Innovative Local Community – InLoCom conference 2013

March 21st was a wonderful day. It marked the beginning of spring, but the beginning of spring was not the only beautiful event that marked this day. There were many wonderful events sparkling all over the world at the same time, including in Slovenia. In the village of Krka, to be precise. The podium was given to the projects, people and teams that connect people, raise awareness in local environments, and reveal new dimensions of creating social prosperity. They were powered by professionalism, courage, systemic approaches and mass involvement. It is wonderful to be able to cooperate, co-create and live in the time and space that is inspiring us so profoundly



Photo: Boštjan Pucelj

and opening up new dimensions. This is a story about the creative power of local communities; a story of modern communities.

[The 3rd InLoCom conference](#) highlighted the following key topics: the role and importance of innovative local communities, cross-generational cooperation, tourism, innovative entrepreneurship, local self-sufficiency, energy production, spatial development and responsible innovation. However, all participants also felt something else, something beyond the usual experience of a formal event. The entire gathering was imbued with the dedication of the participants, with the dimension of natural and cultural heritage of the local environment and original insights pointing in the direction that modern society should develop. We appreciate the privilege of having been able to share this moment.

What?

- A meeting of various representatives of the local community

When?

- Thursday, March 21, 2013, from 12 p.m. to 6 a.m.

Where?

- [Krka Social Centre](#), Ivančna Gorica

Organiser?

- Development Centre Litija d.o.o., Vibacom d.o.o. and Municipality of Ivančna Gorica

Aims of the Conference?

- To promote innovative practices and identify innovative potentials in Slovenia

Conference programme:

1. Conference opening

- Dušan Strnad, mayor of the Municipality of Ivančna Gorica: Welcome speech

Recipients of the awards for best local community innovation projects in 2013: [List of InLoCom 2013 Awardees](#)

2. Conference introduction

- Violeta Bulc, managing director of Vibacom, initiator of the InCo Movement: Role and importance of the innovative local community (InLoCom) today
- Aleksandra Gradišek, managing director of the Development Centre Litija, initiator of the trademark The Heart of Slovenia: The Heart of Slovenia as an example of systemic approach to innovative community development,
- Tomaž Smole, deputy mayor of Municipality of Ivančna



Photo: Boštjan Pucelj



Gorica: Participative approach to creating municipal development strategy with practical examples of innovative local stories

3. Conference contents: People development in the local environment

- Associate professor Jože Ramovš, head of the Anton Trstenjak Institute: "Healthy ageing and quality coexistence" research – basis for the development of the Municipality of Ivančna Gorica
- Amalija Kuder, member of the municipal council of the Municipality of Zagorje ob Savi, president of the committee for intergenerational coexistence: Example of intergenerational coexistence
- Mojca Štepic, head of development at the Development Centre Litija: Education model in the Heart of Slovenia
- Matej Zupančič, director of the Medianova graphic studio: Importance of symbolism in local identity development
- Presentation of the good practice award recipients from the field of local innovative community, award recipients (five innovative projects)
- Dialogues in interactive groups (identified good practice with the potential for its transfer to the environment of participants along with key resources required for its implementation)

A conference summary can be found in Aktualno 2.0 (March, 2013): [Creative power of local communities](#)

3. InCo MOVEMENT'S CONTRIBUTION TO THE THRIVABILITY OF INNOVATION ECOSYSTEMS IN SLOVENIA AND GLOBALLY

"InCo networks, models, knowledge and wisdom have changed our way of doing business, have changed the way we understand the opportunities in the open space, on global markets, and within ourselves. "

Over the past seven years of the InCo movement we came across numerous fascinating opportunities, insights, new models and new understandings of the planet, all of which we shared at several domestic and international events. Besides presenting the InCo movement and our achievements we shared also the knowledge and experiences that we learned that contribute to the successful development of innovation space, as well as the development of intuition in the business world in the last two years. Below are listed some of the most important international and domestic conferences at which the InCo movement was represented by Violeta Bulc MSc, Vibacom d.o.o., the initiator and coordinator of InCo movement.

Presentations at the conferences in 2010

- "Business evolution as the core logic of economic and social sustainability"; ["Change the Game" initiative](#), Salzburg, April 2010
- [Innovation ecosystem, a possible platform for sustainable growth](#), [Lift@Austria](#), Austria, March 2010
- [Information systems for architecture and urban design](#), [Lift@Hungary](#), Hungary, September 2010

Presentations at the conferences in 2011

- What should be a driving force of innovation in local communities?, Conference Golden stone, Slovenia, June, 2011
- [Innovative local Communities - InLoCom](#); [Chamber of Agriculture and Forestry of Slovenia](#), Slovenia, September 2011
- [Internet as a source of business innovation](#), [Netfork akademija](#), Slovenia, September 2011
- [Non-technological innovations](#), [Conference SEMTO](#), Slovenia, September 2011
- Innovation Ecosystem and Tourism, 3rd International Science Conference, ["ENCUENTROS" Portorož](#), Slovenia, September 2010

- [The role of kindergartens in the development of innovation ecosystems](#), International Conference "The role of quality of kindergartens in building the reputation of municipality/ local community and broader", Kindergarten Trnovo, Slovenia, November 2011
- [Mass involvement in innovation can lead to higher performance](#), European Innovation Summit 2011, Varšava
- [Innovation infrastructure, Forum of innovations](#), Slovenia, November 2011

Presentations at the conferences in 2012

- Social attitudes towards fostering entrepreneurship and innovation demand, European Commission (Directorate for Enterprise and the economy) Brussels, January 2012
- [A new type of communication as an catalyst of sustainable innovation ecosystems; Challenge Future](#), Slovenia, March 2012
- [Mass involvement in innovation can lead to a higher cohesion; Bled Forum](#), Slovenia, March 2012
- Catalysts THAT facilitate MASS INNOVATION - a need and a concept that a modern education can not overlook, but integrate, "[International Federation For Systems Research](#)", Austria, April 2012
- [Mass innovation, European meetings on cybernetics and systems research EMCSR](#), Vienna, April 2012
- Business decisions by intuition, SIQ Conference, Slovenia, September 2012
- [Internet as source of business innovation, Netfork Academy](#), Slovenia, October 2012
- [Innovation communication in science, 18th Slovenian Science Festival \(The Slovenian Science Foundation\)](#), Slovenia, October 2012
- [New solutions, new approaches, fresh perspective](#),

[Conference Youth for Common future](#), The Ypsilon institute, Slovenia, October 2012

- [Sustainable Innovation Strategies: the power of the networks, BIN@PORTO](#), Brazil, October 2012
- How to encourage innovation in the company, final event of Competence Centre Kontesa, Slovenia, December 2012

Presentations at the conferences in 2013

- [Innovation in Social Business, Conference "Veter v jadra dobrim idejam"](#), Social incubator, Slovenia, January 2013
- [The new paradigm of civilization, the challenge of contemporary leadership](#), Bulc V., 18th Microsoft NT Conference 2013, Slovenia, April 2013
- [How to innovate sustainable in company?](#), Bulc V., Podim Conference 2013, Slovenia, May 2013
- InCo movement will be presented at the International Conference [ICE & IEEE-ITMC 2013](#), The Netherlands (24.-26.6.2013)
- InCo movement will be presented at the [International Conference of Systems Science and Systems Thinking](#), Vietnam (14.-19.7.2013)

Papers and articles on innovation

- Bulc V. (angl) (March 2012). [New organizational and social paradigm: From cooperation to co-creation and sustainable coexistence](#). Journal of Organisation Transformation & Social Change, Volume 9, Number 1.
- Bulc V., Kovačič V., Kocjan Stjepanović T. (slo) (March 2012). Course networking: unifying thoughts, experiences and models. Journal of international innovative business.
- Bulc V. (angl) (2011). [Innovation ecosystem and tourism](#).

Academica Turistica - Tourism and Innovation Journal, 1.

- Bulc V. (July-October 2010). Innovation communication inside the corporations (InCo Corp). Maagazine Knowledge.
- Bulc V. (slo) (May 2010). Social innovation: InCo movement - a movement for an innovative breakthrough of Slovenia. Proceedings, Chamber of Commerce.

Lectures

The development of InCo movement has been yearly presented also as a part of academic curriculum at the below listed lectures at different domestic and international faculties:

- Innovative and innovation management, [DOBA Faculty](#), 2007 - 2013
- [Lecture and workshop Creativity and Innovation; Innovation ecosystems](#), [University of Applied Science Upper Austria](#), Campus Steyr, Management School, Austria, November 2012
- "Social skills", [MCI Management center](#) Innsbruck, Austria, March 2013

Workshops for companies

The knowledge and experience gained via the InCo movement have also been used in the development of innovative ecosystems in the business world and in corporate environments. An innovation infrastructure has been developed in BTC d.d., Petrol d.d., Elektro Maribor d.d., Lek d.d., TPV d.d., "Srce Slovenije" (Heart of Slovenia) development partnership and in Hidria IMP Klima d.d..

4. InCo CONTRIBUTIONS TO INNOVATIVE BREAKTHROUGHS

Based on the knowledge and insights gained through the InCo movement, the development of different models relating to innovation have evolved.

4.1 Innovation infrastructure

The Innovation infrastructure (I2)* is an innovative business model for the **mass implementation of the innovation culture in a company/organization**. It boasts a fresh, alluring approach and consists of **three modules**:

The first module incorporates the prerequisite steps and the content for designing an efficient model innovation infrastructure, which is in harmony with the development strategy of the company.

The second module contains the description, tools and competences seen as indispensable for the successful design of an innovative process.

The third module comprises the proposals, guidelines and the descriptions of best practice for the implementation of an innovation infrastructure within the company.

A special characteristic of the I2 model is that it is based on and encourages the development of **open innovation**. When it comes to design, it observes the characteristics of the evolutionary corporate development (their **absorptive capacity**) and it facilitates the integration of key strategic orientations toward the innovation model of the company (it enables the development of **dynamic structures of corporate governance**).

The Innovation Infrastructure model (I2) classified amongst the top 50 Slovenian innovations and was presented at the 6th Slovenian forum of innovation.

i2 is the first tool made in Slovenia for **systematic and wider development of innovation in organizations**, based on local experience over the past 15 years.



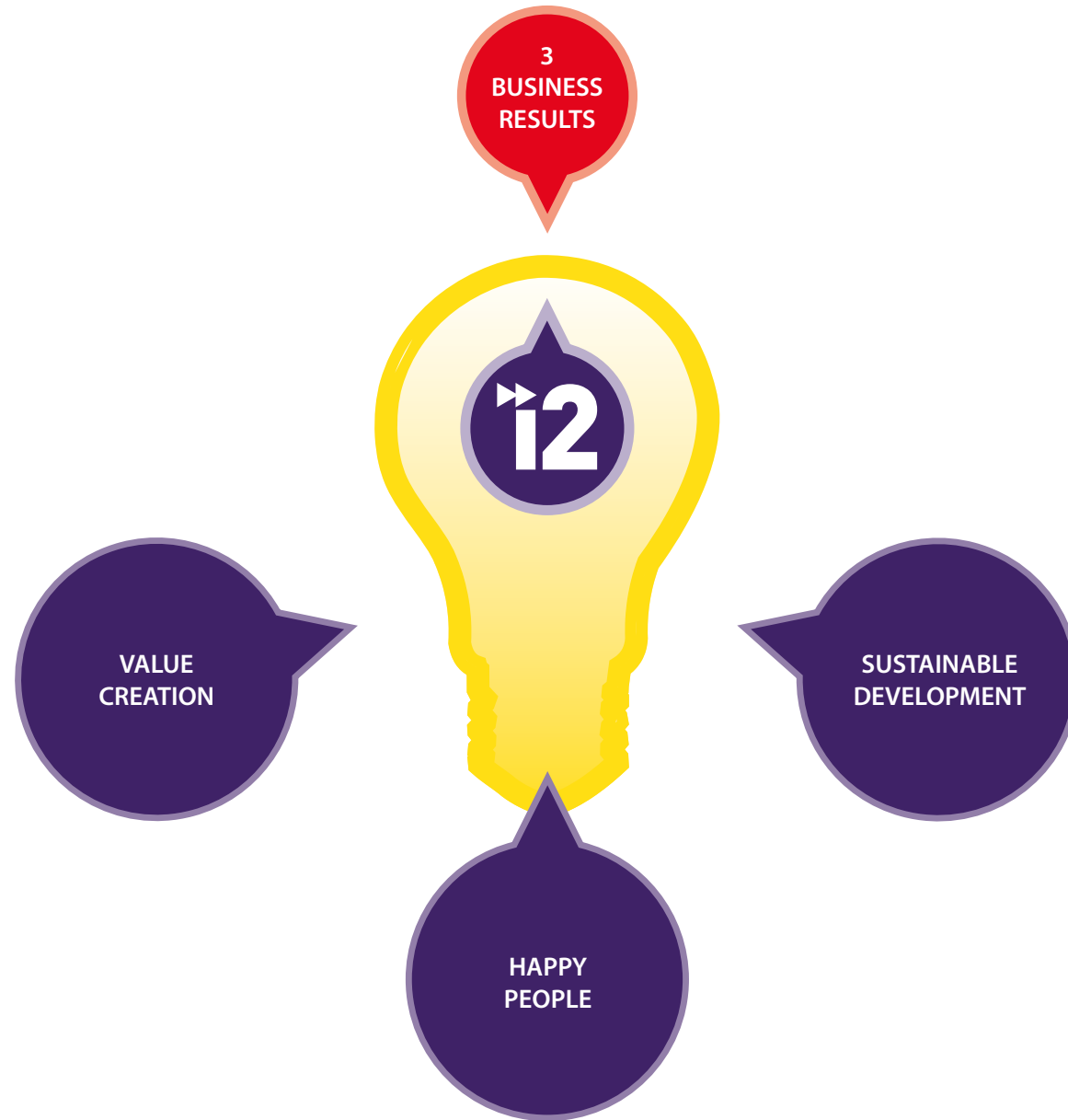
15 blocks:



7 enablers:



3 business results:

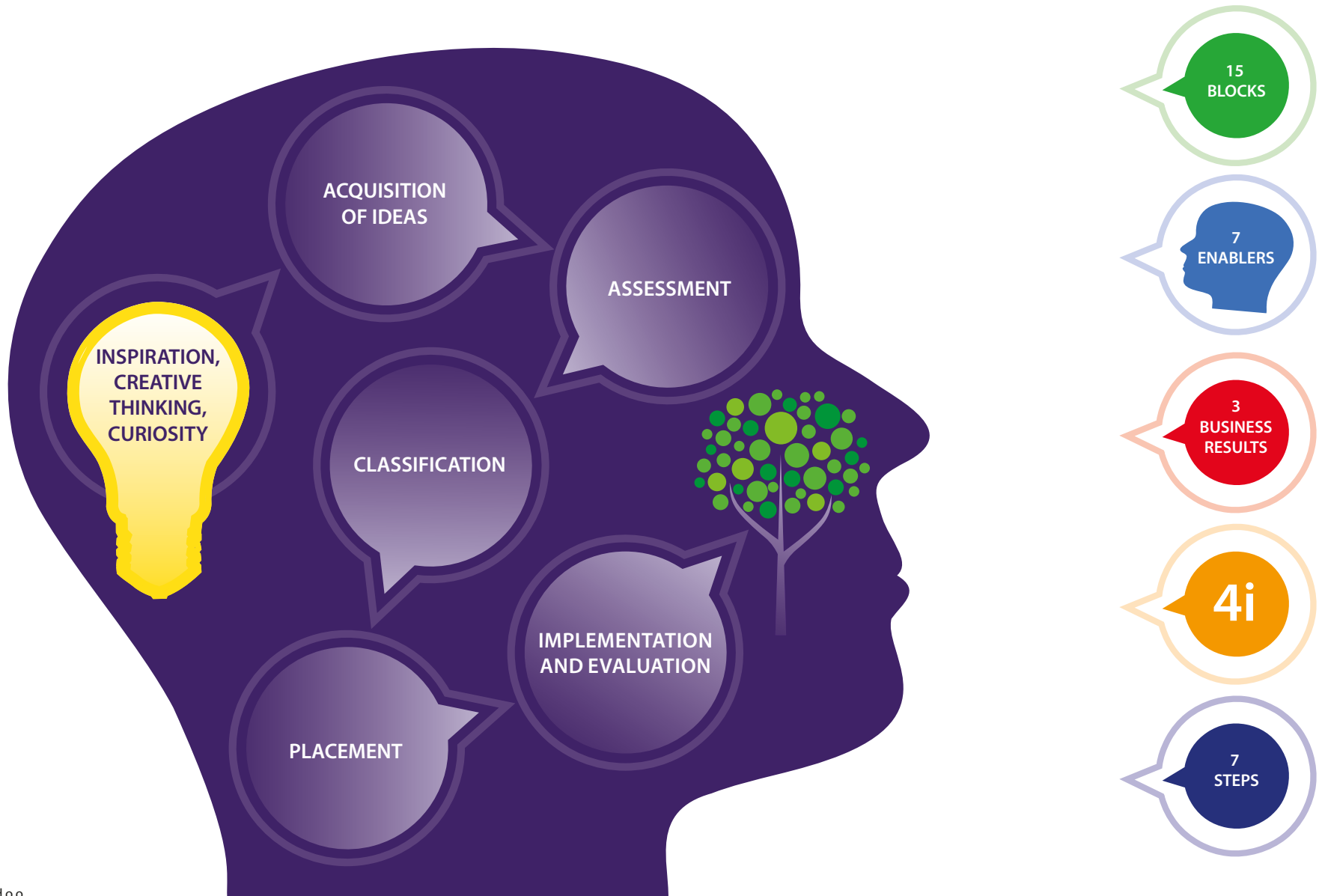




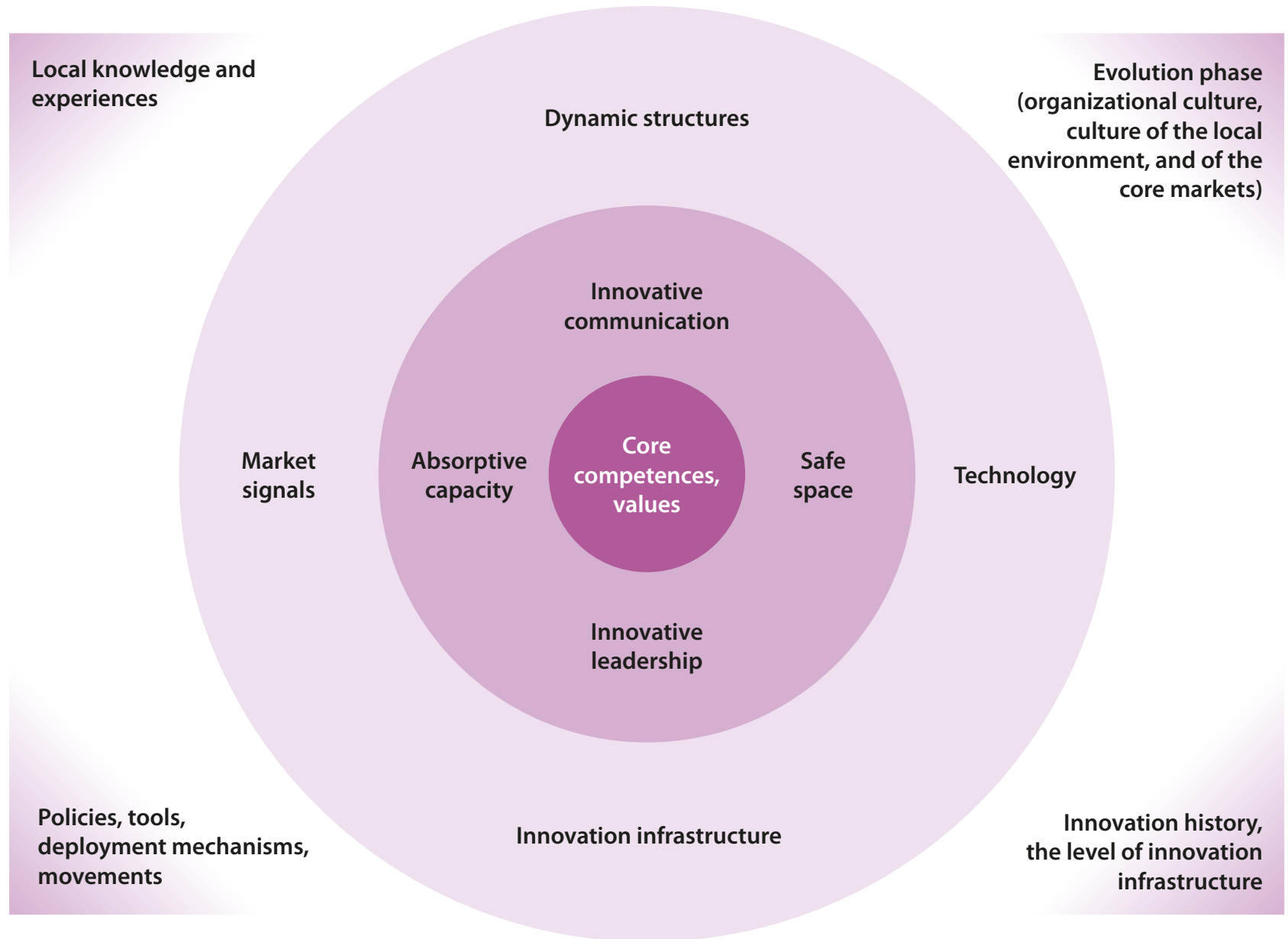
7 steps:



4.2 Innovation process



4.3 Mass innovation



“...It is simpler that it seems. It is harder than you can imagine. But at the same time, it is magical when you look back and say, “We did it!””

The above listed models are presented in a paper written by Violeta Bulc titled “**Mass participation in innovation – the foundation of a modern organization and beyond**” which was presented at the International [Conference ICE & IEEE-ITMC 2013](#), The Netherlands (24.-26.6.2013).

Below we provide the abstract of the paper:

In this **practice reflection paper** I share hands-on experiences **on innovation ecosystems**. They have taught me that if we want innovation to be the core catalyst of value creation, we need an advanced set of tools, mechanisms and approaches to encourage **horizontal cooperation and mass engagement** in generation of innovative propositions that can turn into innovation. Even more, I stress that only mass innovation can ensure the appropriate **culture and conditions for innovative breakthroughs**. At the same time it is important that we do not merely transfer an effective model for mass innovation from one environment to another. Instead, we should first consider observing and learning about the **evolution** phase, the level of absorptiveness, the existing innovation experiences, and the structural and human capital present in an environment. Based on those observations we should create the model, which should be **authentic, unique and adjusted to the local environment and local idiosyncrasies**. Only with such adjustments one can hope to achieve optimal results. I will support my arguments with examples and experiences from the field.

5. InCo MOVEMENT IN NUMBERS

Table 1: InCo movement statistics from 2006 - 2013

Categories									
	2006	2007	2008	2009	2010	2011	2012	Until May 2013	Total
The number of InCo events	1	1	3	6	4	2	10	4	31
The number of participants at InCo events	143	172	1101	1944	1691	695	587	142	6475
The number of InJo awards		1	1	2	2	1			7
The number of InJo commendations		11	22	49	27	25		6	140
The number of media releases (about InCo movement)	7	1	4	10	12	18	6	21	79
The number of presentations of InCo movement at domestic and foreign conferences	1	1	1	5	3	8	12	5	36
Total	152	187	1132	2016	1739	749	228	178	6768

Table 2: The number of InCo events per year

InCo events									
	2006	2007	2008	2009	2010	2011	2012	Until May 2013	Total
InJo conference (Stanford after Stanford)	1	1	1	1					4
InCo conference				1	1	1			3
InLoCom conference				1		1			2
InCo Ba conference				1	1				2
Idea reserve			1	1					2
InCo Jr regional events			1	1	1				3
InCo/Change the game					1				1
InCo intuition events							10	4	14
Total	1	1	3	6	4	2	10	4	31

Table 3: The number of participants at InCo events per year

Participants of InCo events									
	2006	2007	2008	2009	2010	2011	2012	Until May 2013	Total
InJo conference (Stanford after Stanford)	86	110	125	42	45				408
InCo conference				210	165	93			468
InLoCom conference				100		110		93	303
InCo Ba conference				120	100				220
Idea reserve			56	60	50				166
InCo Jr regional events			20	200	200				420
InCo Jr workshops for primary and secondary schools (workshops for scholars and teachers)	57	62	782	1026	724	179			2830
School programme Innovation and innovative management			118	186	407	313	382		1406
InCo intuition events							205	49	254
Total	143	172	1101	1944	1691	695	587	142	6475

Table 4: The number of InJo awards and commendations per category and per year

InJo/InCo awards and commendations								
	2007	2008	2009	2010	2011	2012	2013	Total
Public media	6	6	10	6	5			33
Internal media	1	5	5	7	1			19
Students			10	4	2			16
Scholars	5	9	19	10	14			57
Innovative local communities					4*		6	10
Promotion of innovation consciousness (prizes to editors of public and internal media)*		3	1	2				6
Innovative communication strategies (rewards for organizations)*			6					6
Total	12	23	51	29	26	0	6	147

* At categories indicated with * the selection of the awardees was made by the co-creators of the InCo movement (board members, partners, sponsors, coordinators and / or InCo volunteers).

Table 5: The number of categories for InJo contributions per year

Categories for InJo contributions								
	2007	2008	2009	2010	2011	2012	2013	Total
Written contributions (public media, internal media, students, scholars)	1	1	1	1	1			5
Drawing / painting contributions (scholars)				1	1			2
Photographic contributions (students, scholars)				1	1			2
Multimedia contributions (students, scholars)				1	1			2
3D/physical contributions (students, scholars)				1	1			2
Innovative projects (local communities)					1		1	2
Raising awareness of innovation (public media, internal media)		1	1	1	1			4
Innovation Communication Strategy (in organizations)			1	1	1			3
Total	1	2	3	7	8		1	22

Table 6: The number of InJo entries per category and per year

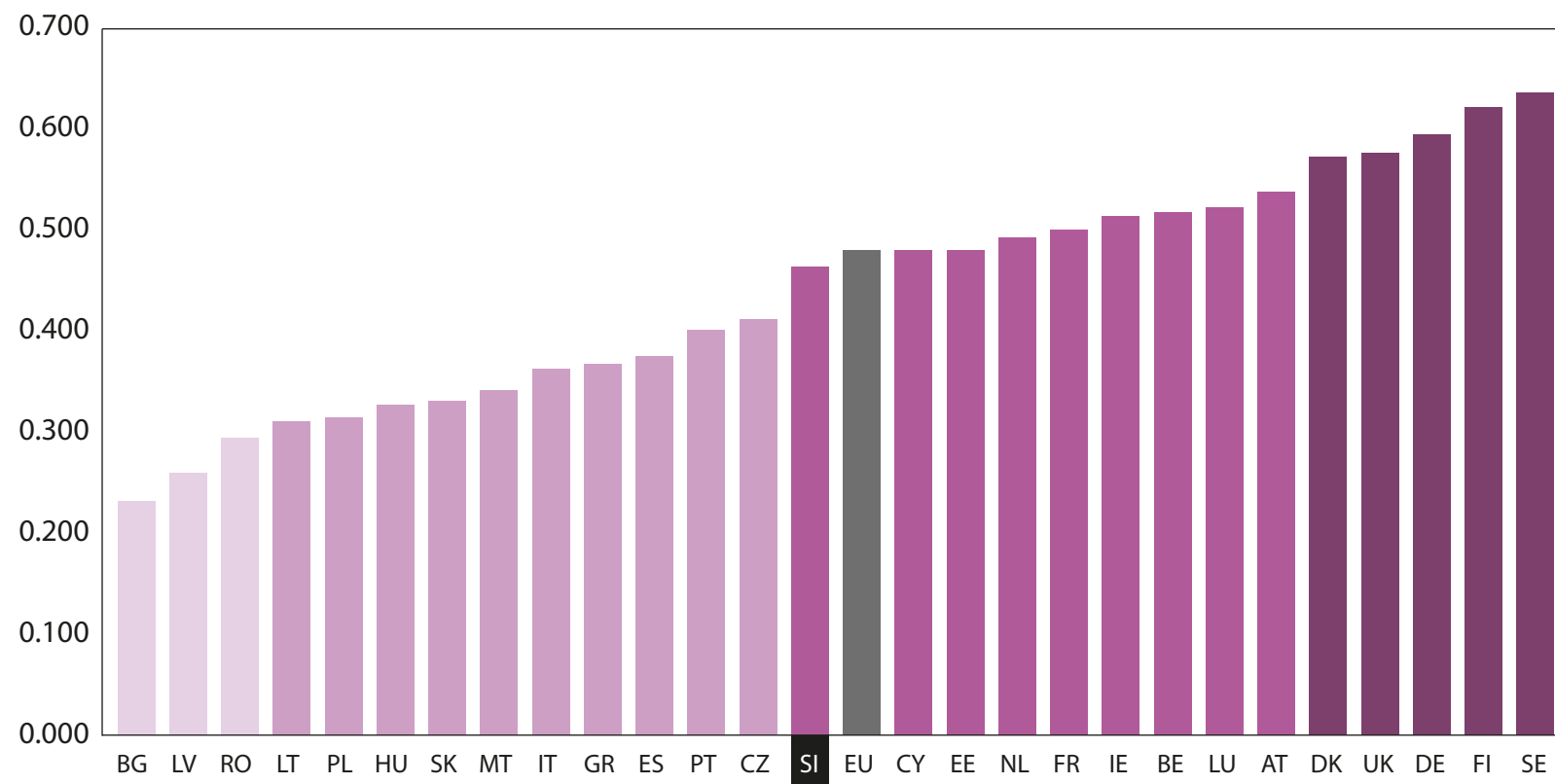
InJo entries								
	2007	2008	2009	2010	2011	2012	2013	Total
Written contributions public media)	77	27	44	67	9			224
Written contributions internal media	18	28	12	26	1			85
Written contributions students			23	9	2			34
Drawing, photographic, multimedia,3D contributions of students, scholars	5	21	37	19	14			96
Innovative local community projects							21	21
Total	100	76	116	121	26	0	21	460

6. THE DEVELOPMENT OF INNOVATION IN SLOVENIA

According to the European Innovation Scoreboard 2009, Slovenia classified for the first time among the Innovation followers. The InCo movement co-created the conditions for this move to happen. It was one of the active co-creators of Slovenian innovation ecosystem and we are happy to see that Slovenian innovative dynamics have reflected also in the European innovation progress report.

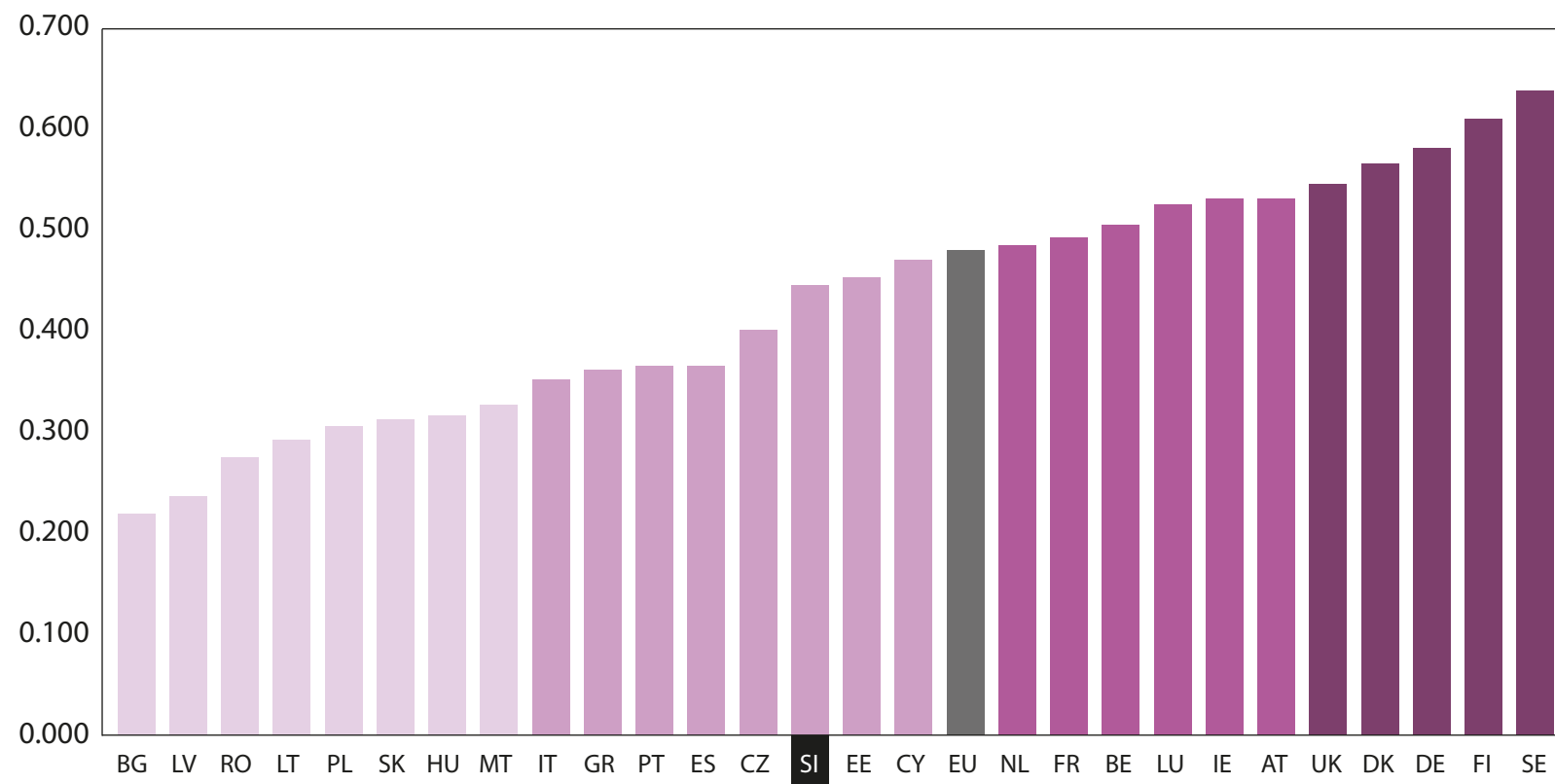
In the [European Innovation Scoreboard 2009](#) (European Commission, 2010): *Austria, Belgium, Cyprus, Estonia, France, Ireland, Luxembourg, the Netherlands and Slovenia are Innovation followers, with innovation performance below those of the Innovation leaders but close to or above that of the EU27 average. Cyprus, Estonia and Slovenia have shown a strong improvement compared to 2008, providing an explanation as to why these countries have moved from the Moderate innovators in the EIS 2008 to Innovation followers.*

Figure 1: EU member states innovation performance in 2009



Source: [European Innovation Scoreboard 2009 \(European Commission, 2010\)](#)

Figure 2: EU member states innovation performance in 2008



Source: [European Innovation Scoreboard 2008 \(European Commission, 2009\)](#)

7. INTERNET HITS FOR THE WORD INNOVATION

Table 7: The number of hits on the internet for the word 'innovation'

Search word: INNOVATION*	6.5.2012		10.10.2012		16.4.2013	
	Number of hits	Period covered	Number of hits	Period covered	Number of hits	Period covered
Delo	851	7 let	3.987	7 years	4.209	7 years
Dnevnik	99	11 let	6.039	11 years	1.291*	11 years
Finance	66	12 let	40*	12 years	4.129	12 years
Kapital	7	9 let	394	9 years	411	9 years
Mladina	11	12 let	64	12 years	64	12 years
RTVSLO.si	14	n.p.	600	110 years	659	years
24ur.com	46	n.p.	390	n/a	405	n/a
Slovenske novice	1	n.p.	14	3 years	26	3 years
Polet	5	4 leta	6	4 years	7	2 years
Total hits	10.763		11.494		7.072	4 years

Table 8: Comparison of the hits on the word 'innovation' between the Slovenian and worldwide web

Search word: INNOVATION*	6.5.2012		10.10.2012		16.4.2013	
	Hits	World/Slo	Hits	World/Slo	Hits	World/Slo
Internet world	406.000.000,	263,64	404.000.000,	216,04	4.080.000.000,	1.291
Internet Slovenia	1.540.000,	11 let	1.870.000,		3.160.000,	

* We assume that the numbers are probably lower than in the previous period, since the media introduced new way of searching engine.

8. GLOSSARY

Innovation culture – the level of awareness about the importance of the contribution, cooperation and co-creation of the company. Understanding the tools, content, actors and opportunities for new and different are the required conditions (environmental and rules of the game) for the flourishing of individuals, groups and structures that lead to new insights and manifestations for the benefit of individuals, organisations and the environment as a whole.

Innovation ecosystem – an innovation ecosystem is a system in which innovations are developed. It consists of all stakeholders, tools, processes, designs and sources which link together in the innovation process and participate in the development of innovation (V. Bulc, 2006).

Open innovation – open innovation is a paradigm that assumes that firms can and should use external ideas as well as internal ideas, as well as internal and external paths to market, as the firms look to advance their technology. With knowledge now widely distributed, companies cannot rely entirely on their own research, but should acquire inventions or intellectual property from other companies when it advances its business model (Chesbrough, 2003).

Systems thinking – an internalized manifestation (in the thinking of individuals or social systems) of systems concepts, systems principles and systems models.

Systematic thinking – any methodical step-by-step approach that is carried out according to a pre-determined algorithm or a fixed plan.

Systemic thinking – a tendency or natural predisposition to think of systemic relationships without necessarily drawing explicitly upon systems concepts, system principles or systems models. Some examples of areas that incorporate and foster such thinking include permaculture, feminist studies, ecology and the I Ching.

Thrivability – the next framing of sustainability (beyond sustainability).

Curating – nurturing and fostering the potential inherent in the living system.

Thrivable Planet – a planet that functions on the bases of abundance and joy.

Additional definitions that are not directly related to innovation infrastructure, but that complement it:

Action Plan – tool for target management that gives an immediate and transparent review of events that are happening within the organisation and that enables more efficient management (reconciliation of work, compensation, prioritisation and coordination).

Activity – shorter operation, in which the responsible person and the period of performance are defined (activity resulting from both strategies as well as projects).

Objective – well-defined numerical value (% or number or date), desired to be achieved in the planning period (what?).

Event – something that happens and triggers further activity or projects.

Project Phases – logical and content phases in which time and money are defined and whose performance is checked against predefined success criteria. Each phase is explained in detail with activities that are part of the action plan.

ID card project – form that contains all mandatory information on the project defined within the regulations of the project management and essential for entering the project into the database.

Programme – a collection of related projects which form a logical sequence (e.g. Crystal Palace).

Project – a set of concrete activities of limited duration (short or long term), and clearly defined resources for its implementation (financial, material, human). The project is still tied to the

strategy of the plan period.

Strategy – the path, or way of working, through which we believe that the objectives outlined in the plan period will be achieved (how?).

Structure – the frame / skeleton of firmly and clearly defined entities and properties.

Structural capital – intellectual capital which remains with the company, even after employees have left.

(V) PI (virtual project interface) – a structure for the development and management of structural capital, which identifies weak signals as well as opportunities. It also helps to transform the most suitable opportunities into projects.

4th Book



InJo-InCo 2009 MANIFESTO

InCo movement's contribution to an innovative breakthrough of Slovenia with an annual overview of events and projects

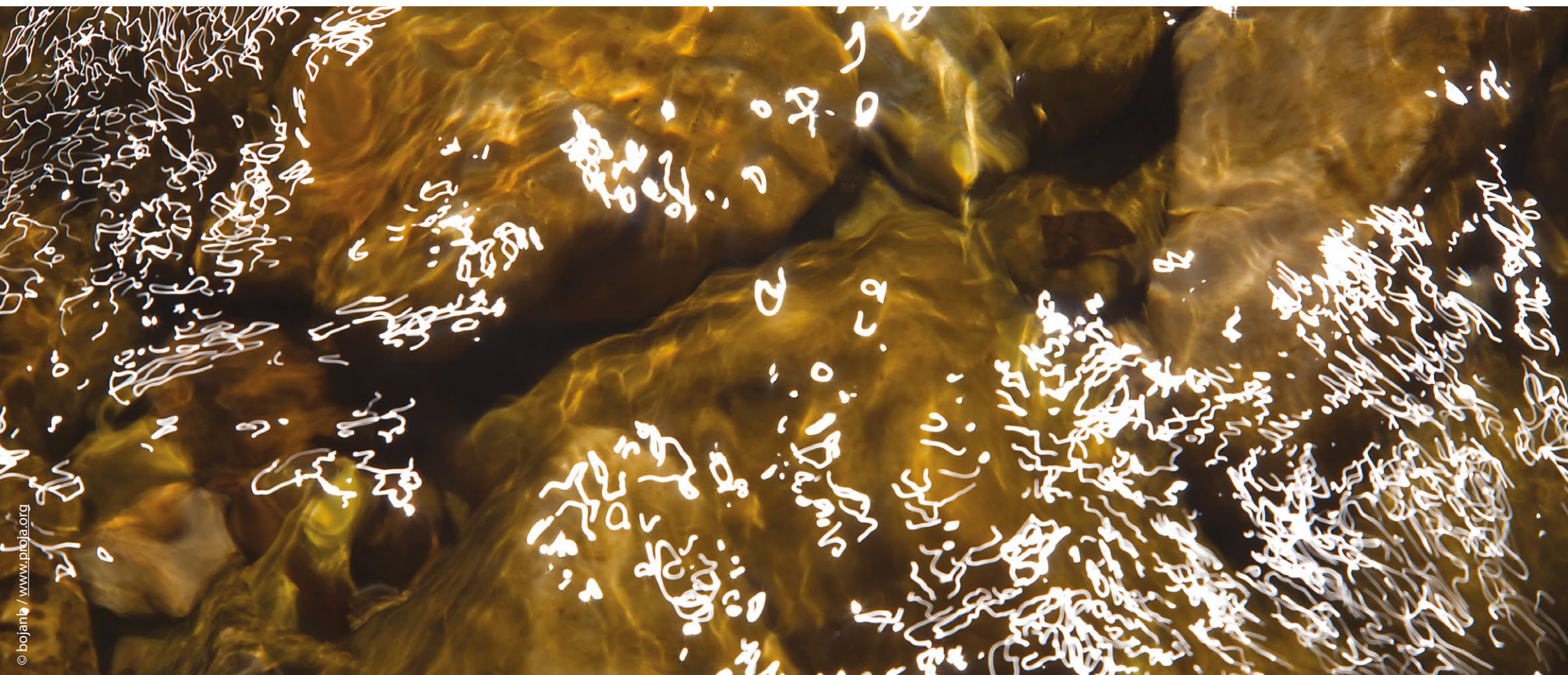


TABLE OF CONTENTS

Foreword by the President of the Republic of Slovenia	140
Foreword by Tatjana Fink	143
Foreword by Violeta Bulc	144
Introduction to the contents of the Manifesto	146
I. InCo movement's initiatives of 2009 for 2010	147
InCo movement's initiatives of 2009 for 2010	148
12 InCo movement's initiatives for 2010	149
InCo movement's commitments for 2010	149
II. Foundations of the InCo movement for an innovative breakthrough of Slovenia	150
About the InCo movement	151
Innovation journalism and innovation communication	154
Presentation of the InCo model of innovation space stakeholders	156
III. InCo Movement in Practice – Presentation of Key Results (Projects and Events) in 2009	164
1. INNOVATION SPACE AS A WHOLE	165
1.1 InCo Conference 2009 – Conference on Innovation Communication	166
1.2 InJo Award 2009	176
1.3 Idea Reserve with presentation of the InJo-InCo Manifesto	185
2. MEDIA	187
2.1 The Slovenian expedition to IJ-6 – the 6th Innovation Journalism Conference at Stanford University	188
2.2 SLOVENIA AND THE INNOVATION JOURNALISM FELLOWSHIP PROGRAMME AT STANFORD UNIVERSITY	191
2.3 The 4 th Regional Conference on Innovation Journalism “Stanford after Stanford” 2009 in Ljubljana	194

2.4	Developing a new business model in the media industry	201
2.5	InJo Award 2007-2009 – Analysis of the presence of the innovation topics in Slovenian media	202
3.	EDUCATIONAL SYSTEMS	205
3.1	The InCo Jr. project	206
3.2	The InCo Jr. workshop at the InCo Conference 2009 – Workshop on innovation communication for the youth	209
3.3	Regional InCo Jr. events	211
4.	UNIVERSITIES	217
4.1	InCo Ba. project	218
4.2	Conference on Promoting Creativity and Innovation in Higher Education, DOBA College, Maribor	220
5.	LOCAL COMMUNITIES	223
5.1	Developing the InLoCom model	224
5.2	The 1 st Conference on the Innovative Local Community 2009, Srce Slovenije	225
5.3	Presentation of InLoCom at the EREF 2009 (European Regional Economic Forum)	227
6.	COMPANIES	228
6.1	The InCo Corp. Project	229
6.2	The Award for innovation communication strategy	231
6.3	InJo Award 2007-2009 – Analysis of the presence of innovation topics in internal media of Slovenian companies and other organisations	233
7.	INSTITUTES	235
7.1	Cooperation with CT3 and Videlectures.net	236
7.2	Participation of scientists and researchers in interdisciplinary events	237
8.	THE STATE	238
8.1	Workshop on innovation at the 15 th Days of Public Law and Management	239
8.2	The “Drafting of the Platform and Guidelines for Developing a Strategy for Slovenian Economy in the Field of	

	Non-technological Innovation” project	239
8.3	The first public presentation of the InCo movement before the National Council of the Republic of Slovenia	240
9	NON-GOVERNMENTAL ORGANISATIONS	241
9.1	Cooperation with Umanotera	242
9.2	POGUM Development Foundation	242
9.3	Workshop for the Srce Slovenije NGO Network	242
10.	ARTISTS AND THE CREATIVE INDUSTRY	243
10.1	Art at the InCo Conference 2009	244
10.2	The InJo statuette by young sculptor Lara Reichmann	244
10.3	Cooperation with the photographer Bojan Breclj	245
10.4	Cooperation with the painter Peter Ciuha	245
10.5	Cooperation with OpenLab	245
10.6	Cooperation with Big Institute at the Month of Design	245
10.7	An event with the creative industry at the Ljubljana Furniture Fair 2009	246
11.	InJo AND InCo AROUND THE WORLD	247
11.1	Presentation of initiatives for innovation communication and innovation journalism around the world	247
11.2	IJ-6 – Innovation Journalism Conference, Stanford University, USA	250
11.3	Interfacing Innovation Conference, Brussels	252
11.4	Innovation in Youth Media and Next Generation Classroom Conference	254
11.5	4 th Regional Conference on Innovation Journalism, “Stanford after Stanford” 2009	255
12.	ANNOUNCEMENT OF KEY PROJECTS IN 2010	256
13.	GLOSSARY	257

Foreword by the President of the Republic of Slovenia

Address by the President of the Republic of Slovenia, Dr Danilo Türk at the opening of the 2nd InCo Conference – Conference on Innovation Communication, Ljubljana, 15 April 2009



Foto: Bojan Brecejf

Dr Danilo Türk,
President of the Republic of Slovenia,
honorary speaker and supporter of the
InCo Conference 2009

Ladies and gentlemen

It is my great pleasure to have the opportunity to say a few greeting words to the second InCo Conference – Conference on Innovation Communication. Today's event is an excellent example of a business-civil initiative. It is proof that determination, vision and energy in Slovenian environment create possibilities to organise not merely a single event such as this conference, but also to initiate a movement such as innovation communication.

I see this movement as a process that generates and enables innovation. It is a process based in the civil society. With respect to the civil society, we must admit that the mobilisation of the civil society in Slovenia at present is inadequate and that the activities of the civil society are underdeveloped if compared to other comparable European countries. This makes an opportunity such as today's, to feel the potential of this environment, to speak about and support existing initiatives and to promote them as decisive to the quality of our future development, all the more precious.

I would like to emphasise that the initiative of the civil society is critical for development. I am speaking about development in these post-industrial times, development requiring the highest quality of each individual and new forms

of their engagement, as well as new topics in politics and new dimensions of development.

This context requires integration of actors into a network structure where rules of co-creation and complementarity are applied, where differences in knowledge, experience and opinion provide an opportunity for enhancement without excluding competition, thus demanding responsibility and wisdom. I like the conference's slogan – "from a knowledge society to a wisdom society". Naturally, we all want to follow this direction, but we have yet to become a knowledge society. Therefore, it is our task to first achieve a level of knowledge that will enable the appropriate quality of social wisdom. We are lacking both. We feel knowledge is more necessary, but we should not forget about wisdom, for the wisdom we can possess might be crucial to effective generation of knowledge.

I am confident we have enough of such wisdom in Slovenia and that your movement and other movements similar to innovation communication will help establish the necessary networks in our society and the necessary networks and bridges between exceptional individuals and organisations from different fields. We must overcome established patterns and demonstrate innovativeness in creating new and fresh social and business models, adapted to our time and environment and based on the fundamental values, such as work and solidarity.

These values require new contexts today. If we ask ourselves about the current level of development of social economy in Slovenia we must conclude that it is inadequate and that there is space that needs to be occupied. We are also familiar with existing European models, which we can learn from, and lastly but most importantly, we possess the necessary potential for further development of social economy and other innovative forms of integration of economy with social needs.

This moment calls for activation of the best we have to offer in Slovenia. Slovenia has an opportunity to confidently form its own response to the challenges of the global crisis and use the latter to affirm its own identity. Slovenian identity of the future can no longer be based solely on language and on existing cultural heritage. We must use them as inspiration, but we need to create as well. Slovenia's new identity will largely depend on how the civil society mobilises our foremost potentials, what kind of effects they produce and what kind of developed, modern and forward-oriented networks we can establish.

The above will clearly require innovativeness. During the European Year of Creativity and Innovation, a lot has been said about how important for the development of society it is to first detect and identify, then promote and encourage, and finally utilise and enhance potentials, especial with respect to intellectual capital. Those capable of activating all factors in an environment, capable of intergenerational and interdisciplinary activity and able to include both genders and all races are certainly at an advantage. If we think about the complexity of these concepts just for a moment, it is evident they require a lot of effort. Intergenerational and interdisciplinary action, increasing tolerance, greater openness to others and to the different, correct, just and equal inclusion of both genders – all these are categories we must know how to include into development of our potentials.

Language used by the current President of the USA is 'fashionable' nowadays. With his concepts, such as 'Yes, we can' or 'bottom up', he has created a new mind-set and a new social climate. Development does not depend solely on material factors. It also depends on how we perceive our reality and how we want to change it. A lot depends on our will and a lot depends on our optimism. When speaking of will I am not speaking about political voluntarism or imposed will of the stronger. I am speaking of the will expressed by people who want to live better in a better world. We need to be capable of mobilising this will and act based on people, 'bottom up'. These ideas are certainly not just appropriate for election campaigns. We must be able to implement them consistently in life and in planning of progress.

It is also a matter of the democratic principle and of a new context of democracy. It is exactly here that I see the role of innovation communication as a movement that tries to actualise these values and one that originates from the 'base', from the mind-set and activities of the people, and actions of those implementing the movement in practice; from the needs and opportunities identified 'in the field'. I must also mention related subjects of ecological consciousness, which we possess in Slovenia, and understanding of the needs in the post-industrial society, which is underdeveloped at present. We must be capable of integrating all of the above and enhance our understanding of all these areas, as well as find the appropriate form of action and the appropriate forms of networks.

We need attention. We need to pay attention to each other and care for one another. We need to be able to truly hear, see and feel. The value of the moment is having the knowledge, wisdom and courage to actualise what has not been tested yet. From this aspect, I see this conference as an important source of ideas and also answers to questions, such as how do we go forward, how

do we chart a path that is inclusive rather than exclusive, how do we build a dialog of tolerance and promote creativity?

Clearly, these are big words and they are similar to the ideas expressed by today's conference. I hope this conference will transmit a positive message to our world, to Slovenia; a message about co-creating a story that is important to us and to others. For Slovenia is a part of Europe and Europe is a part of the world. What we are doing is a part of the global development needs.

In this spirit, I hope the second conference on innovation communication is very successful. Trust that I shall follow the results of your work. I am looking forward to receiving information on the results of this conference, and later when you are developing your activities further, I will always try to be informed about how they are progressing and if you need more encouraging words from the President of the Republic of Slovenia.

Thank you very much.

Foreword by Tatjana Fink



Tatjana Fink, MBA, General Manager, Trimo, speaker at the InCo Conference 2009, supporter of the InCo movement

We first started discussing the idea of innovation journalism and communication four years ago. When Violeta Bulc first introduced it to Slovenian space we found it an interesting but rather inarticulate story for we were uncertain what we could really gain from it. We believed we needed to enhance the innovative potential of the Slovenian space and that it would require integration and communication.

Today, after four years, the projects of innovation journalism and communication have been transformed into the InCo movement. An image once unclear is crystallising and the project results are demonstrating positive effects. The purpose of the movement and the role of each stakeholder in the movement are clear. How important a role each individual will play in creating innovative breakthroughs in society depends entirely on their interest and energy.

The key contribution of the InCo initiative as a whole is in connecting different stakeholders and individuals, for their mutual cooperation with effective dialogue-based communication can greatly contribute to generating innovation.

I believe enterprises are the actual generators of added value, and thus the driving force of progress. However, none of them can operate alone; integration is important.

Integration is one of the key strengths of Trimo. It leads us to further development.

Integration starts within the company. Only after relationships have been established within a company can it establish relationships with its environment and share its ideas, opinions and experience with it.

We encourage comprehensive development of each employee and our operations are based on cooperation at the management and other levels. Partnerships in Trimo are based on the molecular organisational structure.

Outside relationships of the company with other stakeholders are equally important – with customers, suppliers, contractors, partners, associations, the local community, institutes, universities, state institutions and the civil society. These interconnections can be supported by communication at internal and external levels.

Foreword by Violeta Bulc

From a knowledge society to a wisdom society!



MSc Violeta Bulc, Vibacom, initiator and coordinator of the InCo movement (programme adviser in the VINNOVA Research Center of Innovation Journalism at Stanford University, member of the European Initiative for Innovation Journalism)

The strength of the InCo movement is in encouraging companies as the key generators of added value to systematically communicate within their systems and with their surrounding environments. With the application of various communication tools and channels this creates an innovation culture, which will promote interstructural, intergenerational and interdisciplinary cooperation.

The thoughts of individuals and the ideas of groups are the strengths we integrate in comprehensive solutions. Innovation is the driving force of development and determines the dynamics of future development. This creates a new energy among different generations in the economy, science and art and provides the whole society with a positive inspiration.

The times are challenging us and offering us opportunities for new insights, new models and new understanding of our cohabitation on the planet Earth. Movements which connect people based on values and clear visions and missions are becoming an increasingly effective operating mode of the civil society.

The foundations of the InCo movement whose beginnings were initiated with the first Stanford after Stanford conference in 2006 are:

1. The innovation space model;
2. The value system, mission, vision and key aims of the movement;
3. Innovation communication as a key instrument for balanced sustainable development from a knowledge society to a wisdom society;
4. The partnership network of people and organisations that create, develop, direct and nourish it;
5. Identification of the needs of our space and time for establishing an infrastructure for integrating all who wish to actively contribute to the co-creation of a modern society based on innovation and effective communication;

The reasons for its creation are also the foundations, based on which the InCo movement, since its formation, has been promoting an active dialogue between various stakeholders of the innovation space, intergenerational cooperation and interaction between the boldness of youth and the wisdom of experience and knowledge of age. Therefore, it tries to activate within its lines the largest possible scope of human potential existing in this space, regardless of age, gender and sexual or religious affiliation. Simultaneously, it uses its projects to constantly test various forms of networking, decision making and organisation that are the grounds for more effective innovation systems and processes. Its proactive attitude and professional approach enable it to

incorporate the accumulated experience, findings and thinking into the European and global knowledge bases.

In essence, it was initiated by a simple internal voice calling for establishing a dynamic space that wants to be successful, happy and full of fulfilled people who act according to the principles of inclusion of diversity, professionalism, local manifestation and global consciousness.

We have often heard over the past months that the world will never be the same again. That is true. As it has and will be true in every moment in our lives, each time we have uttered or will utter these words. But it is also true that we are co-creating the world and acting according to our own conceptions and perceptions of the space and time we are living in.

Why should we be concerned with innovation, its communication and creating conditions for it to flourish? At the current development phase of evolution of the society as a whole we have identified innovation as the key factor for generating added value and the latter as a precondition for creating the necessary resources for development. And development means excitement, dynamics, joy, inner satisfaction and realisation, a decent life. Not that people were not innovative in the past. Quite the opposite, creativity as the source of innovation is as old as humanity. It is just that the modern state-of-the-art technology has created conditions for regarding productivity and quality as entry factors of success, while the role of the essential factor with respect to market success was taken over by innovation (variety, solutions adapted to people's habits and needs). We will remain in this evolution phase for several years. Therefore, our understanding of innovation, innovation processes and innovation environments will become increasingly important to sustainable development and effective cohabitation in any society.

I invite you to join the InCo movement for an innovative breakthrough of Slovenia as an active member who will co-create and participate in shaping a civil society environment where you will be able to develop appropriately. I hope knowledge helped by experience will be enhanced into wisdom and will manifest itself to our benefit and the benefit of the Mother Earth who is continuously and patiently including us in all She is.

Aho.

Introduction to the contents of the Manifesto



Foto: Matic Kuder

Estera Lah Poljak, Vibacom,
'InCo movement' project leader

Identifying significant events and projects, becoming aware of their importance in time and space, critically assessing their advantages and challenges, capturing responses of different stakeholders, proposing initiatives and future activities. These were our guidelines in drafting the second issue of our annual publication, the InJo-InCo Manifesto 2009.

All of the above is also included in the principles of innovation journalism, from which the InCo movement as a business-civil initiative was initiated and grew into wider innovation communication projects interconnecting different stakeholders of the innovation space based on dialogue. This publication is a result of this active involvement.

The title "Manifesto" itself demands action or manifestation, thus we start by proposing initiatives for an innovative breakthrough of Slovenia drafted based on the philosophy, dialogue and experiences of the InCo movement in the field of innovation communication and journalism in 2009. These initiatives are accompanied by commitments the InCo movement will fulfil in 2010 and which we believe will raise awareness about creativity and innovation in Slovenian space.

All initiatives and commitments of the InCo movement are based on projects and events implemented and playing a significant role within the scope of InCo movement's operation in 2009. Drafting of the presentation was based on the structure

of the InCo model of innovation space stakeholders; therefore, we have divided the projects by individual stakeholders (vertical level), first presenting the key projects implemented at the horizontal level and establishing connections among the stakeholders. In addition to Slovenian projects, we also included international projects and events in which we participated in 2009.

Naturally, this presentation would not be successful without integration and cooperation. The InCo movement's projects are co-created by initiators, partners, members and supporters of the InCo movement as well as participants at InJo-InCo events to whom we owe great gratitude. We have captured a glimpse of our integration by presenting statements by numerous co-creators of the movement, who wrote their opinions about the projects and events in 2009 and initiatives for the future – their statements are the core of the Manifesto.

We hope that awareness of these projects, and especially the proposed initiatives and commitments will serve as inspiration to everyone active in the field of creativity and innovation for we believe Slovenia has the potential to become an innovative, wisdom-based society.

We hope the InCo vibrations will continue to expand through dialogue and integration.

I. InCo movement's initiatives of 2009 for 2010

InCo movement's initiatives of 2009 for 2010

The year 2009 was important for understanding the innovation space. Essentially, we have confirmed in practice both the InCo model of innovation space stakeholders and the theses drafted in 2008.

The key conclusions are:

1. Creation of innovative breakthroughs and breakthroughs in thought requires horizontal integration of innovation space stakeholders and encouraging individual stakeholders to establish relationships within their own interest groups (vertical).
2. The key factor for creating an innovative society is effective communication based on dialogue, both within individual stakeholders and among them.

Based on philosophy, dialogue and experiences gained from projects implemented within the InCo movement in the fields of innovation communication and journalism, co-created by the initiators, partners, members and participants in events projects, we propose the following initiatives for an innovative breakthrough of Slovenia:

12 InCo movement's initiatives for 2010

- Organise events for promoting creativity and innovation based on dialogue within individual stakeholders and among them;
- Document examples of best practices in the fields of creativity and innovation and promote exchange thereof;
- Encourage a more active role of the state and local communities in promoting innovation as the key to prosperity and sustainable development;
- Establish financial stimulation for innovative development of all stakeholders, especially in the field of effective innovation communication;
- Promote the development of creativity in educational processes and strengthen communication abilities and team work of the youth;
- Implement modern systems and tools for development of innovation in organisations based on high-quality innovation communication strategies;
- Train and educate journalists and editors about the importance of innovation, the functioning of innovation systems and processes and the use of new information technologies and techniques for expression in the media world;
- Establish journalists' networks at the local, national and global levels with the aim of exchanging stories and good practices;
- Encourage journalists to 'learn' the jargons of various stakeholders to improve understanding and the ability to recognise actual stories;
- Implement innovation communication strategies at the level of institutes with the aim of raising awareness about their activities, results, projects, work methods and experience;

- Develop communication strategies for non-governmental organisations with the aim of raising awareness about their activities and their roles in sustainable development;
- Ensure clearer communication for artists and the creative industry regarding the importance of their work for the development of an innovative society through understanding of jargons of other stakeholders.

InCo movement's commitments for 2010

The InCo movement shall endeavour to:

- Actively participate at the horizontal and vertical levels by raising awareness about innovation communication and promoting the importance thereof;
- Systematically inform about successful approaches to the development of the innovation space and about success stories, innovations and innovative people;
- Continue to actively strengthen relationships among various stakeholders through meetings and media reports;
- Develop the principles and the scope of the InJo Award by expanding it to other fields of communication;
- Open new topics and contexts influencing development of the innovation space;
- Encourage all decision-makers in the field of innovation to be active and proactive;
- Increasingly and more intensely connect initiatives for the development of the innovation space;
- Actively participate in international (European and global) organisations and projects in the field of innovation;
- Transfer best practices for development of innovation and innovation communication from the Slovenian to the European and global environments.



II. Foundations of the InCo movement for an innovative breakthrough of Slovenia



About the InCo movement

Vision

InCo – an internationally established movement for an innovative breakthrough of Slovenia

Mission

Promoting active interstructural dialogue and development of tools for sustainable development of an innovative society.

Values

- Tolerance
- Creative dialogue
- Courage
- Empathy
- Development

Aims of the movement until 2020

- 10% of the population actively involved in the InCo movement
- 500 schools involved in the InCo movement
- 6 different awards for innovation journalism
- 5 published publications
- 3 annual events at the national level
- transfer of the InCo model into at least 3 countries

Co-creators of the movement in 2009

- **Initiator and coordinator:** Violeta Bulc (programme adviser in the VINNOVA Research Center of Innovation Journalism at Stanford University, member of the European Initiative for Innovation Journalism)
- **Coordinators of projects and initiatives:** Estera Lah Poljak, Mojca Štepic, Ladeja Godina Košir, Aleksandra Gradišek, Lidija Honzak, Tevž Korent
- **Partners:** Trimo, Development Centre Litija, Adria Mobil, BTC, Elektro Maribor, Kostak, Vinakoper, Atech, Hrpelje-Kozina Municipality, IPRK, Mediade, Ljubljana University Incubator, Managers' Association of Slovenia, Slovene Human Resources and Scholarship Fund, Jožef Stefan Institute (CT3), Videlectures.net, Doba College, SIQ, Umanotera, Tri muhe, Litija Primary School, Trnovo Kindergarten, Danila Kumar Elementary School, DreamEthic Change, PROJA, Institute for Innovation and Technology, Stanford University, VINNOVA Stanford Research Center of Innovation Journalism at Stanford University, European Journalism Centre, Zavod Sled, OpenLab, Mobitel, Ljubljana Exhibition and Convention Centre.
- **Sponsors of individual projects within the InCo movement:** Trimo, Development Centre Litija, Adria Mobil, BTC, Elektro Maribor, Kostak, Vinakoper, Hrpelje – Kozina Municipality, Ljubljana University Incubator, Danila Kumar Elementary School, Vibacom, Mobitel

- **Educational systems and faculties in the InCo Jr. in InCo Ba. projects:** Litija Primary School, Gradec Primary School, Litija Gymnasium, Šmartno pri Litiji Primary School, Tone Okrogar Primary School, Zagorje, Ivan Skvarča Primary School, Zagorje, Gymnasium and Secondary School of Economy, Trbovlje, Hrastnik Primary School, Grm Primary School, Novo mesto, Center Primary School, Novo mesto, Bršljin Primary School, Gymnasium Novo mesto, Secondary School of Economy, Novo mesto, School Centre, Novo mesto, Dr Pavel Lunaček Primary School, Šentrupert, Mokronog Primary School, Mirna Primary School, Krmelj Primary School, Veliki Gaber Primary School, Trebnje Primary School, Majda Vrhovnik Primary School, Ljubljana, School Centre Krško – Sevnica, Secondary School of Economy and Commerce, Brežice, Podbočje Primary School, Senovo Primary School, Koprivnica Primary School, Raka Primary School, Jadvigja Golež Kindergarten, Maribor, Secondary School of Economy, Maribor, Tone Čufar Primary School, Maribor, Secondary School of Catering and Tourism, Maribor, Drago Kobal Primary School, Maribor, Dragomir Benčič Brkin Primary School, Hrpelje, Danila Kumar Primary School, Ljubljana, Anton Ukmar Primary School, Koper, Gymnasium Koper, DOBA College, Academy of Design, Faculty of Social Sciences
- **Co-creators of the InCo movement:** Tatjana Fink, Metka Stare, Bogoj Seme, Sonja Šmuc, Polona Pibernik, Marko Milosavljevič, Dušan Snoj, Božidar Resnik, Helena Brandner, Bojan Brecelj, Peter Ciuha, Peter Testen, Sonja Klopčič, Jurij Giacomelli, Mitja Jermol, Vida Ogorelec Wagner, Iztok Osojnik, Nataša Koražija, Gabrijela Hauptman, Suzana Antič, Žiga Vavpotič, Tonja Blatnik, Marta Bon, Davor Jakulin, Aleksander Salkič, Natalija Postružnik, Vesna Petkovšek, Janez Bešter, Lado Jakša, Jožica Demšar, Edita Krajnovič, Borut Likar, Peter Frankl, Ali Žerdin, Borut Hočevar, Lenart Kučič, Sabina Vrhnjak, Jaka Lucu, Romana Tomc, Andreja Križnič, Viljem Ščuka, Almir Flisar, Mateja Bedenk Košir, Lucija Mulej, Jaro Berce, Marta Svobljak, Alenka Ott Šaponia, Jasna Dominko Baloh, Mateja Geder, Samo Kranjec, Bojana Humar, Erik Blatnik, Anja Leskovar, Nevijo Pucer, Iztok Klenar, Sebastjan Vagaja, Saša Likavec Svetelšek, Branka Jelen Sidorovich, Zmago Novak, Snježana Muzica, Miga Pogačnik, Janez Kolenc, Nikolaj Mejaš, Vida Drame – Orožim, Boštjan Golob, Andrej Detela, Branka Andraž Tori, Blaž Golob, Andreja Lajh, Senko Pličanič, Borut Potočnik, Peter Gabrijelčič, Janez Koželj, Maja Simoneti, Blaž Peršin, Alenka Korenjak, Franjo Trojnar, Urban Jeraj, Maja Simoneti, Bogdan Dular, Blanka Vezjak, Jože Kos, Marjeta Novak, Robert Kržišnik, Živa Gorup Reichmann, Lara Reichmann, Tina Čok, Špela Terpin, Tina Alpner, Barbara Ogrinc, Siniša Jančič,...
- **International supporters of the InCo movement:** David Nordfors, Willfried Ruetten, Jan Sandred, Charles Wessner, Biba Drnovšek Klomp, Claude Erbsen, Thomas Frostberg, Noam Lemelshtrich-Latar, Turo Uskali, Herman Gyr, Lisa Friedman, Amir Jahangir, David Cohn,...
- **Members of the InCo movement, participants at events, workshops, meetings, formal and informal discussions, supporters of the idea, silent supporters.** The InCo movement is a movement for an innovative breakthrough of Slovenia whose aim is to promote active interstructural dialogue and development of tools for sustainable development of an innovative society. InCo is an acronym of innovation communication which has grown from a concept into a movement connecting various stakeholders in society. The movement's slogan "From a knowledge society to a wisdom society" embodies its philosophy that by establishing mutual connections and communication among all actors in our space the present society can evolve into a society based as much on productivity and knowledge as on creativity, innovation and intuition. Together they develop wisdom reflecting not only our knowledge and learning but also the ability to find the appropriate time and space to implement principles for the benefit of all stakeholders in the society.

The InCo movement is a result of a business-civil initiative initiated by Vibacom, the company which also coordinates the movement. The movement consists of members (individuals) who embody the story and the values of the movement and who are interested in activities within the scope of the movement's pursuits, partners (organisations) who contribute content within the movement's individual projects and co-create an innovative society, and sponsors (organisations) of individual projects. The movement's principles are co-created by all participants and supporters within the InCo movement, as well as within partnerships and contextually related initiatives.

With the current name, the InCo movement for an innovative breakthrough of Slovenia was formed in 2009, but the movement's projects have been implemented across Slovenia since 2006 under the title of innovation journalism and communication. Due to their adaptability and quick implementation in the society, the InCo movement's projects have also resonated with the global public involved in the fields of creativity, innovation and innovation communication.

Innovation journalism and innovation communication

The foundations of innovation communication originate from the concept of innovation journalism originally formed in Sweden, within the VINNOVA programme where Dr David Nordfors used the term innovation journalism for the first time. The concept resulted from his profound understanding of the influence of media on creating an innovative society as a whole. The concept of innovation journalism (InJo) is an attempt at stimulating media to play a proactive role through appropriate media presentations of innovations and their placement in the context of the broader social situations. Dr Nordfors later transferred the InJo concept to Stanford University where he is successfully upgrading it with his colleagues and spreading it in the international space. Slovenia has been involved in the upgrading of the concept and implementation of projects since 2006.

InJo is a response to the need of the society for a comprehensive view of the influence and content of innovation, innovative processes, models, successful individuals or groups, and especially the positive (or negative) consequences of innovative (business) solutions and their influences on the future of the society. The essence of innovation journalism is raising awareness about innovation as a value, or rather as a horizontal lever for long-term stable growth through opening the subject of the influence of innovation on future development of a target market group or society as a whole. Through it, the media undertake a more active role in the transformation of a country, region or local community into an innovative society.

The InJo concept is distinctive by encouraging journalists to follow the principle of considering the entire innovation process, from idea to prototype to market manifestation, position the innovation into the environment and assess its influence on the future. By publishing articles on innovation they shape and convey original stories and innovative breakthroughs to the general public (Bulc, Lah, 2008)¹.

More than four years of experience in Slovenian space have led the holders of the InJo project in Slovenia to the upgrading of the concept into innovation communication (InCo). The concept resulted from the need for suitable interstructural interaction among the entire range of innovation space stakeholders. If InJo provided the answer to approaching media stories with the aim of making a specific innovation better known to the general or selected publics, other innovation space stakeholders remained without concrete guidelines that would describe methods of integration and cooperation in the context of highlighting innovation subjects, broadening awareness and knowledge about these subjects, and consequently affirming creativity and innovation as important social values.

Innovation communication (InCo) tries to fill this void and encourage all stakeholders to formulate proposals for effective innovation communication in their respective fields, as well as promote open dialogue among them.

1 Bulc, Violeta, Lah, Estera (2008): Vloga medijev v inovacijskem prostoru (The role of the media in the innovation space). In: Manifest InJo-InCo 2008, p. 22–25. IPRK: Ljubljana

2 Godina Košir, Ladeja (2008): Vloga inovacijskega komuniciranja (The role of innovation communication). In: Manifest InJo-InCo 2008, p. 18–21. IPRK: Ljubljana.

Each stakeholder has their own scientific or professional language that calls for 'translation' if it is to be understood universally and not merely within the closed circle of the specific stakeholder.

We perceive innovation journalism as a concept. However, 'movement' seems to be a more appropriate term for innovation communication. The aim is to establish interconnections among the innovation space stakeholders and share experience and best practices, thereby contributing to enhancement of the creative and innovative potential on an interdisciplinary level. Communication is a two-way process by definition; therefore, in the case of innovation communication we encourage drafting and sharing of specific content on the one hand and feedback/ reaction on the other. It is through interaction that information is enriched, enhanced and given meaning and value within different contexts. To be able to exist and flourish, creativity and innovation require a space with open dialogue, informal communication forms and an array of diverse external impulses. The aim of innovation communication is to promote integration of stakeholders through accessibility/translation of different specific 'languages', strengthening the role of constructive dialogue, building communication bridges among different disciplines, and thus creating the conditions for activation of the innovation space.

Innovation communication focuses on a comprehensive process of identification, understanding and promoting innovation through comprehensive and systematic communication thereof. InCo tries to encourage all stakeholders to formulate proposals for effective innovation communication in their respective fields and simultaneously promotes open dialogue among them (Godina Košir, 2008)². The bases described above were also the source of the InCo movement, which is based on the InCo model of innovation space stakeholders.

Presentation of the InCo model of innovation space stakeholders

The InCo model of innovation space stakeholders is the backbone of the movement and stresses interdependency and the embeddedness of the space and its stakeholders in the creative and innovative processes. The innovation process that starts with a dynamic interstructural dialogue is an example of the importance of sharing opinions, philosophy, experience and visions among different stakeholders. This diversity creates the conditions for new aspects, experiences and solutions. Or, in the words of the painter Peter Ciuha: “things are familiar at the centre, while at the edges and borders exciting adventures and realisations take place.”

The model was formed based on experience from several years of fieldwork and it is far from perfect. Nevertheless, it serves as a useful tool for a systematic approach and focused process of developing the innovation space.

The InCo model of innovation space stakeholders comprises the state, local communities, non-governmental organisations, universities, research institutions, educational systems, the media, artist and the creative industry, and enterprises, gathered in five groups:

- 1. Public administration: the state, local communities**
 - The key task of this group of stakeholders is establishing the space and drafting the rules of the game through political levers, measures and activities (e.g. taxation policy, financial stimulation);

- 2. Education: universities, education systems (kindergartens, primary and secondary schools)**

- The key task of this group is promoting knowledge and expanding the borders of the known with emphasis on the development of creativity of individuals and identification of their natural talents;

- 3. Institutes (research and development)**

- The key task of this group is to generate the basic and applicative breakthroughs in knowledge;

- 4. Opinion formers: the media, artists and the creative industry, non-governmental organisations**

- The key task of this group is to provide the creative dimension and a value system, as well as to challenge the borders of the known in our perception of ourselves and the world around us;

- 5. Economy: enterprises**

- The key task of this group is to generate value and direct it towards further development of key resources (human, financial and material); it is a key stimulator of systematic changes in the space.

Each of these stakeholders plays an important role in the establishing of social consciousness. The last determines the extent to which the creative pervasiveness of any specific stakeholder or the innovativeness of the society can predominate.

Innovation communication (In Co)





Photo: personal archive

MSc Violeta Bulc, Vibacom, initiator and coordinator of the InCo movement:

The InCo movement is a business-civil initiative resulting from the need for faster and more effective transition of Slovenian society from the models of productivity and quality into the modern models of creating added value based on creativity and innovation. At the same time, it is a response to probably the weakest links in the innovation model, i.e. innovation communication and innovative communication. It is reinforced with the belief that the civil society should be more involved in the key topics of economic and political development and transfer them from mere rhetoric into practice in the most effective way.

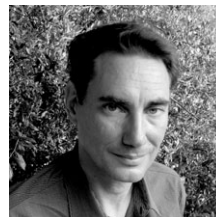


Photo: personal archive

Dr David Nordfors, VINNOVA Stanford Research Center of Innovation Journalism, originator of the InJo concept:

This InCo movement is absolutely central. It is a multi-stakeholder movement, which is essential in the innovation economy. Innovation is all about bringing together different competences and stakeholder groups in creating and delivering new value to society. It is contradictory for any of these groups, for example journalism, to keep the discussion of innovation within their own group and not communicate about their own innovation with the others involved. The key for innovation is communication. And the key for innovation in communication is also communication - and not only among communicators.

Therefore, the InCo Movement is a very important initiative, it's really at the cutting edge of developing our ability to do new things in society. The Slovenian initiative is showing a new approach that we all have a lot to learn from.



Photo: EJC archive

Wilfried Ruetten, Director, European Journalism Centre, co-organiser of the Stanford after

Stanford 2009 conference: There seem to be different speeds within European countries as far as issues of innovation are concerned. Actors in some countries seem to embrace the concept quicker than in others. So credit must go to Slovenia, along with Estonia, Sweden and Finland, to be in the lead on this and to understand the urgency of the issue.



Photo: personal archive

Aleksandra Gradišek, Development Centre Litija, partner in the InCo movement:

Since its beginnings, the initiatives of the InCo movement have been a breath of fresh air in the development of local communities for they have raised awareness about the significance of integrating different actors in the local community and stressed the active role of communication based on constructive dialogue. Such raising of awareness also helped the Development Centre Litija for we initially lacked awareness of the importance of communication with the environment we operate in within the framework of the Srce Slovenije (Heart of Slovenia) region.



Photo: Jernej Filipič

Sonja Šmuc, Managers' Association of Slovenia, partner in the InCo movement:

Sometimes the environment that surrounds us gives birth to initiatives that quickly outgrow the initial idea and develop into a comprehensive movement. InCo is a movement that delights with its positive force and the desire to replace bad patterns with innovative, different, fresh and socially beneficial approaches – not only in the media, but also in the communication of companies with their stakeholders. The movement has an incredible ability of interconnecting exceptional individuals from all areas; therefore, the Managers' Association of Slovenia is proud to be able to contribute all it can to spreading this energy.



Photo: personal archive

Tevž Korent, co-creator of InCo movement:

Whenever I think of the InCo movement I recall a thought I have recently read:

Where are we? Here!

What time is it? Now!

What are we? This moment!

The strength of the movement is in the fact that it never imposes their own answers. Instead, it consistently encourages us to seek the answers within ourselves where we can find everything we need.



LjKA Photo: Trimo archive

MSc Sonja Klopčič, Trimo, partner in the InCo movement:

The initiatives of the InCo movement have brought integration and a space for an open encounter of opinions and ideas. It spreads the idea of innovation to all areas of the society.

The InCo Conference enriched its participants with an experience of co-creation, for the process enabled them to experience team strength without the struggle for domination and with each participant wanting only to contribute their best. The movement elevates the collective consciousness of the importance of integration and co-creation in achieving innovation.



Photo: personal archive

MSc Ladeja Godina Košir, ambassador of the InCo movement:

The need for implementation of InCo in practice arose simply because of the need for dialogue. It might sound surprising, but among the different stakeholders operating within different disciplines and fields and consequently speaking different 'languages' there is a lack of opportunity and ability for two-way communication. For the active dialogue, in which the participants are heard, understood, and consequently motivated for

constructive co-creation of new, fresh, interdisciplinary solutions. I recognise the mission of innovation communication in establishing communication bridges among different disciplines, generations, environments, etc. Effective and responsible communication is the bonding tissue that connects and enhances, as well as opens safe spaces for encountering and acknowledging diversity, and for activation of creativity and innovation. We are interdependent and in our interdependency we seek methods and forms for joint co-creation which will lead to a creative, ethical and wise society. As ambassadors of the InCo movement we can accelerate such progress through awareness-based actions (in professional and personal lives) each and every day.



Photo: personal archive

MSc Vida Ogorelec Wagner, Umanotera, partner in the InCo movement

The InCo movement is very interesting because it does not merely speak about innovation, it lives it. The present crisis is clearly showing us that social and communication innovation are even more necessary than technological innovation. The environmental crisis is an example of relying to heavily on technological solutions, which will be important but will not be sufficient. It is in this respect that I have great expectations from InCo.



Photo: DOBA archive

Jasna Dominko Baloh, DOBA, partner in the InCo movement:

The Slovenian InCo movement, initiated by Vibacom, represents a great contribution to our environment in the field of innovation for it raises awareness about the significance of innovation in all areas of society. We would like to congratulate the company for the successes achieved with the movement.



Photo: personal archive

Bojan Breclj, PROJA, partner in the InCo movement

I identify with the InCo movement primarily because it is realistic and future oriented.

Who is behind it, who creates it, who thinks, who raises awareness about creativity, who drafts programmes, organises awards and publications? It is a select female team – Violeta, Mojca, Estera and Ladeja – resulting in an original balance of the female principle as an integration-oriented approach to life which demonstrates that the future is in open cooperation and sensitivity; it is the synergy principle (concord, unity and integration are the ideas of the movement that supplements entropy with syntropy) leading to unlimited overachievement.

In addition to the concepts it introduces, InCo reminds me that many women have absolute command of the “male world”; it also gives men an opportunity to learn from the ‘female qualities.’



Photo: personal archive

Dr Borut Likar, Faculty of Management Koper, Institute for Innovation and Technology, partner in the InCo movement:

InCo movement... when you become aware you alone are not capable of everything, you become capable of more.



Photo: personal archive

Snježana Muzica, Ekvival, member of the InCo movement:

I see the initiatives of the InCo movement as a fresh wave in Slovenian space and I hope it will touch many people and enable the necessary shift in their minds. We are, as if wrapped in wadding, unaware of the tectonic shifts in the search for new business models taking place in the world where the diverse human resources are used in seeking of methods for survival in this harshly competitive world.

If the movement’s approaches are multi-layered, it will have great chances to sow the seed of growth and prosperity which originates from creative thinking, which in turn requires a creative environment.

I grew up in a penalising environment and I want creativity for my children. Well, I would not mind enjoying some myself. We have the potential within us, we only need to provide the opportunity for its realisation. Therefore, I welcome this initiative and sincerely hope the Vibacom team can succeed.

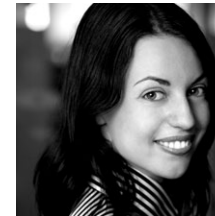


Foto: Jernej Filipčič

Tonja Blatnik, Managers' Association of Slovenia, moderator in 3rd node at the InCo Conference:

The InCo initiative’s InCo Conference highlighted the well-known yet often forgotten wisdom that society works best when following the principle of a parachute: when open, it works optimally. An open society is the precondition for promoting active interstructural dialogue and development of tools for sustainable development of the society – the central philosophy of the InCo movement. Furthermore, the InCo movement has brought a breath of fresh air to Slovenia, upsetting slightly the heavy air suffocating us because of the thinness of our ranks. However, this thinness can be an advantage in times of crisis for we can develop a laboratory-like society. Such a model enables moderate experimentation – what is successful can be reproduced, while what fails will not infect the entire system.



Photo: personal archive

Dr Marta Svoljšak, Petrol, member of the InCo movement:

The InCo movement represents a systemic conceptualisation of creativity, an open space for everyone who wants to be actively involved. I propose upgrading the movement with a mobile presentation of its activities using an environmentally friendly, sustainable means of transport.



Photo: Mediaspeed.net

MSc Natalija Postružnik, Member of the Public Relations Society of Slovenia – PRSS (partner in the InCo movement and InJo Award in the category of internal media):

Innovation for innovation's sake is pointless. Therefore, the PRSS is very selective when choosing which projects to support. Following a review of activities, endeavours and the inclusion and interconnection of experts, individuals and the public (schools, science, government, etc.) implemented by the InCo movement, we assessed that this is a project that requires an active presence of communication management (= public relations) professionals as well. We are the main operators of communication; or at least we are supposed to be. It is therefore beneficial and appropriate we become a 'tool' in the hands of the movement; to raise awareness, connect, open and point out... , to create a critical mass of people, the snowball effect to carry the sleepy Slovenian space, and open doors to an innovative breeze. And this is exactly what InCo brings to Slovenia: an innovative breeze. And our networks maintain the best ideas and realisations!



Photo: personal archive

MSc Mateja Geder, Doba College, partner in the InCo movement:

We believe that the InCo movement has brought an increased awareness about innovations and innovativeness to Slovenian space and influenced the media to write more about these topics. Particularly, we believe that the InCo movement has significantly contributed and accelerated the development of writing about innovation in the electronic media, including the latest tools, such as blogs. As an innovative school, we are in favour of using new media for promotion and development of knowledge and innovation, and are proud to be able to contribute to the InCo movement as partners in raising awareness about the significance



Photo: personal archive

of innovation.

Andreja Križnič, Proaktiv, member of the InCo movement:

I see the InCo initiative as a movement whose proactive activities awaken, raise awareness and connect the operators of innovation development in Slovenian space. Most importantly, the systemic approach of the InCo movement increases the understanding that innovation is not an abstract subject reserved exclusively for scientists; it is a new way of thinking and joint action of individuals, organisations, the broader environment, etc.

The InCo movement has the correct focus which will become more evident when a critical mass is reached. It can be reached by active participation of members and integration of InCo movement's activities, such as InCo Jr. workshops, into the regular activities performed within participating organisations.



Photo: personal archive

Dr Janez Bešter, Head of the Laboratory for Telecommunications at the Faculty of Electrical Engineering, member of the InCo movement:

Encouraging creativity and own-initiative, and promoting of innovative technologies among the younger generations, who participate in the shaping of our future, is extremely important. In the shaping of an innovative society, the InCo movement is certainly an important, indispensable agent who through its activities brings awareness to Slovenian space about the importance of innovation communication for sustainable development and an innovative breakthrough of Slovenia.

I see an opportunity for complementing its activities with the activities of the OpenLab, a project by the Faculty of Electrical Engineering at the University in Ljubljana, aimed at providing the young people in the Gorenjska region with a stimulating

environment and at promoting the generation of interdisciplinary knowledge and skilled human resources for globally successful companies. In our advanced open facilities in proximity of educational institutions and youth communities, the youth can spend their spare time participating in innovative projects and ideas. In cooperation with successful companies, we endeavour to offer the youth new opportunities and enable them access to new knowledge. Initiatives, such as the InCo movement, can contribute to our efforts with new synergies and thereby co-create successful stories of our younger generations.



Photo: personal archive

Živa Gorup Reichmann, Hermes Softlab, participant at several events within the InCo movement:

The InCo movement places innovation in a different role than the usual. It strips it of its fashionable appeal and provides a network of connections that are not only talking about innovation but also living it in the manner that makes us most successful. Special importance is given to working with the youth, who through personal experience acquaint themselves with innovation as something interesting and become aware that different ways of thinking can be positive.



Photo: personal archive

Lado Jakša, independent artist, member of the InCo:

I would like to congratulate to the entire 'innovative' team for the successful and creative implementation of the project that is in my opinion very important for it brings to our space the idea of innovation as a creative, moral, social, cultural, artistic and spiritual value. This approach is necessary at all levels of education and 'being' for it encourages a conscious and contemplative approach to life and the formation of ethical and 'ecological' relationships with ourselves, others and the environment.

Such a method of encouraging inspiration and creative thinking

about the essence of our coexistence is extremely valuable and absolutely necessary in these superficial times of digital haste, overall inflation of mediocrity and trendy templates of hollow external glamour. It should replace the factographical amassing of information and become an essential part of pedagogic subjects at all levels of education.



Photo: Gorenje archive

Vesna Petkovšek, Gorenje, recipient of the award for the best article about innovation in internal publications in 2007 and award recipient in 2008 and 2009:

I see the InCo initiative as an endeavour to open perspectives, thinking, practices, approaches and relationships and to interweave the different dimensions and spheres of the society with the aim of elevating the innovative spirit in Slovenian space. Perhaps it needs a clearer focus and more tangible goals, but I am certain they will be formed with the expansion of the movement.



Photo: Managers' Association of Slovenia archive

Bogo Seme, Hedoni, member of the InCo movement:

The InCo movement is a positive wave that was created from Violeta's exceptional energy literally 'in the clouds', but has now been implemented for the benefit of Slovenia and the world. I hope others who have significantly contributed to this story will not mind me saying that the key wave of enrichment came from Violeta, Ladeja, Mojca and Estera. An example of the movement's synchronisation with nature is that its actualisation took place in the Heart of Slovenia on the St. Gregory's day, the day when the birds sing love (according to the Eastern Catholic calendar [tr.]). The InCo movement and its actions, meetings and manifesto are implementing what I wrote in the conclusion of the fourth

issue of the Prepletanje magazine, published annually by the Managers' Association of Slovenia, in my article "Lobiranje za čLOVEčnost" (Lobbying for Humanity) – all credit for the article is due to the magazine's Executive Editor, Polona, whose association with Violeta 'in the clouds' that same day was certainly not a coincidence: "...For future prosperity of all should be a motto connecting those in Slovenia and perhaps wider who believe that this utopian goal can be realised in our territorially small but spiritually great country – the spirit of which is expressed in our national anthem. It should be realised for our space is breathing with love (which is said to be the strongest energy connecting us) – sLOVEnija; this energy can be sensed by emotionally awakened persons who develop their thoughts for the benefit of the nation in a magical and spiritually powerful language – Slovenian. The universally understood word 'love', hidden in the name of our small country is an example how the small can contain the big. Through it, the collective consciousness of the planet is interwoven with our language. This is why I believe we have all the potential we need – as utopian as this may sound in this harsh economic situation – to develop a model of humanity as an economic opportunity in these new times of global ethics which is undoubtedly conquering the world. I dare contemplate this because of the exceptional individuals of the Slovenian past and present and because non-envious experts from various fields share Adizes' opinion. We all need to manage this in the manner of self-management and in accordance with the ethics of nature and awareness of its global messages. Do you believe? If you do, you have already entered the path to new humanity. If not, you don't need to worry about this challenge and may treat it as an interesting work of fiction."

In conclusion, I would like to thank everyone who feels the movement, and at the same time express my deep gratitude to the

aforementioned women. Without you these words would not exist.

In practice, the InCo movement operates in the innovation space as a whole and is based on interstructural, interdisciplinary and intergenerational integration through active dialogue. The InCo movement's central event is the InCo Conference which brings together all stakeholders. The closing annual event Idea Reserve, where we present the annual InJo-InCo Manifesto, has a similar role. Based on innovation journalism, the InJo Award has expanded from the media world to other stakeholders and is associated with the space as a whole. Within the movement or in cooperation with the movement, other simultaneous events and projects also take place to connect the stakeholders as a whole.

There are also events and projects organised by individual stakeholders and aimed at raising awareness about creativity and innovation through innovation communication of the individual stakeholder.

Both aspects – the comprehensive and the partial, stakeholder-related – are described in the continuation. First, we would like to highlight the significance and the foundations of the InCo movement in general.



III. InCo Movement in Practice

- Presentation of Key Results (Projects and Events) in 2009

1. INNOVATION SPACE AS A WHOLE

The innovation space in its physical or virtual forms ensures the conditions and the appropriate approaches for development of innovation in the society. It is an intersection of various stakeholders (individuals, groups and organisations) who through horizontal integration co-create the conditions and contexts for the innovation space (within their organisations, local communities, regions and the state).

The InCo movement promotes horizontal integration of various stakeholders based on dialogue that enables mutual understanding of the 'languages' of other stakeholders. To this end, we organise events and support projects that interconnect stakeholders, as presented in the continuation.

1.1 InCo Conference 2009 – Conference on Innovation Communication

What?

- A meeting of representatives of innovation space stakeholders with the InJo Award 2009 ceremony and dialogues in interactive nodes.

When?

- Wednesday, 15 April 2009, 10 a.m. to 4 p.m.
- Ljubljana Exhibition and Convention Centre

Organiser?

- Vibacom d.o.o., coordinator of the InCo movement for an innovative breakthrough of Slovenia in cooperation with the conference's programme board and partners of the InCo movement.

Aims of the Conference?

- Establish an effective dialogue among the innovation space stakeholders for an innovative breakthrough of Slovenia and its transition 'from a knowledge society to a wisdom society'.

Special features of the Conference?

- Dialogues in interactive nodes, in which the participants of the conference and leading experts and specialist were co-creating an innovation space within which they developed new perspectives, approaches and tools for promoting creativity and implementing innovation.

Key topics of the Conference?

- The influence of business-civil initiatives on elevation of the innovation level of the country.
- Presentation of the model of innovation space and projects in Slovenia.
- Establishing connections between companies and other innovation space stakeholders.
- InJo Award – Award ceremony for journalistic contributions about innovation.
- Presentation of the significance of innovation communication.
- The influence of the open public space on creativity.
- Transformation of the individual from compliant and industrious to bold and creative.
- Experiences of scientists and researchers from working in expert teams.
- Transition from hierarchical work methods to network cooperation.
- Creativity and innovation among the youth.

Conference summary

On 15 April 2009, the Ljubljana Exhibition and Convention Centre was the venue of the InCo Conference 2009 – Conference on Innovation Communication, organised by Vibacom d.o.o., the initiator and coordinator of the InCo movement for an innovative breakthrough of Slovenia, in cooperation with the conference's programme board³ and partners of the InCo movement.

³ Peter Testen (Adverbum) as the president of the conference's programme board and members of the board: Violeta Bulc (Vibacom), Ladeja Godina Košir (IPRK),

Sonja Klopčič (Trimo), Jurij Giacomelli (Gorenje Design Studio), Aleksandra Gradišek (Development Centre Litija), Mitja Jermol (CT3 – Institut Jozef Stefan), Vida

Ogorelec Wagner (Umanotera), Iztok Osojnik (poet), Nataša Koražija (Finance), Gabrijela Hauptman (Litija Primary School), Suzana Antič (Trnovo Kindergarten).

⁴ Address by the President of the Republic of Slovenia, Dr Danilo Türk at the opening of the 2nd InCo Conference – Conference on Innovation Communication, Ljubljana, 15 April 2009

The conference demonstrated the importance of dialogue for interdisciplinary integration and co-creation of an innovative society. The event was attended by more than 220 participants, representatives of all innovation space stakeholders. The concept of innovation communication was also shown support by Dr Danilo Türk, President of the Republic of Slovenia, honorary speaker and supporter of the conference.

In his speech, the President highlighted the importance of business-civil initiatives, such as the InCo movement for innovation communication, for development. He saw the conference as an opportunity “to feel the potential of this environment, to speak about and support existing initiatives and to promote them as decisive to the quality of our future development”. At the same time, the President stressed that such initiatives must be mobilised and ideas manifested, and expressed his hope the InCo movement and similar initiatives would succeed in establishing “the necessary networks in our society and the necessary networks and bridges between exceptional individuals and organisations from different fields. We must overcome established patterns and demonstrate innovativeness in creating new and fresh social and business models, adapted to our time and environment and based on the fundamental values, such as work and solidarity” (Türk, 2009)⁴.

The President’s appearance was followed by MSc Violeta Bulc from Vibacom, who presented the significance of the InCo movement for an innovative breakthrough of Slovenia whose mission is to promote active interstructural dialogue and development of tools for sustainable development of an innovative society. She presented the innovation space model and stressed the importance of cooperation among all stakeholders. She was followed by Tatjana Fink, MBA, from Trimo, who presented examples of good practices established by the company in cooperation with other innovation space stakeholders.

The opening speeches were followed by the ‘InJo Award 2009’ ceremony. The awards manifested the organisers’ desire to stress the importance of reporting about innovation in the media, of

systematic innovation communication by organisations and of raising awareness about innovation among the youth. Because of the above, innovation has become a social value and a strategic orientation. The InJo Awards are awarded for specific journalistic contributions reporting about innovation, innovation processes, innovative companies, innovators and innovative stories according to InJo’s criteria. The awards and commendations were awarded in the highest number of categories to date: public media, internal media of Slovenian organisations, university, secondary school and primary school students’ contributions, special merit award for the media, and to companies with innovative communication strategies.

The second part of the conference was performed in a relaxed atmosphere of ‘dialogues in interactive nodes’, where participants of the conference discussed with leading experts the possibilities for stimulating creativity and innovation in individuals and groups, the open space and the society in general. Each of the nodes focused on a central topic, all of which were selected by opinion formers (the programme board) as appropriate for discussion and representative of the challenges of the Slovenian economy and society in general.

Each of the nodes included selected experts, called ‘thought provokers’, with specific knowledge in the selected fields. The participants were able to choose the nodes freely, according to their interests, and participated actively with the thought provokers in the discussions on the topics. The dialogue in each node was guided by a moderator. At the end of these group debates, each group presented their conclusions and initiatives for enhancement of innovation in Slovenian economy and society in general.

Simultaneously with the node dialogue, a special Workshop on Innovation Communication for Youth was performed within the second part of the programme. Primary and secondary school students, recipients of awards for best contributions on innovation, met with young innovators and created posters about their stories.

The conference was accompanied by musical and visual inserts of Lado Jakša who captured the rhythm of innovation in the Heart of Slovenia in his original music. As an introduction to the dialogue in the nodes, the acclaimed violinist Miha Pogačnik performed an original piece.

At the initiative of Bojan Breclj (PROJA – bringing good ideas to life), an Open Rights Box was installed in the main hall to serve as a collection box for participants' ideas during the conference. The aim of the box was to stress the importance of any individual's ideas and at the same time express that ideas can only have a full life if they are used by everyone. Thus, the InCo movement expressed support to the concepts of open code and open rights which recognise an individual's authorship of an idea but offer it for free use and development to everyone. At the same time, the concept ensures that all upgraded ideas are returned back into the wider community to be used again.

The responses of the participants of the conference, and especially those partaking in the nodes have shown a need for establishing an infrastructure for connecting people who want to actively contribute to shaping of a society based on innovation and effective communication.



Photo: personal archive

Dr Metka Stare, Faculty of Social Sciences, thought provoker in the 4th node at the InCo Conference 2009:

I was impressed with the InCo Conference 2009 and the positive views of its participants regarding inter-network cooperation. They have shown openness to cooperation between partners from various fields, with different views. In the future, representatives of the public administration need to be more actively involved as an important actor in networking. The public-private partnerships can serve as a good platform for innovative cooperation between partners for such partnerships result in mutual familiarity and trust, which are very important elements in resolving issues.



Photo: personal archive

Vida Drame Orožim, retired neurologist and psychologist, thought provoker in the 2nd node at the InCo Conference 2009:

The InCo Conference enabled establishing of many new contacts and inter-sectoral integration that would normally not occur. Experts from different fields presented their different views on specific issues. The conference brought fresh air and excitement typical for new thinking patterns that lead into creative thinking. I believe we have achieved a breakthrough. Such as the visualisation of Pogačnik's music and Žiga's doll. It carried so much symbolism words would be superfluous.



Photo: personal archive

Žiga Vavpotič, author of 'My Very Own Book', moderator in the 4th node at the InCo Conference 2009:

In my view, the InCo Conference was excellent, well-organised, with interesting guests and a superb atmosphere. The initiatives of the InCo movement can produce great results, but it depends on how the members continue this story and how the environment accepts it.

Mateja Bedenk Košir, Motive Institute, thought provoker in



Photo: personal archive

the 2nd node at the InCo Conference 2009:

The InCo Conference impressed me with a broad generational variety and concrete work in workshops and nodes. The conference lecturers and participants continuously actively participated with each other in a relationship different to that of lecturer – participant. It

involved co-creating space here and now.

Andreja Križnič, Proaktiv, participant of the InCo Conference 2009:



Photo: personal archive

Dr Danilo Türk's speech at the conference in which he commended and supported the activities of the InCo movement represents a very important milestone. I will remember this conference for its unconventional execution, interesting speakers, current topics and variety

of participants which opened many new ways of thinking, new views and wove many new connections.



Photo: Bojan Brečelj

KEY HIGHLIGHTS FROM THE INTERACTIVE NODES

A) OPEN PUBLIC SPACE: The influence of the open public space on creativity

Invited thought provokers for dialogue with participants:

- Peter Gabrijelčič – Faculty of Architecture
- Zmago Novak – Big Institute
- Janez Koželj – Faculty of Architecture, Deputy Mayor of Ljubljana
- Maja Simoneti – Ljubljana Urban Institute
- Jurij Giacomelli – Gorenje Design Studio
- Blaž Peršin – City Museum of Ljubljana
- Alenka Korenjak – ProstoRož
- Ladeja Godina Košir – IPRK (moderator)

Participants and experts discussed the following key challenges:

- How do open spaces (squares, parks, gardens, etc.) influence creativity?
- How can we achieve better quality of the open space to stimulate creation of innovation?
- The Ljubljana example – are open spaces in Ljubljana stimulating creativity and innovation?

Based on the discussions in the first node, we propose the following conclusions and initiatives:

- Open public spaces are a vital potential of capital cities, such as is still very much alive in other former Yugoslavian countries; this potential is not adequately utilised in Slovenia;
- Public spaces must meet the following basic criteria – they must be public (without car traffic), accessible, available, safe and maintained in a good condition;
- Public spaces must offer various contents, venues, events, performances and have the necessary equipment;
- At the same time, public spaces should not be overly defined to avoid limiting freedom and creativity;

- It is important public spaces have a motivational effect achieved through stimulation of interaction of different groups and the desire to visit them;
- A public space is an excellent setting for intergenerational and intercultural interaction;
- Propose an initiative for a public presentation of best practices of open public spaces (City Museum of Ljubljana and Metelkova) and a dialogue among the mediators of urban culture regarding big projects; we should implement public debates and include them in the event calendar;
- Promote cooperation with the city administration with the aim of developing quality content – where and what can be revived, upgraded and initiated with respect to public spaces (with public tenders for the purpose)
- Propose an initiative to extend the duration of the Saturday promenade until the evening;
- Propose an initiative for a city without cars – a combination of trains and bicycles – where can we travel without cars, how to revive suburban trains stations;
- Propose an initiative for the promotion of public transport stops as points of interest and public spaces;
- Propose a legislative limitation of audio-visual pollution of public spaces (posters, acoustic interventions, radio stations);
- Implement educational programmes on the topic of 'from consumership to culture' with content for kindergartens, schools and higher education institutions;
- Present best practices of experience exchange – inclusion of the public open space topic into the conference day programme of the Month of Design 2009.



Photo: personal archive

MSc Ladeja Godina Košir, IPRK, moderator in the 1st node at the InCo Conference 2009:

The debate on the one hand revealed the inhabitants' 'inability' to use and enjoy public spaces and lack of understanding of the significance and purpose of public spaces by the city structures on the other. Both are partially consequences of socialism and the experiences we were exposed to with regard to public spaces; however, this cannot be an excuse for not changing our habits now, in the 21st century. Public spaces are excellent venues for encounters, association, creation, observation, events, etc.; people should be encouraged not to fear public spaces and to accept them as their own and use and fill them with various contents. It is time for the development of an urban consciousness in Ljubljana as the only true Slovenian city and the capital; it should become an example that will attract the attention of people from elsewhere and promote a diverse utilisation of public spaces.



Photo: Bojan Brecej

**B) THE NODE: A CREATIVE INDIVIDUAL –
The transformation of the individual from compliant
and industrious to bold and creative.**

Invited thought provokers for dialogue with participants:

- Janez Kolenc – Educational Research Institute
- Marta Bon – Faculty of Sport
- Viljem Ščuka – psychotherapist
- Almir Flisar – DreamEthic Change
- Mateja Bedenk Košir – Motive Institute
- Nikolaj Mejaš – O.K. Consulting
- Vida Drame - Orožim – neurologist and psychologist
- Estera Lah Poljak – Vibacom (moderator)

Participants and experts discussed the following key challenges:

- **How can we help a person who has been taught through upbringing and education primarily to be industrious to find their creative energy?**
- **How is this person influenced by their family, the school system, sports, the consumer world, their work environment, the media, etc.?**
- **What are the views of anthropology, psychology, sociology and genetics about this challenge, especially with respect to the profile of Slovenians?**
- **What happens when different values are encouraged in an individual (boldness, confidence, determinedness, seeing the obvious, being different, etc.)?**
- **What can companies gain from bold and creative individuals?**

Based on the discussions in the second node, we propose the following conclusions and initiatives:

- The foundations of an individual's creativity and self-acceptance are formed in the early childhood within the family and influence the manner how one connects to the rest of the society (family, teachers, leaders and individuals act as role models);
- The individual's creativity can be observed at three levels – physical, mental and spiritual – vertically and horizontally integrated in the brain; this means that a person must be physically healthy and motivated, mentally strong and persistent, confident, independent, spiritually developed and capable of experiencing their surroundings;
- The concepts of boldness and creativity can be associated with the concept of constructive aggressiveness;
- Examples in professional sports show that each sportsman is a different individual and that hard work is not essential for success, while boldness and uniqueness can be qualities that are required; however, it is essential they take responsibility for their roles;
- The bases of innovation are emotions and the freedom of individual to express them;
- Propose an initiative to raise awareness and provide education of individuals (primarily in schools) aimed at accepting otherness and different individuals and ensuring the flow of knowledge among all levels;
- Implement the concept of work as play and raise awareness of the significance of play and casualness, joy and humour (the playful society concept);
- Implement the concept of raising own awareness to enhance confidence and openness, both within the family and in education (implementation of metaphysical subjects);
- Offer the individual an opportunity for verbal and physical self-expression (courses of rhetoric, public appearance skills, expression).



Photo: Matic Kuder

Estera Lah Poljak, Vibacom, moderator in the 2nd node:

The dialogue showed the importance of an individual's upbringing and education on their creativity and boldness which can be either stimulating or repressing. The debaters agreed that the Slovenian educational system should

make the greatest contribution to raising the potential of our youth and needs to be significantly refreshed and upgraded for the purpose.

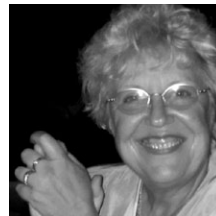


Photo: personal archive

Vida Drame - Orožim, retiree, thought provoker in the 2nd node:

Slovenians are still closed and confined. The healthy creative energy remains inadequately expressed in spite of the presence of great idea potential, which remains ignored. The leading structures are rigid and quickly feel

threatened when new ideas appear.



Photo: personal archive

Mateja Bedenk Košir, Motive Institute, thought provoker in the 2nd node:

The debate was most impressive due to the creative ability of the moderator and the node participants to overcome different views on the topic and listen to each other to ultimately reach a new, unified opinion on the topic.

An individual's creativity is greater if they are able to express themselves within a group and if the latter ensures them the space and the time for their expression and responds to it.

C) EXPERT TEAMS – Experiences of scientists and researchers from working in expert teams

Invited thought provokers for dialogue with participants:

- Boštjan Golob – Jožef Stefan Institute
- Andrej Detela – Jožef Stefan Institute
- Sonja Klopčič – Trimo
- Andraž Tori – Zemanta
- Davor Jakulin – Atech
- Lucija Mulej – Scientific Research Centre of the Slovenian Academy of Sciences and Arts
- Tonja Blatnik – Managers' Association of Slovenia (moderator)

Participants and experts discussed the following key challenges:

- **How do scientists approach complex international projects?**
- **How do they compose and motivate an expert team?**
- **How do scientists cooperate in teams with people from different fields, cultures and environments?**
- **What can scientists teach companies about team management, and vice-versa?**

Based on the discussions in the third node, we propose the following conclusions and initiatives:

- Scientist and engineers, especially those working in multicultural expert teams can teach us about development of human resources, defining challenges, approaching problem solutions, the process itself and about their methods;
- Scientists apply a different way of thinking, one that surpasses boundaries and is based on studying the modes of natural behaviour;
- Successful teams are based on personal motivation – having the ambition to discover something; even if unsuccessful at first, they persist and continue research;

- Physicist recommend simplifying a problem by describing it with a relatively straightforward system and its environment; if the hypothesis proves to be correct the test environment is expanded until all assumptions are matched, or until the hypothesis is either confirmed or disproved;
- While business experts recommend empowerment in team work, scientists speak about democratic teams, soft leadership and curiosity; both place the same virtue at the top – responsibility;
- Teamwork aimed at innovation should involve intergenerational cooperation (fresh ideas of the younger and wisdom of the older).



Photo: Trimo archive

MSc Sonja Klopčič, Trimo, thought provoker in the 3rd node at the InCo Conference 2009:

Top teams are comprised of strong individuals who deliberately join teams because they are aware that only such integration can achieve results. They are driven by curiosity and responsibility. Such integration requires a deep self-confidence and trust in one's colleagues.



Photo: Jernej Filipčič

Tonja Blatnik, Managers' Association of Slovenia, moderator in the 3rd node at the InCo Conference:

The most memorable element of the debate within our node was the question: How do we overcome the crisis? The response to this question that would probably not 'fail' in any society is: with innovation. However, we tend to forget that while innovation can revive a system, it can also dissolve it. Therefore, the current question should be: will innovation enhance the existing system or will it change the system's orientation towards social innovation that will redefine the existing social relationships? Thus, the key question obviously is not how to overcome the crisis but what sort of a society we want.



Foto: Bojan Breclj

D) NETWORKING SOCIETY – Transition from hierarchical work methods to network cooperation Invited thought provokers for dialogue with participants:

- Jaro Berce – Faculty of Social Sciences
- Blaž Golob – Centre for eGovernance Development
- Vida Ogorelec Wagner – Umanotera
- Andreja Lajh – professional networker
- Senko Pličanič – Institute for Public Administration
- Borut Potočnik – BPMC
- Saša Gradišek – Development Centre Litija
- Metka Stare – Faculty of Social Sciences
- Žiga Vavpotič – My Very Own Book (moderator)

Participants and experts discussed the following key challenges:

- **How to transition from a hierarchical to a horizontal mode of operation?**
- **How can hierarchically organised public institutions transition to networking systems?**
- **How to secure financing sources for interstructural projects covering different fields?**
- **How can network cooperation integrate different innovation space stakeholders (companies, government and non-governmental institutions, universities and education systems, etc.)?**

Based on the discussions in the fourth node, we propose the following conclusions and initiatives:

- Most of the society is hierarchically oriented, therefore great efforts are necessary to implement the concept of innovation that envisions a network structure;
- Consequently, hierarchical financing must be adapted to the needs of an innovative society instead of following the standards of the past 20 years;
- Transition to network cooperation is necessary among all innovation space stakeholders;

- All educational structures need to implement networking structures and team work with concrete projects;
- Public administration (the state) should have an integrating role with an intersectoral and interstructural philosophy of inclusion rather than exclusion;
- Local communities should organise integration in the contexts of organisation of public works, public debates and workshops for understanding the concepts of innovation;
- Changes at the local level require support from local administration that recognises the significance of innovation and ensures the funding; the administration should set up development centres or undertake this role itself;
- We need a new understanding of KNOWLEDGE – knowledge means profit or investment, not costs;
- The concept of egoless leadership should be implemented to support the sustainable development model;
- Propose an initiative for creating a fund for promoting the innovation movement (individuals and companies as donors);
- Promote innovation as an open source model;
- Propose an initiative for open sustainable development and sustainable innovation.



Photo: personal archive

Žiga Vavpotič, author of “My Very Own Book”, moderator in the 4th node at the InCo Conference 2009:

Excellent thought provokers and active participants contributed to a harmony of ideas and solutions. I still remember the sparks in their eyes and the desire for change and the transition to network cooperation.



Photo: personal archive

Dr Metka Stare, Faculty of Social Sciences, provoker in the 4th node at the InCo Conference 2009:

The debate brought a lot of positive thinking and many suggestions for different ways of cooperation. The latter requires overcoming certain limitations and standard patterns of operation, partly resulting from systemic problems (e.g. problems with financing of projects involving several disciplines, fields, institutions, etc.). It is very important we spread the knowledge about best practices in network cooperation and the results thereof, and thus contribute to raising awareness and attracting new partners. I see the key conclusion in the realisation we do not possess the necessary skills for network cooperation, therefore we need to promote it at all levels of education as a key part of the education process (horizontally). Clearly, we first need to train the pedagogues at all levels for such work methods.



Foto: Bojan Brecejl



Photo: personal archive

Dr Jaro Berce, Faculty of Social Sciences, provoker in the 4th node at the InCo Conference 2009:

Slovenia is no exception when it comes to not being able to abandon old thought patterns. It is as if the world were not changing. The mass production, such as in Mura, was replaced with variety, such as Zara's. The efficiency, which raised the productivity of the Slovenian public sector above the private, was replaced by creativity in measuring productivity with added value. The status quo, repeated indefinitely by every Slovenian with "as long as it's not worse...", was replaced by innovation. The 'Homo Economicus' is withdrawing and is being replaced by the 'Homo Values' whose key driving force is innovation.

Efficiency and capability of innovation systems are largely determined by the level and quality of integration and influence among different actors (including state bureaucratic systems) with companies, universities, research institutes and various government and financial agencies. Thus, it is interesting to assess how a specific society, determined by its cultural patterns as a sort of background noise of any society, is dealing with the current processes of overcoming the crisis. Which (if any) innovative and innovation processes it can and is able to implement for the transition from the current state to a new one. Some societies will be more successful than others in this process. However, success does not depend merely on the knowledge of experts available to a specific society. Knowledge and professionalism can play an important role only if a society is open and not constrained by the background noise.

The cultural background noise is omnipresent. It too often suffocates many a need, desire, innovation, etc. If we sincerely want to become an innovative society, one that creates innovative solutions for the global market, we must first identify the 'obstacles' for only by knowing them can we truly instigate the desire for change.

1.2 InJo Award 2009

A) GROUNDS FOR THE INJO AWARD

What?

- awards and commendations for innovation journalism 2009, presented at the InCo Conference 2009

Who?

- VIBACOM – initiator and coordinator
- Jury (Dušan Snoj, Violeta Bulc, Polona Pibernik, Marko Milosavljevič, Lidija Honzak, David Nordfors, Jan Sandred)
- Partners (LUI, IPRK, Mediade, PRSS, VINNOVA Stanford Research Center of Innovation Journalism at Stanford University)

The awards are awarded to:

- journalists (Slovenian media)
- editors (Slovenian media; for systematic approach to raising innovation awareness)
- PR officers and communicators (internal media of Slovenian organisations)
- university students
- secondary school students
- primary school students

Aims of the award

Since 2007, Vibacom has been organising and coordinating the InJo Award – awards and commendations for innovation journalism 2009, which award the best journalistic contributions on the topic of innovation in Slovenian public media, internal media of Slovenian companies and other organisations, as well as contributions by university, secondary school and primary school students. It is a pilot project and a Slovenian contribution to spreading the concept of innovation journalism.

The aim of the award is to promote conveying innovation topics in Slovenian media and to raise their quality, as well as acknowledge authors working according to the InJo principles. The award organisers also aim to encourage bold thinking and creativity of the present and future journalists and internet communicators, and contribute to the globalisation of the concept of innovation journalism.

The obligation to award these contributions stems from the conclusion that authors who write about innovation and observe the principles of innovation journalism should be rewarded. This helps raise public awareness about the presence of these topics, while annual awards also promote the concept of innovation journalism and communication. Award rules:

Contributions in public and internal media are evaluated according to special rules. The selected journalistic contribution receives an award. The candidates can submit their own

contributions, or they can be submitted by editors or other groups, organisations and individuals. The submitted contributions are evaluated by a special jury, organised according to award categories. The submitted contributions can be in any of a series of formats used in the printed and/or electronic media. They must have been published during the past year, as defined by the jury.

Contributions by university, secondary school and primary school students do not have to fulfil the requirement of being published. In addition to the above, InJo criteria are also specifically adapted to secondary and primary school requirements, while university students' contributions are also judged according to an additional criterion of innovativeness.

Evaluation criteria:

The submitted contributions are evaluated according to the defined InJo criteria which observe the concept of innovation journalism. The jury evaluates how a journalistic contribution that conveys the story of an innovative product, service, technological or non-technological innovation (business model, process), and/or an individual or a company (hereinafter referred to as the observed subject) fulfils the following criteria:

- a) The contribution raises awareness about the importance of innovation – it clearly defines the manner in which the observed subject is innovative and describes its advantages and weaknesses.
- b) The contribution explains the role of the observed subject in the innovative process (concept, prototype, implementation, market manifestation) and clearly defines the process the observed subject has undergone or through which it operates (in the case of a person or company), and explains the effects the observed subject has had on the market (positive and negative).

- c) Through the observed subject, the contribution analyses integration between the innovation space stakeholders (science, business, the state, local communities, educational systems, artists and the creative industry, non-governmental organisations and the media).
- d) The contribution presents one or more ways the observed subject could influence the future of the individual, organisation or society as a whole.
- e) The evaluation of student contributions also includes an additional criterion, namely the application of innovative journalism in reporting about the observed subject – the use of modern and traditional media (web page, e-mail, chat room, blog, mobile telephony, etc.), new forms of expression and/or composition and original media solutions.



Photo: Andrej Križ

Nataša Koržija, journalist and editor, Finance, first recipient of the InJo Award 2007:

What was most memorable about the programme of the last year's IJ-5 Conference at Stanford and what can you apply to your work?

- In my opinion, the most important message was that innovation journalism is primarily journalism, although some interpret it as promoting innovation.*
- *The emphasis at Stanford is that writing about innovation should not focus on being positive, but on being professional.*
 - *When writing articles about innovation and interviewing innovative people, do you follow any special principles or criteria, do you pay special attention to anything in particular? The key principle is a 'reality check'. When writing about innovation or start-up companies, I am interested in the three most important obstacles: does the project involve the right people who will know how to pull forward, do they have a market for their product or service, and the issue of patent protection. Writing accessibly about complicated subjects*

is another important principle. However, this is a classic principle of good journalism. Has your involvement in the project of innovationjournalism (participation in events, networking, awards) had any positive effects on your development as a journalist?

I have been invited to a few international meetings and seminars due to the award. Each travel brings new entries to my address book, people who would be interesting to interview or contacts who know such interesting people.

B) RECIPIENTS OF AWARDS AND COMMENDATIONS IN 2009

Application statistics for the 2009 awards:

- 54 contributions in the category of best journalistic contribution on the topic of innovation in Slovenian public media published in 2008,
- 18 contributions in the category of best journalistic contribution on the topic of innovation in internal media of Slovenian organisations published in 2008,
- 23 contributions in the category of best student contribution on the topic of innovation,
- 67 contributions in the category of best primary and secondary school student contribution on the topic of innovation within the InCo Jr. project.

Award types

1st CATEGORY – Slovenian (public) media

AWARD for the best journalistic contribution on the topic of innovation in Slovenian public media published in 2008.

- Samo Kranjec, "Ustanovite slovenski klub inovacijsko odličnih" (Found a Slovenian club for innovation excellence), published on 28 February 2008, in Finance



Photo: Pina Maja Bulc

Samo Kranjec, Finance, winner of the first prize at the InJo Awards 2009 magazine

COMMENDATION for journalistic contribution on the topic of innovation in Slovenian public media published in 2008.

- Jadran Lenarčič, IJS, for his contribution "Vsi bi delali enako kot doslej, pričakovali pa drugačen rezultat" (Everyone wants to continue working like so far and expects different results), published in September 2008, in Prepletanje magazine
- Jana Petkovšek, Dnevnik, for her contribution "11 milijonov ljudi v socialni ekonomiji" (11 million people in a social economy), published Dnevnik newspaper
- Polona Pibernik, Mediade, for her contribution "Man with a Golden Drum", published in autumn 2008 in SBR
- Bojana Humar, Manager, for her contribution "Mlade, prodorne, nagajive" (Young, bright, naughty), published in January 2008, in Manager magazine
- Bojana Humar, Manager, for her contribution "Slovenci na

Web 3.0" (Slovenians in Web 3.0), published in June 2008, in Manager magazine

- Edita Krajnovič, Mediade, for her contribution "Čas je za novo, evropsko, managersko teorijo" (It is time for a new, European management theory), published in Prepletanje magazine
- Franjo Bobinac, Gorenje, for his contribution "Celotna uprava se je odpravila na podiplomski študij" (The entire Management Board enlisted for post-graduate studies), published in September 2008, in Delo newspaper
- Jaka Lucu, Polet, for his contribution "Zakopati tam, kjer nihče noče" (Dig where nobody wants to), published in September 2008, in Polet magazine,
- Nataša Koražija, Finance, for her contribution "Multinacionalka iz Postojne" (A multinational from Postojna), published in April 2008, in Manager magazine

The recipient of the first prize at the InJo awards 2009 received sponsorship from Vibacom to travel to the Innovation Journalism Conference organised by Stanford University in California in May 2009. He also received the InJo statue, an original work by the young sculptor Lara Reichmann.



Photo: AOUT photo

Polona Pibernik, Mediade, juror of the InJo Award from 2007 to 2009:

I believe the contribution of the InJo Award to the Slovenian space is two-fold: Firstly, it contributes to improving the understanding of the significance of the concept of innovation for development of the society and to establishing the topic in the Slovenian and broader media space. Simultaneously, it provides an opportunity for debate and self-reflection about the quality of journalistic and editorial work in Slovenian journalism which has a positive influence on the development of the profession.

The InJo evaluation criteria are carefully drafted and adapted to the course of development of the award itself. The visibility of the award can be improved (popularised) which would result in increasing the number of applications. Many journalists and editors do not yet recognise their work as falling within the scope of the InJo contest, predominantly because they understand innovation as primarily technological.

2nd CATEGORY - Internal media



Photo: Pina Maja Bulc

AWARD for the best journalistic contribution on the topic of innovation in internal media of Slovenian organisations published in 2008

- Maruša Bertonec for her contribution "Čas za inovacijsko komuniciranje. Pridružite se ambasadorjem idej." (It's innovation communication time. Join the ambassadors of ideas.), published in Škrjanček, Telekom's internal newsletter

SPECIAL COMMENDATION for the best journalistic contribution on the topic of innovation in internal media of Slovenian organisations published in 2008

- Gregor Franič for his contribution “Francis ali ročna na gumb” (Francis or button-activated handbrake), published in ŠkrATech, Atech Group's internal newsletter
- David Sosič and Martin Sosič for their contribution “Merilni mikroskop HAWK QC300” (The HAWK QC300 measuring microscope), published in ŠkrATech, Atech Group's internal newsletter
- Maruša Bertoncej for her contribution “Čas za inovacijsko komuniciranje. Pridružite se ambasadorjem idej.” (It's innovation communication time. Join the ambassadors of ideas.), published in Škrjanček, Telekom's internal newsletter
- Vesna Petkovšek for her contributions “Ustvarjanje nove generacije” (Creating a new generation) and “Od ideje do rešitve” (From idea to solution), published in Pika na G, Gorenje's internal newsletter



Photo: Mediaspeed.net

MSc Natalija Postružnik, Management Board Member of the Public Relations Society of Slovenia (partner of the InCo movement and InJo Award in the category of internal media):

Companies are often unaware of the quality 'hidden' in their internal communicators, or internal communication experts. They do not recognise the role and significance of their inner strength and the reserve of ideas, possibilities, readiness and the desire to contribute in achieving the company's business goals. In the years of my work for the Public Relations Society of Slovenia I have come across wonderful magazines (calling them 'newsletters' would be diminishing) and tremendously inventive and creative internal media tools with clearly defined content; media which reflected the visions and missions of their companies and presenting messages, sometimes even critical or crisis-related, in an innovative manner.

Furthermore, I have noticed that internal communicators are exceptionally engaged in raising awareness about the significance and necessity of innovation within companies. Being the right/left hand of the management, communicators are well-acquainted with the challenges the management faces, including lack of innovativeness and remaining within borders and established models, which no longer bring added value. Therefore, I believe it is appropriate to award and recognise their best contributions – be it for using innovative approaches or reporting about innovation.

3rd CATEGORY – Students' contributions about innovation



Photo: Bojan Breclj

AWARD for the best student contribution on the topic of innovation

- Žiga Vavpotič for his contribution “Unicefova inovativnost rešuje življenje” (Unicef's innovativeness saves lives), published on www.zigavavpotic.com

SPECIAL COMMENDATION for the best student contribution on the topic of innovation

- Katja Lipovšek for her contribution “Mama&kariera z roko v roki” (Mother&career hand in hand)

- Sabina Belak for her contribution “Samo svoboden je lahko kreativen” (Only the free can be creative)
- Kaja Rangus for her contribution “Inovativni malčki” (Innovative toddlers)
- Žiga Vavpotič for his contribution “Unicefova inovativnost rešuje življenja” (Unicef’s innovativeness saves lives)
- Gregor Zajko for his contribution “Domačija Kren” (The Kren farm)
- Stanka Kos for her contribution “Modna oblikovalka z občutkom lepote” (Fashion designer with an eye for beauty)
- Mojca Bolka for her contribution “Šolanje na principu pozitivne motivacije - Julka Korenčan” (Education according to the principle of positive motivation – Julka Korenčan)
- Mišela Perko for her contribution “In-Jo članek o Janezu Avguštinu Puharju” (An In-Jo article about Janez Avguštin Puhar)
- Sabina Lokar for her contribution “Genialne ideje iz inkubatorja” (Genius ideas from the Incubator).

The student award was presented within the ‘Student contest for best contribution on innovation’ project, managed and organised by the Ljubljana University Incubator (LUI). The recipient of the first prize received sponsorship from LUI to travel to the Innovation Journalism Conference organised by Stanford University in California in May 2009. He also received a painting by the artist Dominik Maj Lombergar.



Photo: LUI archive

Dr Lidija Honzak, Director of LUI, member of the InJo jury in 2009, organiser of the Student contest for best contribution on innovation:

The student contest was organised for the first time in 2009, thus it has not yet reached its potential. Nevertheless, the contributions were well-prepared and interesting. And most encouraging of all – the contestants came from different faculties, many of

them from the fields of natural sciences and technology. Some of the contributions were truly inventive and had innovative content, which is to be expected from the younger generation. The best contributions were also published in the electronic issue of Finance magazine, while LUI’s web pages provided the opportunity for voting for them. I expect a group of young people will eventually form in Slovenia that will stimulate innovation itself by reporting about it.

4th CATEGORY - Secondary school students’ contributions about innovation



Photo: Bojan Breclj

SPECIAL COMMENDATION for a high-quality secondary school student contribution on innovation

- Lea Gašparič, Gimnazija Litija, for her contribution “Inovativnost” (Innovation)

COMMENDATION for a high-quality secondary school student contribution on innovation

- Lea Gašparič, Gimnazija Litija, for her contribution “Inovativnost” (Innovativeness)
- Kladija Župevc, Brežice Secondary School of Economy and Commerce, for her contribution “Inovacije” (Innovations)

5th CATEGORY - Primary school contribution on innovation



Foto: Bojan Brecejl

- Special commendation for a high-quality primary school contribution on innovation
- Ines Colarič, Mateja Šutar, Tina Banič, Podbočje Primary Scholl, for their contribution “Med idejo in inovacijo se skriva invencija” (Between idea and innovation lies invention)

COMMENDATION for a high-quality primary school contribution on innovation

- Lea Gašparič, Litija Primary School, for her contribution “Inovativnost” (Innovativeness)
- Anže Gospeti, Benjamin Fele, Litija Primary School, for their contribution “Sanjaj. Ustvarjaj. Služi!” (Dream. Create. Earn!)
- Petra Beja, Litija Primary School, for her contribution “Z jekleno voljo v življenje” (Entering life with iron will)
- Manca Voje, Lavra Zupančič, Litija Primary School, for their contribution “Usmerjanje inovativnosti” (Guiding innovation)
- Ines Colarič, Podbočje Primary School, for her contribution “Kovinska galanterija Colarič” (Colarič Metal Works)
- Marko Kuntarič, Podbočje Primary School, for his contribution “Akrapovič exhaust systems”

- Ines Colarič, Mateja Šutar, Tina Banič, Podbočje Primary Scholl, for their contribution “Med idejo in inovacijo se skriva invencija” (Between idea and innovation lies invention)
- Manuela Altenbaher, Koprivnica Primary School, for her contribution “Water – an endangered source of life”
- Domen Vaupotič, Tone Čufar Primary School, Maribor , for his contribution “Innovative containers for separate collection of waste in the city of Maribor”
- Vesna Lešnik, Danila Kumar Primary School, for her contribution “Inovativnost na splošno” (Innovation in general)
- Toni Klemen, Danila Kumar Primary School, for his contribution “Inovacije-izumi-ljudje” (Innovations-Inventions-People)
- Nina Maslo - Plečnik, Danila Kumar Primary School, for her contribution “Zapor-hotel” (Prison-Hotel)
- Urša Vidmar, Senovo Danila Kumar Primary School, for her contribution “Inovacija” (Innovation)
- Zala Smole, Trebnje Primary School, for her contribution “Inovativnost” (Innovativeness)
- Katarina Končina, Krmelj Primary School, for her contribution “Inovativnost in ustvarjalnost na OŠ Krmelj” (Innovation and creativity at Krmelj Primary School)



Photo: personal archive

Mojca Štepic, Vibacom, InCo Jr. project leader and jury chairwoman for contributions by the youth:

The experience from the InCo Jr. project shows that primary and secondary school students seek topics for their articles everywhere – at their doorsteps, in their local communities and globally – outside their everyday boundaries. They write about innovative products that are changing the society, innovative entrepreneurs and businesses, discuss the necessity of innovation and its influence on the future, the advantages and disadvantages of specific

established innovations, areas where there is a significant lack of innovation, etc. They often surprise with their contributions by finding 'unusual' areas where innovation is taking place - e.g. innovation among the disabled, innovation in control of emotions, etc. Among the articles received so far – 93 over the last three years – most deal with ecology and entrepreneurship, which is both encouraging and worthy of praise. As far as flaws are concerned, I would like to highlight the problem of replacing creativity with innovation without taking market manifestation into consideration.

**6th CATEGORY – special commendation
(choice of the InJo Award coordinators)**



Photo: Pina Maja Bulc

Special commendation for a systematic approach to raising innovation awareness in Slovenian media in 2008

- Polet magazine (Primož Kališnik, Editor-in-Chief)



Photo: personal archive

MSc Violeta Bulc, Vibacom, member of the InJo jury, coordinator of the InJo Award:

The Polet insert to the Delo newspaper is more than an insert. It is an established, unique media with an original way of stimulating readers to creative thinking and a holistic view on current, global, local, intimate and different topics. Polet's articles promote and create conditions for the development of a creative society. They require its readers develop their own thinking and challenge us to look further. Polet's writers open topics they personally believe in a relaxed manner with a refined perception of the space and time. Based on their own experience of and attitude towards the moment, they provoke and stimulate the readers to form their own opinions. Therefore, we believe they deserve the 'Special commendation for a systematic approach to raising innovation awareness in Slovenian media in 2008'

7th CATEGORY – InCo Award



Photo: Bojan Breclj

SPECIAL COMMENDATION for innovative communication strategies in 2008, awarded by the project coordinators – IPRK, Mediade and Vibacom.

- Telekom Slovenije
- Gorenje, d.d.
- Zavarovalnica Maribor
- Informa ECHO
- BTC
- Atech



Photo: personal archive

MSc Ladeja Godina Košir, initiator and coordinator of the Award for innovative communication strategies:

The purpose of the Award is not in the rewarding itself, it is in the processes of promoting innovation communication and organisation environments. We

must present various possible paths towards forming innovation communication strategies that are successful because they are unique and because they originate from (business) environments themselves, and are not forced from the outside. As such, they are based on values that are not declarative, they are alive; on strategies that are not rigid, they are responsive; and on stakeholders that are not passive, they are actively involved. At the same time, we want to stress that communication can co-create innovation breakthroughs both within the organisation itself and through interaction with other stakeholders. Naturally, the award also recognises and promotes innovative internal practices at the level of corporate communication.

1.3 Idea Reserve with presentation of the InJo-InCo Manifesto

In autumn 2008, we published the first annual publication within the scope of the InCo movement, the InJo-InCo 2008 Manifesto, where presented the projects of the InCo movement in 2008 and initiatives arising from its activities throughout the year. A month later, we presented the publication at an event, symbolically named 'Idea Reserve' to demonstrate what we have sown for further use during the past year.

The Idea reserve and the InJo-InCo 2008 Manifesto were organised by Vibacom and the Institute for Business Growth and Creativity - IPRK. The event took place on 2 December 2008, at the City Museum of Ljubljana. The central aim of the meeting was to draft conclusions of initiatives and projects of innovation journalism and innovation communication (InJo-InCo) in Slovenian space and stimulate dialogue with representatives from selected government institutions.

The meeting was attended by more than 30 devoted and new supporters of the InJo-InCo concept who represented the various innovation space stakeholders and government ministries. The meeting and the dialogue with the participants were conducted by the two initiators of the InJo project and the InCo movement, MSc Violeta Bulc, Vibacom, and MSc Ladeja Godina Košir, IPRK.

The message of the event was that during this crisis, time and space have become ready for implementation of

interstructural horizontal integrations and social networks leading to innovative breakthroughs. This is evident from numerous initiatives and realised projects, presented in the InJo-InCo 2008 Manifesto, which require activation of the media, government structures and public financing sources, if they are to become part of the everyday proactive development policies. Since the year 2009 has been declared the European Year of Creativity and Innovation, we find it appropriate to take this opportunity to place Slovenia on the map of innovative societies.

Key highlights of the meeting:

- The role of positive attitude towards crisis situations, active adaptation as a response to change and promoting of seeking sustainable solutions (crisis as an opportunity)
- The role of innovation journalism and communication establishing innovation spaces – a short presentation of concepts and actual projects implemented in 2008 (Stanford after Stanford Conference 2008, introductory workshops to the InCo conference, InJo Award 2008, InJo Jr. – innovation journalism for primary and secondary school students, InJo Ba. - innovation journalism for university students, InLoCom – innovative local community)
- Highlighting InJo-InCo projects with development potential in the following year
- Presentation of summaries of conclusions and initiatives proposed to the current government for obtaining support

for projects which apply innovation communication to stimulate development of Slovenia as an innovative society

The initiator of the InJo concept in Slovenia, MSc Violeta Bulc who has been implementing InJo projects in Vibacom for the past four years, said: "The year 2009 has been declared the European Year of Creativity and Innovation. The supporters of the civil InCo initiative have not yet detected any concrete programmes or projects supported by the Slovenian government or its institutions. The array of presented projects clearly demonstrates that content in the field of promoting creativity and innovation already exists in our space; however, its funding is not systemically regulated."

"Within the context of the InCo movement, we see an opportunity for integrating the content and its implementers with state structures and financing sources with the aim of initiating a proactive and innovative society oriented action as soon as possible," added Msc Ladeja Godina Košir from the Institute for Business Growth and Creativity-IPRK.

The publication of the InJo-InCo 2009 Manifesto will be accompanied by the second Idea Reserve event, which will be reported in 2010.



Photo: Vibacom archive

2. MEDIA

We start the presentation of the stakeholder model with the media as the opinion formers. The media are a node to which all ideas flow, and at the same time the means for maintaining the communication level among the innovation space stakeholders. If attention is not directed towards innovation, the society is slower to transform and thus at a disadvantage when it comes to competitive capability. The media can identify positive and negative effects of innovative breakthroughs and bring them to attention of all stakeholders. With professional and comprehensive contributions they can ensure a higher level of public consciousness, awareness and understanding of the long-term effects of progress and development.

Appreciation of this influence of the media has led to the concept of Innovation Journalism (InJo) which responds to the need of our space for original content, such as innovation, innovative processes, models, successful individuals or groups, and especially the positive (or negative) consequences of innovative (business) solutions and their influences on the future of the society. Primarily, InJo enables raising awareness about innovation for it promotes publishing of contributions about innovation and offers methods of shaping innovation into headline journalistic stories.

The InCo movement's origins are in the field of media and innovation journalism. Experience from our media space has shown that media have a predominantly passive role in following innovation reflected through their superficial attitude towards reporting about new ideas, innovation, successful individuals and innovativeness in general. What we were missing in our local media were e.g. good business stories about companies which had succeeded with innovation, and the key factors of their breakthroughs. Awareness of the journalists, editors and owners of the media about the possibility of taking up a proactive role in raising awareness about innovation was not adequate.

The events and projects for promoting the proactive role of the media and for raising awareness of journalists about the concept of innovation journalism of the past four years have already shown results. An important role in achieving them was played by the already described InJo Award, a journalists' visit to the Stanford conference, the annual Stanford after Stanford Conference and the training of a Slovenian journalist at the Stanford conference.

2.1 The Slovenian expedition to IJ-6 – the 6th Innovation Journalism Conference at Stanford University

Between 18 and 20 May 2009, Stanford University in the USA was the venue of the 6th Innovation Journalism Conference. The conference is a global node for discussions about the best methods of reporting about innovation in the media, about performing this work and the approaches for effective interaction between innovation journalism and the society. It is intended for journalists, decision makers from the fields of media and innovation, communicators, PR officers, researchers, students and others who are connected to the media industry. The conference was organised by the VINNOVA Stanford Research Center of Innovation Journalism, led by Dr David Nordfors. The conference was opened by the father of the Internet and Internet evangelist at Google, Vint Cerf.

Violeta Bulc from Vibacom has been a participant at the conference since 2006 and is a member of the Program Advisory Board for innovation journalism at Stanford University. Violeta Bulc appeared at the IJ-6 Conference as a speaker presenting the Slovenian practice with development of innovation journalism and communication, with emphasis on the innovation space model and innovation in schools, implemented through the InCo Jr. project. (The conference materials also included a contribution by Violeta Bulc and Mojca Štepic, "Innovation journalism in schools, Slovenian experience".)

Additionally, Violeta Bulc prepared a special presentation on the development of the InCo movement for the special meeting of representatives from regional and national InJo initiatives.

The conference included a special meeting of the Program Advisory Board and the Executive Advisory Board, whose membership includes Curtis Carlson, President of SRI, and the aforementioned Vint Cerf. Violeta Bulc participated in the discussion on upgrading of the concept and projects in the future.

The conference included a special meeting of the Program Advisory Board for innovation communication and the Executive Advisory Board. Violeta Bulc prepared a special presentation on the development of the InCo movement for the special meeting of representatives from regional and national InJo initiatives.

A special section at the conference was conducted by a Slovenian scholarship student Sabina Vrhnjak (with a scholarship from the Slovene Human Resources and Scholarship Fund) who has been studying in the Innovation Journalism Fellowship programme this year.

The winner of the annual InJo Award for contribution on the topic of innovation in Slovenian public media also receives a prize in the form of sponsorship for travel and accommodation at the Innovation Journalism Conference at Stanford University. In 2007, the award was sponsored by the Public Agency for Technology of the Republic of Slovenia. The recipient Nataša Koržija attended the conference in 2008. In 2009, Vibacom sponsorship enabled attendance of the 2008 award winner Bojana Humar and the 2009 award winner Samo Kranjec. The 2009 expedition



Foto: arhiv Bojana Humar



Photo: personal archive

MSc Violeta Bulc, initiator of innovation journalism in Slovenia, speaker at the IJ-6 Conference:

This year's conference was an important step forward in the development of a global InCo model. With strong representation from government, academic and media circles it fully acknowledged the concept of the triple spiral (economy, research and development, and the state) for the first time; a concept Sweden had defined as the foundation for its development years ago. A wide array of speakers with excellent topics from areas of development of innovation in the media, innovative media, national initiatives for development of journalism and research projects formed a dynamic global family of people who dare look beyond the borders of the known and open new dimensions of business and social models based on innovation. I am truly pleased the development of innovation journalism and innovation communication in Slovenia contributes an important mosaic to the global wealth of knowledge about the behaviour of innovative systems and the role of the media and communication in them. Our contribution is especially important in the areas of development

of innovative communities and the role of innovation journalism in this development, as well as in the area of working with youth in developing an innovation culture, confidence and a critical view of the world around them.



Photo: personal archive

Samo Kranjec, winner of the first prize at the InJo Awards 2009:

Seeing Stanford University and partly feeling its working and creative pulses was an important experience for me as American universities greatly differ from Slovenian ones. My Slovenian colleagues and I also briefly visited the Berkeley University. I experienced the InJo conference as a window into the world enabling me to see what journalistic colleagues around the world are doing, which solutions they are applying to gain new readers, listeners and viewers, how they view challenges the entire journalistic world is facing and how they approach them. The Stanford University's design school, called D-School, was also very interesting for its students are learning to think creatively through working on very concrete tasks.



Photo: Irena Herak/Finance

Bojana Humar, winner of the first prize at the InJo Awards 2008:

The visit at the IJ-6 Conference was doubly valuable to me, for the events at the conference and events related to it. I was truly impressed by the speech of the father of the Internet, Vint Cerf, and a brief conversation with him. The debates about the future of the media in the light of development of the Internet were equally interesting, dealing among other things with the dilemma of how to finance the relatively high cost of producing quality information (reliable, confirmed, first-hand) in times when a lot of information can be obtained from the Internet for free (the quality of such information is another issue). It was also refreshing to hear colleagues from other countries, e.g. the SAMAA TV television station from Pakistan, speak about their approaches

to reporting about innovation.

In addition to the conference, we also visited the Stanford University's D-School where they develop creative thinking. With my colleagues Samo and Žiga, we also visited Google's headquarters where we took an expert tour with Žiga Mahkovec who has been working there for several years. I also somehow managed to get myself into the new Facebook's facility where I tried to get some useful information from their surprised PR officer. I also met with Bojan Boštjančič, a businessman setting up technological start-up companies in Silicon Valley that are partly based on Slovenian knowledge. This was very useful as at the time I was just preparing Manager M+, a special issue of the magazine on the topic of innovation. I included the gained experience and information in the issue, which undoubtedly enriched it.

My entire visit to Silicon Valley was a spiritually healing experience for I was dealing with successful business stories, focused on innovation rather than bizarre takeovers, and companies where people were working in stimulating environments. At the time, Slovenian economic reality was characterised by tycoon ownership manipulation, the struggle for empty managerial positions and the sacred belief that too many benefits for employees were certain to threaten any company's survival. Six months later, I feel it might be time to 'escape' again.



Photo: personal archive

Žiga Vavpotič, recipient of the award in the student contest for best contribution on innovation within the InJo Award 2009:

The IJ-6 conference was exceptional. Meeting the father of the Internet is more important to the Generation Y than seeing the Great Wall of China. Good company created an excellent atmosphere, the smell of American food has secured a place in my memory, while Stanford will have a lasting positive effect. And the people – such an excellent social network always comes handy. Thank you LUI, thank you Vibacom for this life opportunity.

2.2 Slovenia and the Innovation Journalism Fellowship Programme at Stanford University

At the initiative of the InCo movement, the Slovene Human Resources and Scholarship Fund published a call for applications for participation in the Innovation Journalism Fellowship programme at Stanford University in 2008. The application by Sabina Vrhnjak, a journalist from the Večer newspaper, was selected. Within the scope of her training she also worked as an intern at the prominent San Francisco Chronicle. The call for applications for scholarship for 2010 was published in November 2009.



Photo: Slovene Human Resources and Scholarship Fund archive

Romana Tomc, Director of the Slovene Human Resources and Scholarship Fund:

Innovation is of key significance to the development of the society, especially now that Slovenia and the rest of the world are facing a harsh economic climate. We have to use this time for an innovative breakthrough. Therefore, the Slovene Human Resources and Scholarship

Fund welcomes and supports the InCo movement.

Individuals reporting about innovation contribute to raising awareness about the significance of innovation. These individuals carry the responsibility and the difficult task of following innovation not only in the various scientific fields, but also in the field of reporting about science. Fulfilling this task requires special knowledge and skills. The Stanford University in California is undoubtedly a unique university for acquiring

both the broad theoretical and the practical foundations for reporting about science. In 2009, we are pleased to publish our second call for applications for co-funding of training in the field of communication about science at Stanford University. We are confident the person who takes part in the training with the help of Slovene Human Resources and Scholarship Fund will significantly contribute to the development of a knowledge and innovation based Slovenian society.



Photo: personal archive

Sabina Vrhnjak, journalist, first Slovenian participant in the Innovation Journalism Fellowship at Stanford University:

Before I set off to innovation journalism training in California, USA, I did not know exactly what I was getting into and was split between two emotions: incredible enthusiasm and absolute fear. Now, a bit more than two months after the completed training, I can say without reserve that my memories of the California sun and that horrible fog they also have are nothing but beautiful and priceless memories.

The two hardest questions I still don't have an answer to when speaking with acquaintances, friends and journalistic colleagues are what I learned from the most and what I liked most about by six months of training. To be part of Stanford University? To wake up in San Francisco every day and go to work at their most important

newspaper, the San Francisco Chronicle? Replying to the initially purely courteous “How are you doing?” that evolved into a sincerely friendly question just after a few weeks?

In fact, a simple answer does not and cannot exist? As a young journalist I found everything I was experiencing in daily life new and important and now I also miss the daily “How are you doing?”. After having been at home in Slovenia for more than two months and working at the Večer newspaper again (still as a part-time employee for they have not fund a full-time employment post for me yet), I gladly recollect those Californian mornings. Firstly, the mornings when I woke up, took a train and then walked in the early sun through a palm grove to the enormous Stanford University. Each day, I was surprised anew by the words of people who have been living and creating in the Silicon Valley all along, none of them forgetting to mention how important it is to view mistakes we encounter in our lives not as mistakes but as opportunities for new success. This straightforward mentality contributed to the success of one of their wealthiest and most influential businessmen and leader of Apple, Steve Jobs, as well as the success of billionaires Sergey Brin and Larry Page who are still leading the most successful Internet company, Google, with an astonishing ability to stimulate team spirit, just a stone’s throw away from San Francisco.

I recollect gladly and with warmth in my heart the days of learning from the great names of journalism working at the San Francisco Chronicle, but also of listening to stories of lay-offs of employees due to the crisis of the American press. I was actually able to sit next to journalists such as Tom Abate, Victoria Colliver and Ryan Kim and respectfully smiled to the kind questions of editor-in-chief, John Diaz. At least once a week, I gazed with admiration at all the Pulitzer Prize winners’ plaques hung next to historical milestones of the most important newspaper in northern California.

Everyone, both journalists and lecturers at Stanford University, daily reminded me of the importance of innovation: that only newness and boldness, and sometimes disobedience can lead to

success. More of such boldness is certainly needed in Slovenian journalism which is increasingly turning into opportunities for a cheap work force exclusively, while fear of an uncertain future prevents some of my young colleagues from taking a holiday, let alone enlisting in longer additional training. Innovation – not merely reporting about it as I was taught there, but also in relationships between superiors and journalists who need to be more than typing machines – is something we have yet to learn in Slovenia. Therefore, I hope that management staff in Slovenia will never hesitate when it comes to developing employees with additional training abroad. For this is the dot on the i that is often missing.



Photo: personal archive

During her internship, the San Francisco Chronicle published three of Sabina’s articles which is an exceptional success for guest journalists.

- High-tech fitness equipment keeps users engaged
- Spam is a big polluter in more ways than one
- Firm honored for providing transit for elderly
-



Photo: personal archive

2.3 The 4th Regional Conference on Innovation Journalism “Stanford after Stanford” 2009 in Ljubljana

What?

- a regional meeting of journalists and media experts and an exchange of international practices in the fields of innovation journalism and innovative journalism, new media business models and training of journalists

When?

- Thursday, 3 September 2009, from 10 a.m. do 4 p.m.

Where?

- Ljubljana Exhibition and Convention Centre

Organiser?

- Vibacom and the European Journalism Centre

Aims of the Conference?

- transferring global experiences and Slovenian practice in the field of innovation journalism into the broader region and highlighting the role of media in raising awareness about innovation through reporting about original and innovative stories

Conference summary

In cooperation with the European Journalism Centre, Vibacom organised the 4th Regional Conference on Innovation Journalism, 'Stanford after Stanford', which took place on 3 September at the Ljubljana Exhibition and Convention Centre.

The conference was intended for journalists, editors, media experts and communicators (especially those from the fields of innovation, economy, technology, IT, science, etc.). Participants and lecturers came from 12 countries: Slovenia, Croatia, Serbia, Macedonia, Hungary, Germany, the Netherlands, Sweden, Finland, Israel, Pakistan and the USA. 15 lecturers were present in person, while 8 participated via Skype.

The aim of the conference was to transfer global experiences and Slovenian practice in the field of innovation journalism into the broader region. We also wanted to highlight

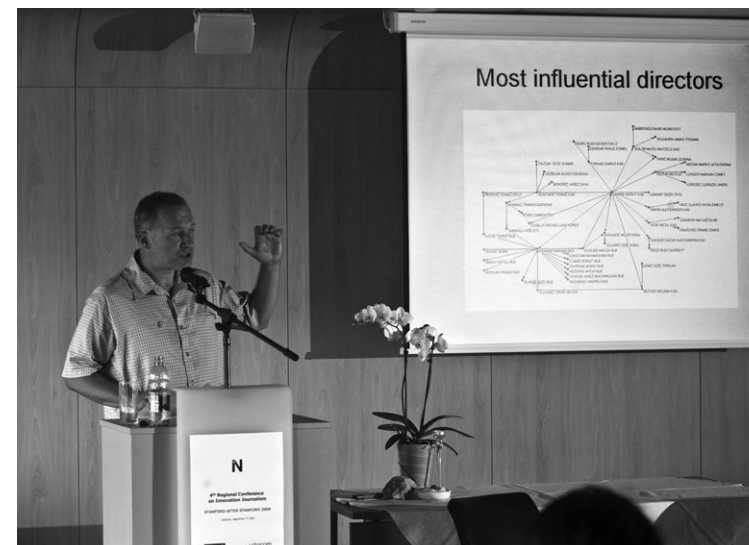


Foto: Bojan Breclj

the role of media in raising awareness about innovation through reporting about original and innovative stories. The following topics were discussed at the conference: innovation as a journalistic topic, education and professional development of journalists, new media business models.

Key conclusions:

- The media play a crucial role in raising awareness about values and in identification of signals and trends, therefore they play a key role in the innovation space;
- Innovation is pursued globally, therefore reporting about stories of innovation is becoming interesting for the media and their publics;
- Education and training of journalists needs to be approached systematically in order to raise or restore the quality of reporting (news are as complete as the journalist reporting them, therefore high-quality reporting requires journalists who are complete and mature persons with adequate education and professional knowledge);
- Restructuring of the media can be approached systematically, applying lessons from various models around the world and taking account of local characteristics and knowledge;
- When implementing new media business models, defining the segments of the public a specific media addresses is of key importance, as is preparing a strategy for creating content for specific segments. The conference's model itself is also innovative as organizers connected the entire world into a single node.

Organisers' experiences of this conference generated the idea to establish an even better connection between participants and lecturers, especially to enable lecturers to follow all events of the conference and to be able to join any of them. This will be made possible by improved technological resources. As regards content, the organisers envision developing the conference to include, in addition



Foto: Bojan Breclj

to innovation journalism (which is describes reporting about innovation), innovative journalism that would present and test new tools for innovative reporting, analyses, etc.

Conference programme:

IS INNOVATION A JOURNALISTIC SUBJECT?

- Conference opening – MSc Violeta Bulc, Vibacom and Wilfried Ruetten, European Journalism Centre
- To what extent is InJo established globally (an overview of practices of innovation journalism around the world) – David Nordfors, originator of the InJo concept, Executive Director of the Stanford Research Center of Innovation Journalism at Stanford University (video conference)
- Innovation in journalism – Claude Erbsen, Director and Adviser, INNOVATION Media Consulting (video conference)
- Innovation in Slovenian media (conclusions and recommendations by the Slovenian jury of the InJo Award from 2007 to 2009) – Polona Pibernik, member of the InJo jury, Director, Mediade, Estera Lah, InJo Award project leader, Vibacom

- Innovation in Swedish media – Thomas Frostberg, InJo Fellow, journalist, Sydsvenskan
- Panel discussion: Is innovation a journalistic subject? (moderator: MSc Violeta Bulc, Vibacom, InJo initiator in Slovenia)
 - Peter Frankl, Editor-in-Chief and Director, Finance
 - Lenart Kučič, journalist, Delo
 - Borut Hočevnar, editor and journalist, Žurnal24

HOW DO WE ATTAIN APPROPRIATE KNOWLEDGE FOR EFFECTIVE REPORTING ABOUT INNOVATION?

- Experience from Israel – Dr Noam Lemelshtrich-Latar, Dean, Sammy Ofer School of Communications and Information (video conference)
- Experience from Finland – Dr Turo Uskali, Senior Researcher, Department of Communication (Journalism), University of Jyväskylä (video conference)
- Experience from Europe – Wilfried Ruetten, Director, European Journalism Centre
- Experience from Slovenia – Dr Marko Milosavljevič, Professor, Faculty of Social Sciences
- Presentation of the call for applications for training in the Innovation Journalism Fellowship programme at Stanford University in 2010 – Branja Jelen Sidorovich, Slovene Human Resources and Scholarship Fund
- Experience from the Innovation Journalism Fellowship at Stanford University - Sabina Vrhnjak, journalist and first Slovenian participant in the Innovation Journalism Fellowship programme at Stanford University
- Panel discussion: How do we attain appropriate knowledge for effective reporting about innovation (moderator: Nataša Koražija, journalist and editor, Finance, first recipient of the InJo Award 2007)
 - Wilfried Ruetten, Director, European Journalism Centre
 - Dr Marko Milosavljevič, Professor, Faculty of Social Sciences
 - Sabina Vrhnjak, journalist, Večer



Photo: Bojan Breclj

WHAT CAN WE LEARN FROM NEW MEDIA BUSINESS MODELS?

- Opening lecture – significance of the analysis of social networks – Ali Žerdin, Editor-in-Chief, Dnevnik
- The Samaa TV story – Amir Jahangir, Director, Samaa TV (video conference)
- BBC as an innovative media company – Herman Gyr, Lisa Friedman, founders of the Enterprise Development Group (video conference)
- A story about reporting in a community – David Cohn, founder of Spot Us (video conference)
- Panel discussion: What can we learn from the new media business models?
 - Ali Žerdin, Editor-in-Chief, Dnevnik
 - Jurij Giacomelli, Director, Gorenje Design Studio, media business model expert
 - Jaka Lucu, journalist, Polet (Delo)
 - Bojan Breclj, photographer, author, Proja
- Concluding thoughts

Key highlights of the conference presented by the speakers and conference participants:

a) Innovation as a journalistic topic

- Today, innovation is what creates added value, and therefore the focus of our observation and research, and a topic increasingly sought by the media. (adapted from Bulc)
- The topic of innovation is becoming increasingly important in the EU, resulting in a greater need for integration of information and thought in the field of innovation. (adapted from Ruetten)
- Innovation is a journalistic topic by definition for any true and quality' journalism is reporting about the new, the different, the changing, on what is being innovated... (adapted from Erbsen)
- The economic events we are witnessing in certain industries are in a way the end of something old, but also the start of something new, therefore the role of the journalist is to report about them. (adapted from Nordfors)
- Reporting about innovation heavily depends on the state and the culture within which a journalist writes, therefore experience from the rest of the world can be helpful, but we must develop our own approaches for the local environment. (adapted from Frostberg)
- The media still perceive innovation as predominantly related to technological innovation and less as non-technological innovation (models, processes, market niches). (adapted from Pibernik)
- An analysis of the InJo Award contributions has shown that journalists do not understand the innovation process as a whole – from an idea to creating value – and the consequential influence of innovation in society. (adapted from Pibernik, Lah)
- Journalists write about stories not innovation; innovation becomes a story when journalists write about it. (adapted from Hočevnar)

- Audience analyses show that readers are interested in reading about innovation; in reality however, the response to these stories is very low for people still prefer 'juicier' stories. (adapted from Frankl)
- When reporting about innovation, it is also important how we present it. There has been a noticeable progress in presenting innovation in the Slovenian media and we can expect the public to become more interested in such content in the future. (adapted from Frankl)
- High-quality journalistic reporting often requires financial resources and a lack thereof is often the reason for lower quality of reporting, and consequently lower quality of reporting about innovation. (adapted from Kučič)
- High-quality journalistic reporting requires the journalist to have personal integrity and write with a high level of social awareness, which means that a social aspect needs to be kept in mind also when writing about technological innovation. (adapted from Kučič)

b) Education and professional development of journalists

- Career and professional development of a journalist require constant education and upgrading of knowledge. (adapted from Frostberg)
- News are as complete as the journalist reporting them, therefore high-quality reporting requires journalists who are complete and mature persons. (adapted from Milosavljevič)
- The practice in the Israel example shows effective horizontal integration at the level of the learning programme, specifically in establishing connections between students and experts from the fields of media, IT and science. (adapted from Lemelshtrich-Latar)
- Teaching is best learning method – the Finnish journalistic programme is based on transferring experience from research to students through teaching. (adapted from Uskali)
- Education and professional training of journalists are the key preconditions of searching for innovation. (adapted from Ruetten)

- The quality of reporting is currently seen as the use of new technologies, quality of content and the method of reporting. (adapted from Ruetten)
 - In the flood of tabloid media, students must learn about media and journalistic work of the highest quality. (adapted from Milosavljevič)
 - It is important we teach journalists how to translate languages of economy and science into the language of journalism. (adapted from Milosavljevič)
 - Editors and management of media companies must encourage and support journalists' education and training. (adapted from Milosavljevič)
- c) New media business models and tolls**
- The greatest challenge of the modern media is the free availability of journalistic content on the Web – the transition to payable Internet content will change the perception of journalistic content and lead to new business models. (adapted from Erbsen)
 - Media must resign from the free content philosophy and return to the models of payable content. (adapted from Giacomelli)
 - Professionalisation and a structured approach can also achieve business results in the media. (adapted from Gyr, Friedman)
 - Media must know their target publics and their behaviours and create content that addresses the needs and behaviours of the said publics. (adapted from Gyr, Friedman)
 - It is important we understand the different types and segments of the target public for each segment has their own specific needs, desires, habits and behaviour – practice has proven the four-segment model successful. (adapted from Gyr, Friedman)
 - The media can be more than information suppliers; they can be the founders of movements and philosophies in the society. (adapted from Lucu)

- New media models demand restructuring of press agencies through a new distribution of relationships among the creators (authors), sponsors (investors), agencies (information suppliers) and the media with their target publics. (adapted from Breclj)
- Social network analysis is an example of a tool that helps us understand the pulse of the space we work in and identify the centres of concentration of power and relationships within the society in and for which journalists create. (adapted from Žerdin)
- The Samaa TV example: innovation applied in reporting about socially responsible projects and the consequential activation of people to socially responsible actions. (adapted from Jahangir)
- The Spot Us example: the model is based on donations according to the following principle: each new published item must have several sponsors supporting it financially; the model emphasises the responsibility a journalist has towards the society, not the individual. (adapted from Cohn)



Photo: EJC archive

Wilfried Ruetten, Director, European Journalism Centre, co-organiser of the Stanford after Stanford 2009 conference:

The main takeaway from the meeting in Ljubljana is twofold:

- Firstly, it is the realisation of the fact that innovators come from all walks of life.

Architects, journalists, educators, public officials, artists, businessmen and academics: you will find innovators in all these professions, irrespective of country, age or affiliation. What unites them is the realisation that society is changing, and they all look for ways to enable faster, more focused, and often even disruptive changes, and to model and implement these changes in their respective areas.

- Moreover, most actors within the innovation ecosystem, and not just in the journalistic profession, are facing pretty much the same challenges everywhere: scarce resources, societies that do not embrace change at all, governments slow or reluctant to experiment, and inhouse bosses who just repeat what has been successful in the past.

Journalists, who work to inform and educate their audience, and in that process embrace any means possible, including new platforms and new technologies, are actors in their societies, and not just go-betweens. There may be a new definition for innovation journalism on the horizon, one that focuses more on “reporting to affect change” rather than on just plainly reporting “the facts”. Summing it all up, here are just two quotes from my notes: “this is a blessed time for journalism”/ “Be the change! Not just talk about it.”



Photo: personal archive

Zoran Rieliev, adviser for journalism and new media, Media Print Macedonia (Macedonia):

My attendance at the InJo conference in Ljubljana was an interesting experience as the organisers and guest presented the conference topics from two aspects: from the aspect of innovation journalism as journalism about innovation, which was presented by Vibacom and a few other speakers; and from the aspect of innovation journalism as seen by the EJC and other speakers who are primarily journalists. These two aspects enabled excellent debate about many issues of modern journalism, enriched by interesting lecturers and participants who jointly converted the event into an unforgettable experience.

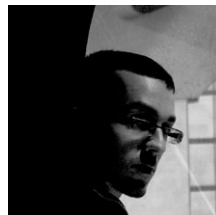


Photo: personal archive

Mariusz Bari, science and IT journalist, HVG.HU (Hungary):

We still have miles to go to the end point, says the voice within our heads. InJo, a popular phrase among certain EU investors and certain media classes, has been with us for decades,

if not centuries; its resurrection is characterised by a serious need for creative input and unique selling points – in this age, when everything is possible, there are still very few who are able to surface.

The European Journalism Centre (as the co-organiser of the conference [ed.]) establishes a battleground, in which representatives of the old school of journalism, e.g. Claude Erbsen, share their ideas with representatives of the new old school of journalism, such as David Cohn, Laurent Haug or Ingrid Hu Dahl. Innovation, it seems, means something only to investors who turn ideas into gold, happiness into fortune. However, innovation has always involved effort for successful work has always been based on 24/7-endeavour. As journalist, we should always be on the lookout for endeavour and ideas. This is where true innovation lies.



Photo: personal archive

Miodrag Miljkovic, Producer, Media Center Niš (Serbia):

I am pleased I was able to partake in such an excellent and interesting conference. Innovation journalism is a completely new topic for me. The Serbian media do not report about innovation and the conference provided me with some very interesting tools for a new method of reporting. Following my return home, I shared

my experience from the conference with my colleagues. For many of them, this is an unknown subject, distant from the media. I recommend stimulating more conferences and events on the topic.



Photo: personal archive

Lana Bunjevac, journalist, Muzika.hr (Croatia):

In view of the fact that I am working in a completely different field of journalism, I might not be the best person to participate in debates about innovation journalism with morning coffee. However, as a journalism graduate I have always been interested about new developments in the field. I

found out about the conference by coincidence when I was reading the ECJ's web page (www.ejc.net [ed.]) I was truly pleased the organisers accepted my request to participate.

I was not surprised to find that Finland is one of the most developed countries in the field of innovation journalism, but I was pleased to learn that Slovenian journalists and editors write and publish stories about innovation, and that the InJo awards for different categories have been awarded since 2006 in Slovenia.

I enjoyed the video lecture 'Innovation in Journalism' by Claude Erbsen, in which he spoke about the influence of innovation on the media as an industry, and the discussion 'Is innovation a journalistic subject?' with some of the leading Slovenian journalists who agreed that innovation creation is easier in industries, such as the automotive, computer and pharmaceutical industries, than in other industries covered by journalism.

The lecture by Dr Marko Milosavljevič, who lectures journalism at the University in Ljubljana, and the presentation of Sabina Vrhnjak, the first Slovenian participant in the Innovation Journalism Fellowship programme at Stanford University, were also very useful to me.

Unfortunately, Croatia is not a participant in the InJo programme, but I would recommend anyone interested in building a career in journalism to investigate the web information about the InJo programme at Stanford University. Although only five countries have been involved in the programme so far, you never know – innovation spreads around the world quickly, therefore the InJo programme might expand as well.

2.4 Developing a new business model in the media industry

In 2009, the InCo movement organised cooperation on the development of a new business model in the form of a stable circular system integrating all information market stakeholders: authors, sponsors (organisations), an intermediary agency, the media, and indirectly the target public. This model with the working name 'Follow.up' is a platform for professional, high-quality journalistic production and distribution of stories based on an optimistic approach to life, emphasizing diversity, identification of innovation and seeking of solutions (Positive Diversity Innovation Solution topics). The aim of the model is to establish a new and independent high-quality source of information enabling the best authorial documentation of the space and time, with emphasis on change and innovation, and on providing solutions.

The originator of the idea is the acclaimed photographer Bojan Brecelj who has contributed with numerous media agencies abroad in the past and is the founder and Head of the Slovenian photographic agency (IPAK Images). His work with globally acclaimed authors and agencies, challenges in acquiring funding for creation of original content, lack of quality content and lowered professionalism with respect to original work are the factors which led the author of the idea of for establishing a new model.

Within the InCo movement we explored the idea and enhanced its business aspects, and above all prepared the foundations for communicating the model to interested publics. The existing model has been submitted in an adapted form to a current call for applications by a global foundation.

2.5 InJo Award 2007-2009 – Analysis of the presence of the innovation topics in Slovenian media

A list of media submitting their contributions for the InJo Award in the category of innovation in Slovenian public media.

Media	Applied contributions for InJo Award	Applied contributions for InJo Award	Applied contributions for InJo Award
	2007	2008	2009
Delo	0	1	10
Dnevnik	0		7
Večer	12		1
Revija Manager	11	12	15
Finance	4	7	7
RTV Slovenija	3		
Profit	2		
TV Pika	8		
Blogiade	7		
IRT3000	2		
Podjetnik	24		
Prepletanje		4	2
MQ		1	3
Slovenian Business Report		2	1
Promis			2
Revija Gea			1
rest	1		5
Total	73	27	54

An analysis of contributions submitted for the InJo Award in the category of innovation in Slovenian public media shows that contributions are usually submitted by authors writing for the Finance newspaper or the Manager magazine, which is a part of the group of publications published by Finance, and that the number of articles submitted is higher each year. This is supported by the analysis of the presence of innovation in the media which shows that the largest number of articles on the topic appears in Finance (including the Manager magazine), which is undoubtedly related to the fact that they are a business newspaper and a management-oriented weekly magazine. It should also be mentioned that all three InJo award winners come from Finance or Manager, for which there are several reasons: these are the media dedicating the greatest attention to innovation which provides greater opportunity for a qualitative approach to articles; the editors have recognised the value of submitting articles for the award; the first year's prize stimulated participation in the following year, involvement of winners in innovation journalism projects contributed to internal exchange of knowledge, etc. In the first year, editors and journalists needed a great deal of promotion and stimulation from the organisers and award partners to submit their contributions; naturally, the business media were more interested than others. However, articles submitted this year also include authors from the main three daily newspapers, Delo, Dnevnik and Večer.

As mentioned earlier, the submitted contributions are evaluated according to four InJo criteria. The analysis of the submitted contributions according to these criteria reveals a lot about their nature and quality. Each year we receive a number of articles that only briefly mention the topic of innovation, that are predominantly dealing with a very specific area and which do not contain elements for evaluation according to the InJo criteria. Among the suitable contributions, most are very clear about the reasons why the observed subject is innovative. Some

also mention the integration phase the observed subject is in, but they reveal lack of authors' knowledge resulting in their inability to challenge the interviewees/innovators to a degree that would provide conclusions on whether the observed subject truly constitutes an innovation or is still at the level of invention. Thereby, the key shortfall is in the journalists' lack of knowledge about added value and inadequate research of whether the observed subject is in fact creating added value that is the defining aspect of innovation. There is a significant difference between the awarded contributions, which also take into account the integration of different stakeholders in creating an innovation, and with those not awarded, which are lacking in this respect. Awareness of the significance of integration of different stakeholders creating an innovation is relatively weak, which proves the fact that it needs to be promoted more intensively in the society. The fourth criterion, that of the author's critical view of the effect the innovation/selected observed subject will have on the future, is generally inadequately fulfilled and is best expressed in the awarded contributions. However, we need to mention that this element is more often present in contributions published in weekly or monthly media, which provide more space for commentaries and journalists' views than the daily media where time and space are more limited and the nature of the contributions different.

It is our general conclusion that Slovenian reporters who have the opportunity to report about and publish topic from the field of innovation lack knowledge about the behaviour of innovation processes that would enable them analytical research or critical judgement of the source. Progress is noticeable with journalists from business media, especially the first two recipients of the InJO Award who are improving their professional knowledge in the field of innovation. However, the need to educate other journalists reporting about the topic is becoming evident. We need to focus on raising awareness

about the importance of the horizontal effect of innovation and its placement in the broader environment (innovation space stakeholders), as well as understanding a greater number of possible effects of the observed subject on the future of the individual, organisation or society as a whole.

The last InJo Award contest brought another interesting conclusion, specifically that the recipients of awards included authors who are not journalists. Among the 10 finalists for the journalistic contribution on the topic of innovation in Slovenian public media published in 2008, two of them were managers, namely Franjo Bobinac from Gorenje and Jadran Lenarčič from the Jožef Stefan Institute. This also proves that managers can represent an extremely important communication channel for promotion and development of innovation awareness in companies/organisations. It is essential managers are able to clearly express themselves, both in written and verbal form; this includes journalistic articles that can express the importance of innovation orientation of their companies, both inward and outward. This outward orientation is demonstrated through promoting horizontal interstructural cooperation that integrates different partners and customers, as well as the public, and invites them into a joint innovation process. On the other hand, inward orientation clearly demonstrates to the employees the importance of innovation to the company and the direction in which the company will develop in the future. Further more, it also clearly expresses the purpose of the innovation process in the future.



Photo: personal archive

Erik Blatnik, journalist at the RTV Slovenija, initiator of the “Mladi izumitelji” (Young Inventors) programme:

Innovation journalism as a form of journalism that informs the public about invention can significantly contribute to the development of the society. By presenting an inventor's original idea to others, along with its realisation and later use in practice, we stimulate people to think. A thinking, creative and (social, technological) progress oriented individual can move mountains. And this is the kind of people the world needs in the current crisis – to drag the cart forward with bold and innovative ideas, thereby changing established norms that are sometimes obstructing a positive development of the society.

3. EDUCATIONAL SYSTEMS

One of the key protagonists of innovation in society is the school system which hopefully is educating new generations of creators, carriers of change and innovators. Thus, it is important that we build innovation awareness at all levels of pre-school and educational systems, as well as among youth and kindergarten workers, teachers and decision makers within the educational.

This is an ideal opportunity for Slovenia to ensure sustainable innovation in society through systematic education of the younger generations. Attention needs to be invested in development of communication abilities and expressive techniques with the youth, as well as in encouraging team work and interstructural cooperation, based on dialogue that needs to start in the educational system.

The first overtures of such activation of youth are already in place, and are predominantly in the business-civil nature. Active projects in the field include the InCo Jr. project of working with youth on innovative communication aimed at enhancing the innovation potential of the younger generation.

3.1 The InCo Jr. project⁵

Project mission:

- Promote communication quality and critical thinking about creativity and innovation among young people and teachers in Slovenian kindergartens and primary and secondary schools.

Project aim:

- Raising innovation awareness in the school.

Project activities:

- Series of workshops and lectures to raise awareness about the importance of creativity and innovation among students and teachers;
- Regional meetings of youth participating in the project, at which awards and commendations for best contributions about innovation are presented;
- National competitions for best student contributions on the topic of innovation, called the "InJo Awards – awards and commendations for innovation journalism";
- Mentorship for the youth for writing InJo articles;
- Managing of the InCo Jr. Forum where workshop results are published and various innovation topics discussed (www.incogibanje.si/forum);
- The annual InCo Conference – a mini conference for the youth takes place parallel to the main conference.

Participating schools as at October 2009:

Litija Primary School, Gradec Primary School, Litija, Litija Gymnasium, Šmartno pri Litiji Primary School, Tone Okrogar Primary School, Zagorje, Ivan Skvarča Primary School, Zagorje, Gymnasium and Secondary School of Economy, Trbovlje, Hrastnik Primary School, Grm Primary School, Novo mesto, Center Primary School, Novo mesto, Bršljin Primary School, Gymnasium Novo mesto, Secondary School of Economy, Novo mesto, School Centre, Novo mesto, Dr Pavel Lunaček Primary School, Šentrupert, Mokronog Primary School, Mirna Primary School, Krmelj Primary School, Veliki Gaber Primary School, Trebnje Primary School, Majda Vrhovnik Primary School, Ljubljana, Krško – Sevnica School Centre, Secondary School of Economy and Commerce, Brežice, Podbočje Primary School, Senovo Primary School, Koprivnica Primary School, Raka Primary School, Jadviga Golež Kindergarten, Maribor, Secondary School of Economy, Maribor, Tone Čufar Primary School, Maribor, Secondary School of Catering and Tourism, Maribor, Drago Kobal Primary School, Maribor, Dragomir Benčič Brkin Primary School, Hrpelje, Danila Kumar Primary School, Ljubljana, Anton Ukmar Primary School, Koper, Gymnasium Koper (1 kindergarten, 24 primary schools, 10 secondary schools)

Sponsors supporting workshops financially:

- development centres (Development Centre Litija, d.o.o.)

⁵ For more information about the projects, see the <http://www.incomovement.eu/inco-jr> web page.

- municipalities (Hrpelje – Kozina Municipality),
- schools (Danila Kumar Primary School, Ljubljana)
- companies (ETI Elektroelement d.d., Trimo d.d., Adria Mobil d.o.o., Kostak d.d., Elektro Maribor d.d., Vinakoper d.o.o., Mobitel d.d.)

Workshop implementation is financially supported by the above sponsors, while costs of development, communication and promotion are borne by Vibacom.

Statistics:

- number of workshops implemented: 79 (valid for 2008/2009 period)
- number of young participants: more than 1,150 (valid for the 2008/2009 period)
- number of participating headmasters, teachers and other education professionals: more than 1,070 (valid for the 2008/2009 period)
- number of contributions by year:
 - 2007: 5
 - 2008: 21
 - 2009: 67
- number of presented InJo awards by year:
 - 2007: 5
 - 2008: 9
 - 2009: 17

Key conclusions of the project:

- That youth primarily understands that innovation means new (technological) products requiring a lot of financing, but they are unaware of the (added) value of non-technological innovation (services, processes, methodologies, business models);
- The young believe that innovation is primarily reserved for scientist, artist and other highly educated individuals;
- the youth lack incentives that would encourage their creativity, more dynamic ways of thinking and tools to create new ideas and opportunities;

- The youth do not possess an inherent sense of mutual cooperation and integration, and lack openness to what is different and uncommon;
- Teachers are burdened by the implementation of the prescribed learning programme and do not have the time (nor energy) to introduce innovation processes in schools systematically;
- Schools do not have (transparent) development strategies for the field of innovation;
- The youth are a vast, relatively unexplored source of a higher degree of innovation at the national level.

The content of workshops for teachers

The lecture challenges the participants to think about the current level of development of schools and individuals, and about the reasons for the conflict between schools' requirements and the needs of the individual. They learn which steps are necessary to transform industrious people to creative and innovative individuals, and which relationships need to be managed if a school is to be innovative.

At the end of the lecture, the participants work in pairs to form proposals for measures necessary at the school (or action they need to take) to increase the degree of creativity and innovation.



Photo: personal archive

Mojca Štepic, Vibacom, InCo Jr. project leader:

In addition to acknowledgement that teachers must encourage creativity and innovation in young people, the lectures also focus on understanding and raising awareness about the importance of enhancing their own innovativeness and ensuring the environment and tools for others' (both students' and co-workers') innovative expression. We also emphasise personal growth, proactive participation of each school employee and mutual cooperation, both within the school and with

other peripheral persons (parents, suppliers, other schools, representatives of local communities, etc.).

Unfortunately, most school environments do not adequately realise the potential that the added value of innovation can bring. We often meet old work methods, resulting from outdated education techniques, fear of standing out and prominence, narrow thinking and the right-and-wrong or black-and-white concepts which do not permit the possibility of exploring the entire colour spectrum. Regardless of some teachers' awareness of the importance of promoting innovation, practice has shown that the priority should lie in understanding and promoting innovation by the school management.

The content of workshops for primary and secondary school students

The workshops enables young people to learn about basic concepts of innovation (demonstrated through concrete examples from Slovenian and foreign practice), they acquire knowledge about the course of the innovation process (through video content demonstrating a concrete example), test themselves in intergenerational cooperation and communication (through group work) and find innovative solutions to different problems (e.g. how to improve classes, how to enhance the school's website, how to reduce school's energy costs, how to arrange traffic in the school's vicinity, how to make the school more innovative, etc.).

The workshop gives young people an opportunity to summarise and/or upgrade knowledge acquired at the workshop in the form of an article/contribution and participate in a national contest for the best contribution about innovation.

Mojca Štepic, Vibacom, InCo Jr. project leader:

Young people basically see innovation as invention, or rather, as something new and primarily in the form of a product. They often think creating innovations requires great amounts of funds and that one needs to be a scientist or an artist to be able to do so. Once

they realise that anyone can be innovative in a variety of areas (e.g. products, services, work methods, relationships, models, etc.) they become more confident and open to cooperation, exchange of ideas and participation. They are motivated by the fact that no idea is dismissed as valueless, and that mutual exchange and communication of ideas can produce appropriate results. We all know that young people have limitless imagination, which means that the ability to think about new and different subjects within the educational system brings freshness to their thinking and actions.

Workshops for kindergarten children

The workshop can also be presented in a form, adapted for pre-school children in kindergartens, where the project is implemented in cooperation with the Trnovo Kindergarten (a workshop for children and a lecture for kindergarten staff). The central topic of workshops for kindergarten children is 'Releasing our creativity' that focuses on communication with a doll, drawing of creative posters or creating specific items from various materials.



Photo: Vibacom archive

3.2 The InCo Jr. workshop at the InCo Conference 2009 – Workshop on innovation communication for the youth

What?

- A meeting of the youth with innovators, where they create stories about innovation, innovative content and innovative companies on posters; poster exhibition (within the 2nd part of the InCo Conference 2009)

Who?

- Participants: primary and secondary school students, recipients of awards for best contributions on innovation
- Young innovators: Ambrož Homar, Suzana Bračič, Dan Poljšak
- Moderators: Mojca Štepic (Vibacom), Borut Likar (Institute for Innovation and Technology), Jožica Demšar (Malina.si, Jožica Demšar s.p.)

Aims of the workshop?

- To present the significance of innovation, to provide the youth with an opportunity to experience interstructural cooperation (from different environments), intergenerational cooperation (different age groups) and creative thinking; present the effectiveness of the poster as one of communication tools for presenting opinions, thinking, stories, etc.

Workshop contents:

- Presentation of the InCo Jr. project and workshop contents (Mojca Štepic)

- Presentation of the 1st innovator and his innovation (Ambrož Homar)
Ambrož Homar (1st year student in the interdisciplinary computer science and mathematics programme in Ljubljana, in the 2008/09 school year) received numerous awards in the field of chemistry while attending the Diocesan Classical Gymnasium (2 Golden Pregl Awards, 1 Silver Pregl Award for knowledge of chemistry and a research paper, 1st place for a chemistry research paper, entitled "Priprava in uporaba utekočinjenega lesa" (Production and application of liquefied wood) and a golden award in a French language competition. At the workshop he presented his project 'SMS-parkiraj' (SMS for parking), which won the 'Eureka! Ideje mladih' (Eureka! Ideas of the Youth) contest, organised by the Institute for Innovation and Technology in Ljubljana.
- Presentation of the 2nd innovator and her innovation (Suzana Bračič)
Suzana Bračič (2nd year student at the 2nd Gymnasium, Maribor in the 2008/09 school year) loves biochemistry and natural sciences; in her spare time, she dances and reads books related to current events. At the workshop, she presented her project "Kotel za ogrevanje na drva s postopkom pirolize" (Wood pyrolysis boiler), which won the 3rd place in the 'Eureka! Ideje mladih' (Eureka! Ideas of the Youth) contest, organised by the Institute for Innovation and Technology in Ljubljana. Suzana Bračič also won 1st place

⁶ At the end of 2009, Dan Poljšak gained enough support, also with the help of the InCo movement, to launch his genuine pirate ship, named Skrgħa. RTV Slovenija filmed a pilot episode of a programme about young innovators about Dan (the concept for the 'Young Inventors' programme was drafted at the initiative of Erik Blatnik in cooperation with the InCo movement and RTV Slovenija).

in the 'Mladi za napredek Maribora' (Youth for Maribor's progress) contest with the same project.

- Presentation of the 3rd innovator and his innovation (Dan Poljšak)
Dan Poljšak (12-year old primary school student) spent almost half a year at sea, training sailing. In the last two years, he has won the national championship in the junior category (12 years and younger) and was selected as the youngest member of the national team for the European Championship on Lake Garda.

In his spare time, Dan likes to draw, design and build models of various sailboats. At the workshop, Dan presented his project of a pirate brig with which he will give rides to his peers in our coastal waters. The plans, calculations and rules of Dan's Brotherhood already exist in his head and sketches. Workshop participants offered their proposals to help him realise his dream.⁶

- Questions and discussion with innovators (the youth + moderators), designing of posters Workshop participants chose on of the three presented stories about innovators and divided themselves into three groups. They presented the stories on posters according to the principles of innovation communication. Moderators and young innovators were present and available for additional questions.

Content elements the young participants presented in their posters:

- description of the innovation,
- presentation of the innovator,
- where and how the idea originated,
- the time from idea to innovation,
- description of the innovation from idea to implementation,
- the greatest obstacles in realisation,
- the sources of greatest help and the form thereof,



- costs of the innovation,
- key advantages of the innovation,
- key weaknesses of the innovation,
- influences on the innovator's creative thinking within the home and school environments,
- significance of innovation for the future, other industries and social segments.

- Presentation of the poster exhibition to other participants at the conference



Photo: Pina Maja Bulc

3.3 Regional InCo Jr. events

Within the scope of the InCo Jr. project and the contest for the best primary and secondary school student contribution on the topic of innovation performed in autumn 2008 and spring 2009 (before the InCo Conference and the InJo Award presentation), we also organised several regional meetings for young people with presentations of regional InJo awards at the initiative of specific sponsors (Trimo, Kostak, Development Centre Litija) and several special workshops worth mentioning.

a) Trimo's Innovation Day

On 29 November 2008, Vibacom and Trimo, in cooperation with Unicef, organised a regional meeting within the InCo Jr. project, entitled Trimo's Innovation Day. The meeting took place in Trimo's Research-Innovation Submarine Ship (TRIP) where 20 primary school children and teachers from the Dolenjska region gathered. Through video films, dialogues, creative workshops and presentations the children proved that creativity and innovation do not depend on the level of education, gender or age. The main aim of the event was to demonstrate the innovativeness of young people on different continents and from different environments; why innovation requires knowledge and integration, and how and in what way they can apply their creative and innovative spirits in life.

The InCo Jr. project in the Dolenjska region was performed in autumn 2008 with sponsorship from Trimo. It comprised lectures for teachers and interactive workshops for students

from primary schools in Trebnje, Mirna, Šentrupert, Mokronog, Veliki Gaber and Krmelj. Autumn activities reached their peak with Trimo's Innovation Day, where children from the Dolenjska region primary schools were presented with Trimo's InJo awards for best contributions about innovation. Selected contributions were also included in the national contest for best contribution within the InJo Award 2009 - awards and commendations for innovation journalism.



Tatjana Fink, MBA, General Manager of Trimo, sponsor of the InCo Jr. project:

In Trimo, we are aware of the importance of knowledge, creativity and innovation for long-term sustainable development of our company and the broader social environment. One of the forms of encouraging innovation and creativity among Trimo's employees is our contest for the craziest idea. By supporting the InCo Jr. project, we are also spreading and supporting the innovative spirit of our children. We have decided to support young creative spirits in primary schools to further stimulate their creativity and integrate it with practice.

b) Regional meeting in the Posavje region

Kostak d.d., a public utility company from Krško, sponsored the InCo Jr. project 2009 workshops at four primary and two secondary schools in the Posavje region (Raka, Koprivnica, Podbočje and Senovo primary schools, Krško – Sevnica School Centre and Secondary School of Economy and Commerce, Brežice). A regional meeting was organised at the conclusion of the project and was attended by approximately 200 students and teachers (participants in the InCo Jr. and Eco-Market projects). At the event, Mojca Štepic, InCo Jr. project leader, and Mr. Božidar Resnik, Chairman of the Management Board of Kosta d.d., presented diplomas and awards to all the young people from the region who wrote contributions for the InJo Award 2009. The selected contributions were also included in the national contest for best contribution within the InJo Award 2009 – awards and commendations for innovation journalism.

c) InCo Jr. regional project in the Srce Slovenije (Heart of Slovenia) region

Development Centre Litija has been supporting the InCo Jr. project since its inception, and was in 2006 the first to support implementation of workshops in schools in Litija and Šmartno pri Litiji municipalities. Thus, primary and secondary school students have been involved in the project for three years and are actively submitting their contributions for the InJo Award. On 12 March 2009, a regional award ceremony for youth was organised for the first time within the 1st Conference on the Innovative Local Community, which took place at the Polšnik Primary School in the Srce Slovenije (Heart of Slovenia) region. The meeting was organised by the Development Centre Litija in cooperation with partners in the project, IPRK and Vibacom. At the conference, InCo Jr. project's local awards for the best contributions, were presented for articles created in the innovative entrepreneurship workshops. They were presented by the Mayor of the Municipality of Litija, Franci Rokavec. All



Photo: Kostak archive

Božidar Resnik, Director, Kostak, sponsor of InCo Jr. workshops:

In Kostak, we are aware of the importance of innovation for a balanced, sustainable development and wish to stimulate creativity and innovation, both with our employees and within our local community. By sponsoring

workshops about innovation we want to promote innovation among young people for we believe they are the driving force of development of Krško and the broader local community.



Photo: Kostak archive

Foto: Kostak Krško
WWW.EPOSAVJE.COM



Photo: Trimo archive

award recipients also received a prize sponsored by the Development Centre Litija, a visit to the local adrenalin park. In spring, Development Centre Litija also supported a series of three workshops on the topic of innovative entrepreneurship at three primary and secondary schools in Litija and Šmartno pri Litiji, supervised by Mojca Štepic from Vibacom and Aljoša Kobe, entrepreneur. Primary and secondary school students tested their skills in drafting an innovative business plan, in which they defined a comprehensive plan for the implementation of their 'crazy' ideas. They formed groups that started their own companies with specific direction and visions, identified their key skills and target customers and markets, drafted marketing and financial plans for their products and services, defined the activities they needed to perform as a group to bring their products or services to life in practice, and exchanged views on innovation in mixed groups.

A series of workshops on the topic of innovative entrepreneurship was also organised for talented children from the Srce Slovenije (Heart of Slovenia) region at the Polšnik Primary School during the October school holidays. The workshops were implemented within the 'Ustvarjalno



Photo: Vibacom archive

srce' (Creative Heart) project, organised by the Development Centre Litija and the Pogum Development Foundation.

d) InCo Jr. project in the Hrpelje – Kozina Municipality

In 2008, the Hrpelje – Kozina Municipality supported a two-year InCo project implemented by IPRK and Vibacom. Within its scope, we also implemented an InCo Jr. subproject at the Dragomir Benčič Brkin Primary School where we organised several workshops. First, the students learned about the basis of innovation and the innovation process; they continued with identifying and testing the characteristics an innovative person has and learned about the principles of innovation communication and journalism, which enabled them to write contributions for the InJo Award 2009 contest. The teachers attended workshops where they primarily thought and communicated about active management of nine business relationships, which they realised through tools of management by objectives – action plans.

In May 2009, we organised a visit of 125 students from the Dragomir Benčič Brkin Primary School, who had participated in two InCo Jr. workshops, to an innovative local company, ATech elektronika d.o.o. where they were acquainted with the company's production process, and witnessed the entire process of publishing the ŠkraTech magazine (the company's internal newsletter whose contributions were among the InJo Award 2009 recipients). They formed groups in which they drafted contents of articles they would contribute to the following issues of ŠkraTecha, some of which would also receive awards. The company's Director and members of the Editorial Board helped them choose their topics.

e) Kindergarten children in Maribor also included in InCo Jr.

In spring 2009, the InCo Jr. project received support from Elektro Maribor, which enabled organisation of workshops at primary and secondary schools in Maribor. Also included

in their sponsorship was a workshop at the Jadviga Golež Kindergarten in Maribor, prepared by Vibacom in cooperation with the Trnovo Kindergarten from Ljubljana, which is a very progressive and unique kindergarten with respect to shaping and implementing innovative business models in pre-school education. In cooperation with three members of the kindergarten staff and a star guest – a space doll named Traja – the children made special maps. Based on this cooperation, we also formed a very strong relationship between two Ljubljana and Maribor kindergartens which continue to exchange of knowledge, experience and children and staff visits. At the same time, we also performed a lecture on the topic of creativity and innovation for kindergarten staff. Elektro Maribor will continue to support InCo Jr. workshops in the next term and expand them to the broader region.



Photo: personal archive

Helena Brandner, MBA, Head of Controlling and Strategic Development, Elektro Maribor, sponsor of the InCo Jr. project:

Elektro Maribor d.d. as the second largest electrical energy supplier is aware of its mission to raise awareness about the use of renewable sources of energy, and efficient energy services among its customers and the general public, in the area where it operates. In our desire to better present the Elektro Maribor's strategy for social responsibility to our partners and employees, we published the 'Odgovorni do okolja' (Environmentally responsible) brochure. We are also aware of the importance of our children for our future and of the great potential of their creativity and innovativeness, providing that they are appropriately stimulated and directed. Thus, in 2008, we joined the InCo Jr. project of Vibacom from Ljubljana, which teaches young people at all levels of education, from kindergarten to university, about innovative approaches, with the aim of stimulating open and innovative views from our children, about

solving the problems of responsible attitudes to the environment. We were very pleased with the results of the project and will continue to support it.



Photo: Vibacom archive



Photo: ATech archive

f) Innovative entrepreneurship workshop on Polšnik

During the October school holidays in 2008, Development Centre Litija and the Pogum Development Foundation organised a special event within the 'Ustvarjalno srce' (Creative Heart) project for talented children from the Srce Slovenije (Heart of Slovenia) region at the Polšnik Primary School. Within the scope of the InCo Jr. project, Vibacom moderated workshops on the topic of innovative entrepreneurship where children learned about, and practically tested, the innovation process from idea to invention, and to innovation. They learned about the types of capital (physical, intellectual, emotional, social, spiritual) a person must possess to become a creative and innovative entrepreneur, dismantled "usual" thinking patterns, learned about five disciplines of innovation and created business plans for their 'crazy' ideas. At the conclusion of the workshops, they presented posters they had created, illustrating the results of their work (ideas for products or services, defined and described target publics, a description of the team within the company that will be managing the development and sales of the product or service, defined goals, positive activities and resources necessary to start the company) to their parents and the organisers. The workshop introduces young people to techniques used by companies in gathering, crystallisation and realisation of ideas, from thought patterns, brainstorming, visualisations and simulations to role playing.



Photo: Matej Povše

g) InCo Jr. at the Month of Design

Within the Month of Design, organised by Big Institute, a special workshop, entitled 'Innovation communication through the eyes of the youth', was organised. It was attended by enthusiastic young people interested in design and innovation. At the workshop, Mojca Štepic from Vibacom acquainted them with the steps of the innovation process: from idea through invention to innovation, with examples

from Slovenian and foreign practice. They spent time with professional designers and sought innovative solutions together with them. They were able to submit the acquired stories in the contest for awards and commendations for best contributions on the topic of innovation within the InJo Awards 2009.

In autumn 2008 and spring 2009, individual workshops within the InCo Jr. project were also organised in other regions. With sponsorship from Adria Mobil, six workshops were organised in the region surrounding Novo Mesto in 2008. Vinakoper supported workshops at two schools in Koper. The project was also independently supported by the Danila Kumar Primary School.

At the time of the contest for the InJo Award 2009, the project is supported by Elektro Maribor with five workshops in the broader Štajerska region, Mobitel with four workshops in Ljubljana, Trimo, Development Centre Litija, etc.

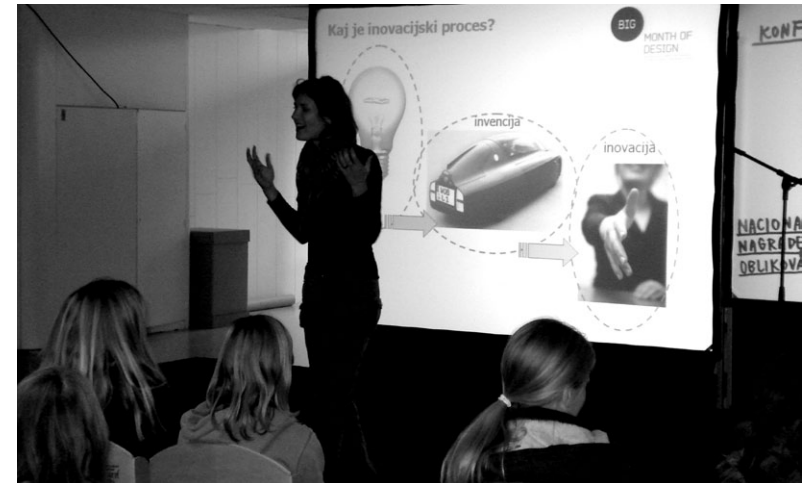


Photo: Vibacom archive



Photo: Vibacom archive

4. UNIVERSITIES

Historically, the student population has played the role of a critical spectator yet, with great interest in the development of society and its future, as they affect the quality of students' future lives. Promoting open and creative thinking and active student involvement, are among the most important steps towards development of an innovative society. Students must be interested in the new, the different and the progressive. One of the ways of introducing them to such topics is by acquainting them with successful stories about innovation, by awakening their awareness about their own skills and by elevating their knowledge about innovation processes. We also need to raise awareness among professors and the academic world in general.

However, we need to start this development of the student population by systematically communicating innovation from the aspects of an integrated innovation space, and students as a focus group thereof.

We can achieve this through various initiatives and steps, including:

- Incorporation of raising awareness into the operating principles of the school system, study programmes and extra-curricular activities;
- Providing a support system enabling development of young innovators through effective integration of study subjects into innovative prototype projects;
- Promotion of research and analysis in the field;
- Encouraging younger generations to discover innovation and related stories at local and global levels and motivating them to critically observe innovation and its influence on society;
- Promoting public communication among youth through traditional and innovative communication tools and media;
- Public presentations of the best innovative ideas and prototypes, etc.

Promoting development of innovation communication skills among youth, specifically students, is the central topic of the InCo Ba. programme described below.

4.1 InCo Ba. project

What:

A programme for raising awareness about the importance of innovation and innovation communication among students, and a contest for best student contribution.

For whom:

For Slovenian higher education institutions.

Aims:

- Systematic education of Slovenian higher education institutions and their students about the basis of innovation, and innovative society; about understanding the significance of innovation in generating added value and sustainable growth of a specific area;
- Increasing interest for participation in any of the different forms of innovation;
- Supporting the development of communication skills of students in the areas of innovation communication and innovation journalism (to this end, we developed a special contest and a system of awards for the best student contributions, organised by LUI).

Implementation methods:

- Introduction of the significance of innovation and the InCo concept within the scope of existing programmes at Slovenian higher education institutions (guest lectures, seminars, etc.);
- Inclusion of the concept as a study course within a regular or optional study programme;
- Presentations of the concept, activities and awards within the scope of the programme at existing events related to the student population.

Development of the InCo Ba. programme in practice:

One of the first steps of introducing innovation to students was the Conference on Innovation Journalism, 'Stanford after Stanford' 2006, organised by Vibacom, at the Faculty of Social sciences, where the Faculty's journalism students were invited to attend free of charge and where Dr Marko Milosavljevič played a significant role in encouraging students to start thinking about these concepts. In 2007, he also mentored the first graduation paper about innovation journalism by Anja Kerin, entitled "Inovacijsko novinarstvo: primer regionalnega poročanja." (Innovation journalism: an example of regional reporting).

Field experience soon showed that it would be wise to approach the higher education system more methodically, and that a broader approach is necessary, involving both the social and the natural sciences faculties. Innovation is a lateral concept requiring interstructural and interdisciplinary integration, and a critical mass of people in order to be effective.

The next step in development was implemented through a cooperation between Vibacom and the DOBA College in Maribor, with joint drafting of an optional study course, entitled 'Innovation and innovation management', since 2007 held by MSc Violeta Bulc as lecturer and Estera Lah as assistant. The study course is available to both the remote and the traditional students, involving 150 to 200 students per year. The aim of the course is to raise awareness of the students about the role of innovation as a generator of added value, provide them with tools for innovation management and management of organisations and present examples of successful innovation stories. The course is globally unique for it is the first study course to include the concept of innovation journalism and communication. In the first two years, students wrote seminar



Photo: Vibacom archive



Photo: Bojan Brecej



Photo: Vibacom archive



Photo: Vibacom archive

papers based on access to the Finance newspaper's database where they could find articles about innovation, which they analysed. Last year, the study course implemented writing of individual seminar papers, in the form of InJo articles on the topic of innovation, innovative companies or individuals according to the InJo criteria. The noted study course also achieves awareness about innovation and promotion thereof through its own innovative approaches, which integrate various methods, such as interactive work in interstructural teams, roundtables with professionals, video presentations of seminar papers via Skype, encouraging creative presentations of seminar papers in the form of videos or stage appearances, interactive drafting of study materials supported by links to external sources and other courses, etc. In 2009, Rok Šinkovc graduated with MSc Violeta Bulc with a graduation paper, entitled "Vpliv tiskanih medijev na razvoj inovativnosti v Sloveniji" (Influence of printed media on the development of innovation in Slovenia), in which he presented the foundations of the concept of innovation journalism and performed an in-depth analysis of the presence of innovation topics in Slovenian printed media.

In 2008, the concept of innovation journalism and communication was also introduced at the Academy of Design in Ljubljana within the scope of the course 'Management of innovation and technologies', held by Msc Ladeja Godina Košir, while within the scope of individual seminar papers, the students prepared contributions about innovation in an original and creative manner.

In January and October 2008, Estera Lah led an innovation journalism workshop for secondary school and university students within the scope of the Slovenian Innovation Forum.

In 2008, cooperation was established between the Ljubljana University Incubator (LUI) and Vibacom within the InCo movement with the aim of developing a student award for innovation journalism. LUI organised the 'Student contest for best contribution on innovation' within whose scope

they performed promotional activities of education about innovation journalism with practical examples. In cooperation with Vibacom, the concept was also introduced at the Faculty of Social Sciences, within the scope of the News Reporting course held by Dr Milosavljevič; we also organised a roundtable with distinguished guest (LUI's Evening). The Finance newspaper agreed to publish the submitted articles on their e-portal, www.finance.si. The concept of the student award will be upgraded next year.

Based on various activities through which contributions were submitted for the InJo Award, the jury selected 10 finalists, among which Žiga Vavpotič, a student from Faculty of Social Sciences, won the contest and received sponsorship from LUI to travel to Innovation Journalism Conference organised by Stanford University in California, USA.

Responses from students indicate an interest for expanding the InCo Ba. project; thus, we have commenced dialogue with specific Slovenian higher education institutions. Naturally, we wish to approach the project in a systematic and prolonged manner, involving different higher education institutions, study programmes and courses.



Photo: LUI archive

4.2 Conference on Promoting Creativity and Innovation in Higher Education, DOBA College, Maribor

What?

- A meeting of representatives from higher education institutions and other supporters of innovation in education

When?

- Thursday, 12 March 2009, from 10 a.m. do 4 p.m.

Where?

- DOBA, Maribor

Organiser?

- DOBA College in cooperation with Vibacom and partners of the Conference

Aims of the Conference?

- Dissemination of information illustrating examples of best practice in higher education and other levels, raising public awareness, stimulating debate about innovation and creativity as key competences that need to be developed at all levels .

Conference programme:

POSTER SECTION – ‘Innovation and Lifelong Learning’

Creative achievements within the poster section were presented by:

- Trnovo Kindergarten: ‘Trnovski Model Temeljnega Učenja’ (Trnovo model of fundamental learning)
- Trnovo Primary School ‘Ustvarjamo z roko v roki’ (Creating hand in hand)
- 2nd Gymnasium, Maribor: ‘Raziskovalna dejavnost dijakov II. gimnazije Maribor’ (Student research activities at the 2nd Gymnasium, Maribor)
- Student Organisation of University of Maribor: ‘Predstavitev

informatijskega portala za mlade DOSTOP.si’ (Presentation of the DOSTOP.si information portal for young people)

- Katja Hanžič, Aleš Erjavec, Faculty of Civil Engineering at the University of Maribor, Transport Economics Centre: ‘Skozi evropske projekte do novega znanja’ (Acquiring new knowledge through European projects)
- Doba College, Maribor: ‘Smo pripravljeni na virtualno mobilnost’ (Are we ready for virtual mobility?)
- DOBA Study Groups: ‘Spretno roke se nikoli ne postarajo’ (Skilled hands never grow old)
- Ani Hanžič, Society of Mechanical Engineers Maribor: ‘Aktivno usmerjanje otrok v svet tehnike’ (Active guiding of children towards the world of technology)
- Peter Sever, Faculty of Mechanical Engineering at the University of Maribor, TECES – Research and Development Centre of Electrical Machines: ‘Tudi študentski projekti so lahko globalne inovacije’ (Students’ projects can also produce global innovations)
- Vibacom d.o.o.: ‘Vibacom kot koordinator InCo gibanja za inovativni preboj Slovenije’ (Vibacom as the coordinator of the InCo movement for an innovative breakthrough of Slovenia)

1st CONFERENCE SECTION – Importance of innovation and creativity in higher education for competitiveness and sustainable development

The first conference section included topics of the European dimension of innovation, understanding of the Lisbon Strategy and the current state in the field of innovation in Slovenian higher education, and economy, and its foreseeable development.

The following speakers presented their contributions:

- Dr Boris Cizej, Dean of Doba College, Maribor: 'Inovativnost v poslovnem izobraževanju za dvig na znanju zasnovane konkurenčnosti' (Innovation in business education for the elevation of knowledge-based competitiveness)
- Gregor Golobič, Minister for Higher Education, Science and Technology (video message)
- David White, representative of the European Commission, currently working at the European University Institute in Florence: 'Learning to be innovative in a competitive world'
- Dr Matjaž Mulej, Faculty of Economics and Business at the University of Maribor: 'Nekaj predlogov, da bi se slovensko visoko šolstvo bolje pripravilo na razmere inovativne družbe' (Proposals for better preparation of higher education for the conditions in an innovative society)
- Dr Borut Likar, Faculty of Management Koper at the University of Primorska, Korona plus d.o.o.: 'Ali je rešitev v dialogu med akademsko sfero in gospodarstvom?' (Does the solution lie in a dialogue between the academic and economic spheres?)
- Dr Bogdan Lipičnik, Faculty of Economics at the University of Ljubljana: 'Kultura v procesu učenja' (Culture in the process of learning)
- MSc Violeta Bulc, Vibacom d.o.o., Doba College, Maribor: '(Innovation as the foundation of balanced sustainable development – How did our school system prepare for this?)'

2nd CONFERENCE SECTION – Examples of best practices contributing to creativity and innovation in higher education

The second conference section included topics related to understanding innovation, cultural level and how individuals can share responsibility for innovation and cooperation. Speakers presented various examples of best practices in higher education, which are contributing to greater creativity and innovativeness, as well as creating a stimulating environment for the development of a common innovation

space. The second conference section was organised in the form of two roundtables with the authors of the following contributions:

1st ROUNDTABLE – DEVELOPMENT OF INNOVATIVE PEDAGOGIC METHODS

- Dr Barica Marentič Požarnik, Faculty of Arts at the University of Ljubljana: 'Močni učitelji – motivirani študentje' (Strong teachers – motivated students)
- Dr Bogdan Lipičnik, Faculty of Economics at the University of Ljubljana: 'Kultura v procesu učenja' (Culture in the process of learning)
- MSc Nastja Mulej, New Moment Ljubljana: 'Zavestno razmišljati bolj učinkovito in ustvarjalno' (Consciously thinking more effectively and creatively)
- Dr Matjaž Mulej, Dr Zdenka Ženko, Faculty of Economics and Business at the University of Maribor: 'Poučevanje teorije sistemov kot prispevek za pot v inovativno družbo' (Teaching systems theory as a contribution on our path to an innovative society)
- Dr Karl Gotlih, Dr Tomaž Vuherer, Simon Brezovnik, Faculty of Mechanical Engineering at the University of Ljubljana: 'Projektno delo študentov na programu Mehatronika' (Students' project work in the Mechatronics programme)
- Dr Katja Košir, Doba College: 'Vloga učitelja pri spodbujanju učenja za prihodnost' (Role of teachers in stimulating learning for the future)

The roundtable was moderated by Dr Katja Košir.

2nd ROUNDTABLE – DEVELOPMENT OF THE INNOVATION SPACE

- MSc Franci Pivec, Izum d.o.o.: 'Aleksandra Kornhauzer Frazer – utemeljiteljica izobraževanja za trajnostni razvoj' (Aleksandra Kornhauzer Frazer – originator of education for sustainable development)



- Andrej Jus, Hevrek! Institute: 'Slovenski forum inovacij in kako dvigniti nivo inovacijske kulture v Sloveniji' (Slovenian Innovation Forum or raising the level of innovation culture in Slovenia)
- Dr Tomaž Klobučar, Jožef Stefan Institute: 'Inovativni učni procesi in družabna programska oprema za razvijanje ustvarjalnosti in inovativnosti v visokem šolstvu' (Innovative learning processes and social software for developing creativity and innovation in higher education)
- Mateja Geder, Doba College: 'Virtualna mobilnost –inovativni pristopi v evropski mobilnosti študentov' (Virtual mobility – innovative approaches to student mobility in Europe)
- Primož Zajšek, Dejan Rojko, Versor d.o.o.: 'Zagotavljanje inovativnosti v mladih podjetjih' (Ensuring innovation in start-up companies)
- Dr Marjan Leber, Faculty of Mechanical Engineering at the University of Maribor: 'Določanje inovacijske moči podjetja' (Determining the innovation strength of a company)

The roundtable was moderated by MSc Violeta Bulc.

In cooperation with Vibacom, Doba College organised the Promoting creativity and innovation in higher education conference in June, whose purpose was to promulgate information about examples of best practices in higher



Photo: personal archive

Mateja Geder, MSc, Doba College, organiser of the conference on 'Promoting creativity and innovation in higher education':

Doba College decided to organise this conference for several reasons: dissemination of information about examples of best practices of creativity and innovation in higher education and at other levels, raising public awareness, stimulating debate about innovation and creativity as key competences that need to be developed at all levels.



Photo: Vibacom archive

5. LOCAL COMMUNITIES

Creativity and innovativeness can not be taught; however, they can be systematically developed. Local communities are an individual's primary environment, in which they can develop their creativity, openness, boldness, courage and the desire for new and different. At the same time, local communities provide the individual with opportunities for association with other individuals and organisations (associations, institutions, etc.) within and outside the specific community.

Therefore, it is important that representatives of local communities and administration, realise the importance of developing creativity, social capital and openness within a community. They must also integrate people through systematic communication, which can lead to sustainable development of an community.

5.1 Developing the InLoCom model

Similar thinking led us to the development of the Innovative Local Community (InLoCom) model, which enables all local community activists and participants to co-create an open, progressive space, based on innovation and sustainable development. This is a model through which we invoke potential and key skills of individuals, which are usually concealed and unrealised at the local level.

The model follows concepts of gradual path-building, intensive communication and involvement of all in the process. According to experience, establishing an innovative local community is implemented in three phases:

1. The sowing phase: it is essential all stakeholders are adequately educated and taught teamwork and interstructural cohesion.
 2. The growth phase: based on interstructural integration, key projects that will move thinking and progress of the local community forward need to be identified.
 3. The harvest phase: results must be communicated clearly and convincingly, new elements recognised and both, positive and negative aspects highlighted. The post-phase step of re-harvesting is also important for good foundations must be used for further building.
- The InLoCom model was started in 2006 in the Litija Municipality, through cooperation between Vibacom and the Development Centre Litija. The model is implemented under the title 'Litija – Innovation Town'. It aims to establish interstructural integration and motivate innovative potential within the local community in the fields of education, entrepreneurship, tourism, media and civil society. In addition to identifying concrete development opportunities,

the model's initiators also promote innovation at all levels of activity. During the first three years of the project we organised a series of workshops and meetings for youth, students and teachers of primary schools, gymnasium students, entrepreneurs, the media and other actors who can influence balanced development of the local community. The Litija project is a pilot project of the concept of innovative local community (InLoCom) at the global level which integrates Slovenian and international partners whose knowledge and experience is applied to strengthen the role and significance of innovation in different areas of life. The aim of the project is to develop an effective business model for ensuring successful and innovative development of local communities.

With the passage of time, the 'Litija – Innovation Town' project, coordinated by the Development Centre Litija, transformed into cooperation among several municipalities which are currently working within the scope of the Srce Slovenije (Heart of Slovenia) trademark. The InLoCom model is also being developed for the purposes of individual local communities.

5.2 The 1st Conference on the Innovative Local Community 2009, Srce Slovenije

What?

- Meeting of various representatives of the local community on one location in the Srce Slovenije (Heart of Slovenia) region.

When?

- Thursday, 12 March 2009, from 10 a.m. do 4 p.m.

Where?

- Polšnik, area of the Srca Slovenije (Heart of Slovenia) region

Organiser?

- Development Centre Litija (RCL) in cooperation with partners, companies IPRK and Vibacom (InCo movement partners)

Aims of the Conference?

- To present the importance of innovation for the development of a local community and obtain new proposals and initiatives for strengthening the innovation potential within it.

Conference programme:

- Opening of the conference
- Meta Vesel Valentinčič, State Secretary at the Government Office for Local Self-Government and Regional Policy: 'Pomen regionalnega razvoja za Slovenijo in EU' (Significance of regional development for Slovenia and the EU)
- MSc Violeta Bulc, Vibacom: 'InLoCom koncept – Vloga lokalnih skupnosti v modelu inovativnega prostora' (The InLoCom concept – Role of local communities in the innovative space model)
- Saša Gradišek, Development Centre Litija: 'Iz lokalnega

projekta "Litija – mesto inovativnosti" v regijski koncept' (From the local 'Litija – Innovation Town' project to a regional concept)

- MSc Ladeja Godina Košir – IPRK: 'Pomen komunikacijskih strategij za razvoj InLoCom: primer Srce Slovenije' (Significance of communication strategies for development of InLoCom: the Heart of Slovenia example)
- Participants' discussion: Proposals and initiatives for strengthening the innovation potential within the local community
- Award ceremony for best primary school students' contributions within the InCo Jr. project
- A storm of examples from practice through concise interviews:
 - Dr Natalija Komljanc, National Education Institute: 'Inovativno učno okolje' (Innovative school environment)
 - MSc Gabrijela Hauptman, Litija Primary School: 'Projekt InCo Jr.' (The InCo Jr. project)
 - Jože Kos, Naš Vrt: 'Podjetniški vidik soustvarjanja inovativne lokalne skupnosti ter koncept povezovanja občanov' (An entrepreneurial view on co-creating an innovative local community and the concept of integration of residents)
 - Jelka Babič, Development Centre Litija: 'Kako lahko nevladne organizacije (NVO) vplivajo na razvoj InLoComm' (Possible contribution of NGO's to the development of InLoCom)
 - Matej Zupančič, Medianova: Presentation of the 'moja MICI' project (the My Innovative Civil Initiative portal)
- Effects of innovation at the Litija Primary School
- Conclusion



Photo: Vibacom archive

Conference summary

On 12 March 2009, the 1st Conference on the Innovative Local Community took place at the new premises of the Polšnik Primary School in the Srce Slovenije (Heart of Slovenia) region, with the joint title 'Innovation and the development of the local community'. More than 80 participants from Central Slovenia and other regions gathered at the conference organised by Development Centre Litija in cooperation with partners in the project, IPRK and Vibacom. The number of participants and their responses confirm the existing importance of the topic, and also the need of the Slovenian experience for learning about examples of best practices in the field of innovation in local communities, and also opportunities to exchange experience and co-create models that support establishing of projects at the levels of local communities and regions.

The conference was opened by Meta Vesel Valentinčič, State Secretary at the Government Office for Local Self-Government and Regional Policy. Conference activities included presentations of innovative approaches and models, as well as examples of best practices that enable positive implementation of innovation in different spheres of life. The conference presented examples of best practices from the local environment with emphasis on the Srce Slovenije (Heart of Slovenia) region. Next year, we plan to present other environments as well, and consequently expect an even greater number of participants.

The participants showed great interest in the topics, while the presented examples from practice were upgraded in an interactive workshop through new proposals and initiatives for strengthening the potential of local communities.

Special emphasis was dedicated to excellent cooperation with the primary and secondary schools in Litija, who have been implementing the innovation project for several years. The InCo Jr. project's local awards for best contributions on the topic of innovation were presented for articles created within the innovative entrepreneurship workshops. They were presented

by the Mayor of the Municipality of Litija, Franci Rokavec. All award recipients also received a prize sponsored by the Development Centre Litija, a visit to the local adrenalin park.

Clearly, this was an important event for Polšnik and an excellent promotion opportunity for the Litija Municipality to present its participation to the general public.

The event was concluded at the Center za zunanjo ureditev on Velika Preska, where participants visited an exhibition of 50 Slovenian tree species, presented by Jože Kos and other initiators of the national 'Wood Revival' action. The opening of the exhibition – and the conference event itself – was accompanied by an innovative original programme by the musician Lado Jakša.



Photo: RCL archive

Aleksandra Gradišek, Director of Development Centre Litija, conference organiser:

With this conference we want provide a space where different experiences, knowledge and practices from different local environments can meet and be upgraded. We basically believe that the local environment provides opportunities for every person to realise himself or herself as an individual. Therefore, we support cooperation of individuals in different events and projects in the fields of tourism, culture, sport, entrepreneurship, etc., with special emphasis on their integration. We also believe that organising a conference is an additional form of communication with the general public for people need to be convinced that something seemingly impossible is possible.

5.3 Presentation of InLoCom at the EREF 2009 (European Regional Economic Forum)

At the two-day EREF 2009 (European Regional Economic Forum) event in Nova Gorica, attended by more than 200 participants from 45 countries, on 9 June 2009, Mojca Štepic from Vibacom presented an example of good practice, developed and co-created by the Development Centre Litija and Vibacom over the past few years. The presented project, entitled 'From the concept of the Innovative Local Community (InLoCom) to the Heart of Slovenia regional trademark' met with a good response and great interest from local and foreign participants.



Photo: Vibacom archive

6. COMPANIES

In the innovation space model, companies are the key generators of added value, which they achieve by managing productivity, quality, and especially innovation. They are the main driving force of systematic changes of space for they achieve immediate and direct effects and results. They work according to principles of horizontal and vertical integration, especially with subjects that contribute to finding new opportunities for their further development.

Since companies nowadays create added value primarily through innovation, it is important that their employees are aware that innovation is a value, created and stimulated within the company. Simultaneously, the innovative breakthroughs of the company must be communicated outwards, to the target publics. Raising awareness and promoting innovation through communication are important concepts of innovation journalism, which the InCo movement promotes through various methods.

6.1 The InCo Corp. Project

The project of promoting innovation communication in companies and other organisations is implemented based on the organisation's INNOVATION COMMUNICATION MODEL, which systematically analyses the contents and levels of effective innovation communication within the organisation.

The model serves as the foundation of the innovation communication strategy, which is the management's communication tool for creating conditions and rules of communication for stimulating innovation in the business world. The company applies it to promote its innovation culture and to communicate the latter to target publics within and outside of the company. The innovation communication strategy is based on the development story of the company, it is embedded in its strategic guidelines and directly addresses the target audience (within and outside of the company).

Communication about innovation within companies (InCo Corp.) is performed through finding the appropriate dialogue, communication channels, and media forms that can reach an organisation's stakeholders, with professional but accessible conveyance of innovative stories illustrated by examples of innovative practices, innovative people, products and/or services, business models, etc.

In practice, this is implemented through the InCo Corp. model based on the innovation communication strategy, which systematically analyses the contents and levels of effective innovation communication within an organisation or company. This communication strategy is based on the developmental story of the organisation, it is embedded in its strategic guidelines and directly addresses the target stakeholders (within and outside of the company).

The key elements of an innovation communication strategy are:

- Communication support of all phases of the organisation's innovation process (W3 – Who communicates What to Whom)
- W3 PHASE 1 – Communication about the system with the aim of gathering and selection of ideas
- W3 PHASE 2 – Communication about the system with the aim of testing ideas in practice
- W3 PHASES 3 and 4 – Communication about the implementation of the system and post-implementation activities

The innovation communication strategy applies the basic rules of innovation journalism/communication for the purposes of internal and external reporting about innovativeness, the organisation's responses, culture, innovative employees and their achievements, examples of best practices and experiences, etc. Articles about innovation are written according to the following innovation journalism guidelines:

- clearly defined subject, positioning in the context of the developmental story of the organisation,
- description of the subject's effect on the organisation's stakeholders,
- interstructural relationships of the subject with other project, activities and organisational structures,
- positioning of the topic within the local, regional and/or global environments,
- envisaged development of the subject in the future. The innovation communication strategy as a tool can also include elements in its content and representation, i.e. manner of presenting a specific topic with innovative and different communication tools, media and communication channels (innovative communication strategy).

⁷ Business case of BTC entitled Ideas with a Vision was published in Piar na kvadrat in October 2008, Nu.08.

The innovation communication strategy of an organisation is the management's communication tool for creating conditions and rules of communication for stimulating innovation in the business environment. The organisation applies it to stimulate its own innovation culture and to communicate the latter to target publics within and outside of the organisation.

One of the good examples of innovation communication in practice within a company is the BTC's Ideas with a Vision project⁷ for promoting innovation among the company's employees. With an effective innovation communication strategy and consistent implementation of activities BTS managed to activate the company's employees to submit useful initiatives and proposals. The communication strategy was prepared according to the principles of innovation communication and is systematically and consistently implemented. It includes:

- positioning of the project in the programme of the annual strategic conference,
- publications in the internal newsletter,
- field work ('road shows' in all business units), through which the project and its results and development are communicated to all employees and through which opportunities and initiatives for upgrading the project are sought,
- periodical notification via e-mail about the results and development of the project,
- periodical notification about the results and development of the project, posted on notice boards in hallways, cafeterias, etc.
- monthly motivational e-mail encouraging employees to submit proposals,
- publication of all information about the project on the intranet,
- timely responses to submitters of proposals about decisions of the evaluation committee (immediately after the committee's session).

The contents of the communication strategy comprise: contents of submitted proposals, names of submitters, information about the proposal's status (implemented, to be implemented, rejected), participants' statements about their experiences with the Ideas with a Vision project.

In 2009, Vibacom implemented a variant of InCo Corp. in its cooperation with clients and partners, while some of the other InCo movement's partners have also implemented their own versions. Thus, the idea was born to develop a system for upgrading innovation communication strategies of all organisations.



Photo: ATech archive

Davor Jakulin, Director of ATech, partner in the InCo movement:

ATech as a specialist for development and production of purpose-built electronics entered the biomass heating market a few years ago. We developed an internationally established B2B trademark of FUMIS

combustion controllers for wood biomass fired heaters, sold from New Zealand in the east to the USA on the west.

The innovation of FUMIS represents a direct implementation of EU strategic guidelines – to be global leaders in managing technologies for reduction of greenhouse gases. The European renewable energy sources industry and its market are one of the most advanced European sectors with an annual turnover of more than 25 billion euros. At ATech we have a broad perspective of this market. We estimate that through integration of knowledge and market activities Slovenia can acquire an approximate 2 percent market share and leading market shares within individual niches. We believe that the platform of innovation communication can contribute to achieving this goal – and not merely this one – all goals that aim high or at the top with innovation.

6.2 The Award for innovation communication strategy

In March 2009, a new cooperation was started among the initiators of the idea to develop a system for upgrading innovation communication strategies – the companies IPRK, Mediade and Vibacom. The partners developed the platform for an award whose aim is to contribute to the understanding of creativity and innovation as values in an organisational environment. The goals for the first period of three years are: to establish (with respect to application) the award in Slovenia as an excellent and effective tool for internal evaluation of creativity and its upgrading within the contexts of communication activities, as well as present examples of best practices internationally and transfer them to other environments.

Later, we organised a workshop for interested applicants (representatives of companies), with whom we analysed the concept of the award and the practices of individual companies.

Based on the above, the first awards for best innovation communication strategies were presented to participating companies that fulfilled the criteria this year. The following companies received the awards: Telekom Slovenije, Gorenje, Zavarovalnica Maribor, Informa ECHO, BTC and Atech.

The award will be upgraded and further developed in 2010.



Photo: Vibacom archive



Photo: personal archive

MSc Ladeja Godina Košir, IPRK, initiator and co-organiser of the Award for innovation communication strategy:

In the market and within internal processes of organisations, innovation is becoming the key factor of success, differentiation, and consequently competitiveness. Innovation does not merely involve finding new products or services, it primarily involves innovation within the context of sustainable development. The latter is based on processes, value systems, marketing and communication approaches, etc. The more an organisational environment is designed to support creativity – the organisational system, management of the working environment, employee structure, motivational methods, communication processes – the more likely it is to start ‘avoiding’ innovative ideas for there will be too many to be implemented. Therefore, the daily experience of stimuli that encourage creativity is more valuable than communication of innovation. Only organisations that know how to communicate can be successful. Such environments open space for diversity and constructive dialogue, and consequently innovation breakthroughs.



Photo: Miro Majcen/Zaklop

MSc Edita Krajnović, Mediade, coorganiser of the Award for innovation communication strategy:

Cooperation of Mediade in the development of the Award for innovation communication strategy is a component of the vision our company defined with the innovative publication “Podjetniki v podjetju” (Entrepreneurs in Business), dedicated to developing competitive individuals and internal company environments. The Award for innovation communication strategy contributes to the awareness that companies which understand and apply the advantages of innovation

communication can develop faster and can increase value with a higher dynamic according to the principles of sustainable growth. In such organisations, logarithms do not represent only what the mathematician Jurij Vega wrote in his tables, but also and especially the logarithms of communication. The latter are – if we understand and utilise their potential – an inexhaustible source of business progress. Do you know that a child can turn a circle around faster than most adults?!



Photo: Matic Kuder

Estera Lah Poljak, Vibacom, co-organiser of the Award for innovation communication strategy:

Experience from implementing innovation in companies shows that an innovation communication strategy in businesses is predominantly important at two levels: Firstly, at the internal level of employees who need to be adequately informed that innovation is a strategic goal of the company and that they are expected to actively participate by submitting innovative proposals and by creating innovations. Secondly, at the external level of the company’s target publics to whom the company needs to present its innovative orientation and success stories, and at the same time involve them in the innovation process. The award aims to represent the above goals of innovation communication and raise companies’ awareness about the importance of communicating their innovativeness appropriately.

6.3 InJo Award 2007-2009 – Analysis of the presence of innovation topics in internal media of Slovenian companies and other organisations

Table: A list of media submitting their contributions for the InJo Award in the category of innovation in internal media of Slovenian companies.

Internal media	COMPANY	Applied contributions for InJo Award	Applied contributions for InJo Award	Applied contributions for InJo Award
		2007	2008	2009
Pika na G	Gorenje	6	2	8
Novice Acroni	Acroni	2		
Škrjanček	Telekom	1	1	10
Srečno	Rudnik Trbovlje-Hrastnik	1		
Pri nas ZMleto	Zavarovalnica Maribor	2		
E-novice	Oria Computers	5		
ŠkraAtech	Atech		7	8
Cimosov forum	Cimos		12	
BTC	BTC		6	
Total		17	28	26

The importance of innovation communication in companies and other organisations is also recognised with a special category of the InJo Award, namely the awards for the best journalistic contribution on the topic of innovation in the internal media of Slovenian companies/organisations, which expresses the jury's conviction that internal media also have an important role in raising awareness about innovation in the company and stimulation thereof.

The analysis shows that a number of the same companies submit their contributions each year, which reveals that certain companies have greater interest in the field, or that they were better stimulated by InJo Award partners to participate. These contributions are evaluated by the jury according to the general InJo criteria; however, internal media contributions are not applying them as strictly. One of the reasons certainly lies in the specific role of such media, for they are intended for internal publics; in most cases, the authors also do not possess journalistic knowledge or do not have the knowledge necessary for identification of innovation processes. Furthermore, the submitted contributions are primarily concerned with technological innovation, while identification of non-technological innovation, such as business models, market niches and segments, is not present.

An overview of companies submitting their contributions reveals that Gorenje is submitting contributions every year, and is also always among the recipients of special commendations

(the author of all awarded contributions is the editor of the internal newsletter).

Continued presence of Gorenje among the finalists attests that the company is continuously communicating its key guidelines with respect to innovation to its internal publics. Thus, they convey that promoting creativity and finding innovative breakthroughs requires interstructural integration, networking, cooperation and seeking of healthy sources of innovation in the broader space. In the past two years, we have also received high-quality contributions from ATech, where the management is clearly promoting innovation journalism among its employees. Telekom has also been submitting their contributions since the outset.

In spite of several positive examples, our experience has shown that companies need a systematic approach to innovation journalism and communication, which would enable internal and external reporting about innovativeness and the company's innovations, the innovation culture of the company, innovative employees and their achievements, examples of best practices, experiences from within and outside the company, etc. They need to encourage marketing, communication, human resources and PR departments, which are the primary departments involved in communication, to follow the following guidelines for writing their contributions according to innovation journalism criteria:

They should clearly define the phase of development of the innovation, approach or progress of an individual, and explain their effect on the environment/society, they should envisage its future potential and analyse its key advantages and weaknesses; they should also include the aspect of non-technological innovation. They need to understand that stimulating creativity and finding innovative breakthroughs requires interstructural integration, networking, cooperation and seeking of healthy sources of innovation in the broader space.



Photo: Gorenje archive

Vesna Petkovšek, Gorenje, recipient of commendations for the best article about innovation in internal publications in 2007, 2008 and 2009:

Innovation is the basis for all development and all progress; it is the foundation for ensuring future existence of companies. In view of this fact and from the aspect of creativity as an integral part of Gorenje's vision, promoting innovation through internal media is both evident and necessary. I personally find writing about innovation and innovative approaches to writing challenging, and enjoyable for they enable me to learn and experience creative processes 'up close'.

Our involvement in the InJo project undoubtedly stimulated us to apply a more systematic approach to innovation topics in Gorenje's internal media and in general. In fact, one of the central messages and missions of the internal media is building a culture of creativity among our employees. Naturally, we must be aware that this is merely one of the tools for establishing an innovative culture and practice, and that there are also others, more suitable and significant ones.

7. INSTITUTES

Institutes and their research and development activities in the innovation space contribute views that are outside the borders of the known within their expert areas and present new paths and methods of operation. Since their research and results are important for the development of the society, it is very important they know how to communicate them appropriately. Which means that their scientific and expert conclusions need to be translated into the language of the general or target publics (stakeholders) they are addressing (in addition to communication with their narrow scientific circles). This will enable easier cooperation with external stakeholders who will be enabled access to their thought processes, and at the same time be able to promptly integrate the results of these institutes in their solutions.

In 2009, the InCo movement performed various activities for promoting activities of institutes which can eventually evolve into projects.

7.1 Cooperation with CT3 and Videlectures.net

One of the active partners of the InCo movement in 2009 was the Centre for Knowledge Transfer in Information Technologies at the Jožef Stefan Institute, which has gained recognition primarily with its VideoLectures.NET service. The latter is a web portal with high-quality educational content presented in the form of lectures by various experts. The Slovenian InCo Movement was among the first to publish the news that the renowned American university, the Massachusetts Institute of Technology (MIT), in October 2008 moved its entire services of educational video web content to the Slovenian web portal, VideoLectures.NET, which is becoming the leading portal of this type.⁸ In May 2009, we published that the videolectures.net received a prestigious award in the category of e-content. The World Summit Award (WSA) is awarded at the United Nations' World Summit on the Information Society (WSIS). It is a unique global contest for awarding prizes to the best e-content and examples of creativity in the world⁹.

Both of these achievements demonstrate how Slovenian researchers are becoming globally successful. Unfortunately, we rarely know anything about such success stories for they are not disseminated to the public or they are presented in a way that is not interesting. The noted experience of CT3 proves that institutes and researchers must clearly and systematically communicate about their projects. With the help of the InCo movement, these innovative breakthroughs were presented to the public and



Photo: Vibacom archive

resonated globally (the innovative SamaaTV station in Pakistan transmitted a programme about Videolectures.net).

In 2009, Videolectures.net cooperated as a media partner and official recorder at InCo movement's conferences and included conference materials into their educational portal.

⁸ The interview was published on the web page www.violeta.si

⁹ The interview was published on the web page www.violeta.si

¹⁰ The interview was published in the Vibacom's e-publication: Aktualno.biz

7.2 Participation of scientists and researchers in interdisciplinary events

Our second activity indirectly related to institutes is including scientists and researchers in various interdisciplinary events that are not primarily scientific in their orientation. This way, we wish to enable transfer of experience from scientists and researchers to other fields. Thus, we organised a special unit within the InCo Conference, entitled 'Experiences of scientists and researchers of working in expert teams', where Boštjan Golob and Andrej Detela, scientists from the Jožef Stefan Institute, presented their experiences with working in expert teams in a manner that can be useful to economists.

Within the scope of the autumn meeting of the Managers' Association of Slovenia, we organised a roundtable moderated by Violeta Bulc, where the scientist Peter Križan presented the scientists' view of the problem of nourishing and transferring creativity. We also wrote about Peter Križan and the achievements of his team in October 2008, when we published an article in our publication Aktualno 2.0 about the importance of his team's contribution to the research that received the Nobel Prize in Physics in 2008.¹⁰

In 2009, we established a formal relationship with the VINNOVA Stanford Institute for Innovation Journalism, led by the Executive Director, Dr David Nordfors, with whom we have been cooperating on development of innovation journalism in Slovenia since 2005.



Photo: CT3 archive

In the past two years, we have also been in direct contact with the Stanford Research Institute and its Director, Curtis Carlson. With the help of the InCo movement, we also organised a video lecture by Curtis Carlson at the autumn meeting of the Managers' Association of Slovenia 2009, where he presented his concept of five disciplines of innovation.

8. THE STATE

The state plays a leading role in establishing innovation within a space, for its strategic policies, measures and initiatives enable all to strengthen their creative potentials and thus contribute to establishing innovation within a society. The state can promote the innovative space through establishing the rules for policy levers, measures and activities. The state provides the financial resources for effective development of creativity and innovativeness of individual stakeholders and the community in general.

Furthermore, it is important the state implements initiatives for innovation based activities and functions as an effective innovation communicator with respect to its citizens.

The involvement of the state in InCo movement's projects has not been directly implemented so far; however the state showed interest in InCo movement's projects at the Idea Reserve event in 2008. Several Ministries and the

Office of the President of the Republic of Slovenia are following InCo movement's projects. Below, we present two noticeable steps forward in our cooperation with the state.

8.1 Workshop on innovation at the 15th Days of Public Law and Management

With the aim of promoting innovation in public administration we implemented a series of workshops on the topic of innovation within the 15th Days of Public Law and Management, organised by Institute for Public Administration in cooperation with the Faculty of Law at the University of Ljubljana, on 4 June 2009. Violeta Bulc from Vibacom moderated a workshop, entitled “Does innovation have a place in the public sector?”, and Ladeja Godina Košir from IPRK highlighted the significance of innovation communication in public administration. This was an important step in raising awareness of the public administration regarding their opportunities for innovation.

8.2 The “Drafting of the Platform and Guidelines for Developing a Strategy for Slovenian Economy in the Field of Non-technological Innovation” project

As the coordinator of the InCo movement, in 2009, Vibacom formed a consortium with A.T.Kearney and the Institute for Economic Research (IER) within the project, entitled “Drafting of the Platform and Guidelines for Developing a Strategy for Slovenian Economy in the Field of Non-technological Innovation”. The project was funded by the Ministry for Higher Education, Science and Technology in cooperation with the Public Agency for Technology. The project proposes a model for measuring innovation ability for the state, with which the latter will be able to assess the innovation ability of all innovation participants and stimulate their activities, primarily in the field of non-technological innovation, where great potential exists in Slovenia. The proposed model was developed based on IER’s analysis of innovation ability of European countries, the A.T. Kearney ‘House of Innovation’, which is an already established concept in the EU and globally, and the InCo model of innovation space stakeholders, which is the result of research, conclusions and several years of practical experience of the initiators of the InCo movement.

8.3 The first public presentation of the InCo movement before the National Council of the Republic of Slovenia

At the ‘New directions of social development between justice and efficiency’ consultation meeting before the National Council of the Republic of Slovenia on 25 November, MSc Violeta Bulc introduced the InCo movement for an innovative breakthrough of Slovenia. This was the first public presentation of the InCo movement before the National Council. Bulc spoke about the role of the civil society in the development of the innovation space and presented achievements and initiatives resulting from the experience of four years of InCo movement's activity.

The consultation was organised based on an initiative by the President of the National Council of the Republic of Slovenia, MSc Blaž Kavčič. In addition to Bulc, the Slovenian perspective was also presented by the Minister for Education and Sport, Dr Igor Lukšič and the Vice President of the National Council of the Republic of Slovenia, Lidija Jerkič. The main speaker was Pär Anders Nuder, a Swedish politician who spoke about adapting of employees to the changing needs of the economy. The consultation was moderated by National Council members Msc Dušan Semolič, leader of the employees' interest group, and Borut Meh, leader of the employers' interest group.



Photo: Andrej Schara, DS RS

9. NON-GOVERNMENTAL ORGANISATIONS

In the innovation realm, Non-Governmental Organisations act as opinion formers whose activities primarily contribute to the conditions for the development of individuals' creativity and integration, and consequently create a value system within society. They are often interwoven with local communities and enable the individuals' contact with the creative world and thus provide the foundations for innovative breakthrough. Simultaneously, they act as sources of self-confidence for individuals by enabling them the opportunity to realise their talents and improve their skills.

Therefore, the role of non-governmental organisations should be supported, while the organisations themselves should be made aware of the importance of creativity and innovation for the society and of management approaches according to innovative principles they can apply. It is equally important they communicate with target publics and present the values and activities of organisations that individuals can join.

A dedicated project for non-governmental organisations within the InCo movement has not been formed yet; however, certain initiatives have already commenced.

9.1 Cooperation with Umanotera

One of the partners of the InCo movement is Umanotera, a non-governmental organisation whose participation demonstrates the challenges and opportunities of non-governmental organisations in the field of innovation. In 2009, we cooperated in enhancing of the strategic and organisational foundations of Umanotera as a non-governmental organisation with innovative foundations. Through this cooperation, we verified the fact that non-governmental organisations also need clear communication strategies through which they can raise awareness about original projects and clearly present their effects and results.

9.2 POGUM Development Foundation

With coordination by the Development Centre Litija, the 'POGUM Development Foundation' was established in 2009 with the aim of providing funding to non-governmental organisations in the broader local environment, and later at the national level. It also aims to improve social responsibility of companies and organisations, and support development of human resources. The foundation will primarily support development of activities for improving the skills of the youth, with emphasis on creativity, an aim which overlaps with the activities of the InCo Jr. project. Msc Violeta Bulc, initiator of the InCo movement, was named Chairwoman of the Board of the Foundation.

9.3 Workshop for the Srce Slovenije NGO Network

In October, Vibacom organised a workshop on management of non-governmental organisations according to innovative principles. The workshop was intended for non-governmental organisations operating in the Central Slovenia region and was organised within the scope of the "SRCE ME POVEZUJE – stičišče NVO Srca Slovenije" (THE HEART CONNECTS ME – "Srce Slovenije" NGO Network) The participants - representatives from various associations and non-governmental institutions – were introduced to the concept of innovation and the methods of incorporating innovation in their organisations' activities. They were acquainted with management tools for managing companies and other organisations. They were also made aware of the significance of being integrated in the innovation space as a whole, their roles in their communities and the importance of focused communication with various target publics.

10. ARTISTS AND THE CREATIVE INDUSTRY

Artists and representatives of the 'creative industry' are the ones that create an environment which activates our senses, emotions, and stimulates lateral thinking. Their creativity and their different nature encourage our boldness and break down taboos and traditional inflexible thinking, as well as our perceptions of ourselves and of people around us. At the same time, they open new ways of expression and communication originating from various fields of art and creative industry (writing, photography, multimedia, design, architecture, painting, music, etc.).

Art and the creative industry are involved in the InCo movement through its various events and projects. We find that it is very important that artists and representatives of the creative world know how to communicate their projects and activities, and that they establish dialogue-based relationships shifting established operating patterns.

10.1 Art at the InCo Conference 2009



Photo: Pina Maja Bulc

At the InCo Conference 2009, we organised a module, entitled “The influence of public space on creativity” where invited architects and other representatives from the creative industry, discussed public spaces as places where an individual’s creativity can develop in is manifest as innovativeness. We published an interview in our e-publication Aktualno 2.0¹¹ with Dr Davorin Gazvoda, Associate Professor and Head of Department of Landscape Architecture at the Biotechnical Faculty.

The InCo Conference’s programme was also complemented with art. The conference was accompanied by musical and visual inserts of Lado Jakša who captured the rhythm of innovation in the Heart of Slovenia in his original music. This way, he created a special CD for the InCo movement. As an introduction to the discussions in the various modules, the internationally acclaimed violinist Miha Pogačnik performed an original musical work. He also played his masterpieces to the young participants at their parallel workshop.

11 The interview was published in the Vibacom’s english e-publication: <http://www.violeta.si/2009/05/open-public-space-for-stimulating.html>

10.2 The InJo statuette by young sculptor Lara Reichmann

Since 2007, the recipient of the main InJo Award also receives the InJo statuette, handmade each year by the young sculptor Lara Raichmann, who is working under the mentorship of Rosalija Arnšek within the Pionirski dom Art Centre. Lara is a 9th grade student at the Vižmarje Brod Primary School. She had been attracted to Plasticine and clay since kindergarten, but her true creative story started when she joined the sculpture group mentored by Rosalija Arnšek. She still finds shaping heads and figures her greatest challenge. In addition to sculpting, her world includes dancing, swimming and an abundance of drawings and reading books.



Photo: personal archive

10.3 Cooperation with the photographer Bojan Breclj

Bojan Breclj, founder of the Slovenian photographic agency IPAK and an internationally acclaimed photographer who cooperates with numerous press agencies, was the official photographer of the InCo Conference 2009. His contribution to the InCo movement is especially important because of this work with youth and because of a new category we jointly developed within the scope of the InJo Award, namely the best photographic contribution on the topic of innovation, which will be presented for the first time in 2010.

10.4 Cooperation with the painter Peter Ciuha

In 2009, we also started cooperating with the painter Peter Ciuha, an academically trained painter and graphics specialist, whose works merge art, music and multimedia. His view of interactivity as a playing field of creativity was also discussed in Aktualno 2.0.12 Peter dedicates a lot of his time to developing the creativity of children; therefore, in autumn of 2009, we jointly developed the concept of a category within the scope of the InJo Award for best painting contributions on the topic of innovation, which will be presented in 2010.

10.5 Cooperation with OpenLab

In autumn of 2009, we joined the OpenLab project, a project with the aim of establishing cooperation, propagation of innovative ideas and transfer of knowledge, supported by the Laboratory for Telecommunications at the Faculty of Electrical Engineering (LTFE). OpenLabs' facilities are located in Kranj. Our cooperation will be in the field of multimedia; we shall encourage multimedia journalistic contributions among students of primary and secondary schools. Within the scope of the InJo Award 2010, we shall also present commendations for best multimedia contributions on the topic of innovation.

10.6 Cooperation with Big Institute at the Month of Design

Within the Month of Design, organised by Big Institute, a special workshop, entitled "Innovation communication through the eyes of the youth", was organised. It was attended by young people interested in design and innovation. The workshop acquainted them with the steps of the innovation process: from idea through invention to innovation, with examples from Slovenian and foreign practice. They spent time with professional designers and sought innovative solutions with them. They were able to submit the resultant stories in the contest for awards and commendations for best contributions on the topic of innovation within the InJo Awards 2009.

¹² The interview was published in the Vibacom's english e-publication Interaction as platform of creation

10.7 An event with the creative industry at the Ljubljana Furniture Fair 2009

Ljubljana Exhibition and Convention Centre, a partner of the InCo movement, organised a roundtable, entitled "Creating Added Value in the Furniture Industry", within the Ljubljana Furniture Fair, on 3 November 2009. The debate was moderated by MSc Violeta Bulc from Vibacom, who was joined by experts from the design and furniture industries: Nika Zupanc (industrial designer), Tina Lozej (Meblo Jogi), Miha Klinar (Gigodesign), Matej Feguš (Donar).

The speakers agreed that added value in modern furniture industry is generated through innovation, which is greatly based on design. In their opinion, the Slovenian furniture industry needs to change its attitude towards the product. The management needs to become aware that designing is an integrated process, one that includes both the aesthetic aspect and the planning that leads to integrated solutions. Added value is created through developing a product's story that speaks to the consumer, in which the fact that good product design conveys a story needs to be taken into account. The furniture industry companies also need to be visionary and possess the appropriate degree of courage to go beyond the borders of the traditional and open new paths. In addition to the attitude of the companies, the speakers also spoke about the general environment. They stressed the necessity of cooperation with other fields, industries and disciplines, with emphasis on a culture of cooperating on projects. Therein, they appealed to the state to recognise design as innovation and include it in the national strategy. They also established that communication about the role of design in industry should be more active and dynamic, it should present both successful and unsuccessful stories and draw examples of best practices from them, and most importantly establish interconnections among these stories.



Photo: Vibacom archive

11. InJo AND InCo AROUND THE WORLD

11.1 Presentation of initiatives for innovation communication and innovation journalism around the world

As already mentioned, the concept of innovation communication is closely related with innovation journalism which has become an institutionalised concept, implemented in several countries. Both concepts share the same key principle that the media are a prime active innovation space leader, and that by reporting on innovation they can raise awareness about innovation as being a great a value to society. Therefore, our examples of practice describe both concepts and present European and global experiences and practices from the field of innovation journalism and communication, which serve as the basis for upgrading the concept In Slovenia (analysis adapted from Nordfors, 2009¹³).

a) Sweden

The concept of innovation journalism originates from Sweden, where its foundations were laid down in 2003 by David Nordfors, a Swedish Doctor of Science. His work was recognised by the organisation he worked for, the Swedish innovation agency, VINNOVA, which established the first

official innovation journalism programme in 2004. It was a pilot project in cooperation with the Swedish Foundation for Strategic Research and the Competitiveness Council from Washington, USA. The project partners established a relationship with the Stanford University in California, USA, and under the leadership of Dr David Nordfors organised the first training of journalists, entitled "Innovation Journalism Fellowship".

The programme is intended for active journalists who can develop their knowledge in the fields of innovation and professional reporting on innovation processes, and can upgrade their skills in multidisciplinary team work. Furthermore, the programme includes working attachments to prominent American media and global journalists' networks.

In 2009, VINNOVA co-founded the Stanford Research Center of Innovation Journalism, which operates within the H-STAR Institute at Stanford University. Thus, VINNOVA supports participation of Swedish researchers in a centre that researches relationships between journalism and innovation.

VINNOVA's central aim is to promote innovation in all areas. This is the reason it has been supporting the programme throughout the years. Furthermore, it recognises its long-term effects, especially in the Swedish media. They expect Swedish participants in the programme to develop new perspectives on the topic and take on the role of initiators of innovation journalism practitioners in the Swedish media, as well as developing new methods and tools for the promotion of innovation journalism, and subsequently to build a national and an international network of innovation journalists. VINNOVA plans to measure the effects of the programme to assess the development and professional knowledge, and to seek opportunities to improve the programme.

b) Finland

Swedish development of innovation journalism was followed also by Finland. Unlike Sweden, where the programme was developed within state structures, Finland commenced development of the concept within university programmes, pioneered by Sepp Sisättö, Assistant Professor at the University of Helsinki. In 2004, they implemented the first training for professional journalists and commenced a two-year research project in cooperation with the Tekes agency and the University of Tampere. In 2005, they implemented the first innovation journalism graduate course, held by Turo Uskali (Department of Communication, University of Jyväskylä). In the 2006, they established the national Innovation Journalism Fellowship programme within the SITRA organisation. This year, the first Finnish journalist attended the conference at Stanford University, while the programme was joined by the first post doctoral researcher. In 2007, the Finnish Society for Innovation Journalism was established.

In 2008, the Finnish promotion of innovation journalism was enhanced through more formal guidelines and funds

were allocated for implementation of the programme at all levels, training of journalists and research of the global concept. The Finnish Innovation Journalism Fellowship programme was supported by the Helsingin Sanomat Foundation and SITRA, who jointly contributed EUR 700,000 for training three Finnish journalists a year for five years (2008–2012). Research activities are supported by the TEKES agency and Helsingin Sanomat Foundation with EUR 1,000,000 until 2010. The programme is implemented in cooperation with University of Jyväskylä, University of Tampere and Turku School of Business/Futures Research. They plan to issue research publications and articles in cooperation with Stanford University and Oxford University.

c) European Union

While Sweden and Finland are the most progressive and active countries in the field of innovation journalism, other European Union countries are also implementing the concept, especially through participation in various events and initiatives.

The European Journalism Centre (EJC), based in Maastricht, Netherlands, has been especially active in promoting innovation journalism in the European Union since 2006. During this period, EJC has organised four innovation journalism conferences in Amsterdam, Brussels and two in Maastricht, to which they invited a broad range of speakers from the fields of journalism, business, science and the spheres of the state and politics. A European innovation journalism network is in the process of formation; its purpose will be to integrate participants and co-organise innovation journalism events. EJC will provide the network with organisational and logistic support.

The Centre is cooperating with Stanford University in presenting innovation journalism to EC Directorates. Their cooperation is strongest in 2009 as this year has been declared the European Year of Creativity and Innovation. This year, the EJC also co-organised the Interfacing Innovation conference.



photo: Vibacom archive

Wilfried Ruetten, Director, European Journalism Centre:

Since 2006, the European Journalism Centre (EJC) has been working together with the Innovation Journalism program at Stanford University, run by SCIL and VINNOVA, in promoting and establishing

the idea of "innovation journalism".

The EJC has co-organised several conferences, in Amsterdam, Brussels and in Maastricht, inviting a wide variety of speakers from the journalism industries, but also actors from industry, education, civil society as well as national and transnational governments.

EJC and the Innovation Journalism Program at Stanford organized a meeting in Brussels in June 2008, with parties interested in putting together a European Innovation Journalism Network. The participants, (among which was also Vibacom), unanimously voiced an ambition to introduce the concept of Innovation Journalism into the EU framework for innovation. The aim: to support the development of journalism as an essential actor in the European innovation ecosystem, making it a part of the overall EU strategy for innovation. Moreover, the EJC is working on promoting "innovation journalism" issues with the relevant Directorates General from the European Commission, e.g. DG Comm, DG Research, DG Enterprise and DG Education and Culture. For the latter it was also instrumental in preparing and planning events for the "Year of Creativity and Innovation" in 2009, as well as organising a major European-wide conference on the topic, in close cooperation with the Dutch Province of Limburg and other stakeholders.

The EJC also strongly believes in spreading the idea of innovation journalism to EU neighbouring countries and in encouraging the innovation mindset by supporting new incentives and initiatives of all stakeholders.

d) ZDA

The Swedish initiative for an innovation journalism programme was brought to life in 2004 at Stanford University in the USA, where it was initially hosted by the Stanford Center for Innovations in Learning (SCIL). In 2005, the cooperation was formalised within SCIL as the Innovation Journalism Fellowship programme. Between 2004 and 2009, it was attended by 56 journalists from Sweden, Finland, Pakistan, Slovenia and Mexico. As already mentioned, the programme was moved to the Stanford Research Center and is currently performed within the H-STAR Institute (Human-Sciences and Technologies Advanced Research Institute), established by the Swedish agency VINNOVA.

- The programme is aimed at encouraging candidates with interest in business and those who are curious, active and would like to expand knowledge and be actively involved in shaping society. Also to upgrade the innovation journalism concept through:
 - establishing a network of innovation journalists,
 - identifying and developing examples of best practices,
 - understanding professional ethics and the role of innovation journalism in society,
 - understanding and developing innovation and innovation processes.

The training programme lasts six months. In addition to lectures and workshops at Stanford University, it provides the participants with the opportunity to work in influential American media (Fortune, San Francisco Chronicle, Red Herring, Wall Street Journal, etc.). Through it, the participants form a strong international network with other journalists from around the world and learn about innovative tools and technologies in the media. Simultaneously, all participants are heavily exposed to philosophies and trends of advanced technological companies and can witness integration of science with business (e.g. Silicon Valley). The candidates are chosen based on the suitability of their applications and profiles. Their stays are sponsored by national organisations.

e) Pakistan

In Pakistan, the innovation journalism programme was established in 2006 by the Competitiveness Support Fund (CSF), which is funded by the United States Agency for International Development (USAID). CSF developed its programme based on experience from other countries and organised participation of Pakistani journalists in the Innovation Journalism Fellowship programme at Stanford University. Thereby, it aims to raise awareness of the public about innovation, business and technology in the Pakistani media, improve communication within clusters and innovation systems, and stimulate better understanding of the very rapidly changing global economy.

Analysis has shown that most of Pakistani practitioners who were involved in innovation journalism projects have advanced to management positions due to their ability to create unique content based upon innovation. The new Pakistani television station, SAMAA TV, whose entire management is participating in InJo initiatives, is an excellent example of practice. This is the first media organisation in Pakistan to transmit a television programme about innovation.

f) Mexico

In Mexico, the InJo initiative is supported by the United States - Mexico Foundation for Science (FUMEC), sponsored by the Council of Science and Technology (CONACTY). The aim of the initiative is to contribute to improvement of business and innovation systems in Mexico. In 2008, the initiative's representatives introduced the InJo concept to several institutions, which resulted in support from CONACYT and Consejo Mexiquense de Ciencia y Tecnología, which in 2009 enabled the training of the first Mexican journalist at Stanford University.

11.2 IJ-6 – Innovation Journalism Conference, Stanford University, USA

We continued our active participation in the sixth Innovation Journalism Conference at Stanford University, USA, which took place between 18 and 20 May 2009.

With sponsorship from Vibacom, the conference was also attended by 2008 and 2009 InJo Award winners, Bojana Humar and Samo Kranjec. They were joined by the winner in the student category, Žiga Vavpotič, who received his award from the sponsor - Ljubljana University Incubator.

At this year's conference, Violeta Bulc again appeared as a panellist. She presented the Slovenian practice in development of innovation journalism, with emphasis on the innovation space model and innovation in schools - the InCo Jr. project. Her presentation is available here.

A special section at the conference was conducted by a Slovenian scholarship student Sabina Vrhnjak (with a scholarship from the Slovene Human Resources and Scholarship Fund) who was studying in the Innovation Journalism Fellowship programme earlier this year.

At the conference, Violeta Bulc also participated in a special meeting of the Program Advisory Board for innovation communication, which was performed in cooperation with the Executive Advisory Board. Membership of the later includes Curtis Carlson, President of SRI, and Vint Cerf, father of the Internet and Internet evangelist at Google. Violeta Bulc also prepared a special presentation on the development of the InCo movement in Slovenia for the special meeting of representatives from regional and national InJo initiatives.



Photo: personal archive

**David Nordfors, Executive Director,
VINNOVA Stanford Research Center of
Innovation Journalism, organiser of the
IJ-6 Conference:**

The purpose of IJ-6 was to bring together the stakeholders in the Innovation Communication System: innovation journalists, innovation communicators, other innovation actors, and academic researchers. The idea was for them to talk about the role of journalism in the innovation economy. This year we changed the format from earlier years. Instead of a long series of short plenary sessions with the InJo Fellows, each InJo Fellow arranged two workshops: one on an aspect of InJo, and one with a case study of a good innovation journalist. So we had sixteen parallel sessions. The Fellows invited all types of people to their workshops, and the discussions were fascinating for everyone.

We also had for the first time a special academic track, where academics presented InJo research they had done. People might have suspected that this would be too 'academic' for the practitioners, but this was not the case. There were almost as many journalists in the session as there were researchers, and the journalists were very interested. It was a breakthrough in the communication between social scientists and journalists about the role journalism play in the innovation economy.

The plans for IJ-7 is to continue working on the IJ-6 model. I can't say more just now, because it is our tradition that the IJ-X conference is planned by the InJo Fellows and our visiting InJo researchers. We will know more about IJ-7 in March 2010, when the 2010 InJo Fellows have had their introduction at Stanford.



Photo: VINNOVA Stanford Research Center of Innovation Journalism at Stanford University archive

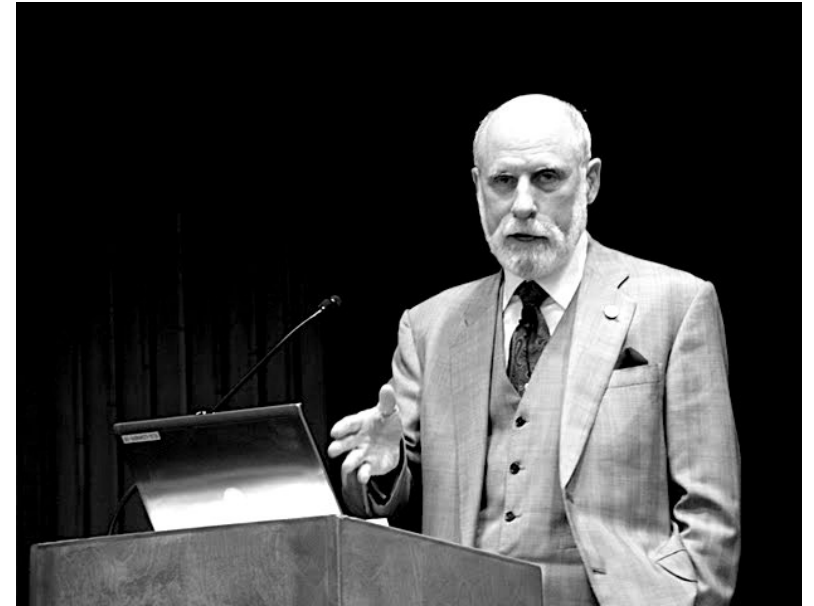


Photo: VINNOVA Stanford Research Center of Innovation Journalism at Stanford University archive

11.3 Interfacing Innovation Conference, Brussels

Between 19 and 22 May 2009, the Interfacing Innovation conference took place in Brussels. It was organised by the European Journalism Centre and the European Commission with the aim of highlighting technology innovation topics. The speakers were several ambassadors of the Year of Creativity and Innovation, representatives from CERN and researchers from Stanford University. Another important part of the conference was the meeting with high representatives of the EU with the aim of presenting plans in the field of innovation to the many European journalists present.

The conference discussed the following topics:

- Can innovation turn the course of the financial crisis?
- What are the social effects of technological innovation?
- How can the European Institute of Innovation and Technology (EIT) accelerate the innovation agenda?

Violeta Bulc was invited to the conference as a panellist on the topic of innovation journalism initiatives. In the introduction, she presented the Slovenian initiative of the 'InCo movement for an innovative breakthrough of Slovenia', and described in detail the innovation model and the role of economy in it. She also presented all projects in the field of innovation journalism and communication, that are being implemented in Slovenia within the InCo movement in the fields of economy, media, educational institutions, universities and local communities. She particularly highlighted promoting of creativity and innovation among the young people in schools.

At the initiative of the InCo movement, the conference was also attended by a group of Slovenian journalists (Polona Pibernik – Mediade, Erik Blatnik – RTV Slovenija in Anja Leskovar – GEA magazine).





Photo: Domen Grögl

Anja Leskovar, Editor-in-Chief of Gea magazine, conference participant:

The key message of the conference was: do not be afraid of the new, innovative and different, for they are extremely important in these times when the printed media are slowly withering away. As an editor-in-chief, I found a very important message in the information about what we are doing wrong by continuing to rely on old tried and tested work methods (even if we think we are being innovative, which – in all honesty – we are sometimes). Shortages of human resources often require 'instant' approaches that are not necessarily innovative for innovation in practice also takes time.



Photo: personal archive

Erik Blatnik, journalist at RTV Slovenija, conference participant:

As a journalist and individual who helps shape society, I realised at this conference that innovations – in technology, processes or society – are mandatory requirements of the modern world. In the past 150 years, technology and related products have developed to a degree that people often do not know how to use them. There are also too many products whose only purpose is to accelerate sales, and consequently increase production and create new jobs. In my opinion, the challenge of the future will be eliminating products that are unnecessary and useless for development of society on the one hand, and learning to use and exploit useful products to enable continued 'prosperity'. This will make innovativeness of individuals and the society exceptionally important. Also, in an economic crisis, society has the unique opportunity to redefine the traditional capitalistic and social norms. Through social innovation, it can form a non-consumer society which will strive for spiritual instead of material fulfilment (i.e. profit and amassing of assets). A spiritually depleted, depressed and damaged person cannot bring progress.

11.4 Innovation in Youth Media and Next Generation Classroom Conference

On 15 and 16 October, Mojca Štepic, the InCo Jr. project leader, attended the Innovation in Youth Media and Next Generation Classroom conference in Maastricht, organised by the European Journalism Centre. Media experts, academics and researchers discussed areas of the innovation ecosystem related to education, which is the field addressed by the Vibacom's InCo Jr. project for encouraging creativity and innovation with young people.



Photo: personal archive

Mojca Štepic, Vibacom, InCo Jr., at the Innovation Youth conference:

The most surprising revelation at the conference was the statistical data relating to the use of different media which prove that the following perceptions about young people are erroneous:

- *they spend most of their time in front of computers (actually, young people aged between 12 and 17 spend 11 hours a month; young people aged between 18 and 25 spend 14 hours a month) and with mobile phones (young people send four times the amount of SMS messages, but they make the same amount of calls as adults);*
- *they do not read daily newspapers (45% of young people over 18 read them) or weekly magazines (50% of young people over 18 read them);*
- *they do not read news (they do, but mostly on the web);*
- *they are the main users of video games (youth and adult shares are equal; also, video game genres are starting to change towards topics relating to social issues, e.g. Darfur).*

The truth is that young people still use classical media, but are clearly susceptible to creative expression through new formats. Thus, the media are becoming tools for creative and critical dialogue.

With respect to education of young people, the following

information is very interesting: 80% of jobs that will be occupied by people currently entering educational systems do not exist yet; also, the youth of today will change employment 18 to 25 times during their working careers. Therefore, it is very important that parents and teachers prepare them for constant adaptation, critical judgement, integration, high level of communication, and instead of teaching them factual data, they should be providing them with tools and links for acquiring specific information.

The conference also provided me with ideas which should be implemented in the InCo Jr. project.

In view of the fact that young people have a great influence on their parents and peers, they primarily need to be encouraged to think about socially important topics, such as ecology, social responsibility, intergenerational cooperation, etc. Since young people are very susceptible to digital media, teachers need to be encouraged to more intensive digital participation in the implementation of the curriculum. At the same time, we need to understand that digital literacy of young people is at a very low level – although they know modern technologies and are exposed to them, their competences for qualitative application are at an extremely low level. In addition to functional literacy, which provides basic operational knowledge, teachers need to introduce working on other dimensions of literacy, for example:

- *cultural literacy (interpretation within the correct context),*
- *critical literacy (recognising different perspectives of content),*
- *creative literacy (production of content desired by readers/clients/customers),*
- *cooperative literacy (mutual communication and interaction).*

11.5 4th Regional Conference on Innovation Journalism, “Stanford after Stanford” 2009



The concept of innovation journalism has been actively developed in Slovenia since 2006, when both the first Conference on Innovation Journalism, Stanford after Stanford 2006 and the international Innovation Journalism Workshop were organised. Vibacom, organiser of the events and initiator of the innovation journalism concept in Slovenia, has, from the start endeavoured to transfer the concept to neighbouring regions, especially to Eastern European countries where the media world has not yet started discussing innovation journalism. Since commencement, all events have been intended for international participants and speakers, and the conference conducted in English. In 2009, the European Journalism Centre (EJC), an independent non-profit institution based in Maastricht, Netherlands, agreed to cooperate with Vibacom in organisation of the 4th Regional Conference on Innovation Journalism, “Stanford after Stanford”. The EJC aims to raise standards in journalism, primarily through training journalists and media professionals, and operates through a wide international network as an organiser and partner of various trainings for journalists. Thus, the EJC willingly supported the InJo conference in Slovenia and enabled active participation to journalist and media experts from the region.

Conference participants and lecturers came from 12 countries: Slovenia, Croatia, Serbia, Macedonia, Hungary (participants and speakers), Germany, the Netherlands, Sweden, Finland, Israel, Pakistan and the USA (speakers and co-organisers).

Details about the conference are in the chapter about the media.



Photo: Bojan Breclj

12. ANNOUNCEMENT OF KEY PROJECTS IN 2010¹⁴

- **InCo Conference 2010, 8 April 2010, Ljubljana Exhibition and Convention Centre**
 - introductory lectures,
 - InJo Award 2010 ceremony,
 - dialogues in interactive nodes on the following topics: the role of the civil society and non-governmental organisations in shaping an innovative Slovenia; the role of non-technological innovation and the effect thereof on an innovative breakthrough of Slovenia; relationship between innovation and sustainable development.
- **InJo Award 2010 – closing date for submitting contributions: 15 March 2010; Award ceremony: 8 April 2010;**
 - contribution on the topic of innovation in Slovenian public media published in 2009
 - contribution on the topic of innovation in internal media of Slovenian organisations published in 2009
 - student contribution about innovation,
 - secondary school contribution about innovation (written, multimedia, photography, painting or drawing),
 - primary school contribution about innovation (written, multimedia, photography, painting or drawing),
 - systematic approach to raising innovation awareness in Slovenian media in 2009,
 - innovation communication strategy.
- **IJ-7 – Innovation Journalism Conference at Stanford University: 7 and 9 June 2010, USA.**
- **Stanford after Stanford 2010 – September 2010, Ljubljana**
- **Idea Reserve with presentation of the InJo-InCo Manifesto 2010 – December 2010, Ljubljana**

¹⁴ Only key projects of the InCo movement whose dates were set as at November 2009 are listed. Other projects organised by or with participation from the InCo movement will be published at the <http://www.incomovement.eu/> website. The project coordinator reserves the right to change project dates and contents.

13. GLOSSARY

Innovation communication (InCo) – a comprehensive process of identification, understanding and promotion of innovation through comprehensive and systematic communication thereof. InCo encourages all stakeholders to formulate proposals for effective innovation communication in their respective fields and simultaneously promotes open dialogue among them.

Innovation journalism (InJo) – one of the tools of innovation communication; journalistic reporting about innovation. InJo is a new way of understanding the role of journalism in the modern (innovative) society; it views the media and journalists as active participants in the innovation space.

Innovation space – an environment that ensures the conditions and provides the appropriate approaches, tools and methods for developing innovation. It can be both, a physical or a virtual space where various stakeholders can meet with the aim to create something new with added value.

Innovative space – an environment where innovation has already been recognised as a key factor of creating innovation; it already produces innovation.

Innovation space stakeholders – actors (individuals, organisations and organised groups) who through horizontal

integration co-create the conditions and contents of the innovation space (within their organisations, local communities, regions and the state). The current definition includes the following stakeholders: enterprises, the state, institutes, universities, local communities, educational systems, artists and the creative industry, non-governmental organisations, the media.

Idea – something new, a new perspective on correlations between things, systems, people, needs, relationships, etc.

Invention – an implemented new idea (prototype, pilot project).

Improvement – increased value or excellence of quality or working conditions (upgrade of something that already exists).

Innovation – an implemented new idea with market manifestation (has customers who notice, appreciate and buy it) Increased value or excellence of newly created working conditions or objects with market manifestation (creation of a new foundation).

Technological innovation – innovation based on application of new technologies, materials or technological processes which represents significant improvement in energy consumption, functionality, size, material behaviour, etc.

Non-technological innovation – non-material innovation related to modes of operation or integration of stakeholders or individual technological elements; includes business models, procedures, methodologies, services, etc.

Innovation infrastructure – a system of logically connected structural elements of innovation ensuring effective management of the innovation process, shaping of the necessary roles, resources and tools in the business environment.

Sustainable innovation – establishing of a new approach to innovation which will not cause problems in the future, and which can be maintained; instead, it will consistently improve existing economic, social and environmental conditions.

Innovative management – a (business) system management method, in which the management or leadership is the carrier of the content of the (business) innovation.

Innovation management – a (business) system management method, in which the management or leadership manages innovation processes and relationships for ensuring the appropriate environment and rules for creating innovation.

Innovation process – the process from idea to innovation, steps and activities necessary to develop an innovation.

Innovative process – a newly defined process (series of activities), leading to greater efficiency in operations of the system to which it belongs.

Co-creators of InCo movement

- **Partners of InCo movement in 2013**
- Petrol d.d.
- **Sponsors of InCo movement in 2013**
- Vibacom d.o.o.
- **Sponsors of InLoCom in 2013**
- Center za razvoj Litija d.o.o.
- **Members of InCo movement in 2013**
- InCo movement has 34 members in 2013
- **Partners of InCo movement in 2012**
- Petrol d.d.
- GZS
- Fičo balet
- **Sponsors of InCo movement in 2012**
- Vibacom d.o.o.
- Vzajemna d.d.
- Petrol Energetika, Ravne na Koroškem
- **Members of InCo movement in 2012**
- InCo movement had 51 members in 2012
- **Partners of InCo movement in 2011**
- BTC d.d.
- Center za razvoj Litija d.o.o.
- Gospodarsko razstavišče
- Institut Jožef Stefan (CT3)
- Javni sklad RS za razvoj kadrov in štipendije
- Ljubljanski univerzitetni inkubator
- Mediade d.o.o.
- Mobitel d.d.
- Občina Hrpelje – Kozina
- OpenLab
- Pravična trgovina 3Muhe
- PROJA
- Umanotera
- Stanford University
- Videolectures.net
- Vinakoper d.o.o.
- VINNOVA Stanford Research Center of Innovation Journalism at Stanford University
- DOBA Fakulteta
- Vrtec Trnovo
- Zavod Sled
- Združenje Manager
- 3R.TIM d.o.o.
- Društvo mladih raziskovalcev
- Društvo moderatorjev Slovenije
- Elektro Maribor d.d.
- Fakulteta za arhitekturo
- Laboratorij za telekomunikacije na Fakulteti za elektrotehniko (LTFE)
- Malina.si, Jožica Demšar s.p.
- Mogenas
- Proaktiv.kom
- Radio Maribor
- Scios (Una line d.o.o.)
- SedemSedem
- Televizija Vaš kanal
- Slovensko društvo za odnose z javnostmi
- Vivo catering d.o.o.
- Žito d.d.
- SLED
- Zavod Ypsilon
- European Journalism Centre (EJC)
- Estera Lah Poljak, komunikacijska strategija
- ŠOU v Ljubljani
- Studio Bračevac
- **Sponsors of InCo movement in 2011**
- Vibacom d.o.o.
- Vzajemna d.d.
- Proaktiv.kom
- Diners Club International
- **Sponsors of InCo Jr. in 2011**
- BTC d.d.
- **Sponsors of InLoCom in 2011**
- Center za razvoj Litija d.o.o.
- **Sponsors of InCo Ba in 2011**
- **Coordinators of InCo Ba in 2011**
- ŠOU Ljubljana
- **Coordinators of InCo Ba in 2011**
- Zavod Y
- DOBA Fakulteta
- **Members of InCo movement in 2011**
- InCo movement had 62 members in 2011
- **Partners of InCo movement in 2010**
- DOBA Fakulteta
- Vrtec Trnovo
- Center za razvoj Litija d.o.o.
- Gospodarsko razstavišče
- Institut Jožef Stefan (CT3)
- Javni sklad RS za razvoj kadrov in štipendije
- Ljubljanski univerzitetni inkubator
- Mediade d.o.o.
- Mobitel d.d.
- Občina Hrpelje – Kozina
- OpenLab
- Pravična trgovina 3Muhe
- PROJA
- Umanotera
- Stanford University
- Videolectures.net
- Vinakoper d.o.o.
- VINNOVA Stanford Research Center of Innovation Journalism at Stanford University
- DOBA Fakulteta
- Vrtec Trnovo
- Zavod Sled
- Združenje Manager
- Center za razvoj Litija d.o.o.
- DOBA Fakulteta
- **Members of InCo movement in 2010**
- InCo movement had 55 members in 2010
- **Partners of InCo movement in 2009**
- Adria Mobil d.o.o.
- Atech d.o.o.
- BTC d.d.
- Center za razvoj Litija d.o.o.
- DreamEthic Change
- Elektro Maribor d.d.
- ETI Elektroelement d.d.
- Evropski novinarski center
- Gospodarsko razstavišče
- Institut Jožef Stefan (CT3)
- Inštitut za inovativnost in tehnologijo (Korona plus d.o.o.)
- IPRK d.o.o.
- Javni sklad RS za razvoj kadrov in štipendije
- Kostak d.d.
- Ljubljanski univerzitetni inkubator
- Mediade d.o.o.
- Mobitel d.d.
- Občina Hrpelje – Kozina
- OpenLab
- OŠ Danile Kumar
- OŠ Litija
- Pravična trgovina 3Muhe
- PROJA
- SIQ – Slovenski institut za kakovost in meroslovje
- Trimo d.d.
- Umanotera
- Stanford University
- Videolectures.net
- Vinakoper d.o.o.
- VINNOVA Stanford Research Center of Innovation Journalism at Stanford University
- VPŠ DOBA,
- Vrtec Trnovo
- Zavod Sled
- Združenje Manager
- **Sponsors of InCo movement in 2008**
- Vibacom d.o.o.
- **Sponsors of InCo Ba in 2009**
- Ljubljanski univerzitetni inkubator
- **Sponsors of InCo Jr. in 2009**
- BTC d.d.
- Center za razvoj Litija d.o.o.
- Elektro Maribor d.d.
- Kostak d.d.
- Mobitel d.d.
- Občina Hrpelje – Kozina
- Osnovna šola Danile Kumar, Ljubljana
- Vinakoper d.o.o.
- **Members of InCo movement in 2009**
- InCo movement had 22 members in 2009
- **Partners of InCo movement in 2008**
- Adria Mobil d.o.o.
- Center za razvoj Litija d.o.o.
- Fakulteta za družbene vede
- Hermes Softlab d.o.o.
- Infinitive BizComLab
- Javni sklad RS za razvoj kadrov in štipendije
- Ljubljanski univerzitetni inkubator
- Mediade d.o.o.
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