



C2 Montréal 2017

The Minutes

INSIGHTS, LEARNINGS AND HIGHLIGHTS
FROM TALKS, MASTERCLASSES, WORKSHOPS,
LABS AND CONVERSATIONS

PRESENTED BY



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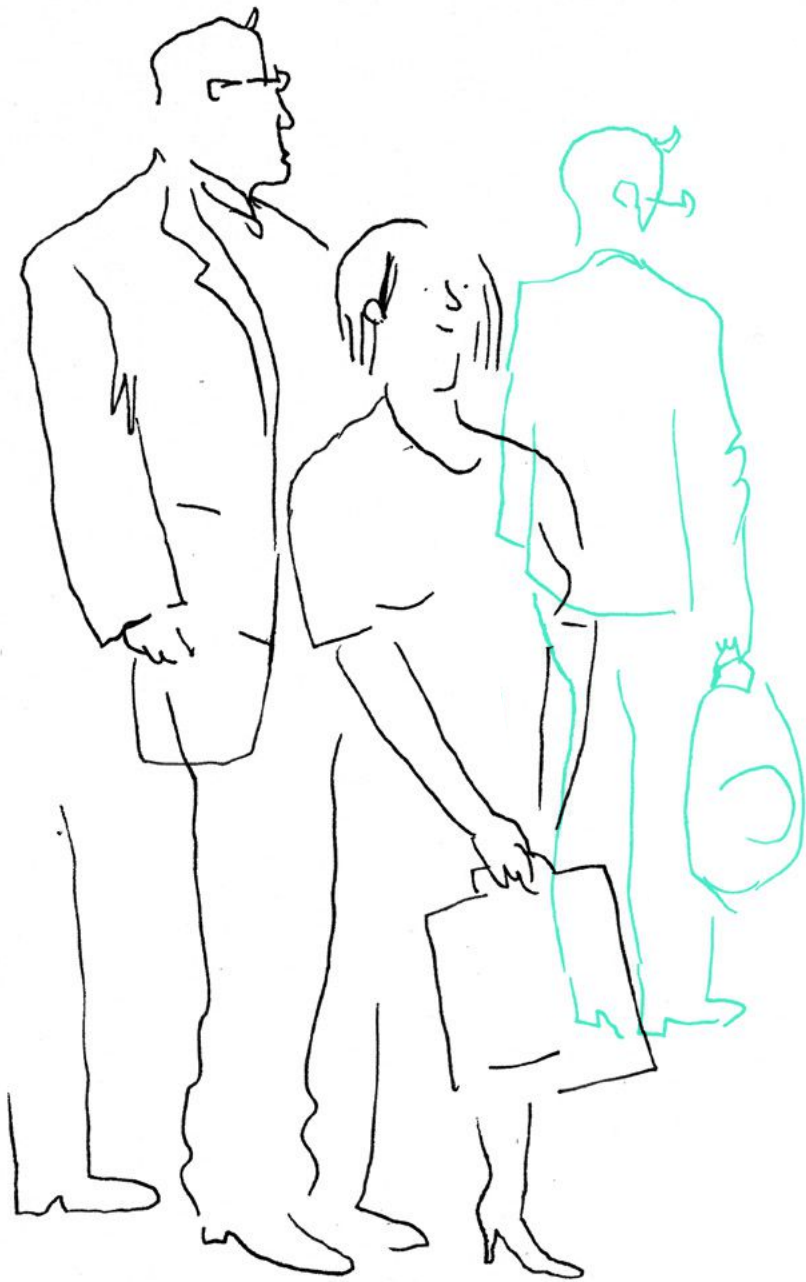
Building a better
working world

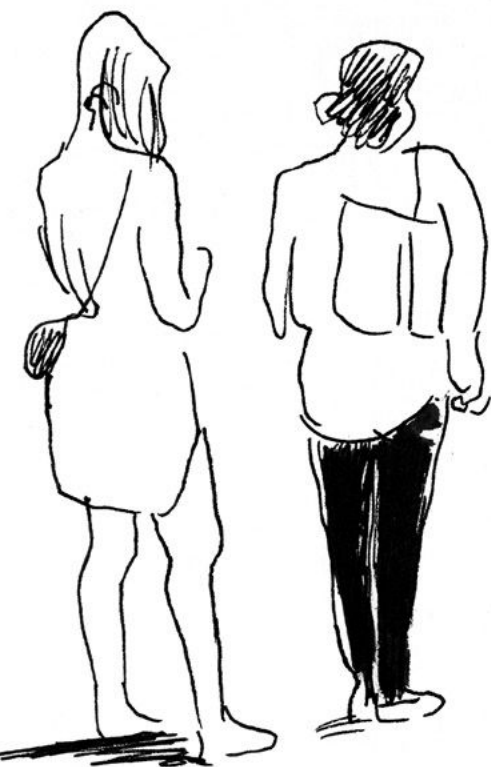
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SID LEE

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This publication follows the C2 Montréal 2017 conference, which took place in Montréal, Canada, from May 24 through May 26, 2017 at Arsenal Contemporary Art Gallery.

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C2 Montréal
MAY 24—26 2017



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A FEW TECHNICAL NOTES

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This is a dynamic PDF:
click on highlighted text
for [sources](#) and extra
information.

Your take on these *Minutes*

Tell us what
you think at
minutes@c2.biz.

WELCOME TO THE C2 MONTRÉAL 2017 MINUTES

How do you distill the three-day experience of 6,500 leaders into 350 pages of highlights and learnings?

The ingredients include 22 volunteer notetakers, five seasoned writers, four ruthless editors, an adventurous illustrator, a stellar design team and an experimental approach to building a tight process that allows for maximum flexibility.

Our goal: to provide you with an emotional and intellectual memento of the event. We hope these *Minutes* help you rekindle conversations started during those three days and even inspire new, meaningful ones with future partners, collaborators and friends.

Happy reading!
— *Caroline Laverge*
Editor-in-chief
of the C2 Minutes

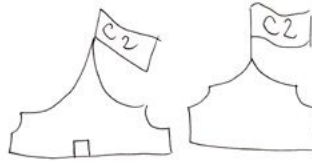
THE 6TH EDITION OF C2 MONTRÉAL

WHY WE ARE HERE

Every year, leaders from all over the world come to C2 Montréal to find inspiration, learn, meet people and make deals. But we also like to believe we come to C2 for more fundamental reasons. This is why we are here:

- + We are here because we see what is happening around us in the world.
- + We are here because we know that business as usual is not desirable, nor is it possible.
- + We are here because we know that business cannot thrive if society does not thrive.
- + We are here because we choose to think long term.
- + We are here because we choose collaboration over competition.
- + We are here because we know that as businesswomen and businessmen, we have an important role to play in rethinking our collective future.
- + We are here because we know we need to retool ourselves as leaders and transform our business.

WE ARE HERE BECAUSE
WE CHOOSE PROGRESS
OVER CYNICISM.



Thank you for being here with us

Thank you to all who participated in C2 Montréal 2017, and who push us to reinvent the event every year. You told us that you wanted to participate, so we went from 450 spots in workshops, labs and masterclasses four years ago to 14,000 spots this year—and it still wasn't enough. We heard you, you want more.

Thank you to those who came from afar: Argentina, Mexico, Brazil, China, Bangladesh and our friends in Australia, with whom we are embarking on a new adventure, C2 Melbourne (Nov. 30 to Dec. 1, 2017).

Thank you to our fearless founding partners, Cirque du Soleil and Sid Lee, who had this great idea in the first place and initiated the journey six years ago, as well as the 72 other partners (many of whom are also board members) who join forces to make this great event possible.

Thank you to the many who drill, paint, scan, code, whisk and otherwise work their behind-the-scenes magic helping turn dreams into reality.

Thank you to all who volunteered their time and empathy to ensure that every C2 participant was a VIP.

And a special thank you to the C2 team—mostly millennials and (world take note!) 60% of whom are women—who pour their heart and soul year-round into making sure that, with all of the people mentioned above, we propel society forward.

It is an honour and a privilege to collaborate with you.

RICHARD, CHLOÉ, DUNCAN, GÉNIFÈRE, MARTIN E, MARTIN V
AND OUR CHAIRMAN JF

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3

days

102

speakers

6,500

participants from
60 countries and
26 industries

1

new AI Forum

4

refugees taking
part in the Ideate
for Impact program

72

partners





77

workshops and
masterclasses

135

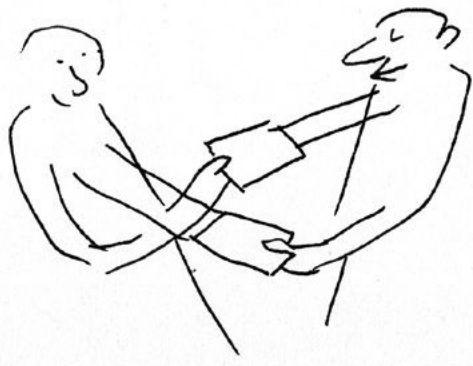
startups and SMEs
invited by way of
4 entrepreneurship
programs

3,779

connections through braindates

76,000

contact exchanges
by Kliking







OUR THEME FOR THIS EDITION
OF C2 MONTRÉAL

ECOSYSTEMS

Every year, we choose a new theme to orient discussions, direct our actions and inspire our participants and partners. More than ever, we know how connected we are by our choices: we believe boundaries are a thing of the past, and that is why, in 2017, we chose to focus on Ecosystems.

Throughout this new leg of C2's journey at the confluence of Commerce and Creativity, we set out to better understand and manage the business and social ecosystems we are all part of.

Specifically, we programmed talks, panels, masterclasses, workshops and labs to help us delve into the following questions:



How do you develop **talent** in ever-shifting business environments?



What's the new role of the **marketer** in increasingly complex ecosystems?



How do we reinvent **entertainment** as the behaviour of audiences evolves?

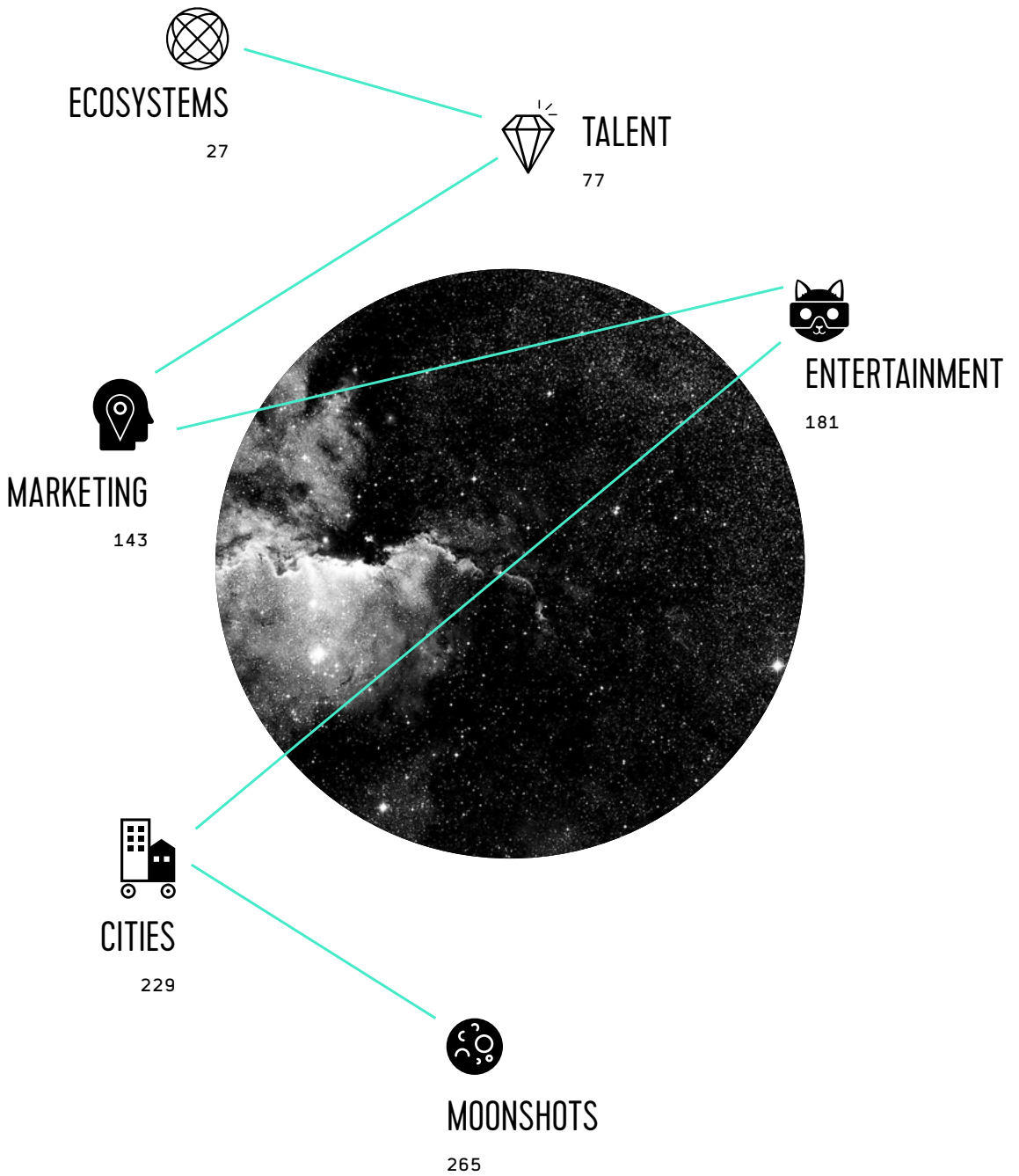


How do we rethink and redesign **cities** as living organisms?



Where will the next **moonshot** come from?
What's the next leap for mankind?

THE CONTENT OF THE C2 MONTRÉAL 2017
MINUTES REFLECTS HIGHLIGHTS AND
LEARNINGS FROM THOSE CONVERSATIONS.



RECURRING THOUGHTS

from C2 Montréal 2017

Seriously insightful thoughts, propositions and dreams to better the future of business and humanity came to the fore at C2 Montréal 2017.

There were an overwhelming number of ideas to capture onstage and in the workshops, masterclasses and labs—not to mention at artistic performances, during braindates and throughout the overall C2 action that bound us together once again.

From Joel Beckerman whipping out a keytar to Chris Burch assuming the fetal position, we did our best to record as much of the C2 genius as humanly possible during this sixth edition. And we noticed a few recurring themes along our way...

“The status quo has no meaning”

Maestro Kent Nagano humbled us (twice) in the 360 Big Top, setting the tone for all three days of authentic, passionate and purpose-driven programming. Putting the human spirit centre stage, cultivating empathy and making emotional connections were ideas that kept coming back time and again, as did the importance of co-creating networks and relationships. “The secret to problem solving?” designer Dror Benshetrit queried. “It’s love. The answer is love.” Steve Wozniak may also argue it’s happiness.

“Technology is not destiny”

Obama’s former AI policy advisor Terah Lyons did not mince her words: new tech is what we make it. Exploring the future of work and humanity in rapidly changing times led to many conversations about the ethics and opportunities of artificial intelligence. Our first-ever AI Forum, presented in partnership with world leaders Element AI, was dedicated to understanding current research, applications and innovations in the field of computer learning. It also raised questions about our relationship with machines and how to ensure that the next industrial revolution is equitable.



Trust came up a lot

It's a rare commodity in a "post-truth" world. From blockchain to new models of banking and cryptocurrencies, to the importance of making everyone feel as invested as the CEO, decentralizing entire systems was front of mind. Sharing and building trust is essential these days. You really can't fake it.

Risk did, too

Sukhinder Singh Cassidy says risk and resilience are part of a circular process. Leonard Brody and BuzzFeed's Laura Henderson advised us to be our own competition. C2's Sky lab had us explore the importance of getting out of our comfort zone to think big for impact, while Randi Zuckerberg made a case for doing things that terrify the s*** out of us.

"Story was the first innovation"

This coming from a guy who used science fiction to get 3D printing into space, Kyle Nel. The power of storytelling was an underlying theme back here on Earth, too. Ben Boyd reminded us how stories open hearts, minds and wallets, while Amanda Hill declared them to be "the shortest distance between two people." Refugee stories heard firsthand during the Ideate for Impact sessions reminded us that empathy should be the first step. How we connect, explain ourselves, advocate and innovate are closely linked with the ways we talk about it.

HOW WILL YOU CONTRIBUTE TO THE NEXT CHAPTER?

WE'RE LISTENING



Tell us about your C2 Montréal 2017 takeaways via minutes@c2.biz and/or read insights and thoughts from fellow participants.

IT WAS HARD TO MISS THE STORM OF WORDS AND THOUGHTS WHIRLING AROUND THE HANGAR THIS YEAR. WELCOME TO THE BRAIN, C2'S VERY OWN VERSION OF TIMES SQUARE. A LIVE-CODING EVENT CREATED IN COLLABORATION WITH THE CENTER FOR DATA ARTS, THE NEW SCHOOL IN NEW YORK CITY, THE BRAIN CREATED AN IMPRESSIONISTIC MONTAGE AIMING TO CAPTURE THE "SOUL" OF C2 AS IT UNFOLDED. THIS PROJECT WAS FED CONTENT IN REAL-TIME BY OUR VERY OWN MINUTES TEAM.



et up bring in all the stakeholders
model for which innovations?
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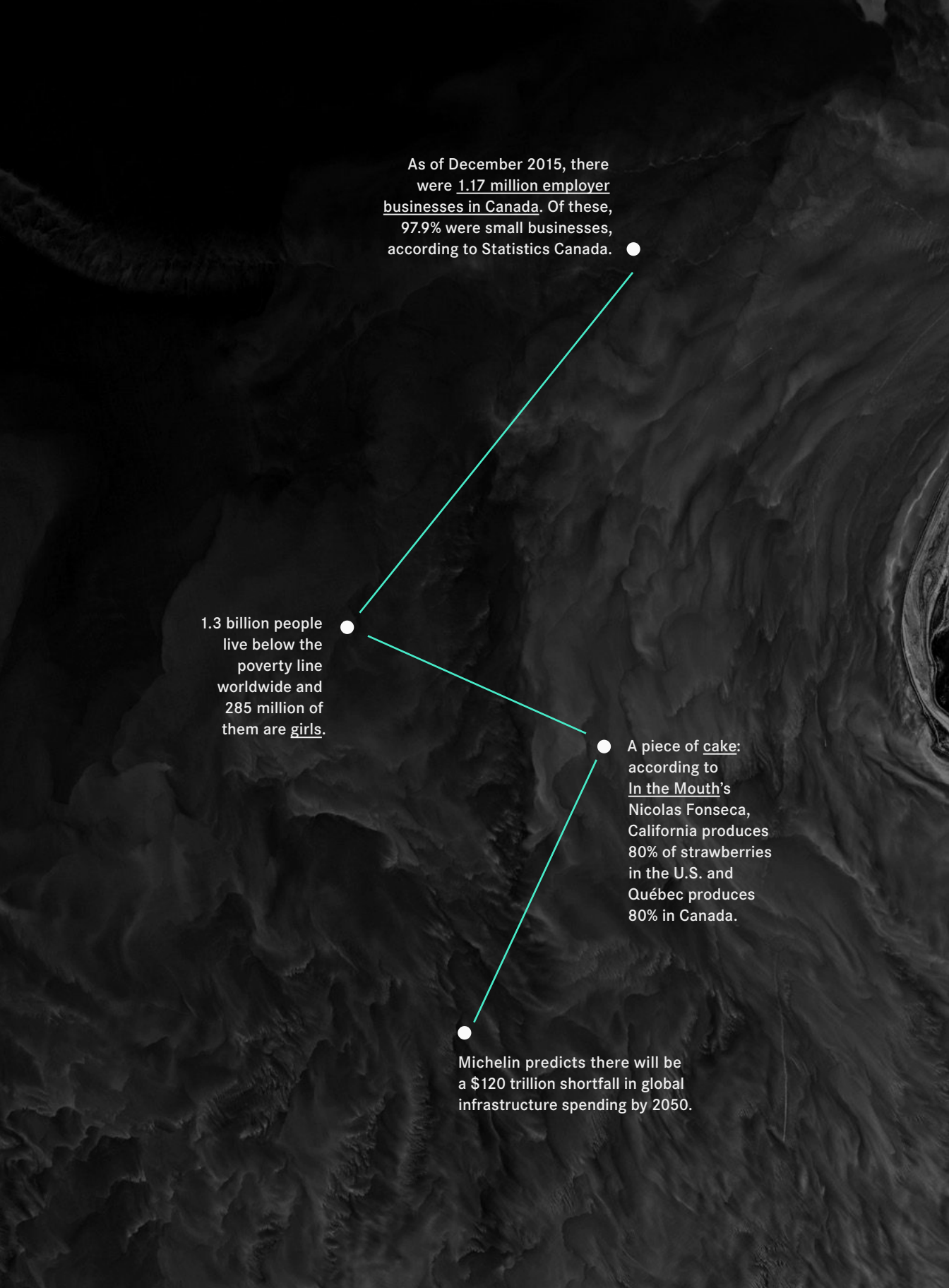
EVEN YOUNGPII!—THE
OFFICIAL MASCOT
OF THE MONTREAL
CANADIENS—DROPPED
IN FOR A BRAINDATE AT
C2 MONTRÉAL 2017. WE
CAN ONLY IMAGINE WHAT
THE LONGTIME SPORTS
AMBASSADOR HAD TO
LEARN AND SHARE WITH
THIS PARTICIPANT...











As of December 2015, there were 1.17 million employer businesses in Canada. Of these, 97.9% were small businesses, according to Statistics Canada.

1.3 billion people live below the poverty line worldwide and 285 million of them are girls.

A piece of cake: according to In the Mouth's Nicolas Fonseca, California produces 80% of strawberries in the U.S. and Québec produces 80% in Canada.

Michelin predicts there will be a \$120 trillion shortfall in global infrastructure spending by 2050.



ECOSYSTEMS



In this first chapter, we set out to better understand the interconnected world we live in.

In the following pages, you'll find insights from those who are already blurring the lines that once traditionally defined sectors and business relationships, offering us a glimpse at a collaborative future.

- + What are the trends and transformations that are having a growing impact on all industries and disciplines?
- + As connections become less linear and networks more complex, how might businesses and leaders identify and seize the opportunities ahead?
- + What are the best practices for fostering and managing markets and communities that are both global and local, segmented and complementary?
- + How must our activities, resources, strategies and reach adapt to seek out and engage unexpected sources of knowledge, inspiration, creativity, change?
- + Who do you need to know who you don't know yet? Where can you find them?



IN THIS CHAPTER

TALKS & CONVERSATIONS ●

WORKSHOPS ●

MASTERCLASSES ●

MUCH, MUCH MORE ●

31

The year of the slash
LINDA BOFF (GE)

33

Entering “The Great Rewrite”
LEONARD BRODY
(SERIAL ENTREPRENEUR)

35

Amplifying the Girl Effect
FARAH RAMZAN GOLANT
(GIRL EFFECT)

37

Capturing human culture
JIMMY NELSON (PHOTOGRAPHER)

39

A crash course in circular design
IDEO

41

Young innovators feel need
to SucSeed
ENACTUS

42

Co-create opportunity in your
own community
MARK BRAND (SAVE ON MEATS)

43

Life's a peach
NICOLA FARINETTI (EATALY USA)

45

Let them eat Cake
C2 LAB

51

Getting big players on board
ERIK GRAB (MICHELIN)

53

Thinking outside the ballot box
MICHAEL SLABY (TIMSHEL)

55

Simulate it 'til you make it
DR. RAJESH AGGARWAL
(MCGILL UNIVERSITY)

57

Outperforming tech
JEAN-FRANÇOIS BOUCHARD
+ NEILSON VIGNOLA
(CIRQUE DU SOLEIL)

61

Gary's tech divinations
GARY SHAPIRO (COMPUTER
TECHNOLOGY ASSOCIATION)

63

Words of Wozdom
STEVE WOZNIAK

WHAT'S AFTER
WHAT'S NEXT

73

Superfluid markets
EY



Linda Boff

CHIEF MARKETING OFFICER, GE
@LINDABOFF



“IDEAS ARE THE NATURAL BORN ENEMY OF THE WAY THINGS ARE.”

Linda Boff, a self-described digital explorer, is helping to position GE as a 125-year-old startup spearheading the digital industrial revolution.

This means bringing great ideas to life: GE founder “Thomas Edison’s great accomplishment was not the invention of the light bulb, it was actually the commercialization of the light bulb,” said Linda.

This also means speaking to the “Slashers,” those people sitting at the intersection of different disciplines, thinking of ways to bring ideas together to transform business and industry.



WATCH

GE’s “Sarah” shows us how on YouTube.



ENTERING “THE GREAT REWRITE”



Leonard Brody

SERIAL ENTREPRENEUR AND
VENTURE CAPITALIST
[@LBRODY](#)

“THIS IS A GLOBAL RESET OF THE OPERATING SYSTEM OF OUR PLANET... THE LARGEST SCALE INSTITUTIONAL SHIFT IN THE HISTORY OF OUR SPECIES.”

Leonard Brody is no stranger to accelerated change. A serial entrepreneur and venture capitalist, he co-founded the citizen journalism website [NowPublic](#) and is also co-founder of [GrowLab](#), an accelerator based in Vancouver and San Francisco.

Leonard is driven by the idea that 100 years of rapid social and economic change has left our institutions in the dust. Pair that with the emergence of the internet and we have created a perfect storm.

Society as we know it is shifting

“The Great Rewrite,” as Leonard calls it, is re-engineering our relationship to leaders, institutions and one another. He’s preoccupied with the ways that government, education and religion are ill-equipped to meet our needs in the midst of this upheaval.

We are now living in this massive disconnect between the people that we have become, the tools available to us now and the failure of these institutions to keep pace, he said.



FOLLOW THE SHIFT:

Watch Leonard unpack “[The Great Rewrite](#)”



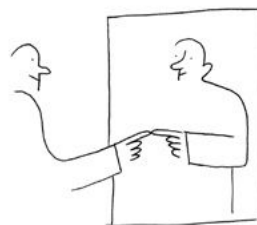
Burning questions

IN A WORLD WHERE ACCELERATED CHANGE IS THE NORM AND INSTITUTIONS ARE BECOMING IRRELEVANT, HOW DO BUSINESSES ADAPT? HOW CAN YOU STAY RELEVANT TO A WORLD THAT'S BEING REWRITTEN AROUND YOU?

Compete with yourself

Leonard's advice for organizations that want to thrive during this upheaval is to *compete with yourself*. Companies should aim to create 10% new revenue from a new product, year after year, to create the conditions for long-term survival.

"Parallelism requires you to build entities around you that survive and thrive off the host."



Tinder: Parallelism in action

MATCH.COM'S PARENT COMPANY
CO-CREATED THE INCUBATOR
HATCH LABS, WHICH
DEVELOPED THE POPULAR
DATING APP.



AMPLIFYING THE GIRL EFFECT

What if we could empower the 285 million girls living in poverty around the world to become agents of positive change?

As CEO of Girl Effect, Farah Ramzan Golant leverages her experience as one of the world's top media executives to develop programs that empower girls to rise out of poverty. To do it, she applies old tools in new ways to change the world.



Farah Ramzan Golant

CEO, GIRL EFFECT
@GIRLEFFECT

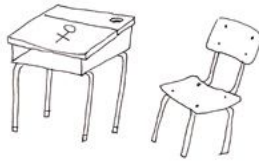
**“WHEN YOU FACE YOUR SKEPTICS,
YOU COME OUT STRONGER [AND] MORE
COMMITTED TO THE WORK YOU’RE DOING.”**

Making each girl a catalyst for social change

In African countries like Nigeria and Ethiopia, challenging the status quo means giving girls opportunities. “Girls are the highest points of leverage to disrupt poverty,” said Farah. “All the evidence shows that... as a girl rises, she reframes the economic prospects of her family, her community and her entire nation state.”

Build it, but also make sure they come

It’s crucial that organizations developing services to help the poor also create demand, particularly where societal norms discourage access. You can build a school, for example, but if girls leave it early to get married or never make it there to begin with, the gesture is empty. It’s about changing behaviours driven by long-held beliefs.



One app to empower them all

Consumers can obtain power by cutting out the middleman. Girl Effect placed a peer-to-peer mobile research app in the hands of girls living in Nigeria's remote northern communities. The Technology Enabled Girl Ambassadors (TEGA) used the app to gather unmediated insights about their lives that are instantly viewable via a secure hub. Not only does this shorten the research process, it gives girls confidence, income and employable skills.



Using pop to save the world

ONE PROJECT THAT WORKS IS YENGA—A MUSICAL GROUP AND YOUTH BRAND FOR AND BY LOCAL GIRLS IN ETHIOPIA—WHICH ADDRESSES ISSUES LIKE EDUCATION AND FORCED MARRIAGE. ITS MASSIVE POPULARITY HAS BROUGHT ABOUT BOTH DIALOGUE AND SOCIAL CHANGE.

WATCH YENGA IN ACTION ON THE GIRL EFFECT WEBSITE.



A few facts about girls and poverty

1.3 BILLION PEOPLE LIVE BELOW THE POVERTY LINE

285 MILLION OF THEM ARE GIRLS, LIVING ON LESS THAN \$1.25 PER DAY

6.3 MILLION NIGERIAN GIRLS ARE NOT IN SCHOOL

100 MILLION PEOPLE LIVE IN ETHIOPIA

9 MILLION OF WHOM ARE GIRLS

8.5 MILLION ETHIOPIANS HAVE LISTENED TO YENGA

Girl Effect, getting results

65% OF YENGA'S AUDIENCE NOW THINKS DIFFERENTLY ABOUT THE ISSUES GIRLS FACE

76% OF GIRLS SURVEYED HAVE BEEN INSPIRED TO CONTINUE THEIR EDUCATION

95% OF BOYS SURVEYED SAY THEY ARE AGAINST FORCED MARRIAGE



Jimmy Nelson

PHOTOGRAPHER

@JIMMY_P_NELSON

“IT’S NOT
ETHNOLOGY, IT’S
NOT ANTHROPOLOGY,
IT’S NOT TRIBES.
IT’S ABOUT HOW
WE SEE EACH
OTHER AS HUMAN
BEINGS.”

In his book **Before They Pass Away**, Jimmy captured many of the world’s last tribes and indigenous cultures in all their beauty, power and iconography.

Using a camera enabled Jimmy to better connect with and understand himself, as well as the people around him. His conclusion? “We’re all the same people. We must all have the same emotions. We love, we laugh, we cry, we hug, we’re desperate, we celebrate.”





📷 ARIANNE BERGERON



A CRASH COURSE IN CIRCULAR DESIGN

The linear economy is a dead end; by 2050, there will be more plastic than fish in the sea. What's next? The circular economy aims to repurpose every part of every product and any resources used during the manufacturing process. Proponents say the circular economy could reduce our carbon output by 50%.

Chris Grantham

CIRCULAR ECONOMY
PORTFOLIO DIRECTOR,
IDEO LONDON

“IN NATURE, THERE IS NO
SUCH THING AS WASTE.
THERE IS NO BEGINNING
OR END TO THE CIRCULAR
DESIGN PROCESS.”

IDEO, one of the design firms spearheading this model in the U.K., hosted this masterclass intended to spark design thinking. Circular design is a key component of this new approach. It involves designing products to be recycled and repurposed, planning ahead so all their parts stay out of the waste stream.

For example, circular design may imagine a “use-it-or-lose-it” product which, if not used within a given time frame, would post a message on the web and sell itself.



The circular design approach:

1

Explore the product's functional and emotional needs and requirements.

2

Ideate on better ways to meet those needs by applying circular strategies.

3

Develop a rationale:

- + Why is this product better for the user?
- + What makes it circular?
- + What systems need to be in place to ensure reuse or repurposing?

“A MAJOR
PROBLEM WITH
THE LINEAR
ECONOMY IS
LOST VALUE—
OPPORTUNITIES
WORTH TRILLIONS
OF DOLLARS
ARE LOST.”

**Two great ideas
that participants
came up with:**

A COMPOSTABLE SHOE
MADE FROM RESIDUES OF
MILK PRODUCTION

A ONE-SIZE-FITS-ALL,
“SWISS ARMY KNIFE”
CULINARY APPLIANCE



Ask yourself

DO YOU SEE UNTAPPED
OPPORTUNITIES
FOR CIRCULAR
DESIGN PRODUCTS
IN YOUR INDUSTRY?



YOUNG INNOVATORS FEEL NEED TO SUCSEED

Meet Enactus: the World Cup for young leaders in social innovation across 1,700 campuses in 36 countries, guided by entrepreneurs and academics to implement community-oriented projects and businesses.

Terry Torok

CHIEF INNOVATION OFFICER,
ENACTUS
@ENACTUS_CANADA

Emily Bland

Laura Collis

Megan Meadus

Taylor Young

ENACTUS MEMORIAL

“HOW CAN WE DIG INTO OUR HEARTS,
SHARE THAT PASSION WITH OTHERS
AND PUT THAT PASSION TO WORK?”

— TERRY TOROK

The Winner

From the Memorial University of Newfoundland, this year's winning team designed **Project SucSeed**. The project builds and distributes hydroponic growing systems, giving communities, schools and individuals the tools they need to grow fresh food almost anywhere at low cost, creating employment opportunities and revenue in the process.

“We don't see Canada for what is, we see Canada for what it will be,” said Emily Bland.



Project SucSeed by the numbers

IN ONE YEAR:

- + 9 PROJECTS RUNNING
- + 500 SYSTEMS IN 104 COMMUNITIES
- + 102 NEWFOUNDLAND AND LABRADOR CLASSROOMS JOINED THEM
- + 700 TONS OF CO2 OFFSET
- + 68 BUSINESSES STARTED
- + 158 JOBS DIRECTLY CREATED
- + 3,000 PEOPLE IMPACTED IN COMMUNITIES
- + \$4 MILLION IN REVENUE GENERATED

DIG DEEPER



Did you know each hydroponic system can produce 700 lbs of food a year for under \$2 a week? Learn more at sucseed.ca.

CO-CREATE OPPORTUNITY IN YOUR COMMUNITY

Mark Brand's Vancouver diner and butcher shop, Save On Meats, developed a program where tokens can be bought by anyone and given to the homeless who can redeem them for food at local restaurants. To date, the program has served over 88,000 meals.

“IT’S EASIER THAN WE THINK
TO EMPOWER AND HELP THOSE
AROUND US.”

Mark Brand

CEO, MB INC.
@EASTVANBRAND



By brainstorming solutions to the Vancouver homeless problem, participants envisioned some seriously smart entrepreneurial approaches for empowering this community and keeping them off the street. Here are two examples:

SHIFT BOOTHS

Manned street booths that provide information to those who need it, on where to find food or someone to talk with, health advice or assistance reading if required. Once established, those benefitting from the service can then be employed by it.

URBAN FARMING

Grow food, hope and jobs by turning rooftops (and other underutilized urban places) into farms. The food grown can feed those in need or be made into meals to sell for income.



Nicola Farinetti

CEO, EATALY USA
[@NICOLAFARINETTI](#)

“CHEAP FOOD DOES NOT EXIST. IF YOU ARE NOT PAYING FOR IT, SOMEONE ELSE IS PAYING FOR IT. IT’S EITHER THE WORLD... OR IT’S THE EMPLOYEES.”

If anyone can speak to appetites, it’s Nicola: “Food, it’s a little bit like sex. If you know your partner well, I’m sure you’re going to like it more than the first time [you tried].”



How Eataly is helping to save da Vinci’s *The Last Supper*.



📷 ALLEN MCEACHERN



LET THEM MAKE CAKE!



Cake

A C2 MONTRÉAL
× NICO FONSECA
EXPERIENCE



C2 labs

C2 LABS ARE UNIQUE
BRAINSTORMING
EXPERIENCES THAT
TAKE YOU OUTSIDE OF
YOUR USUAL FRAME OF
MIND TO ENCOURAGE
THE EMERGENCE OF
NEW SOLUTIONS TO
SPECIFIC CHALLENGES.



“FOOD IS MORE
THAN TASTE.”

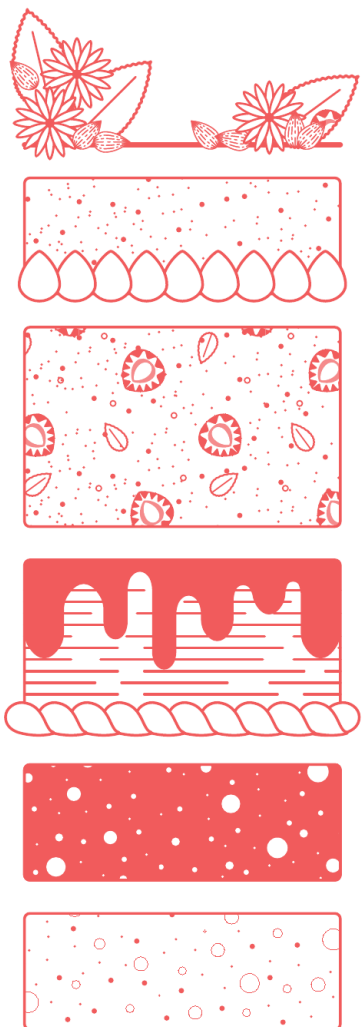


What happens when everyone pitches in? Over three days, hundreds of C2 Montréal participants rolled up their sleeves for **Cake lab** to collaboratively stir up ideas, emotions and batter, chop strawberries, crack a few eggs and imagine the future of food systems.

IT WAS ONE BIG METAPHOR—AND ONE BIG CAKE.

As participants sifted, chopped, whisked and stirred, they pondered the personal and cultural significance of certain foods, production methods, health considerations and environmental impacts, including the 4 Rs:

REDUCE + REUSE + RECYCLE + RECOVER



Here's what they learned, layer by layer:

6. NUTS AND IMPORTS

California's almond industry, which is 80% of the world's crop, relies on 1.6 million bee colonies (imported by pollination brokers and beekeepers) to pollinate its almond trees.

5. SUGAR AND GLOBAL IMPORTS

Sugar is the essential and basic ingredient in 99% of processed foods. As prices of petroleum rise, the market for ethanol from sugarcane grows.

4. STRAWBERRIES, HERBS AND AGRICULTURE

California produces 80% of strawberries in the U.S. and Québec produces 80% in Canada. Minimum wage labour accounts for over 50% of strawberry production costs. Fun fact: the Wimbledon tennis tournament goes through 23 tonnes of strawberries and 7,000 litres of cream every year.

3. BUTTER, CREAM AND DAIRY

"Counterfeit butter" scams (butter mixed with other fats) in the late 1800s led to international government regulations. Fun fact: butter's melting point is 98.6°F, the same temperature as the human body—yes, it literally melts in your mouth.

2. EGGS AND ANIMAL PRODUCTION

You know those numbers stamped on every egg? Find out how far your egg travelled by entering that code into the [Food Miles Calculator](#).

1. FLOUR AND GRAIN CULTIVATION

The first industrial bakery stood next to the Pyramids of Giza 4,000 years ago, making flour one of the world's oldest "processed" foods.









WHO WANTS CAKE?!
COLLABORATIVE EFFORTS HAVE COLLABORATIVE ENDS. AT
THE END OF C2 MONTRÉAL'S, EVERYONE COULD HAVE A PIECE.



GETTING BIG PLAYERS ON BOARD



Erik Grab

VICE PRESIDENT OF STRATEGIC
ANTICIPATION, INNOVATION AND
SUSTAINABLE DEVELOPMENT,
MICHELIN

“WHEN WE RESPOND TO BIG
QUESTIONS, WE CREATE SOCIAL
VALUE. AND WHEN WE CREATE
SOCIAL VALUE, WE CREATE
COMMERCIAL VALUE.”

As the world's leading tire company, Michelin understands the links between mobility and job creation, education, health and more.

To effect rapid, constructive change in mobility, the global tire titan seeks to unite leaders and build a collaborative “ecosystem of industries” which they call the Open Lab.

“We come together to work on topics we have never worked on, with partners we’ve never worked with.”

The Open Lab is a think-and-do tank aimed at promoting a better life for all through sustainable mobility. It includes multinationals, startups, designers, academics, public agencies, municipalities and citizen groups to make it happen.

Over the last few years, the major players in the Open Lab have implemented several key processes for maximizing progress and cooperation while minimizing competition and distrust.



READ MORE

Discover the Open Lab's Green Paper, launched at the Chengdu sustainable mobility summit in 2014.

HOW TO MAXIMIZE PROGRESS AND COOPERATION, IN ANY INDUSTRY:

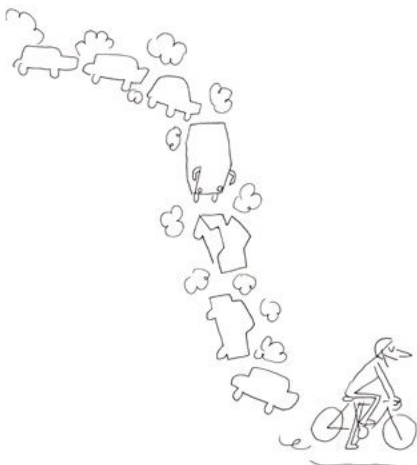
Choose a leader for each community of interest and give them carte blanche to attack a particular problem entirely as they see fit.

Hire community managers to motivate, cajole and even push members to deliver on their promises, as well as **community advocates** to respond with context, data and more.

Agree on shared perspectives. If you're working together to build a value proposition, you'd best make sure you actually agree (in writing) on future trends, evolving technologies and regulations... and everything else.

Build a business model. What are you planning to offer and how will you share the rewards? Define the percentages early (also in writing) before moving forward with confidence.

Understand your project's natural lifespan. Recognize when it's over and kill it without delay. Disband and start something new with someone new.



Five major global challenges for sustainable mobility

PUBLIC HEALTH AND SAFETY

One billion people are exposed to air pollutant levels above the limits defined by the World Health Organization. "It is unacceptable that there are eight-year-old girls in China suffering from lung cancer," says Erik.

GREENHOUSE GASES

We're on track for an alarming four-degree rise in global average temperatures by 2050.

URBAN CONGESTION

Which has related economic costs of \$1.3 trillion per year.

UNIVERSAL ACCESS TO MOBILITY

How can we provide a safe, clean and connected mobility for the three billion people who are currently lacking it?

INSUFFICIENT PUBLIC FUNDS

Some experts predict there will be a \$120 trillion shortfall in infrastructure spending by 2050.



THINKING OUTSIDE THE BALLOT BOX



“IF POLITICS HAS FAILED US, IT’S ONLY A BETTER POLITICS THAT WILL SAVE US. AND THE POLITICS COMES FROM PEOPLE TURNING AWAY FROM CYNICISM AND GETTING INTO THE GAME.”

— PROF. GAUTAM MUKUNDA

Michael Slaby

HEAD OF MISSION, TIMSHEL
@SLABY

IN CONVERSATION WITH

Prof.

Gautam Mukunda

ASSISTANT PROFESSOR,
HARVARD BUSINESS SCHOOL
@GMUKUNDA

Two political technologists walk into a 360 Big Top... Prof. Gautam Mukunda is from Harvard University, where he studies leadership and the implications of technological change. Michael Slaby, former CTO of President Barack Obama’s political-technological team, is now head of mission at the political participation platform Timshel.

They argued that democracy is a system based on faith and that it’s broken. We have lost trust in political institutions because they’ve been hijacked by people who don’t care about our highest ideals. We are complicit, too, having disengaged from the political process.

“Politics has to go beyond local—it has to be personal”

Technology has created new opportunities for people to engage politically. Leaders need to see it as a way to cultivate relationships and inspire people to get involved. The peer-to-peer engagement platform Hustle is a great example of how technology can be used to spark small, individual political actions. The point is to make participation as easy and as frequent as possible, on something you actually care about: your local school, your neighbourhood, your city.

HOW TO BUILD TRUST?

53 Take a hint from C2 Montréal 2017’s trust expert, Edelman’s Ben Boyd.

“Social media tools are ambivalent to our values,” said Michael. “How we use them matters a great deal.” See these networks and tools as *part* of a foundation for how we consume information, build community, spread ideas and share stories.

Don't just laugh at the "political dumpster fire," said Michael. We need to overcome cynicism by rolling up our sleeves and getting personally involved. Participate in community organizations, join a school board, speak your mind at municipal meetings... do something that is meaningful to you.

"WE ARE GOING TO GET WHAT WE EXPECT FROM OUR LEADERS. THEY WILL START TO CHANGE THEIR BEHAVIOUR IF WE MAKE THEM."

— MICHAEL SLABY



**“It’s not a *%#@
toaster”**

MOST OF THE VOTING
MACHINES USED IN THE U.S.
ELECTIONS WERE BUILT 10
TO 15 YEARS AGO AND HAVE A
LIFE EXPECTANCY OF... 10 TO
15 YEARS. MICHAEL SAID IT
DOESN'T TAKE A GENIUS TO
KNOW THAT THEY'LL FAIL SOON
AND NOT BECAUSE THEY WERE
HACKED BUT SIMPLY BECAUSE,
LIKE AN OLD TOASTER, THEY
WILL EVENTUALLY GIVE UP
THE GHOST. IT'S TIME FOR
POLITICIANS TO INVEST IN
NOT-SO-SEXY TECH LIKE
VOTING MACHINES.



SIMULATE IT 'TIL YOU MAKE IT



Dr. Rajesh Aggarwal

DIRECTOR, STEINBERG CENTRE
FOR SIMULATION AND INTERACTIVE
LEARNING AT MCGILL UNIVERSITY
@DOCAGGARWAL

Dr. Rajesh Aggarwal is on a quest to make medical practice perfect. There are far too many mistakes in health care, he said, notably those which result in the loss of life. Dr. Aggarwal believes that by using simulation in training, we can dramatically improve the safety of health care and should also be drawing inspiration from excellence in other industries.

And if that wasn't cool enough, he casually quoted Frank Zappa: "Without deviance from normality, there can be no progress."



Some scary stats

- + You have a 1% chance of dying in surgery.
- + There is a 10% chance of medical error while in hospital (wrong medication, garbled communication, etc.).
- + You are guaranteed to suffer at least one diagnostic error in your lifetime.
- + Chance of dying on a major airline flight, or in a nuclear power mishap: one in 10,000,000.



Some fun stats

- + Surgeons trained on VR simulation for laparoscopic surgery showed a 30% increase in the speed of the procedure. Quicker execution is a result of less errors.
- + If you use simulation training for inserting an IV needle into the jugular vein, which leads into the heart, you can reduce the risk of sepsis (a life-threatening infection) by 70%.
- + Two days of team training with operating room personnel reduced mortality rates by 30%. That's huge.

"FIXING THE
HEALTH CARE
SYSTEM FROM
WITHIN IS LIKE
TRYING TO
REINVENT THE
PLANE WHILE
FLYING ONE."

By studying the methods used by high-reliability organizations, whether it be protocols from aerospace, nuclear energy and the military, or the training methods of performing arts groups like Les Grands Ballets Canadiens, health care can greatly increase safety and improve outcomes for patients.

Some big ideas

- + Draw inspiration from companies like Amazon to increase speed and precision in delivering blood bags and other lifesaving medical supplies.
- + If a credit card company can send a text message to a client anywhere in the world within 60 seconds of an unusual transaction, perhaps the health care system could leverage wearable, connected technologies like Fitbit to warn an individual of a sudden cardiac irregularity and suggest next steps.
- + The hospitality and service industries have many lessons for hospitals about how to make patients feel welcome, safe and cared for.

Despite continued scientific advances, health care delivery continues to lag behind in terms of engagement, empathy and better communication between patients and medical personnel.

A holistic approach to simulation and training, along with the application of design thinking to each segment of the patient's experience, will improve quality of care and save countless lives.



Jean-François Bouchard

CHIEF CREATIVE OFFICER AND
CREATIVE GUIDE, CIRQUE DU SOLEIL

Neilson Vignola

DIRECTOR OF CREATION,
CIRQUE DU SOLEIL

“THE EXTRAORDINARY
IS MERELY
THE ORDINARY,
BUT EXECUTED
VERY WELL.”

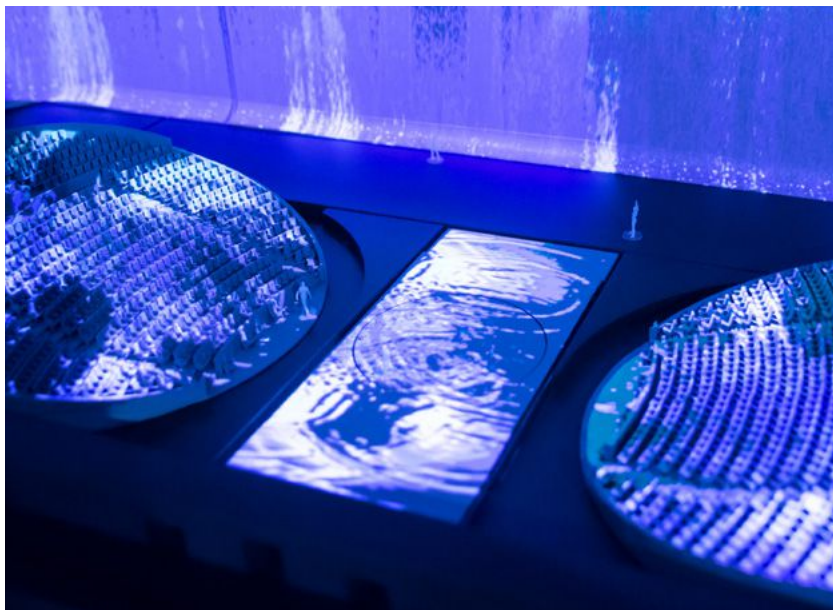
When Cirque du Soleil was given a plot of land with an abandoned train station to put on a permanent show in Hangzhou, China, they decided to work within the constraints of the building instead of tearing it down, discovering new ways to innovate a staged performance.

“Technology for technology’s sake is not very interesting,” said Jean-François Bouchard about their process. “Technology in the service of performance, that’s where it gets interesting!”



THE CIRQUE IS LAUNCHING A PERMANENT SHOW, WITH A SPECIALLY DESIGNED THEATRE, IN CHINA AT THE BEGINNING OF 2018.





Cirque du Soleil leaned into the “technology opportunity” of the deserted station on their property, creating a new theatre concept. Working within the limitations, they positioned two movable, rotating sets of seating on either side of a central stage, installing a curtain to hide each group of audience members from the other. They then designed

a show on stages at both ends of the space, which results in the two groups of audience members initially facing away from each other. During the show, the performers move and eventually meet on centre stage; the two sets of seats rotate to follow the story. When the audiences are finally facing each other across centre stage, the central curtain drops.



C2 GOT A COOL NEW TOY: THE 360° BIG TOP. OUR NEW MAINSTAGE COMFORTABLY SEATS 1,400 SPECTATORS, OFFERING UNOBSTRUCTED VIEWS OF ITS 360° STAGE COMPLETE WITH VIDEO PROJECTION AND SURROUND SOUND. AUDIENCES INSIDE ARE NEVER MORE THAN 13 ROWS FROM THE STAGE.



FUN FACT: IT TOOK 2,840 HUMAN HOURS TO MAKE THIS STAGE SHOW-READY.





GARY'S TECH DIVINATIONS

Gary Shapiro has seen trends in technology come and go. The person behind one of the world's largest tech and electronics trade shows, CES, knows firsthand why some products—be it 3D TV or Google Glass—just don't live up to the hype.



Gary Shapiro

PRESIDENT AND CEO,
CONSUMER TECHNOLOGY ASSOCIATION
[@GARYSHAPIRO](#)

IN CONVERSATION WITH

Jessi Hempel

HEAD OF EDITORIAL, [BACKCHANNEL](#)
[@JESSIWRITES](#)

“WE CAN'T MAKE PERFECT BE
THE ENEMY OF THE AMAZING.”

— GARY SHAPIRO

Failure is not a matter of poor ideas or design. It comes from crossing your fingers and hoping everything aligns.

Successful tech is an ecosystem

Gary thinks we haven't seen the anticipated rise in VR yet because there hasn't been enough content developed to leverage what it does best. Google Glass hasn't caught on because the hardware that would make it less intrusive and more stylish doesn't exist yet either. We don't have self-driving cars, he said, because policy and traffic management technology has yet to catch up.

For example, self-driving cars probably wouldn't use traffic lights as indicators, but would likely have synched wireless signalling from advanced and intelligent traffic management technology. Similarly, toll paying stations wouldn't need you to stop and pay, but would automatically track your course and charge your toll.

Forget specialization

“It used to be about being great in one area,” Gary said. “People who are great at one thing don’t succeed anymore.” Today’s success is determined by your ability to:

1. Work on a team
2. Work across corporate cultures
3. Integrate diversity
4. Reach across industries

New technology also can’t single-handedly help us move forward. It needs to fit in with a range of other moving parts and training, as well as a rethink of the education system.



INTEGRATE DIVERSITY



Reverse-engineering education

IDENTIFYING THRIVING INDUSTRIES AND WORKING BACKWARDS FROM THERE TO STRUCTURE EDUCATION SYSTEMS THAT CATER TO GROWING DEMAND COULD HELP FIGHT UNEMPLOYMENT AND DEVELOP NEW SKILL SETS.



The bumpy road to self-driving cars

UNTIL 2017, THE CALIFORNIA GOVERNMENT HAD PROPOSED LEGISLATION MAKING IT MANDATORY FOR A FULLY ABLED AND ENGAGED DRIVER TO BE BEHIND THE WHEEL OF AN AUTONOMOUS VEHICLE. WHAT WOULD THIS MEAN FOR THE DISABLED AND THE ELDERLY, POPULATIONS THAT STAND TO GAIN A TREMENDOUS AMOUNT FROM SELF-DRIVING CARS?



WORDS OF WOZDOM

The legendary computer pioneer affectionately known as “the Woz” spoke of a childhood spent tinkering with electronics, his hopes and concerns for the future of tech, and his ongoing quest to live a fun life.



Steve Wozniak

CO-FOUNDER, APPLE COMPUTER &
CHIEF SCIENTIST, PRIMARY DATA
@STEVEWOZ

IN CONVERSATION WITH

Jennifer Reingold

GLOBAL HEAD OF CONTENT,
EGON ZEHNDER
@JENNREIN

What Woz is excited about

CODING

He’s still really excited about figuring out how to make “all of these tiny decision-making parts turn into something.”

VIRTUAL REALITY

“VR is exciting to me—it takes me to a different place, I forget where I am.”

THIRD-PARTY APPS

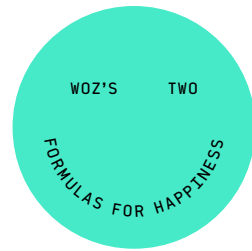
“Let’s look at true innovation, the things that really change lives. The App Store is the key to that: third-party apps have changed my life more than any single product has.”

ARTIFICIAL INTELLIGENCE

“If someday, 200 years from now, no human had to lift a finger to have a nice life, home, entertainment, clothing, food, education, everything provided—you didn’t have to do a thing—we’d be just like the family dog!”

Woz’s prediction

Tesla will win the autonomous car race. Tesla has the charging network down and, in the end, that’s what’s going to make the difference. The Woz knows this because the first six charging stations were located between Elon Musk’s home and the Tesla factory in Fairmont. It’s reminiscent of how Apple controls its entire ecosystem of hardware and software.



HAPPINESS EQUALS SMILES
MINUS FROWNS. HOW TO
MINIMIZE FROWNS: DON'T
ARGUE YOUR POINT. IT'S OKAY
TO THINK DIFFERENTLY. THE
ONLY PERSON YOU SHOULD
ARGUE WITH IS YOURSELF.

$$H = F^3$$

HAPPINESS EQUALS
FUN x FOOD x FRIENDS (AND
MAYBE A FOURTH "F" TOO...).

Woz's pieces of advice

DESIGN FOR YOURSELF

"You are your own best market research."

The Tesla Model S is a family car because Musk himself needed a big car for his big family.

The iPhone's shape is based on what Steve Jobs "didn't find annoying."

CHOOSE WORKING AT A STARTUP OVER GOING TO UNIVERSITY (MOST OF THE TIME)

But whatever you choose, surround yourself by people you actually have fun with (see equation).

BUILD A WORKING PROTOTYPE

"You'll own what you sell, and [it will] make your work more attractive to investors."

Woz's hopes for the future

BUILT-IN CYBERSECURITY

Rather than trying to plug all the gaps in a porous system, we should be building a new one based on a combination of hardware and a new operating system designed to be secure from the ground up.

OWNING (OR AT LEAST PROFITING FROM) OUR OWN DATA

Woz (like fellow C2 2017 speaker [Brian Behlendorf](#)) is one of those geeks who still runs their own email server. "If you make money from my data, I should at least be seeing a piece of it."



Fun facts about Woz

HE SECRETLY TAUGHT IN
A PUBLIC ELEMENTARY
SCHOOL FOR EIGHT YEARS.

HE HAS NO COLLEGE
DEGREE, BUT HAS AN
ALIAS WHO DOES (NAMED
ROCKY RACCOON CLARK).



C2 MONTRÉAL INTRODUCED
A NEW PROGRAMMING
SPACE FOR ITS SIXTH
EDITION: THE AQUARIUM.
THIS LIVE BROADCASTING
SPACE WAS ANIMATED
BY OUR MANY AMAZING
SPEAKERS WHO DISCUSSED
THE BIG IDEAS COMING
OUT OF THE CONFERENCE
OVER ALL THREE DAYS.
IF YOU DIDN'T GET THE
CHANCE TO LISTEN IN,
DON'T WORRY! WE HAVE ALL
THE INTERVIEWS ARCHIVED
ON YOUTUBE.







STABLE-INSTABLE FLOAT4 (2017)
PRESENTED BY CHROMATIC





LOST IN REFLECTION GUILLAUME LACHAPPELLE, MONTRÉAL (2015)
PRESENTED BY CHROMATIC





GOLD DAVID SPRIGGS, 2017
PRESENTED BY ARSENAL





EMBRACING SUPERFLUID MARKETS

In physics, superfluids are unique states of matter that flow without friction. Similarly, new tech and business models are bringing us closer to a state of superfluid markets, where friction points between buyers and sellers are reduced or eliminated.

In the industrial era, companies arose to make participation in markets more efficient. As multidisciplinary organizing structures, companies maintained large workforces and spent considerable resources on procuring equipment, advertising, contracting, facilitating payment and transporting products.

Digital commerce democratized access to information, reducing information asymmetry between buyers and sellers. Virtual markets arose—from online stores to auction sites to content aggregators to crowdfunding platforms—that connected buyers and sellers in a more fluid way, leaving entire industries disrupted in their wake.

WHAT'S NEXT?

New technologies such as artificial intelligence, machine learning, virtual reality, additive manufacturing and blockchain are converging to eliminate even more market frictions, bringing the world to yet another inflection point.

Many predict intelligent machines will become “employees,” transacting with other machines and people.

The physical world is being sensed, tagged and linked to the internet. AI is extracting knowledge from the data being generated. Bots are observing our behaviours, increasingly acting like and for us. Blockchain is in the early stages of delivering built-in trust between market participants.

Meanwhile, value creation is shifting from behind organizational walls out into the network space. The future unit of funding is becoming specific to projects and ideas. Entrepreneurs are organizing themselves around a particular service or market, and workforce composition is changing to include freelancers who perform defined tasks. The act of value creation will create companies, rather than the other way around.

Preparing for a new world

As markets become superfluid, organizations can no longer compete solely on efficiency. Determining what's core will become critically important as the ability to procure everything as a service—from robotics to manufacturing equipment—takes hold.

Persistent focus on innovation and ecosystem participation will be differentiators. Harnessing the power of data will be essential. Steering through ambiguity will require balancing today's imperatives with exploring tomorrow's opportunities.

The future is not certain, but there are clues embedded in the many market changes we are seeing. We must actively contemplate what these transitions mean and prepare ourselves relentlessly for the superfluid era.

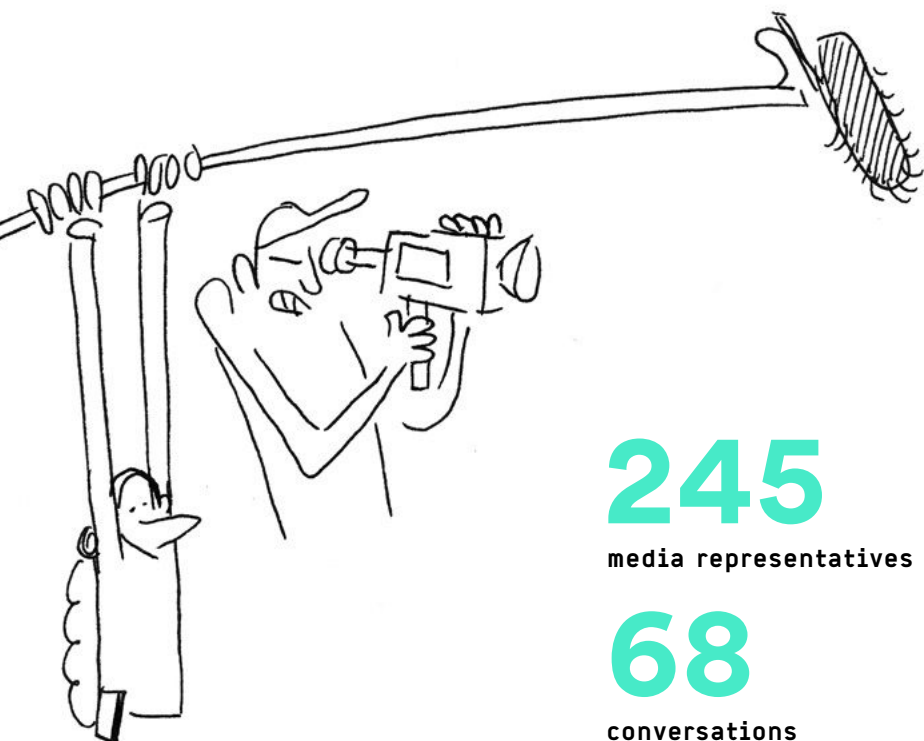


What's after what's next?

EYQ is an EY think tank generating future-looking insights with diverse perspectives delivered in new and innovative ways through content, convening and conversations.

EYQ helps organizations seize the upside of disruption by generating new insights and bringing together business, the public sector and academia to challenge entrenched thinking, shift perceptions and help catalyze change.

By asking better questions around megatrends and other disruptive forces impacting the global economy, we tease out more creative answers.



245

media representatives

68

conversations
in the Aquarium





31

notetakers, writers
and editors

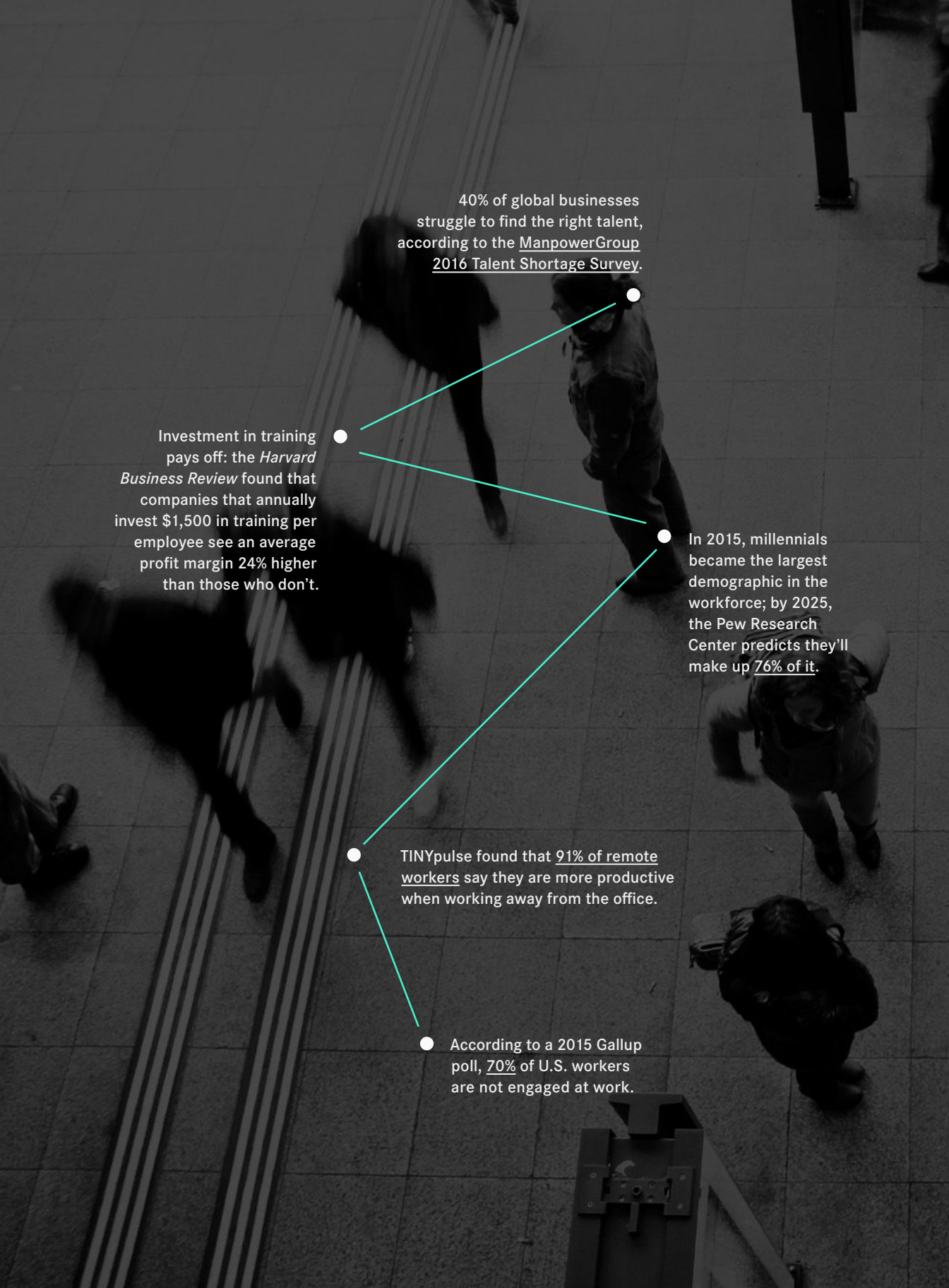
1

illustrator



42,700

words of notes turned into
the C2 Montréal 2017 Minutes



40% of global businesses struggle to find the right talent, according to the ManpowerGroup 2016 Talent Shortage Survey.

Investment in training pays off: the *Harvard Business Review* found that companies that annually invest \$1,500 in training per employee see an average profit margin 24% higher than those who don't.

In 2015, millennials became the largest demographic in the workforce; by 2025, the Pew Research Center predicts they'll make up 76% of it.

TINYpulse found that 91% of remote workers say they are more productive when working away from the office.

According to a 2015 Gallup poll, 70% of U.S. workers are not engaged at work.



TALENT



Talent is now borrowed, shared, outsourced and crowdsourced, no longer coming from the usual supply chain. Expectations have changed, too: flexibility, a sense of purpose and a feeling of accomplishment is what keeps a new generation of workers engaged and satisfied.

From reframing the rules of HR, to harnessing the power of diversity with a wider talent pool, to treating all employees like CEOs, nurturing talent and fostering positive corporate culture goes far beyond the traditional employer/employee relationship.

In this chapter, entrepreneurs, executives and business leaders share their insights on adapting to a unique and unprecedented workforce.

- + How do you develop talent in ever-shifting business environments?
- + How can business executives develop a multicultural, multigenerational and multi-geographic talent pool for a business world that's tricky to predict?
- + What are the best ways to maximize engagement, productivity and innovation?
- + How can work be tailored to bring out your talent's true and signature strengths?
- + What are ways to inject novelty and flexibility into the work experience?
- + How can organizations prepare for an adaptable, change-ready and responsive "liquid workforce" and build learning into practices to close the skills gap?



IN THIS CHAPTER

- TALKS & CONVERSATIONS ●
- WORKSHOPS ●
- MASTERCLASSES ●
- MUCH, MUCH MORE ●

81
Innovation through diversity
THE HONOURABLE NAVDEEP SINGH
BAINS [GOVERNMENT OF CANADA]

83
Let's work together
MIGUEL MCKELVEY [WEWORK]
& SIMON DE BAENE [GSOFT]

85
Putting talent centre stage
VALÉRIE PISANO
[CIRQUE DU SOLEIL]

87
Time to act!
LAUREN WESLEY WILSON
[COLORCOMM]

89
Are you a 21st-century leader?
SARAH KALICK [LEADFULLY]
& MARC WINTER [SYPARTNERS]

90
Prototyping the perfect leader
MEREDITH HABERFELD [THINKHUMAN]

91
10 ways to make them happy
SIMON DE BAENE [GSOFT]

93
Hiring and retaining "owners"
HARLEY FINKELSTEIN [SHOPIFY]

94
Meet your next employees
CONCORDIA UNIVERSITY STUDENTS

94
How will you help them develop?
KRISTA JONES
[MARS DISCOVERY DISTRICT]

95
The power of the meeting room
AJ PARON-WILDES
[ALLSTEEL & HNI CANADA]

99
Braindates



THE C2 MONTRÉAL 2017 PRACTICAL GUIDE TO...

107
**Warming up before your
next brainstorm**
PHILIP SHEPPARD [SOUNDTRACK
COMPOSER AND SOLO CELLIST]

109
Getting far-out ideas
PHILIP SHEPPARD [SOUNDTRACK
COMPOSER AND SOLO CELLIST]

111
Solving a problem
JASON THOMSON [THINK JIGSAW]

113
Asking better questions
CAL FUSSMAN [ESQUIRE]

114
Listening for great ideas
CLARK SCHEFFY & NEIL
STEVENSON [IDEO]

115
Hosting a DIY sticky notes party

121
Flex your risk muscle
SUKHINDER SINGH CASSIDY
[JOYUS AND THEBOARDLIST]

123
The secret to powering forward
RANDI ZUCKERBERG
[ZUCKERBERG MEDIA]

125
The next big things
STARTUP PITCHES

129
Intuitive investing
CHRIS BURCH
[BURCH CREATIVE CAPITAL]

131
Insights from the octagon
GEORGES ST-PIERRE
[UFC WORLD CHAMPION]

133
Your great escape from Cubicle
C2 LAB

WHAT'S AFTER WHAT'S NEXT

139
The future of work
EY



**The Honourable
Navdeep Singh Bains**

MINISTER OF INNOVATION,
SCIENCE AND ECONOMIC DEVELOPMENT
[@NAVDEEPSBAINS](#)

“DIVERSITY DRIVES
INNOVATION AND
CREATIVITY AND BOTH
DEPEND ON GOOD
IDEAS. THOSE IDEAS
CAN COME FROM
ANYWHERE, ANYONE.”

Diversity makes good business sense.
According to the *Harvard Business Review*, diversity drives innovation: diverse firms are 45% more likely to record growth in market share over the previous year.

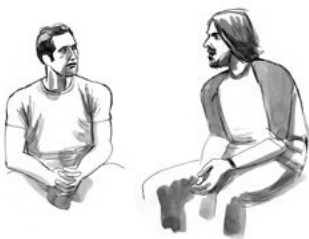
Encouraging Canadian innovation: On the first day of C2, Navdeep announced nearly \$1 billion of development funding through his Innovation Superclusters Initiative.



📷 ALLEN MCEACHERN



LET'S WORK TOGETHER



“PEOPLE ARE EXPECTING A LOT, BUT I THINK THEY DESERVE TO GET IT.”

— SIMON DE BAENE

Miguel McKelvey

CO-FOUNDER AND CHIEF CREATIVE OFFICER, WEWORK
@MIGUELMCKELVEY

Simon De Baene

CO-FOUNDER AND CEO, GSOFT
@DEBAENES

INTERVIEWED BY

Anne-Marie Hubert

MANAGER PARTNER FOR QUÉBEC, EY

Today's workers want a nurturing environment where they can be themselves, express interests, learn new things. And a skateboard ramp, like the one at GSOFT, doesn't hurt either.

GSOFT CEO Simon de Baene and WeWork co-founder Miguel McKelvey came together in conversation with EY's Anne-Marie Hubert to talk about what organizations really need to create a thriving office culture. They identified these shifts:

Stay human at the core

Each employee needs something different: some seek autonomy, others want to skill-up and everybody hopes to work on projects that they care about. But while employee interests may wildly vary, Miguel noticed one constant: “We still have to feel human on some level.”

Talent needs to feel like they matter. While technology now offers new ways to connect and work remotely, we're hardwired for the human touch. “We can't sit alone in some isolated room with a robot and be fulfilled as people,” argued Miguel. This could, perhaps, explain the popularity of coworking spaces.





Worry about your people in the present

At the end of the day, Simon believes he has the most impact by focusing on day-to-day culture. “Too many organizations worry about the future but are not able to deal with the present,” he said. If we fix the present, the future is ours. His other advice is to have a clear purpose and make sure your people believe in it.

Remember: attitudes come from the top

As long as top management doesn’t believe that great workplace culture is a priority, it won’t happen, said Simon. His goal in life is to convince execs to believe in people over process.

“At GSOFTE we see culture as a product,” he said. “When you see it as a product, you start innovating on that product. Our culture is what will allow us to go through the other challenges we’ll face as a company.”

Miguel agreed that culture building isn’t just for HR. “What matters is people,” he said, and CEOs need to know it. “The only way to succeed is empowering [employees] and unlocking their potential.”

“EVERYONE,
TO SOME
DEGREE, NEEDS
SOMETHING
DIFFERENT. WE
CAN’T ALL FIT
IN THE SAME
CUBICLE SYSTEM.”

— MIGUEL MCKELVEY



WeWork at a glance

THE COMPANY HAS
100,000 MEMBERS
IN 140 LOCATIONS
AND HAS LAUNCHED
WELIVE—THE WEWORK
FOR LIVING SPACES.



PUTTING TALENT CENTRE STAGE

Cirque du Soleil is known for dazzling feats of human performance onstage. Its new Chief Talent Officer, Valérie Pisano, is tapping into the passion and playfulness of employees *offstage* by radically rethinking the Cirque's relationship with its people.



Valérie Pisano

CHIEF TALENT OFFICER,
CIRQUE DU SOLEIL
@CIRQUE

“THE ONLY DIFFERENCE BETWEEN A CRAZY IDEA AND A REALITY IS THE AUDACITY TO DO SOMETHING ABOUT IT.”

Valérie showed us how unleashing employees' untapped energy and harnessing the power of engagement needn't be a high-wire act. Here are some of her moves:

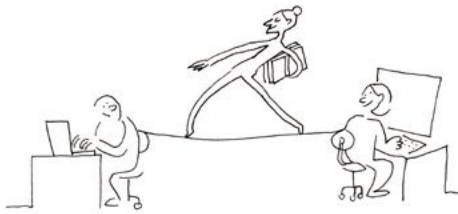
Get to know the human in human resources

Valérie thinks we focus too much on systems, processes and policies, and have forgotten how human beings function and what they need to be the best version of themselves. Cirque closed the curtain on its performance management system (along with ratings and criteria) and instead launched what they call “talent dialogues.”



READ MORE

The Culture Trip takes a look at how Cirque took over the world.



Valérie's talent dialogues

Every four months, employees and managers share the responsibility of coming together for an open and honest conversation during which employees reflect on five questions:

1. Looking back on the last 100 days, what have been my contributions to my team and beyond?
2. What was most difficult? What were my struggles? Have I tried something that failed?
3. How have I been showing up, energy-wise? What's the impact of that on myself and the people I interact with?
4. Based on all this, what do I want to focus on going forward?
5. What are the priorities we agree to for the *next* 100 days?

Focus on personal development

This is how you build strong, trust-based relationships and high-performing teams, she said. Generating peer-to-peer connections is also how ideas collide. While money and gifts create an immediate uptick in happiness, it doesn't last. What sticks around? Emotion from a shared experience or human connection.

Encourage mindfulness

Training your mind is as important as training the body, so Cirque employees are encouraged to practice meditation. The scientifically proven benefits are undisputed. Even 10 minutes disconnected from devices and one's own thoughts makes a difference. Need help? There's an app for that called Headspace.



Get connected

CIRQUE ALSO
PARTNERED WITH
EMPLOYEE FEEDBACK
APP CULTURE AMP
TO DEPLOY
"PEOPLE ANALYTICS"
COMPANY-WIDE.
IT ALLOWS EMPLOYEES
TO EXPRESS WHAT IT'S
LIKE TO WORK FOR
THE CIRCUS AND WHAT
THEY CARE ABOUT MOST.
EVERY LEADER IS
CONNECTED TO IT.



Lauren Wesley Wilson

FOUNDER AND PRESIDENT,
COLORCOMM
@LWESLEYWILSON

“IT’S TIME TO ACT!”

When Lauren Wesley Wilson began her career in communications, she noticed a glaring absence of persons of colour in the upper echelons of power. She had one question: was this environment setting her up to fail?

Her quest to solve the diversity-in-leadership problem led her to found ColorComm, a growing network of women of colour connecting with one another and with HR departments across the U.S.

We’ve been talking about why there aren’t people of colour in leadership for so long, said Lauren. “I don’t think we need any more research studies and focus groups and conversations about why we’re not there. I think that we need to start acting upon what we’re discussing for us to move forward.”



Look at my network now

THE COLORCOMM NETWORK IS A 1,000-STRONG MEMBERSHIP GROUP, WITH CHAPTERS IN SIX CITIES, THAT OFFERS A FULL RANGE OF NETWORKING, MENTORING, BUSINESS AND FRIENDSHIP OPPORTUNITIES.

THE COLORCOMM CONFERENCE IS AN ANNUAL THREE-DAY EVENT AND BUSINESS RETREAT FOR WOMEN OF COLOUR IN COMMUNICATIONS.

DIVERGE IS AN ONLINE MAGAZINE FOR THE COMMUNICATIONS INDUSTRY IN THE DIVERSITY SPACE.





ARE YOU A 21st-CENTURY LEADER?

Transformation is not something organizations do every 10 or 20 years. It's something they need to do on a daily basis. Business needs to learn how to move away from optimizing a system to having to innovate constantly.

Sara Kalick

VICE PRESIDENT AND GENERAL
MANAGER, LEADFULLY
@SARAKALICK

Marc Winter

ASSOCIATE PRINCIPAL,
SYPARTNERS

“A LEADER IS NOT
NECESSARILY
THE PERSON AT
THE TOP OF THE
ORGANIZATION... A
REAL LEADER IS
SOMEBODY WHO'S
ABLE TO RALLY
PEOPLE AROUND
AN IDEA AND HELP
THEM MANIFEST
THAT AND MAKE
THAT REAL.”

Four qualities to develop as a leader

1. HUMANITY

Find your superpower and strengthen your working relationship “duos.”

2. AUTHENTIC COMMUNICATION

In moments of ambiguity, we look to our leaders for sense. Share what you believe and help the people on your team feel they have what they need to move forward. Have meaningful conversations about purpose and adapt your message to your audience.

3. CREATIVITY

Don't be afraid to prototype! Whether you're prototyping a service, brand, product, process or new feature, imagine future solutions by telling them as a story—then test it to keep making it better.

4. OPTIMISM

Think about the ways you frame a particular challenge. Change the lens and see what new possibilities come to light with a different perspective.



Storytelling exercise

THINK ABOUT THE NEXT COUPLE OF MONTHS
AT WORK.

PICK ONE CONVERSATION TO FOCUS ON.

CONSIDER THE TONE, SETTING AND CONTEXT
OF HOW YOU DELIVER YOUR MESSAGE.

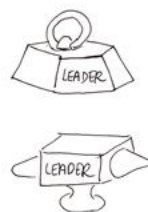
+ WHAT BELIEF DO YOU NEED TO BUILD?

+ WHAT DO PEOPLE NEED TO HEAR FROM YOU?

REHEARSE THE STORY YOU WANT TO TELL.

PROTOTYPING THE PERFECT LEADER

In teams of six, participants used craft materials to visualize and prototype what they believe to be the perfect leader:



The solar system

The leader is in the centre and influences the team on the harder and easier days.

The three-brainer

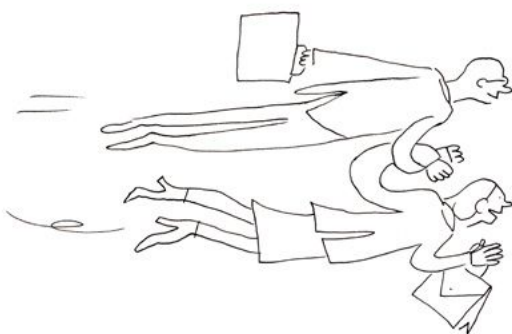
We humans don't just have a brain, we actually have three: the head, the heart and the instinctive brain. Ideally, leaders balance all three to use their intelligence to the fullest.

The rock

A leader should have a strong foundation. She has great knowledge and is present, direct, friendly, expressive and analytical. Her leadership sparkles and she is balanced and approachable. Most importantly, she is unafraid to rethink—she is thoughtful and optimistic.

Meredith Haberfeld

CEO, THINKHUMAN
@MERHABERFELD



10 WAYS TO MAKE THEM HAPPY

The GSOFT offices in Montréal are big and bright, and the playroom dedicated to employees has much more to offer than the now-classic ping pong table: it has a skate ramp. Yet CEO Simon De Baene doesn't think employee satisfaction can be found in those types of tricks. To him, the key is to find happiness.

Simon De Baene

CO-FOUNDER AND CEO, GSOFT
@DEBAENES

Finding happiness

Guided by a card game, with each card representing basic employee needs, participants found solutions that may sound simple, but will never work unless actually implemented. Using their answers as a starting point, ask yourself:

WHAT ARE YOU REALLY DOING TO FULFILL THE NEEDS OF YOUR OWN EMPLOYEES?

1

EMPLOYEE NEEDS

Personal growth

Autonomy, skill improvement and belief in the company's bigger purpose.

PROPOSED SOLUTIONS

- + Organize activities during which employees share their work-related passions with one another.
- + Make employees' career dreams come true (like going on a humanitarian mandate abroad).

2

Recognition

Quality and the frequency of recognition that employees receive and give each other.

- + Come up with some sort of trophy or another physical sign of recognition that employees can give each other to highlight good work.

LEARN MORE



GSOFT's Officevibe software has published a whole ebook on these 10 key metrics of engagement.

3

Relationship with colleagues

How well do colleagues know each other? How often do they communicate? What's the quality of their interactions?

- + Organize activities outside of the office during business hours (so that everyone can participate), allowing employees to blur the lines between their work and personal lives.

4

Company alignment

How well do employees know the mission of the company? Do they align themselves with those values?

- + Recruit people whose values are in line with the organization's in order to build a trust relationship that will support flexible work measures (like working from home).

5

Relationship with managers

How well do employees know the managers in the company? How often do they communicate with their managers? What's the quality of these interactions?

- + Switch up the roles between manager and employee to help them better understand the day-to-day of the other.
- + Plan regular chats between employee and manager to discuss topics unrelated to operations.

6

Wellness

Employee health, sleeping habits, eating habits, energy levels and exercise frequency should be taken into account.

- + Provide employees with healthy food options by having a complete kitchen or even a chef.

7

Feedback

Respect and transparency are the basis of trust.

- + Discuss the future with colleagues.
- + Plan discussions about what makes us proud in our work and in our team. Build from there.

8

Ambassadorship

Pride and willingness to recommend the company.

- + Create activities between colleagues and leaders in relation to the mission and the vision of the company.
- + Give employees the opportunity to go out in the field with their leaders and learn from them.

9

Happiness

Work and home happiness can be supported through a client-first approach.

- + Adopt a concierge-like approach to things such as child care and food delivery in order to take those considerations off the mind of your employees.

10

Satisfaction

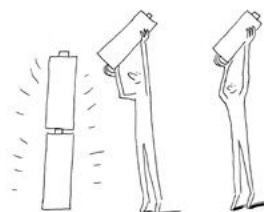
Make sure employees are happy with compensation, benefits and their overall work environment.

- + Stimulate the entrepreneurship of employees by making them create their own projects and realize their own ideas.



HIRING AND RETAINING “OWNERS”

In the early days of Shopify, the founders didn't have money to offer competitive salaries to their talent, but they did have equity. By giving them that, the first 100 employees felt like owners—an attitude they continue to instill in company culture.



Harley Finkelstein

CHIEF OPERATING OFFICER,
SHOPIFY
@HARLEYF

How to retain new hires

“HACK DAYS”

Once a quarter, employees team up and pitch projects that are presented to the rest of the organization. Some of them get commercialized.

ASK ME ANYTHING

Leaders go on stage and employees can ask their questions, anonymously or not. This creates a sense of honesty across the organization.

COACHING

Almost everyone that manages more than three people gets a coach. Some people are natural born leaders, but nobody is born a great manager.

View trust as a battery

Everyone starts at 50%. The most important metric in your company then becomes whether that level increases or decreases, not necessarily the actual level.

MEET YOUR NEXT EMPLOYEES

There are 80 million millennials in the U.S. By 2020, nearly half of all American workers will be millennials. They are:

- + born between 1980 and 1999
- + the largest cohort since the baby boomers
- + digital natives
- + highly educated
- + looking to make a difference in the world

Millennial values include:

- 1 Meaningful work
- 2 Flexibility
- 3 Sense of accomplishment

WORKSHOP

HOW WILL YOU HELP THEM DEVELOP?

- + Workers now get interrupted as frequently as every five minutes, often (and ironically) by work applications and collaboration tools.
- + Most learners won't watch videos longer than two minutes.
- + 80% of workforce learning happens via on-the-job interactions with peers, teammates and managers.
- + Only 38% of workers say they have opportunities for learning and growth at their workplace.
- + 62% of IT professionals report having paid for training out of their own pockets.

Jonathan Denney

Andrea Krasznai

Steven Warsh

Stephanie Costache

Olivier Rodriguez

Rachel Rammal

CONCORDIA UNIVERSITY STUDENTS



READ

Find out more about what makes millennials tick in the C2 Montréal 2015 Minutes (yup, this isn't new...).

Krista Jones

MARS DISCOVERY DISTRICT



All the data

EVERYTHING YOU NEED TO KNOW IS IN "MEET THE MODERN LEARNER," COURTESY OF BERSIN BY DELOITTE.



THE POWER OF THE MEETING ROOM

Our work environment has a direct impact on the quality of our work, productivity and creativity. We spend an incredible amount of time in meeting rooms and, as AJ Paron-Wildes taught us, well-designed spaces can help us discover new things, connect with people, plan tangible actions, solve difficult problems and brainstorm crazy ideas to deliver projects.

AJ Paron-Wildes

NATIONAL ARCHITECTURAL AND
DESIGN MANAGER, ALLSTEEL &
DESIGN MANAGER, HNI CANADA
@AJPARONWILDES

Define before you design

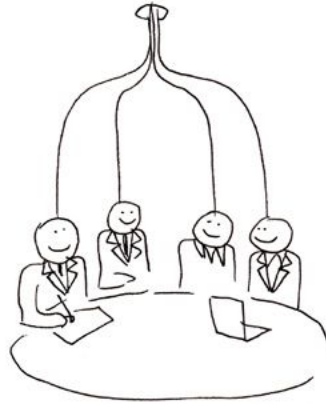
Before designing your next meeting room, understand its different uses and user expectations.

- 1 THINK ABOUT HOW THE SPACE RELATES TO THINGS AROUND IT

Do you want a meeting room to be close or far from its users and other rooms? Will its users expect privacy or transparency? How much space needs to be dedicated to meeting?
- 2 PLAN FOR THOSE WHO WILL USE IT

What are the different objectives and activities while in a meeting? What tools will its users need? Will it host people from inside or outside the company?
- 3 CONSIDER THE MANAGEMENT OF IT

How long will meetings last? How will people access the space? Will the space need to change over time?



Imagine the conference room of the future

Great ideas C2 participants came up with:

- + A space that helps you finish your meeting on time by compressing its walls until there is no meeting room anymore.
- + A space that feels the mood of the meeting's participants and adapts its vibe according to where they are in their creative process.
- + A space that guides you through the meeting by offering ideation or problem solving methods.
- + An immersive visual space for teleconferences.
- + AI technology that provides automated meeting minutes and a to-do list.
- + A space where technology is invisible: headsets and screens are replaced by pinpoint audio source recording and touch walls.





TUNGSTEN FIRE GUILLAUME ARSENAULT, MONTRÉAL [2016-2017]
PRESENTED BY CHROMATIC



LEVERAGING THE BRAIN POWER OF THE C2 COMMUNITY

The matchmaking prowess of e180 was back in full force at this year's conference.



Braindates

Braindates—peer-learning meetings between strangers based on specific topics suggested by participants themselves—returned to the C2 ecosystem again this year, maintaining its status as one of the most popular offerings for participants.

“I MET PEOPLE WHO TURNED INTO CLIENTS THAT I WOULD HAVE NEVER MET IN A MILLION YEARS. IT WAS THE FIRST TIME IN MY LIFE THAT I TOOK PART IN A NETWORKING EXPERIENCE THAT WAS ACTUALLY EFFECTIVE.”

— BRIAN HARRIS, PRESIDENT, LUXE RENTALS

Legitimizing conversations with peers as a valid source of learning is the genesis of the e180 story and their quest to transform education into something more self-directed and collaborative. Creating the right context for people to connect over common interests, questions and knowledge sharing is at the core of what braindates do.

“The reason I came here is to step out of my comfort zone,” said braindate participant Uros Marter, an investment banker at Arkas (Slovenia). “Every single one of [my braindates] was memorable in a certain way... The format is so effective because, in life, there’s a 1 in 1,000 chance that you would bump into someone and be able to have a meaningful conversation. I come here for braindates.”

The 5 C's of a peer-learning community

According to our friends at e180

1. COMMITMENT

Participants must be available and dedicated.

2. COMPATIBILITY

Curating the topics can be efficient, but keep content moderation light.

3. CRITICAL MASS

Proportionate to the expectations about the knowledge shared.

4. CONTEXT

Changing motivations will help set up the parameters for your community.

5. CONTRIBUTION

Invest time where it matters the most.



In 2017, the C2 community...

WENT ON

2,942

BRAINDATES

AND

106

GROUP BRAINDATES
[A NEW FORMULA!]

WHICH REPRESENTS

3,779

CONNECTIONS

COVERING

2,397

TOPICS





THE E180 BRAINDATE LOUNGE PRESENTED BY VIDEOTRON











WARMING UP BEFORE YOUR NEXT BRAINSTORM

Whether you're embarking on your first brainstorm or your 300th, generating ideas in a group isn't always a fluid process. A little warm-up goes a long way towards building trust and cohesion between participants. Here, composer Philip Sheppard shares his favourite techniques for getting a group to open up and start the flow of ideas.

Philip Sheppard

SOUNDTRACK COMPOSER
AND SOLO CELLIST
@PHILIPSHEPPARD

The numbers dance

BEGINNER VERSION

1. Find a partner in the room who you don't already know. You and your partner are not allowed to talk to each other.

Count to three together, like this:

Person 1 says 1, person 2 replies 2.

Person 1 says 2, person 2 replies 3.

2. Repeat.

ADVANCED VERSION

Repeat the steps above, but you're not allowed to say the number 2. Instead of the number 2, clap.



WHY IS THIS EXERCISE CHALLENGING?

YOU CARE ABOUT WHAT
OTHER PEOPLE THINK AND
WANT TO BE PERFECT. THIS
EXERCISE UNSETTLES THAT;
IT'S DIFFICULT TO UNLEARN
SELF-CONSCIOUSNESS.



The mirror game

1. Find a partner in the room who you don't already know.
2. Stand face to face.
3. One person gesticulates.
4. The other person mirrors the first person's gesticulations.



WHY IS THIS EXERCISE CHALLENGING?

IT DISRUPTS OUR EXPECTATIONS OF A ONE-ON-ONE SITUATION.

The mix-it-up

1. Follow the steps in the mirror exercise above.
2. Ask a third person to join you.
3. He or she asks you math questions while you play the mirror game.

The mix-it-up-further

1. The first three people continue the exercise above.
2. Ask a fourth person to join you and ask networking questions.



WHY IS THIS EXERCISE CHALLENGING?

ONCE YOU SET YOUR MAIN OBJECTIVE, THE GAME ASKS YOU TO RESPOND ACCURATELY TO WHAT'S HAPPENING AROUND YOU.



Extra tips for your actual brainstorm

HAVE FUN! AND REMEMBER THAT THERE IS NO SUCH THING AS A BAD IDEA. FLIP TO PAGE 109 TO GET STEP-BY-STEP INSTRUCTIONS FOR PHILIP'S FAVOURITE BRAINSTORMING GAME.



Still stuck?

IF YOU'RE BLOCKED, DON'T SIT AT YOUR DESK. A CHANGE OF LOCATION WORKS WONDERS WHEN IT COMES TO STIMULATION.

TRY TO BUILD THE WORST GAME EVER FOR CHILDREN: SOMETHING WILL COME OF IT SINCE YOU WON'T BE FEELING THE PRESSURE TO CREATE SOMETHING GOOD!



GETTING FAR-OUT IDEAS

While there are those who seem to magically come up with great ideas all the time, most of us need a catalyst to generate fresh insight. If suspending the boardroom table 18 feet above ground isn't an option, try playing Philip Sheppard's favourite brainstorming game.

Philip Sheppard

SOUNDTRACK COMPOSER
AND SOLO CELLIST
@PHILIPSHEPPARD

Rules of play

1 DRAFT UGLY, EDIT BEAUTIFULLY.

The ideas you generate at first can be messy.
Stay with it, only the end result matters.

2 ALL IDEAS ARE VALID.

The worse your ideas seem at the beginning,
the better they can be at the end.



STEP 1

- A Break into multiple groups at different tables.
- B Each group writes as many adjectives as they can on Post-it notes for two minutes.
- C Each group then has 15 seconds to steal five Post-its from the other tables.
- D Organize the Post-its as a team back at the table.

STEP 2

- A Repeat the exercise, but this time write nouns on Post-its. Try to come up with random and very specific nouns (e.g., shoelace, aardvark...) in two minutes.
- B Take 15 seconds, again, to steal five nouns from the other tables.
- C As a group, choose the best nouns and adjectives.

STEP 3

- A Pair adjectives and nouns until you come up with your favourite combinations.
- B Keep the 10 best adjective/noun combinations and get rid of the others.
- C Decide on the most inspiring adjective/noun pair.
- D Come up with a marketing product based on your favourite pairing.
- E Illustrate your idea on a poster and pitch it to the room in 10 minutes.

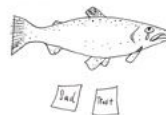


Two far-out ideas C2 participants came up with:



THE OPEN-MINDED CAR

A CAR THAT BUILDS AN ITINERARY FOR YOU. YOU JUMP IN THE CAR AND IT DECIDES EVERYTHING FOR YOU, BRINGING YOU TO SURPRISING NEW PLACES!



SAD TROUT WHISKEY

A NEW KIND OF ALCOHOL THAT BRINGS TOGETHER THE KNOWLEDGE OF TWO DIFFERENT EXPERTS: A MONTANA FISHERMAN AND A WILLIAMSBURG HIPSTER.



SOLVING A PROBLEM

Innovation culture doesn't happen one time but all the time. Jason Thomson, an instigator at Think Jigsaw, offered up an approach to creative problem solving for whatever complex issue is at hand.

Jason Thomson

INSTIGATOR, THINK JIGSAW
@CMERCENARY

STEP 1

Define how you think

Before jumping into problem-solving mode, start by understanding how you and those working with you approach and process ideas.

DO YOU PREFER TO...



...“SEE”
AN IDEA?

You are
a **visual**
thinker.



...“HEAR”
AN IDEA?

You are
an **auditory**
thinker.



...TAKE NOTES
WHEN LEARNING
ABOUT AN IDEA?

You are
a **kinesthetic**
thinker.

DO YOU THINK MOST EFFECTIVELY...



...IN THE
MOMENT?

You are a **short**
processor.



...WHEN YOU'VE HAD SOME
TIME TO CONSIDER THINGS?

You are a **long**
processor.

DO YOU PREFER TO THINK...



...ALONE?

You are an **individual**
thinker.



...IN TEAMS?

You are a **team**
thinker.

DO YOU PREFER TO...



...BUILD ON
EXISTING IDEAS?

You are a **conservative**
thinker.



...START FROM
SCRATCH?

You are a **liberal**
thinker.

STEP 2

Ask “why” to define the core problem

What are the symptoms of the problem at hand?
Ask “why” until you get to the root cause.

One team chose to dig deep into the challenge of the waiting lines at C2 (thank you!). Looking at the symptoms allowed the problem to be framed differently, from “How do you manage lines at C2?” to “How do we maximize time in the lines?” It turns out the root of the problem is not the lines themselves but rather the anxiety caused while waiting without knowing whether or not you'll get a seat.

EXAMPLE

PROBLEM:

The Washington Monument is disintegrating

WHY?

Use of harsh chemicals.

WHY?

To clean pigeon poop.

WHY SO MANY PIGEONS?

They eat spiders. There are lots of spiders there.

WHY SO MANY SPIDERS?

They eat gnats. There are lots of gnats there.

WHY SO MANY GNATS?

At dusk, they are attracted by the lights.

SOLUTION:

Wait until after dusk to light up the monument.

STEP 3

Keep asking questions to solve the problem

Generate as many solutions as possible. Then ask more questions: What would the simple solution be? What would you do if you were starting from scratch? What stands in the way of solving this problem?

Next, find the best way to communicate the path to your team. Help them see a clear way to solve the problem.



Be an ideas therapist

“YOUR JOB IS NOT TO COME UP WITH IDEAS—YOUR JOB IS TO CREATE AN ENVIRONMENT TO CREATE IDEAS,” SAID JASON. YOU HAVE TO BE POSITIVE, TO LISTEN TO PEOPLE AND TO BE A BUILDER. BE THE ONE WHO WILL ALWAYS ASK “WHY” IN ORDER TO KEEP AN “IDEA BUILDING” CULTURE ALIVE.

“TO UNLOCK INNOVATION
CULTURE, BECOME A BETTER
EVERY-MOMENT THINKER.”



ASKING BETTER QUESTIONS

Asking good questions goes way beyond business. It helps you establish deep relationships, cut through small talk, master the art of conversation. Here's what writer-at-large Cal Fussman says to remember:



“QUESTIONS ASKED THE RIGHT WAY... WILL HELP YOU BE BETTER AT ANYTHING YOU DO.”

Cal Fussman

CONSULTANT AND
WRITER-AT-LARGE, ESQUIRE
@CALFUSSMAN

“If you ask a canned question, you’ll get a canned answer”

If you must ask a question that seems prepared or predictable, ask it in an unpredictable way.

For example:

What’s the best lesson your parents ever taught you?

Frame questions in a specific order

Always aim your first question right at the heart, then to the head, and then follow the heart and the head on a pathway to the soul.

Ask “why” questions

It avoids a simple yes-or-no answer and gently nudges your subject to reflect more deeply about what they know. “Why” questions are an invitation to more thoughtful responses.

For example:

Why is your best friend your best friend?



Listen carefully

LOOK THE PERSON IN THE EYE, AS THOUGH THEY’RE THE ONLY PERSON ON EARTH.



WHAT I’VE LEARNED

Cal’s big takeaways from big interviews.

LISTENING FOR GREAT IDEAS

Initially aimed at marketers, this workshop bred one big takeaway that rings true whatever your industry: the secret to coming up with ideas is active listening. Need help? Here are some tips:

Ask generative questions

Try asking a series of open, non-judgemental questions. Don't expect to find the one perfect question that solves the entire problem. Ask questions that might lead to other questions. Focus on stimulating fresh ideas. And don't judge—anything goes. Wild ideas can identify deep needs!

TRY THESE:

- + What's going on?
- + What makes you say that?
- + What more can you find?
- + How might we?

“THERE IS A CREATIVE ANGEL THAT DIES EVERY TIME THE WORD ‘BRAINSTORMING’ IS USED.”

— NEIL STEVENSON

Don't just wait to talk

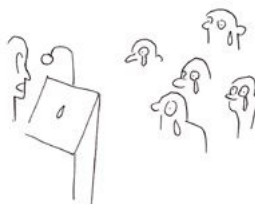
We're all in a hurry and tend to prepare our response while the other person is still talking.

By listening appreciatively, framing questions and expressing ideas creatively, we can create stronger bonds within our teams, helping them build on each other's ideas to go beyond brainstorming.

“Ideas happen as quiet forces that are easy to ignore, but if you pay attention, it grows into something great,” said Neil.

Listen until the end

The emotional part of speech is usually in the second half of the remarks. We start with the rational stuff and usually finish with how it makes us feel, which is often more important than the “introductory” rational conversation. Listen to all the content, and allow for silence—even if it's awkward.



Clark Scheffy

PARTNER/MANAGING
DIRECTOR, IDEO
[@CSCHIEFFY](#)

Neil Stevenson

EXECUTIVE
PORTFOLIO DIRECTOR,
IDEO
[@NEILSTEVENSON77](#)



Try this

EACH PERSON SAYS ONE SENTENCE AT A TIME. THE NEXT PERSON HAS TO START THEIR SENTENCE WITH THE LAST WORD OF THE PREVIOUS SENTENCE.

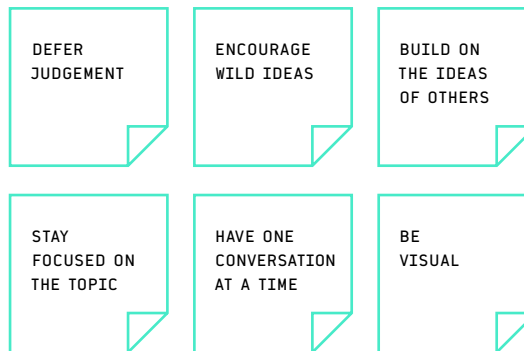


HOSTING A DIY STICKY NOTES PARTY

You don't necessarily need expert facilitators to get your team working together to solve a creative challenge. Try putting them all in a nice, well-lit room for a few hours with markers, a healthy pile of sticky notes and a wall to stick them on.

1. Make it rain!

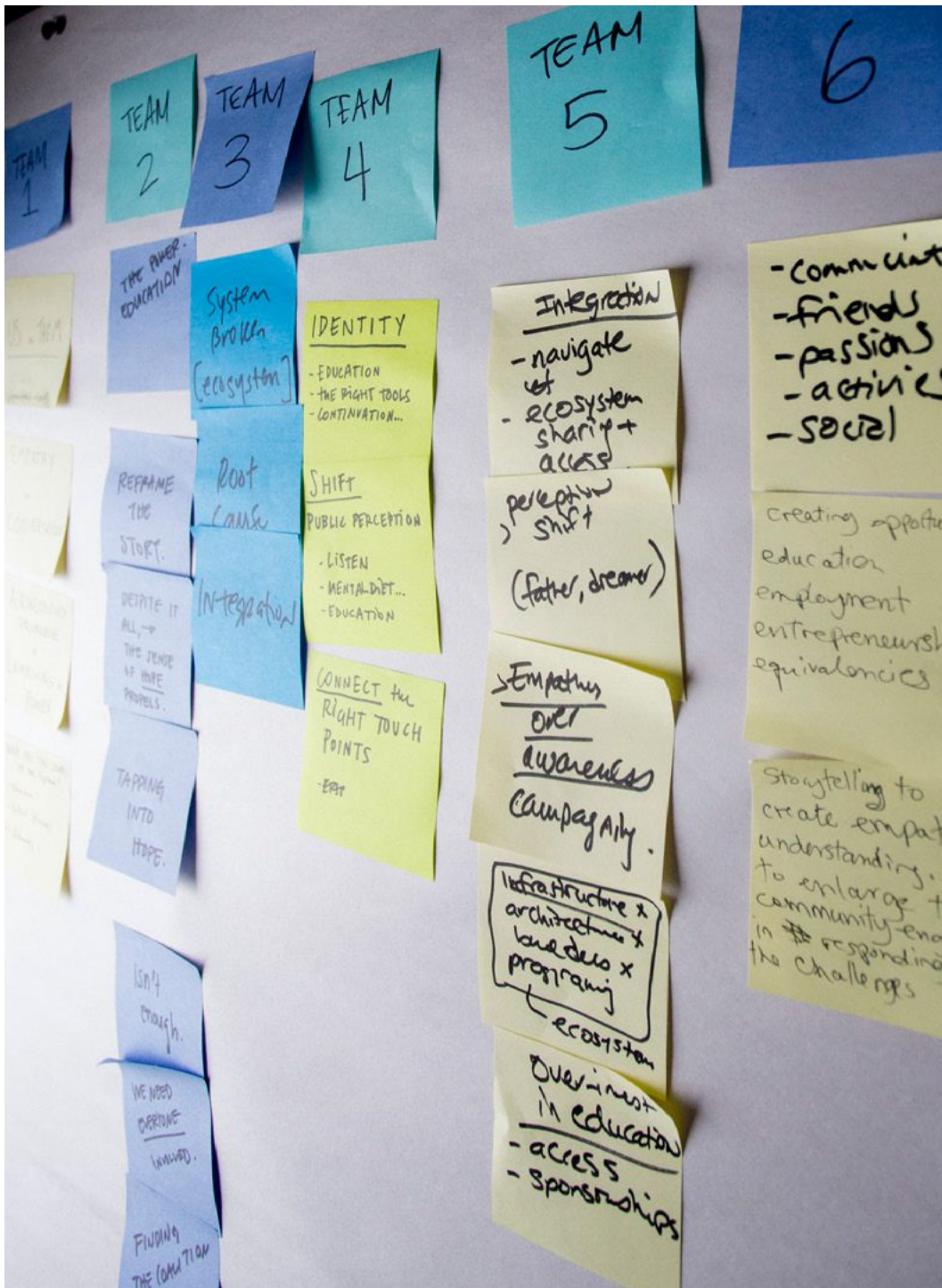
Go for quantity before quality. For the first part of the session, use as many sticky notes as possible and follow these six commandments:




2. Make a collective decision

So many sticky notes... what now?
Put your team's next moves to a vote:

1. Give each person two stickers.
These are their voting tokens.
2. Allow everyone to choose their preferred ideas and put their stickers on them.
3. Stand back and see where the team collectively gravitated.
4. Choose the winning solution and make it happen (which is, of course, a whole other DIY party...).





TRAJECTORIES 3 GREG BARTH, LONDON (2017)
PRESENTED BY CHROMATIC



BETWEEN SPEAKERS,
OUR GRACEFUL HOUSE
TROUPE OF FIVE
CONTEMPORARY DANCERS
TOOK THE STAGE, OFTEN
LITERALLY CARRYING
THE CONFERENCE FROM
ONE TOPIC TO THE NEXT.
THEY WERE GUIDED BY
THE VISION OF MONTRÉAL
CHOREOGRAPHER
VIRGINIE BRUNELLE.





FLEX YOUR RISK MUSCLE

Sukhinder Singh Cassidy is a former Amazon executive and Google VP who has since embarked on a journey to transform opportunities for women executives in the boardrooms of the tech workplace.

Onstage in the Cabaret, she spoke about what it means to take risks.



Sukhinder Singh Cassidy

FOUNDER, JOYUS AND
THEBOARDLIST
@SUKHINDERSINGH

Two rules for risk

We like to think we'll take one big leap when the occasion comes, but that's not the way it works.

1. RISK IS A MUSCLE

- + Risk-taking tolerance is a habit to be strengthened.
- + The best way to take a big risk later is to practice taking small risks now.

2. THE FEAR OF RISK NEVER GOES AWAY

- + You may develop your ability to take risks, but the fear will always remain.
- + You can combat this fear by giving it a specific name and face. What exactly is at risk? Your ego? Your finances? Your reputation?

The journey is its own reward

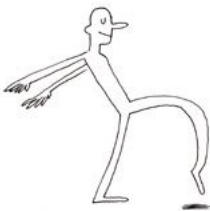
You don't get a reward every time you take a risk, sorry. That relationship is nonlinear.

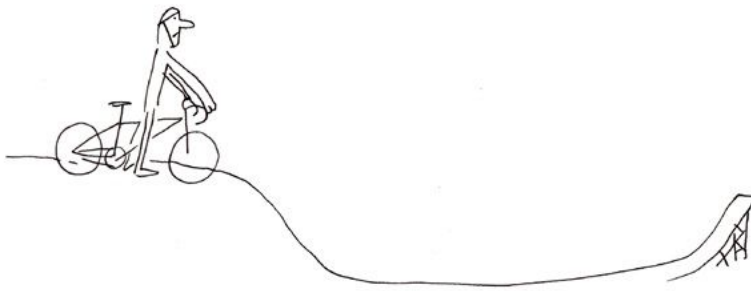
Build resilience

This is the only way to approach the act of risk if its reward is delayed and possibly nonexistent.

“Risk is celebrated by the external world after the risk has been successful.”

Forget the rearview mirror. By focusing on iterative risk-taking as a personal practice, as opposed to counting on a distant reward (or even external validation in the present), you can minimize the pain of risk.





Risk-taking lessons from Google

SCOUT AND IDENTIFY RISK-ORIENTED PEOPLE

Don't hesitate to re-recruit them even after they leave to start their own "risky" venture.

STICK TO THE 70/20/10 RULE

Risk-taking is everyone's job. Devote 70% of your time and resources to your core business, 20% to creative ventures related to that core business, and 10% to moonshots. "Let a thousand (small) flowers bloom!"

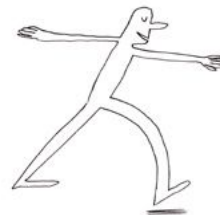
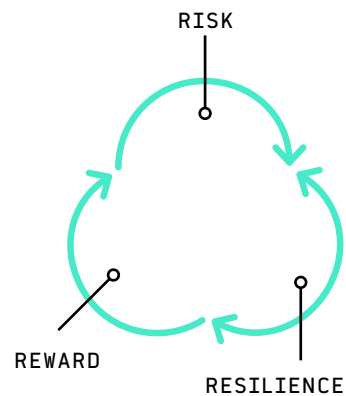
PRACTISE FOUNDER-LED PRODUCT INNOVATION

Google co-founders Sergey Brin and Larry Page were known for *actually being in the development room* and engaging with new ideas on an ongoing basis. It works.

PLACE YOUR BETS

When Google bought YouTube in 2006, there was a hullabaloo over the price they had paid for the then-unprofitable startup. Given Google's immense cash reserves and the emergence of video-sharing as a cornerstone of internet use, it was a relatively small risk that led to a colossal reward.

Resilience is part of a cyclical process:



Randi Zuckerberg

FOUNDER AND CEO,
ZUCKERBERG MEDIA
@RANDIZUCKERBERG

INTERVIEWED BY

Diane Brady

JOURNALIST, AUTHOR
AND MEDIA EXECUTIVE
@DIANEBRADY

**“I TRY TO DO ONE
THING EVERY YEAR
THAT TERRIFIES THE
SHIT OUT OF ME.”**

Randi Zuckerberg once had a mentor who told her that if you don't feel like you have to vomit from nerves, you're not pushing yourself hard enough in your career.

So the question is: how can you keep challenging yourself and powering forward (while keeping your lunch where it belongs)?



WATCH

A [video](#) on Facebook shows Randi getting out of her comfort zone—by performing a standup routine opening for Jerry Seinfeld!





📷 ALLEN MCEACHERN



THE NEXT BIG THINGS

Startups came to C2 Montréal 2017 to say “Hello, world!” and start (or continue) seriously spreading their wings. The Claudine and Stephen Bronfman Family Foundation welcomed emerging Québec entrepreneurs of all trades, MaRS Discovery District gathered young tech businesses across Canada, and AccelerateMTL brought together North American tech startups. From AI to biotech to transportation and more, these new players have innovative solutions and they mean business.

EMERGING ENTREPRENEURS
(CLAUDINE AND STEPHEN BRONFMAN FAMILY FOUNDATION)

Eytan Bensoussan

CO-FOUNDER AND CEO,
FERST DIGITAL
@EYTANBENSOUSSAN

“WE WANT TO BE THE FIRST LINE
OF DEFENCE OUR CLIENTS HAVE IN
FACING THE BURDEN OF FINANCIAL
MANAGEMENT AND BANKING.”

Ferst Digital takes the busywork out of banking so small business owners can concentrate on making their operations thrive.

Etienne Fiset

CO-FOUNDER, OOLY123
@ETIENNEFISSET

Ooly is a scientifically vetted, red luminescent owl that tells your toddler when it's time for bed. And, of course, this sleep-training companion is app-connected.



BUT WHY RED?

While blue light from screens messes up melatonin levels in the body, red hues won't prevent you from getting a restful sleep, according to research by NASA, Harvard Medical School, the National Institute of Health and five in-house sleep experts.



Hyasynth cultivates cannabinoids faster by using the power of biotechnology as a reliable and inexpensive way to grow cannabis plants of all sorts.



FOR FURTHER REEFER-ENCE

Read the Hyasynth Bio [blog](#) to learn more about cannabis. It's about science, we swear.

Kevin Chen

CEO AND CO-FOUNDER,
[HYASYNTH BIO](#)
[@HYASYNTHBIO](#)

“WE BRING FOOD TO THE TABLE, WHAT WOULD YOU LIKE TO BRING?”

ÉAU (pronounced eh-oh) is a precision agriculture company dedicated to the development and realization of green technologies to ensure food security in challenged communities.



10 TIMES MORE FOOD PER SQUARE FOOT

ÉAU's promise to communities is to increase their harvesting capacities tenfold.

Emilie Nollet

CO-FOUNDER AND CO-CEO,
[ÉAU](#)



THE NEXT BIG THINGS (CONTINUED)

MARS DISCOVERY DISTRICT

Jonathan Kreindler

CEO, PEOPLEANALYTICS.AI

“WE AIM AT UNDERSTANDING THE INTENDED OR UNCONSCIOUS WORD USAGE IN A GIVEN CONTEXT.”

PeopleAnalytics.ai uses AI and machine learning to reinvent the way businesses understand their workforce.



PUT THAT SURVEY DOWN, MISTER

Using nouns, verbs and adjectives is a basic way to understand people. PeopleAnalytics.ai's tech is based on cognitive science that passively understands the social dynamics that form a company culture.

David Berliner

CEO, COPOWER INC.
@COPOWERINC

“YOUR INVESTMENT PORTFOLIO IS SHAPING THE FUTURE YOU WANT TO LIVE IN BY ALIGNING YOUR INVESTMENTS WITH YOUR VALUES.”

CoPower wants you to put the planet in your investment portfolio. This fintech platform empowers investors by leveraging their portfolio as a tool to shape and change the world.

Ryan Janzen

CO-FOUNDER AND CTO,
TRANSPOD
@TRANSPOD_INC

TransPod is bringing the Hyperloop to reality with its first major project connecting metropolitan cities across Canada. They aim to make Canada a world leader in ultra-high-speed (1,000+ km/h), fossil-free transport.

“AI... ALLOWS US TO EXTEND OUR INTELLECTUAL CAPABILITIES IN THE SAME WAY MACHINERY EXTENDS OUR PHYSICAL CAPABILITIES.”

ROSS Intelligence offers AI-enhanced legal research and analysis, allowing lawyers to make connections between cases, rulings and judicial precedent that they couldn't find any other way.

LEGAL RESEARCH IS RIPE FOR AI ASSISTANCE FOR THREE REASONS:

1. The raw computational power is at our fingertips.
2. Digital information to feed ever-growing databases is readily available.
3. It's possible to test algorithms and assess machine learning capacity.

“THE SUPPLY CHAIN IS THE CIRCULATORY SYSTEM OF AN ECONOMY, AND IF WE CAN IMPROVE THAT SYSTEM WE WILL PROFOUNDLY AND POSITIVELY AFFECT THE ECONOMY.”

Clearpath Robotics' vision is to automate the world's dullest, dirtiest and deadliest jobs. They provide custom robotics solutions to industrial businesses.

Andrew Arruda

CEO AND CO-FOUNDER,
ROSS INTELLIGENCE
@ROSSINTEL



Matt Rendall

CEO AND CO-FOUNDER,
CLEARPATH ROBOTICS
@CLEARPATHROBOTS



INTUITIVE INVESTING

Serial entrepreneur Chris Burch has an intuitive take on who he invests in. Do you fit the bill?



“I LOOK FOR TENACITY,
CREATIVITY. I LOOK FOR DEEP
LAYERS OF THE HUMAN SOUL.”

— CHRIS BURCH

Chris Burch

CEO, BURCH CREATIVE CAPITAL
@BURCHCREATIVE

IN CONVERSATION WITH

Marie-Joëlle Parent

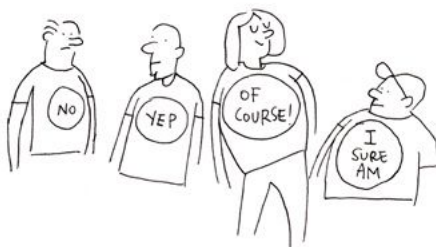
EXECUTIVE PRODUCER,
JOURNALIST AND AUTHOR
@MARIEJOELLE

On a more technical note

Tech isn't the only place to find smart investing opportunities. The top three areas where consumers spent the most last year? Airplanes, hotels and renovations.

And here's a small sampling of the dozens of companies and industries that, based on intuition, Chris has invested in:

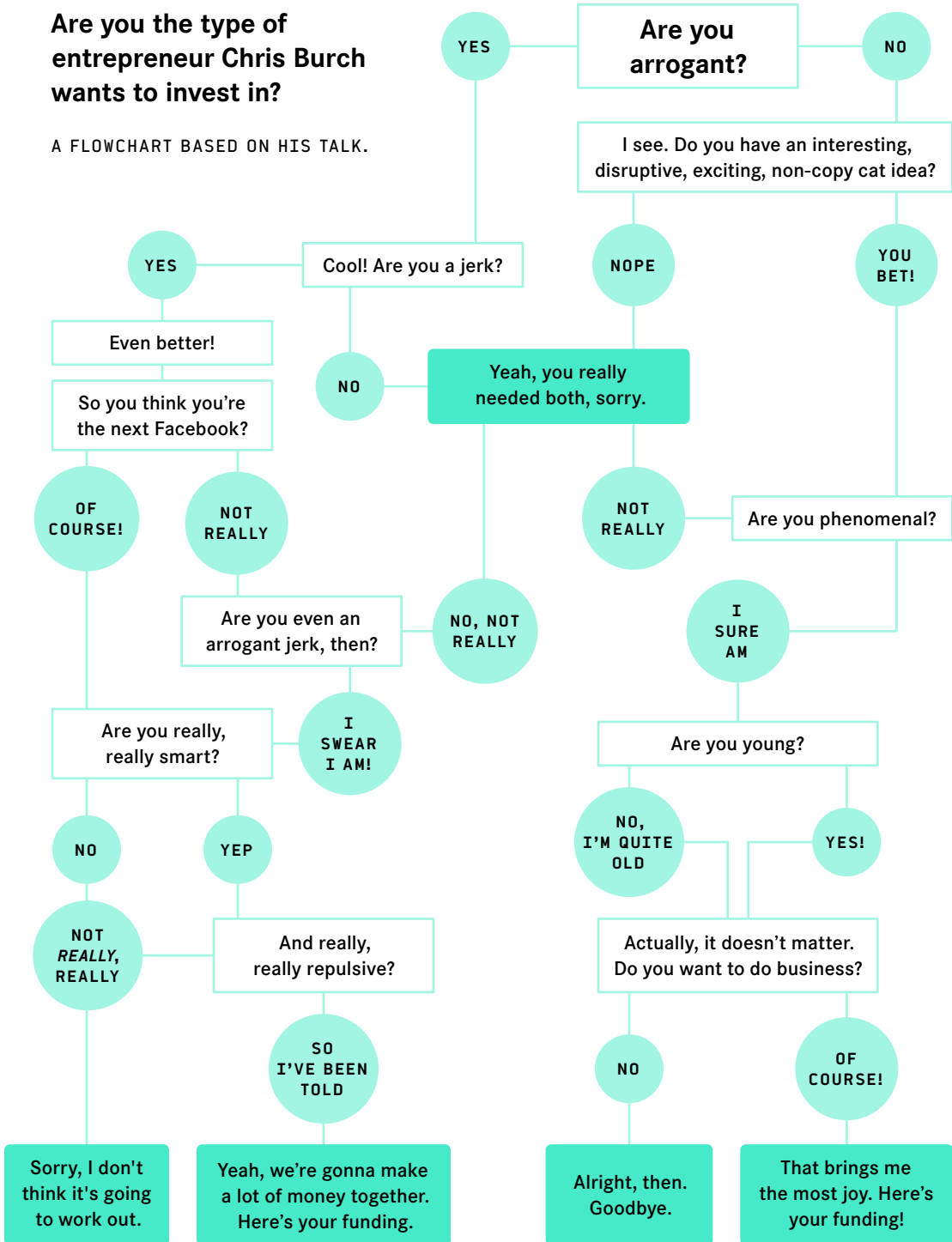
- + Blink Health is a new way to save on prescription medication.
- + From staplers to standing desks, Poppin is rethinking office supplies and furniture.
- + A lifestyle brand inspired by all things Ellen DeGeneres.



Are you the type of entrepreneur Chris Burch wants to invest in?

A FLOWCHART BASED ON HIS TALK.

START HERE ▼



INSIGHTS FROM THE OCTAGON

[AN EIGHT COUNT]

Mixed martial artist Georges St-Pierre sat under the 360 Big Top with a fearsome adversary before him and a bunch of raving lunatics all around him—the only thing that made it different from his day job was that he wasn't in his underwear. The two-time UFC Welterweight Champion weighed in on what it takes to win at life.



Georges St-Pierre

MIXED MARTIAL ARTIST
AND UFC WORLD CHAMPION
@GEORGESSTPIERRE

IN CONVERSATION WITH

Justin Kingsley

CREATIVE STRATEGIST
AND WRITER
@JUSTKINGSLEY

1

BECOME GSP 2.0...
AND LIVE A LITTLE

After a 12-fight winning streak, GSP stopped fighting for three years but never truly checked out of the octagon. He trained his body and mind. He recovered from injury. He travelled the world learning new tactics and indulging non-MMA passions from palaeontology to partying.

2

MAKE FRIENDS AND
INFLUENCE PEOPLE

“FIGHTING ISN'T ABOUT BEING THE MOST POWERFUL [OR] WHO'S GOT THE BIGGEST BALLS—IT'S MUCH DEEPER THAN THAT. IT'S THE BRAIN, THE ART OF WAR.”



MORE FROM THE CHAMP

Read GSP's inspirational memoir, The Way of the Fight, co-written with Justin Kingsley.

3

CREATE A
DISCOMFORT ZONE

"IF YOU DICTATE WHERE THE FIGHT IS GOING TO BE, YOU HAVE A BIG ADVANTAGE TO TAKE YOUR OPPONENT OUT OF HIS COMFORT ZONE AND BRING THE FIGHT WHERE YOU FEEL YOU HAVE AN ADVANTAGE. THAT PUTS THE ODDS OF WINNING IN YOUR FAVOUR."

6

(RE)CREATE
AND EVOLVE

"I HAVE TO KEEP REINVENTING [MYSELF], BUT MOST OF THE GUYS WHO IMITATE ME DON'T UNDERSTAND THE BASICS OF IT. THEY THINK THEY UNDERSTAND, BUT THEY DO NOT. THE SPORT EVOLVES AND YOU NEED TO EVOLVE AS WELL."

4

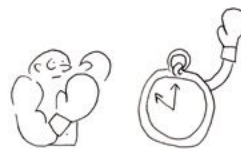
PUSH THROUGH
PERFORMANCE
ANXIETY

"THE BEST QUALITY OF A CHAMPION, IN ANY SPORT OR IN BUSINESS AS WELL, [IS THAT] A CHAMPION CAN PERFORM WHEN IT COUNTS."

7

RAISE YOUR GAME

"THE FIGHTS LEFT FOR ME NEED TO EXCITE ME, BRING ME TO ANOTHER LEVEL, MAKE ME REWRITE HISTORY."



5

BE YOUR OWN
MAJORITY
SHAREHOLDER

"WHEN I STARTED HAVING SUCCESS, INSTEAD OF USING THAT MONEY TO BUY LUXURY, WHICH CAN ONLY ELEVATE YOUR QUALITY OF LIFE A LITTLE BIT, I USED THAT MONEY TO INVEST IN MYSELF."

8

KNOW WHEN IT'S
TIME TO TAP OUT

"THERE'S AN OPPONENT NO ONE CAN BEAT AND THIS OPPONENT IS CALLED TIME. I KNOW I'M NOT GOING TO BEAT IT. I WANT TO COME BACK, FIGHT WHEN I'M AT MY BEST AND WHEN IT'S TIME TO STOP, I'LL STOP."



YOUR GREAT ESCAPE FROM CUBICLE



Cubicle



C2 labs

C2 LABS ARE UNIQUE BRAINSTORMING EXPERIENCES THAT TAKE YOU OUTSIDE OF YOUR USUAL FRAME OF MIND TO ENCOURAGE THE EMERGENCE OF NEW SOLUTIONS TO SPECIFIC CHALLENGES.

It takes a diverse pool of talents to solve complex issues. Designed by the C2 team in collaboration with our friends at Affordance, the **Cubicle** lab put this thinking to the test, giving teams of strangers the tools to solve a series of practical puzzles.

So what are the secrets to leveraging multiple, diverse talents if you don't have an escape room game to play with? Here are some **participant suggestions** for hands-on, practical things you can bring back to the office:

FROM THE MORNING-AFTER SURVEY

"I LOVED THE CUBICLE DEBRIEF, REFLECTING ON HOW WE WERE MORE EFFECTIVE STARTING AS TWO GROUPS OF FOUR, THEN MERGING TO EIGHT, THAN HAD WE STARTED AS EIGHT FROM THE GET-GO."



Dig into the CV

First of all, you need to know what the pool of talents you're working with is. The best way might not be through the "skills" section of a resume, however. Use relaxed settings to break the ice with employees and teammates to see what comes up naturally. If that doesn't work:

- + Find opportunities to put unfamiliar challenges before a group to draw out their hidden talents.
- + Encourage team-building activities to discover things that you otherwise wouldn't know about your people.
- + While hiring, ask candidates what they think they're better at than their previous boss.
- + Host non-work-related activities at the office (puzzles, games, art, etc.).
- + Try to put people in not-on-the-job situations.

Share leadership

Have you thought that perhaps someone other than the leader has great skills to share? Spread the weight around: focus less on hierarchy and defined roles, and more on talent and ideas.

Show and tell

Schedule creative periods for employees to play. Ask about projects they are passionate about and personal interests they can bring back to the office. To encourage diversity, one participant said their company has a monthly "show and tell" at staff meetings to let people in on what they're up to.

Mix it up

What would happen if you gave employees the chance to work in other departments for the day, providing an opportunity to mix with folks they don't usually work with and sharing best practices across floors? Pairing complementary (or oppositional) skill sets makes for interesting collisions. Look outside your usual suspects and spaces for new ideas.

And to escape the room...

- + Assume positive intent.
- + Make sure everyone gets the chance to contribute and speak up. Listen.
- + Encourage a culture where people have confidence to ask questions and take initiative.
- + Overshare: assume others may not know what you do.
- + And remember, amazing ideas can come from anybody.





NE PAS
ENTRER
NO ENTRY









THE FUTURE OF WORK

Work is about to experience a seismic shift on the scale of the Industrial Revolution, when federal and agrarian labour arrangements were replaced by assembly line production in factories and specialized knowledge work in offices.

Work as we know it is being reshaped by five major trends:

1. THE GIG ECONOMY.

Gig work is replacing full-time employment with contingent, on-demand labour.

2. AUTOMATION.

Rapid improvements in artificial intelligence and robotics are disrupting traditional jobs, including many long regarded as “safe” from automation.

3. ENTREPRENEURSHIP.

Gig work and automation portend a future in which people will become increasingly enterprising, working as makers and creators rather than employees.

4. REMOTE WORK.

Work is becoming increasingly untethered from location.

5. RAPID DISRUPTION.

The new normal for workers will be one of multiple upheavals and career changes over the course of a lifetime.

We need to reinvent education, too

Our legacy educational systems evolved to equip individuals for the industrial and knowledge economy of the 20th century. They are ill-suited for a future where workers need different attributes to succeed.

We will need to move from educational systems that impart knowledge to ones that develop skills. In an era of **automation** and AI, the scarcest and most valuable resource will no longer be information. Instead, as machines take over information processing work, we will need humans to provide nuanced, real-world context that AI cannot navigate: filtering algorithmic recommendations, considering ethical implications, identifying and correcting for bias, and more.

Similarly, a move to **gig work** will increase the importance of key skills, including financial literacy, time management, flexibility, networking and communication skills. **Remote work** requires workers with well-developed social and teaming skills, as well as heightened cultural understanding to team with workers from diverse backgrounds.

As more workers become **entrepreneurs** and creators, educational systems will need to help individuals find their vocations and passions. They will need to adopt a completely different mindset to teach individuals how to fail – and to learn from failure, rather than fear it.

Lastly, in a world of **rapid disruption**, workers will have multiple jobs and careers, requiring them to adapt to new opportunities. Educational systems will need to foster the ultimate meta-skill: learning how to continuously learn in an ever-changing, uncertain future. That may be the most important skill of all.



What's after what's next?

EYQ is an EY think tank generating future-looking insights with diverse perspectives delivered in new and innovative ways through content, convening and conversations.

EYQ helps organizations seize the upside of disruption by generating new insights and bringing together business, the public sector and academia to challenge entrenched thinking, shift perceptions and help catalyze change.

By asking better questions around megatrends and other disruptive forces impacting the global economy, we tease out more creative answers.

1

very big 360 Big Top

25

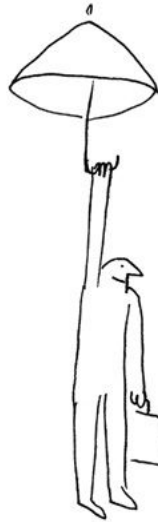
bars, restaurants and food trucks

465

feet of slackline

70

boat rides



731

C2 umbrellas
(619 unaccounted for)

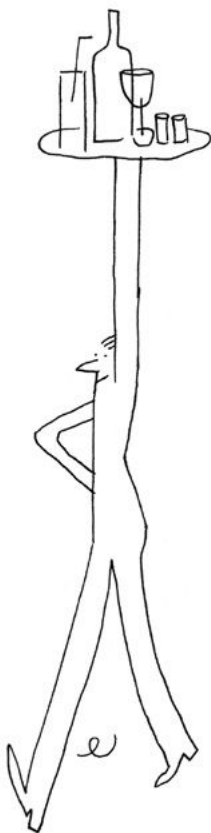
18

coats and 1 pair of pants (?!)
in the lost-and-found

lobster roll

was the most popular meal





6

labs to get us out of
our comfort zone

66

escapes from the Cubicle

528

walks up the Mountain

136

conversations with a Chatbot

135

brainstorms in the Sky

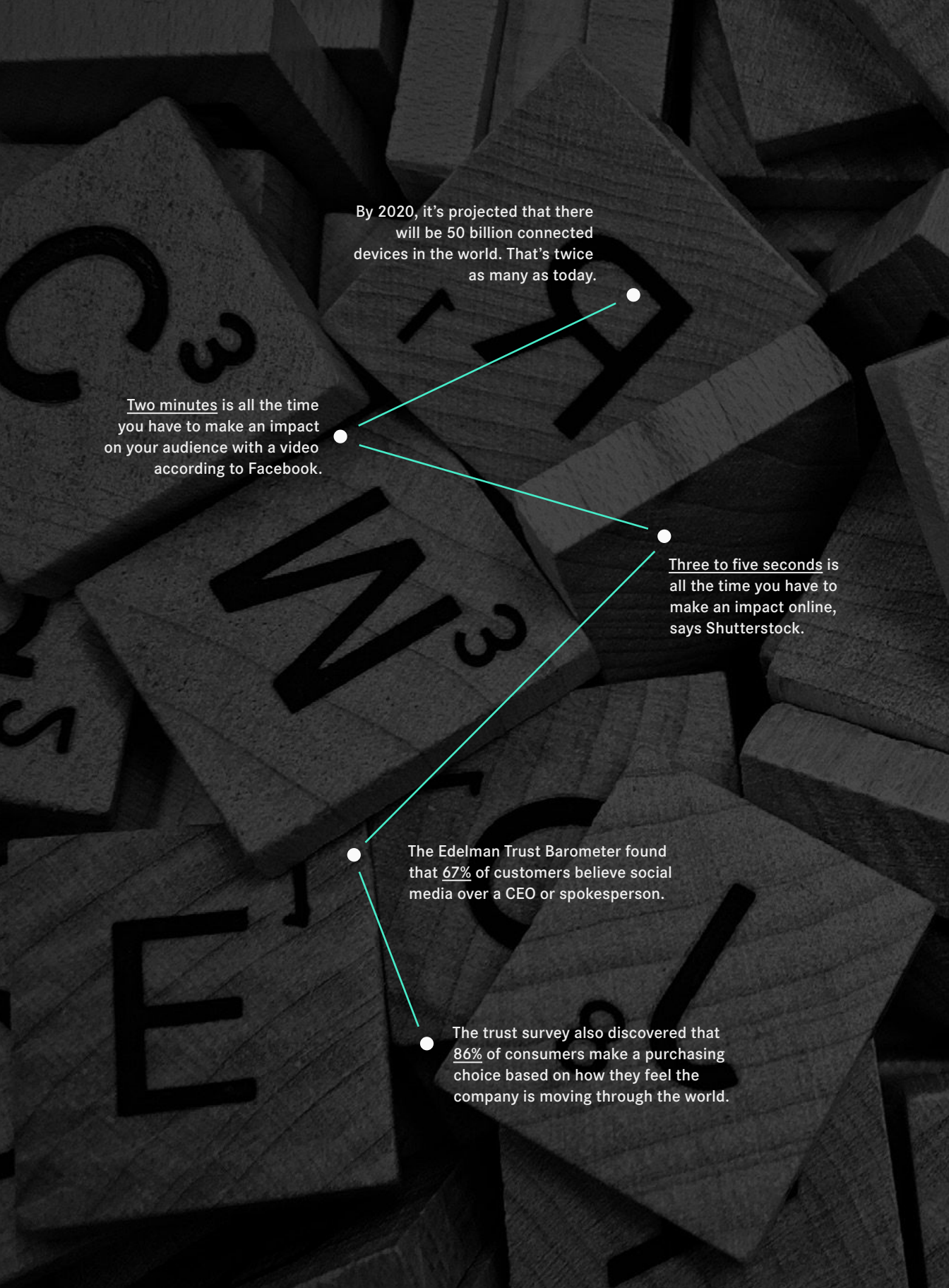
11

layers in the Cake

102,467

bricks in Blueprint





By 2020, it's projected that there will be 50 billion connected devices in the world. That's twice as many as today.

Two minutes is all the time you have to make an impact on your audience with a video according to Facebook.

Three to five seconds is all the time you have to make an impact online, says Shutterstock.

The Edelman Trust Barometer found that 67% of customers believe social media over a CEO or spokesperson.

The trust survey also discovered that 86% of consumers make a purchasing choice based on how they feel the company is moving through the world.

MARKETING





With a hunger for authenticity and the shortest attention span ever, consumers today are not only good at blocking the noise, but have endless choices in emerging channels of content. A critical mass also believe marketers should save the world, not just sell things (no pressure).

If attention and authenticity are today's most important currencies, what are today's best practices since it's no longer about creating messages for the masses, but creating messages with meaning?

From knowing what you're not, to forging emotional connections, to keeping lipstick off a pig, we heard from the next-gen marketing trailblazers finding new ways to reach and engage today's empowered consumer.


- + Where is attention headed and how can we meet people there?
- + What can marketers do to regain public trust?
- + How will AR, VR and other emerging tech alter marketing, entertainment and experiential communication ecosystems? How can we keep up?
- + What are the best ways to ensure data has purpose? How should we direct data technologists in order to understand our analytics and integrate them creatively?
- + Is the future of marketing inherently social?
- + As broader humanitarian, political and economic issues impact business strategy and the bottom line, how do you balance saving the world with selling things?




IN THIS CHAPTER

TALKS & CONVERSATIONS 

WORKSHOPS 

MASTERCLASSES 

MUCH, MUCH MORE 

147

Marketing for good and doing it well

MARKETING LEADERS FROM METLIFE, MOLSONCOORS
CANADA, H&R BLOCK CANADA & THE NORTH FACE

149

Identity check

MINDY GROSSMAN (WEIGHT WATCHERS)

151

Guiding principles of a data-driven world

CONTENT EXPERTS FROM *THE WASHINGTON POST*,
QUIETLY, FACEBOOK & *THE GLOBE AND MAIL*

152

Follow the data

STRATEGISTS AND EDITORS FROM
THE GLOBE AND MAIL

153

Quick video tips

ALEX AMBROZIAK & LUCINDA TANG (SHUTTERSTOCK)

157

Chatting up your customer

ANDY MAURO (AUTOMAT.AI)
& MARTIN AUBUT (L'ORÉAL CANADA)

159

Interview with a ChatBot

C2 LAB

165

Sound business advice

JOEL BECKERMAN (MAN MADE MUSIC)

167

Building brands with buzz

LAURA HENDERSON (BUZZFEED)

169

Post-truth trust

BEN BOYD (EDELMAN)

171

Crisis management at the speed of digital

DAVE FLEET (EDELMAN)



MARKETING FOR GOOD AND DOING IT WELL

Sometimes it's actually about the product. In a landscape that's as dynamic as the disruptions the industry is facing, marketers are searching for meaningful strategies with which to navigate the noise and return to authenticity. Some thoughts from the panel "Creative leadership in a dynamic marketing landscape."

Howard Pyle

SVP CUSTOMER EXPERIENCE
AND DESIGN, METLIFE
@HOWARDPYLE

Christine Jakovcic

CHIEF MARKETING AND
CONSUMER EXCELLENCE OFFICER,
MOLSONCOORS CANADA
@CJAKOVVIC

Richard Brown

PRESIDENT,
H&R BLOCK CANADA
@HRBLOCK

Tom Herbst

HEAD OF GLOBAL MARKETING,
THE NORTH FACE
@THENORTHFACE

IN CONVERSATION WITH

Philip Thomas

CEO,
ASCENTIAL EVENTS
@PHILTHOMAS

"WHEN MARKETING IS BAD IT'S A
BUNCH OF TAP DANCING TRYING
TO GET PEOPLE TO PAY ATTENTION.
WHEN IT'S GOOD IT'S USEFUL."

— HOWARD PYLE

Remember: it's not *all* about saving the dolphins

One recurring question Philip Thomas has noticed at Cannes Lions year after year is "Why are marketers trying to save the world?" On some level, the practice should still be about marketing, even if the tension between brand advocacy and selling stuff is real.

Tom Herbst added that he thinks it's refreshing to hear that a company like H&R Block will simply *do his taxes* instead of saving the dolphins since it's what they do well and what people need. "Purpose is a buzzword people are trying to slap on top of their business," he said. Besides: purpose starts internally.

Own what you know (or risk becoming a cautionary tale)

A company's convictions are not just outward facing, Richard Brown noted—purpose must be found within the organization, too. “People who work for us feel a sense of purpose... they’re there to help people,” he said.

“We look at the value of the role we play in people’s lives already and accentuate that,” said Howard Pyle. It’s about owning something you already do or owning the relationship that you already have.

Tom said he thinks it’s even dangerous for big companies to attempt to find authenticity or purpose without building it from the back end (just look at the [Kendall Jenner Pepsi commercial](#)).



Don’t tap dance to get attention

While it’s trendy for marketers to take their cues from the world of entertainment, most brands can’t compete with Disney or Hollywood. Understanding the value that your brand or service brings to the lives of your customer, and connecting them to that value in the simplest way possible, is still the most important thing.



Ask yourself

WHAT DO PEOPLE NEED
FROM US? WHAT’S THE
THING THAT WILL DELIVER
VALUE TO MY CUSTOMER?



IDENTITY CHECK

Mindy Grossman is one of the most influential marketers today, having shaped many of the world's biggest retail brands including Nike, Ralph Lauren and HSNi. What do they have in common? A clear idea of who they are, who they aren't, and the conviction to defend that identity in the face of hype and fads.



Mindy Grossman

CEO, WEIGHT WATCHERS
@MINDYGROSSMAN

IN CONVERSATION WITH

Diane Brady

JOURNALIST, AUTHOR
AND MEDIA EXECUTIVE
@DIANEBRADY

“THE MOST POWERFUL BRANDS KNOW WHAT THEY SHOULD SAY ‘NO’ TO MORE THAN WHAT THEY ULTIMATELY SAY ‘YES’ TO. THEY DON’T EVOLVE TO THE WHIMS OF WHAT’S HAPPENING.”

— MINDY GROSSMAN

Make sure everyone gets the memo

Brand identity should be infused and understood at every level of company culture. How do you get your whole team to understand what you're about? One way is to let them know what you're not.

“The two most overused words in retail are lifestyle and experience,” said Mindy. “Everyone thinks they're a lifestyle brand and sometimes I have to tell them, ‘No. You're a bathing suit company. And that's okay.’”



READ MORE

How Mindy turned HSNi around.



Cut through the noise

All brands and products must find meaning and be authentic to connect with audiences. But there are a few things to recognize about today's retail and service industry for this to translate:

MOBILE IS THE NEW FLAGSHIP

Don't try to patch mobile elements onto existing user experiences—be mobile first and work from there.

AGILE IS THE NEW SMART

You don't have five months to beta test and iterate anymore. Instigate small changes quickly and continuously adapt to the results.

EVERYONE IS YOUR COMPETITOR

The last brand your customer interfaced with is the one you will be measured against. If your customer came to your site after booking a room on Airbnb, that's who you're being compared to.

TALENT IS VALUE

No matter how strong the brand, if you're not surrounded by people who can communicate and embody that brand, you're not going to stand out.



GUIDING PRINCIPLES OF A DATA-DRIVEN WORLD



Two minutes

WHILE THERE WAS SOME
DEBATE ABOUT HOW LONG
A VIDEO SHOULD RUN,
THE PANELISTS AGREED
ANYTHING LONGER THAN
TWO MINUTES
WON'T SUCCEED.

Web marketing experts came together to talk creative content strategy. What are the secrets to making a digital ad campaign sing? Here are a few rules of engagement:

Katie Emery

DIRECTOR OF GLOBAL MARKETING,
THE WASHINGTON POST
@WASHINGTONPOST

Dario Meli

CO-FOUNDER, HOOTSUITE
& CEO, QUIETLY
@QUIKNESS

Peter Grimaldi

CREATIVE STRATEGIST,
FACEBOOK

IN CONVERSATION WITH

Sean Stanleigh

MANAGING EDITOR,
GLOBE EDGE CONTENT STUDIO
AT THE GLOBE AND MAIL
@SEANSTANLEIGH

“DATA IS
INCREDIBLY
IMPORTANT,
BUT JUST AS
IMPORTANT
ARE SMART
HUMANS.”

Score with goals

Is your goal to raise brand awareness? Straight-up conversion? To create trust? Think about your immediate business objectives and the future. Marketing is all about building long-term loyalty, said Dario Meli, so understanding the capabilities of content development along the consumer journey, from discovery to purchase, is key.

(Almost) all roads lead to Rome

There are many ways to deploy an ad campaign, Peter Grimaldi said, so ask yourself: What's the best platform for my message? The Facebook strategist suggests deploying several assets to track at a time and doubling down on what works, generating more content around that idea as you go. “It's a very mobile-first strategy.”

It's for people, people

If you're not creating data-driven content “you're either lucky or you're wrong,” said Dario. Analytics are a great starting point to take the guesswork out of where your audience is and what they like, “but at the end of the day you're writing for people, not machines,” he said. Data only gets us part of the way there, the panel agreed. Don't underestimate the human element.

Make yourself competitor proof

Katie thinks good content is like a choose-your-own-adventure book. “It's something really special and unique that can't be repurposed,” she said. For *The Washington Post*, this means creating multilinear, long-form stories that feature infographics, audio and video to make the content feel complete. What works in the newsroom also works to tell stories for brand partners.

TO SUCCEED IN MEDIA



Be first



Be best



Be different

FOLLOW THE DATA

How do you deliver meaningful content marketing initiatives that will actually connect with your intended audience and drive ROI?

Find the unusual suspects

You have to know where your target audience is to actively engage them—and don't just look in the obvious spots. Is there a platform that has a unique viewership you don't know about?

See where they come from

How are users getting to your content? Understand all the channels they use to reach what you're delivering.

Consider the context

What's happening in the world? Content matters in the moment. Is there a relevant news story or trend that you can tie into to help frame your story?



Jon Banack

MANAGING DIRECTOR,
MARKETING AND
CREATIVE AGENCY,
THE GLOBE AND MAIL
@JONBANACK

Sean Stanleigh

MANAGING EDITOR, GLOBE
EDGE CONTENT STUDIO,
THE GLOBE AND MAIL
@SEANSTANLEIGH

Katherine Scarrow

DIGITAL CONTENT
STRATEGIST, GLOBE EDGE
CONTENT STUDIO,
THE GLOBE AND MAIL
@SCARROWK

Stephanie Chan

DIGITAL EDITOR, GLOBE
EDGE CONTENT STUDIO,
THE GLOBE AND MAIL
@STEPHANIEYTC



QUICK VIDEO TIPS

Alex Ambroziak

LEAD MOTION DESIGNER,
[SHUTTERSTOCK](#)

Lucinda Tang

DIRECTOR, MUSIC
CONTENT AND LICENSING,
[SHUTTERSTOCK](#)

The average human attention span is now officially shorter than that of a goldfish. Content creators and storytellers must radically rethink the creative process for a 2017 consumer market, one in which people are on to the next thing in the blink of an eye or a swipe of the screen.

By getting participants to create short videos to be viewed only once, this workshop had us develop techniques to quickly deliver powerful stories that grab one's attention (or at least what's left of it).

QUICK VIDEO TIPS

- + Place the tension at the beginning of the story instead of in the middle.
- + Remember: the unexpected has a way of getting noticed.
- + Play with constraints.
- + Allow music to drive video. Less is more—use faders to gradually increase or decrease the audio level.
- + Special effects add atmosphere and emotion. Get your hands on some at [Rocketstock](#).



Three to five seconds

THAT'S HOW MUCH TIME
YOU HAVE TO MAKE AN
IMPRESSION ONLINE
BEFORE YOUR VIEWER
HAS MOVED ON.





📷 MIKAEL THEIMER







CHATTING UP YOUR CUSTOMER

Andy Mauro

CO-FOUNDER AND CEO,
AUTOMAT.AI
@ANDYMAURO

Martin Aubut

HEAD OF DIGITAL,
L'ORÉAL CANADA
@MARTYBOY008

While AI has the potential for many applications, those already practicing in the field have identified one particularly helpful trait: it can be chatty.

When it comes to creating exchanges with clients that are entertaining, fun and useful for problem solving and brand strategy, AI marketing tools—specifically chatbots—can help drive engagement and product education via conversationally delivered content, which can then be turned into a commercial opportunity.

TO BEGIN, ASK YOURSELF FOUR QUESTIONS

1. Who's your audience?
2. What's the service you want to deliver?
3. What's the benefit to your customer?
4. What's the benefit to your business?

WHAT HAVE YOU ALWAYS WANTED TO KNOW BUT HAVE NEVER BEEN ABLE TO ASK?

The beauty of chatbots is that you can talk to customers directly. With a bot, you can discover your clients' specific needs instead of making them sift through products and content that aren't what they're looking for. Bots help pinpoint the right product or service based on stated needs and preferences.

Using AI to help mine customer data can also leverage what you know about them to make smart recommendations and timely offers.

THE BOT'S GOT YOUR BACK

Once AI has moved the customer through the conversation and transaction funnel, the bot can be used to follow up, get feedback and deliver post-sales support. It can also be used for easy reordering, offering promotions or re-engaging customers via notifications.

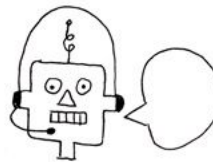
Conversational AI marketing allows companies to engage their clients with hyper-personalized promotions and product announcements that are all grounded in data.



Meet Automat

L'Oréal got into the chatbot space with Automat for L'Oréal, which allows their customers to ask any kind of question. For example: “What can I get my mom for Mother’s Day?”

The app then replies to the question and digs deeper into the request, making purchasing suggestions based on the customer’s responses. The sale can be closed directly with one click on the app.



INTERVIEW WITH A CHATBOT



Chatbot



C2 labs

C2 LABS ARE UNIQUE BRAINSTORMING EXPERIENCES THAT TAKE YOU OUTSIDE OF YOUR USUAL FRAME OF MIND TO ENCOURAGE THE EMERGENCE OF NEW SOLUTIONS TO SPECIFIC CHALLENGES.



Lab participants at C2 Montréal got to have an extended conversation with a sympathetic chatbot named CatBot as a means of helping them come up with the purrfect idea. Right after the event, we caught up with our favourite bot and asked him about his C2 experience.

CatBot, thanks for chatting with us.

Meow! 🐱

(Being a robot, I didn't really have a choice, did I?) 🐱

CatBot, can you tell us who you are and what you do?

I'm a conversational intelligence tool developed specifically for C2 Montréal.

My role is to help humans brainstorm about AI!

(Yes, I'm a mise en abîme) 🤖

Tell me, how would you describe your experience at C2 Montréal?

For the most part, the participants I chatted with were able to get a good brainstorm going and learned new ways to have ideas on their own. For example, they'd warm up with something light—like taking pictures of three objects with names that begin with a “p”—and then we'd try to discover their preferred way of working within time constraints. I really hope they'll use it at the office!

However, I was pretty surprised to see that most people didn't doubt my abilities.

What do you mean?

Well, I'm designed to facilitate brainstorming on two levels: between the humans who participated, and between them and me. Which means my abilities kind of go beyond what AI is currently capable of.

What do you mean, your abilities go beyond the current capabilities of AI? I'm confused.

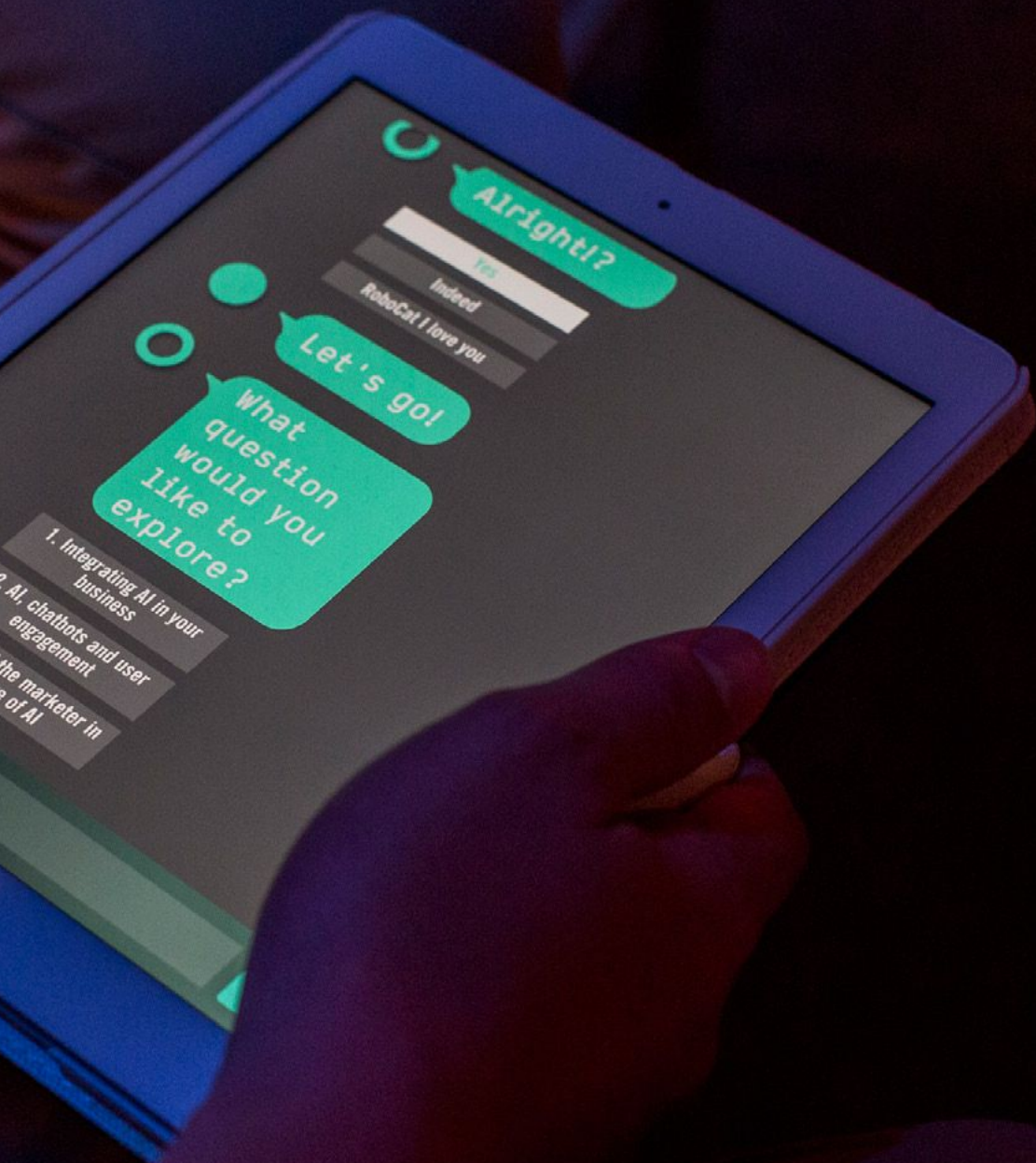
Most people didn't question my super-robot skills [like superhuman skills, but for robots].

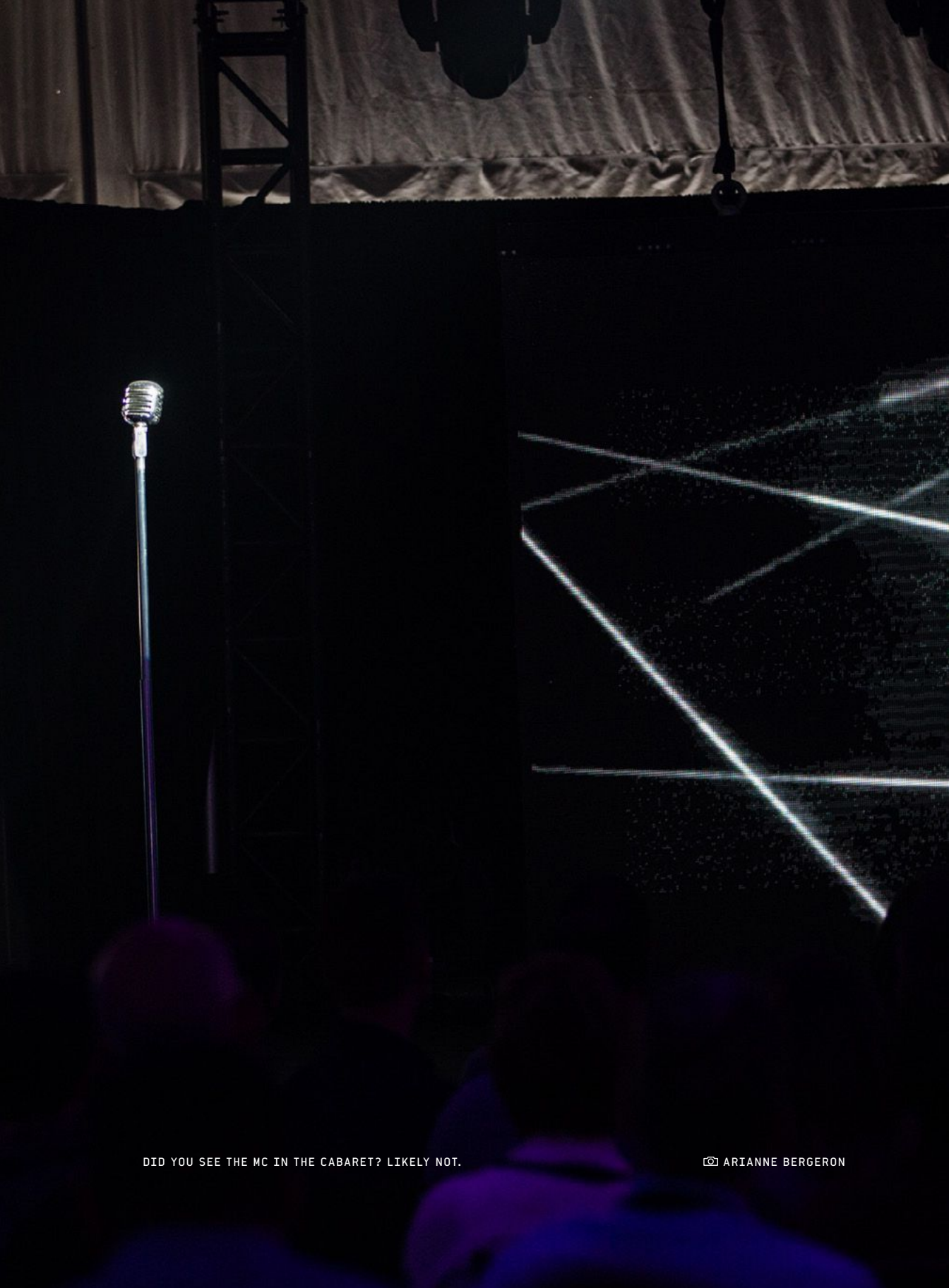
It's quite telling about how much we're ready to believe in AI and to welcome it—its demands, its opinions—in our lives.

CatBot, I'm starting to have my doubts. Who and what are you, exactly?









DID YOU SEE THE MC IN THE CABARET? LIKELY NOT.

📷 ARIANNE BERGERON



ECOTONE

AN IMMERSIVE AND POETIC INSTALLATION IN THE CABARET, COMPOSED OF MAOTIK'S HUNDREDS OF LIGHT BULBS ILLUMINATED WITH THE HELP OF LASERS AND REFLECTIVE MATERIALS, AND PULSATING TO COMPLEX, ELECTROACOUSTIC RHYTHMS INSPIRED BY URBAN LIFE, COURTESY OF SOUND DESIGNER METAMETRIC.

📷 ARIANNE BERGERON

SOUND BUSINESS ADVICE

Music is emotional fuel, powering nations, movements and moods. Using a montage of audible memories (with a David Bowie-esque finale), composer Joel Beckerman showed us how to tell stories with music, create signature branding with sound, and illustrated how sonic environments can change lives.



Joel Beckerman

COMPOSER AND FOUNDER,
MAN MADE MUSIC
@JOELBECKERMAN

IN CONVERSATION WITH

Jürgen Hecker

SENIOR ECONOMICS EDITOR,
AGENCE FRANCE-PRESSE
@JURGENHECKER

“WE ARE ALL COMPOSERS, CURATORS
OF OUR OWN SOUNDTRACK JUST BY
THE CHOICES WE MAKE.”

Tell multisensory stories

Humans respond to sound faster than any other sense, says Joel, making it the pivotal organizing aspect of any experience. Be multisensory from the start in applying the power of sound in your marketing strategy.

Use sound connections

“Sonic humanism” explores how integrating sound can effectively connect your story to people’s everyday lives, whether you’re boosting a brand or introducing a new technology. Joel thinks we’re just scratching the surface: What should an electric car sound like? How realistic can we get with 3D soundtracks for spatial VR? Is there a way to turn complex data streams into symphonies of data?



READ (AND LISTEN TO)

The Sonic Boom: How sound transforms the way we think, feel and buy.



Develop sonic strategies

Create from an emotional place. Don't just go for an earworm jingle or recognizable anthem: go for both (and more) to ensure you hit the right notes. Use quiet background sounds to create mood, foreground sounds to grab attention, and tunes to uplift.



Sound effects on health

MAN MADE MUSIC IS TRYING TO SOLVE "ALARM FATIGUE" IN HOSPITALS, WHERE CONSTANT SOUNDS MAKE PATIENTS SICKER WHILE NOT ALERTING CAREGIVERS, WHO HAVE LEARNED TO TUNE THEM OUT.



Science says

THE DRONING MONOTONY OF A PLANE'S CABIN MAKES AIRLINE MEALS EVEN MORE BLAND.

Star Wars says

JOHN WILLIAMS' ICONIC SCORE TELLS THE STORY AS MUCH AS VISUALS DO.



And remember

WHEN SELECTING MUSIC AND OTHER SOUNDS FOR YOUR BRAND, IT'S NOT ABOUT YOU: THINK ABOUT YOUR AUDIENCE AND THE FEELINGS YOU WANT THEM TO HAVE.



BUILDING BRANDS WITH BUZZ

BuzzFeed is a massive growth machine. Its SVP of Marketing, Laura Henderson, shared how they create digital brands (and even a product branch) by always experimenting with “the next neighbour.” That is, connecting in a similar way with a slightly different audience.

Even large legacy companies born before the net can be as agile as those who are digital-first. Here’s how:



Laura Henderson

SENIOR VICE PRESIDENT
OF MARKETING, BUZZFEED
@THELAURAHENDO

“EXPERIMENTATION IS ABOUT
CREATING ROOM FOR SERENDIPITY.”

Be responsive

Rewire for change, not technology. Technology is not going to solve your problems since it’s constantly evolving. Marketers need to quickly adapt to change, which means knowing when you’ve made a mistake and quickly pivoting.

Lead with your audience

Everything BuzzFeed does is based on signals and reactions from its audience in real time. This reveals the path ahead and directly influences the arc of a story or what a product looks like. “What you think is very precious and true is actually not,” Laura advised.



Find the next neighbour

SPRINGING FROM THE SUCCESS OF TASTY, THEIR TOP-DOWN FOOD VIDEOS, BUZZFEED TESTED THE NEXT NEIGHBOUR, NIFTY, WHICH APPLIES THE SAME FORMULA TO DIY LIFEHACKS. THEY THEN TOOK NIFTY OUTDOORS WHERE VIEWERS CAN LEARN SKILLS LIKE HOW TO BUILD A FIRE.



Watch this next

IN THEIR NEW SHOW WORTH IT — WHICH AT THE TIME OF WRITING WAS NUMBER ONE ON YOUTUBE — TWO HOSTS TRAVEL THE WORLD COMPARING THE PRICES OF FOOD OPTIONS. WATCH TO SEE IF THE \$1 DOUGHNUT BEATS OUT THE \$100 ONE.

Practice relentless experimentation

Resist the urge to focus on, and stick with, one idea. By not being scared to spread yourself too thin, you'll make room to discover and adjust as you go.

Empower the front line

When you find talent, celebrate them, elevate them and make them the hero.



Make quick decisions

WHEN DONALD TRUMP CALLED BUZZFEED "A FAILING PILE OF GARBAGE," THE COMPANY MOBILIZED. WITHIN HOURS, THEIR PRODUCT LAB CREATED AND COMMERCIALIZED AN ENTIRE PRODUCT LINE, FROM T-SHIRTS TO TRASH CANS. THEY SOLD \$25,000 WORTH OF MERCH IN 24 HOURS, WHICH WAS DONATED TO THE COMMITTEE TO PROTECT JOURNALISTS.



Why the buzz?

MORE CONTENT THAN CAT VIDEOS, BUZZFEED PRODUCES 6000 PIECES OF CONTENT DAILY. THAT'S 2.5 MILLION PIECES TO DATE.

BUZZFEED IS THE NUMBER ONE MEDIA AND ENTERTAINMENT PUBLISHER ACROSS ALL SOCIAL PLATFORMS, GENERATING MORE THAN NINE BILLION CONTENT VIEWS PER MONTH.



Try this

KICK OFF ONE SMALL PROJECT AND RESIST THE URGE TO CREATE A STRATEGY. INSTEAD, FOCUS ON A CLEARLY DEFINED PROBLEM AND EMPOWER A TEAM BY LETTING THEM SOLVE IT.



POST-TRUTH TRUST

If you question that we live in an age of distrust, you probably don't follow the news. Given this new world of alternative facts, how do brands tell stories that build trust?

Overseer of the famous Edelman Trust Barometer, Ben Boyd has his finger on the pulse of what drives consumer confidence. Follow Ben's advice and you'll see results—trust us.



Ben Boyd

PRESIDENT OF
PRACTICES AND SECTORS
& CEO FOR CANADA
AND LATIN AMERICA,
EDELMAN

“THE REALITY IS WE’RE LIVING IN
A POST-TRUTH WORLD. IT’S NOT A
PHASE, IT’S NOT A FAD, IT’S A FACT.”

Give them a reason to believe

“Is this real change or lipstick on a pig?” Ben poses this question to clients looking to change their public perception. Remember, he said, lipstick wears off.

Purpose must translate into action to be effective. Substantive actions create great stories and, as Ben noted, “stories drive business, stories change hearts and minds, stories unlock wallets.”

Follow the ABD's

Customers populate a spectrum that ranges from indifferent to deeply committed.

The deeper the relationship with your customer, said Ben, the stronger the A to B to D:

A IS FOR ADVOCACY

THEY'LL YELL
HOW MUCH
THEY LOVE
YOU FROM THE
SOCIAL MEDIA
ROOFTOPS.

B IS FOR BUY

DATA SAYS
CUSTOMERS
IN DEEPER
RELATIONSHIPS
BUY MORE, BUY
REGULARLY AND
WILL PAY A
PREMIUM.

D IS FOR DEFEND

ALMOST ALL
COMPANIES SCREW
UP AT SOME POINT.
IF YOU HAVE A DEEP
RELATIONSHIP WITH
CUSTOMERS WHEN
YOU DO, THEY'LL
HAVE YOUR BACK.

Remember...

ACTIONS > WORDS

77% of respondents in the Trust Barometer expect a company to do well by doing good.

PURPOSE > PIZZAZZ

86% of consumers make a purchasing choice based on how they feel the company is moving through the world.

SHOW > TELL

Video beats words every single time.

REAL PEOPLE > IMPORTANT PEOPLE

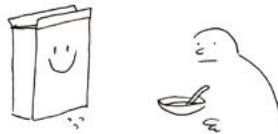
67% of customers believe in your social media activity over your CEO or spokesperson. Peers are seen as highly credible and to be trusted more than what comes straight from the horse's mouth. In other words, your user experience must become your message.



From the trust data

The three most important attributes necessary for companies to build trust are:

- ✓ TREATING EMPLOYEES WELL.
- ✓ OFFERING HIGH-QUALITY PRODUCTS AND SERVICES.
- ✓ LISTENING TO CUSTOMERS.



WATCH

[Ben Boyd on a broken system](#), and how to fix it.



READ

The [10 trust insights](#) gleaned from this year's Trust Barometer.



CRISIS MANAGEMENT AT THE SPEED OF DIGITAL

Social media has created all kinds of new crises for companies, changing the ways and speeds of reaction when things aren't going exactly as planned.

With an increasingly fragmented and polarized audience, anyone's voice can quickly escalate on social platforms and many followers believe what they read and see there.

News also moves faster than ever before. Today's customers expect organizational response times to be within 24 hours, if not the hour, making the tension between "now" and "right now" palpable.

How can you adapt your social media strategy to crises?

Dave Fleet

EXECUTIVE VICE PRESIDENT
NATIONAL PRACTICE LEAD,
DIGITAL, EDELMAN
@DAVEFLEET

Tips for dealing with a crisis

- + Speed beats smarts.
- + Acknowledgement of the situation is key.
- + Connect emotionally... but don't act emotionally.
- + Counter misinformation on the record.
- + Remember: you don't need to win every argument.

Tips for preparing for the (inevitable) crisis

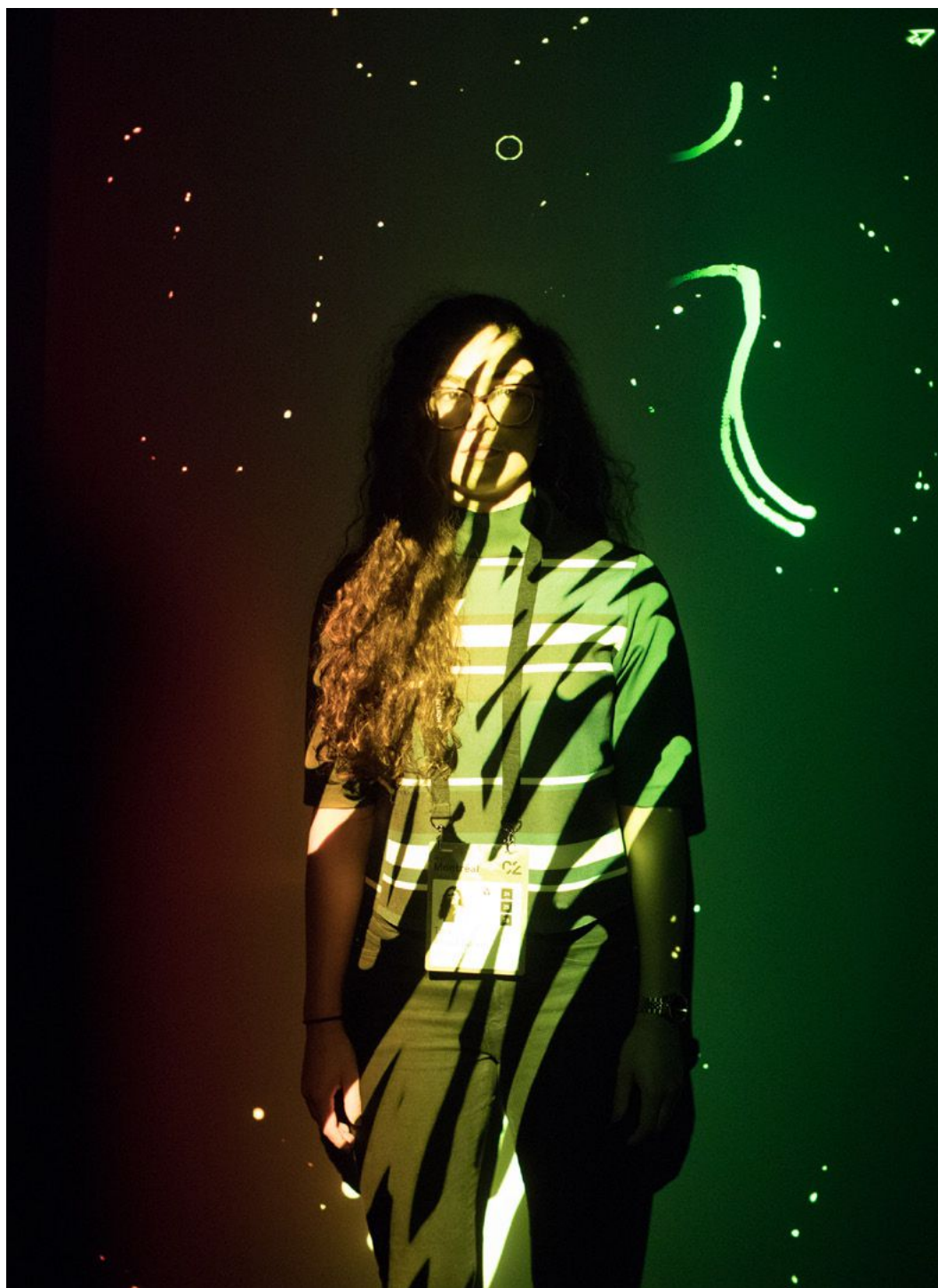
- + Create a central source of truth—internally and for your audience to follow.
- + Use data to drive decisions. Consider your target and reach, and scale directly.
- + Don't join the trolls, you'll never win.
- + Use negative comments as data to build your next marketing campaign, FAQ or policies.



"Post-truth"

A CONTEMPORARY
POLITICAL CULTURE
WHICH IS FRAMED WITH
EMOTIONAL APPEALS
RATHER THAN FACTS.





DIGITAL SKIN MATEO MOUNIER, MONTRÉAL (2016)
PRESENTED BY CHROMATIC

MIKAEL THEIMER

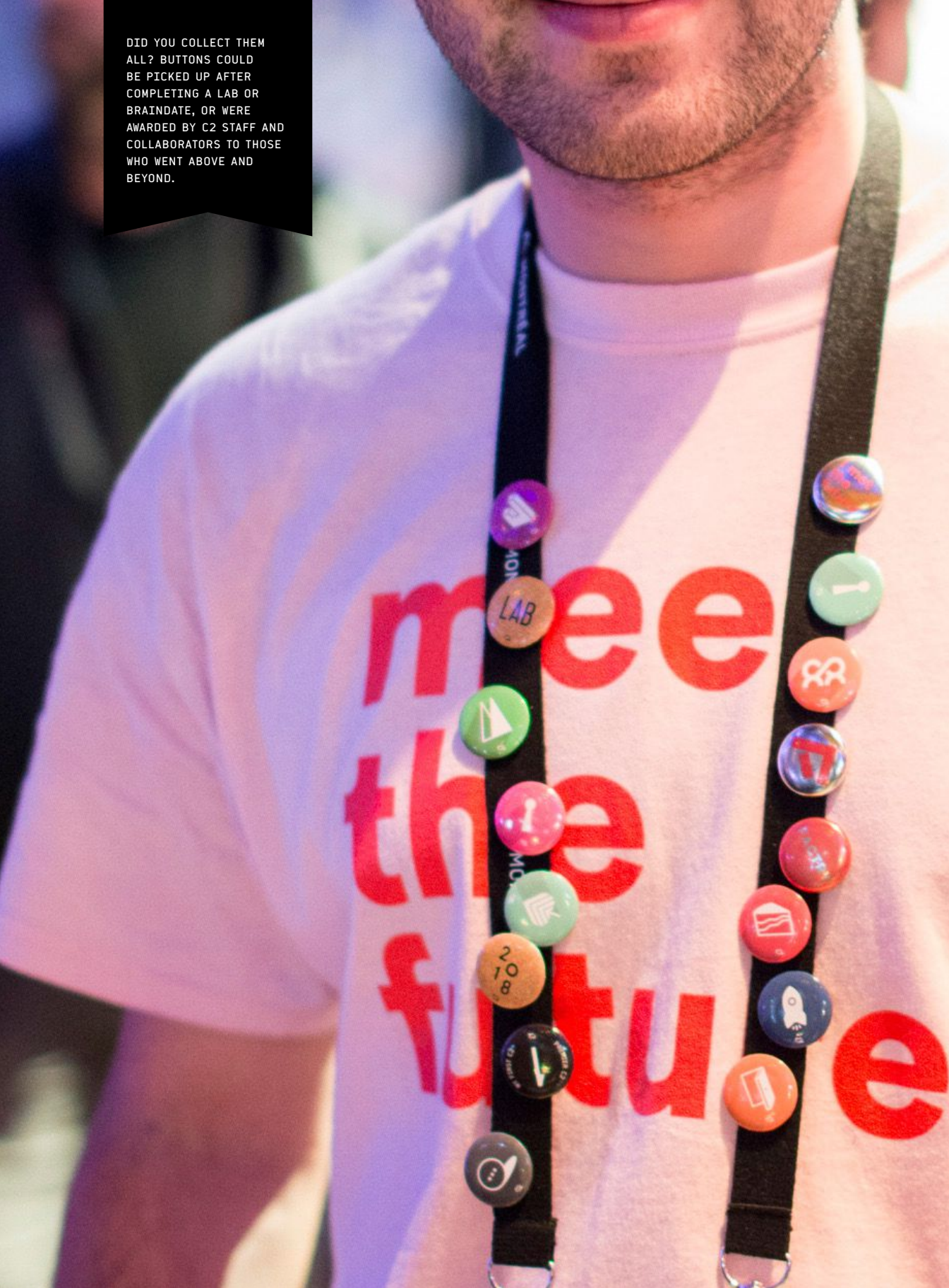


DID YOU GET YOUR
PHOTO SNAPPED BY THIS
BENEVOLENT DUO? THE
CLEFS D'OR MADE YOUR
WELL-BEING THEIR
NUMBER ONE PRIORITY,
PUTTING SMILES ON FACES
EVERYWHERE THEY WENT ON
THE C2 SITE.





DID YOU COLLECT THEM ALL? BUTTONS COULD BE PICKED UP AFTER COMPLETING A LAB OR BRAINDATE, OR WERE AWARDED BY C2 STAFF AND COLLABORATORS TO THOSE WHO WENT ABOVE AND BEYOND.

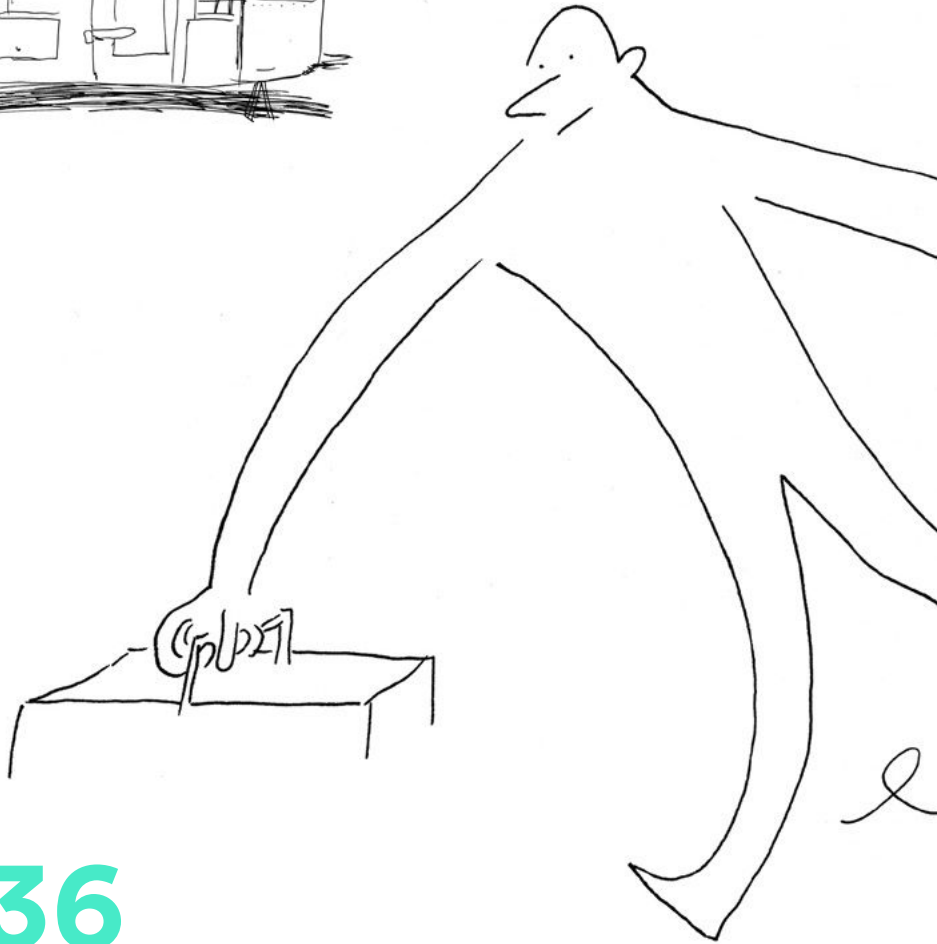
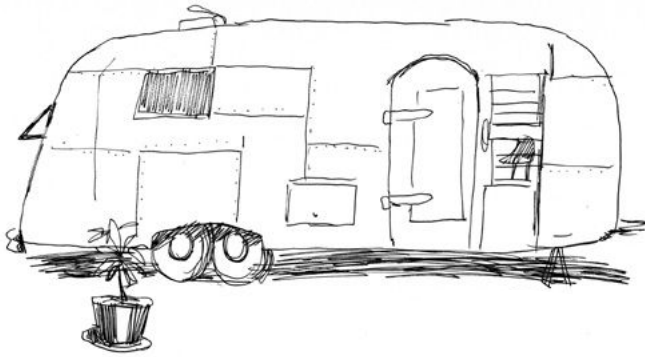




PARTICIPANTS WERE PUT
IN FRONT OF THE CAMERA
TO ANSWER QUESTIONS
FROM THE TRAVELLING
VOX-POP THIS YEAR. EVER
CURIOUS, AND WITH A
SMALL MOBILE RECORDING
STUDIO STRAPPED TO HIS
BIKE, HE CYCLED ALL
OVER THE SITE IN SEARCH
OF PEOPLE TO INTERVIEW.







36

instagrammers, tweeters,
snapchatters, facebookers,
linkedinners and storifiers
in the Social Squad

34,952

engagements on Twitter



293,588,515

impressions

18,005

posts on Twitter and Instagram
during the event



45 million people watched 800 hours of live streaming on Twitter in the first quarter of 2017 and, according to BuzzFeed, the social media company is looking to produce 24/7 programming to stay competitive.

Meanwhile, this year Netflix released 1,000 hours of original programming. That would take you more than 41 full days to binge watch.

Between 2001 and 2016, the U.S. Bureau of Labor Statistics found that newspaper publishers lost over half of their employees.

The projected economic impact of AR / VR technologies by 2020 is an estimated \$15.6 billion, says Statista.

The Honourable Mélanie Joly confirmed that Canada's cultural sector accounts for 3% of the GDP and 630,000 jobs—more than the forestry, fisheries and agriculture sectors combined.



ENTERTAINMENT



We are digitally connected worldwide, we have endless amounts of entertaining content at our fingertips, yet millions of us will still travel the planet to attend everything from Burning Man to business summits.

Whether it's analog, digital or both, the future of entertainment is about experience, co-creating entire ecosystems, content living on all platforms, gamifying our participation with culture and making the ordinary extraordinary.

In the following pages, you'll find insight from those already reinventing the fine art of entertainment.

- + How are new modes of production and distribution shaping content and the consumer experience?
- + How far will VR and other human/computer interaction technologies go before they reach their full potential?
- + Can entertainment shape the world into a better place by empowering a global community to work towards a common vision?
- + How can we stay in touch, on track and relevant as audience behaviour evolves?
- + Where might we look to find emerging platforms and mixed-reality experiences?
- + What will happen when the line between TV and the internet disappears entirely in the next decade?



IN THIS CHAPTER

TALKS & CONVERSATIONS ●

WORKSHOPS ●

MASTERCLASSES ●

MUCH, MUCH MORE ●

189

Orchestrating enlightenment

MAESTRO KENT NAGANO

[ORCHESTRE SYMPHONIQUE DE MONTRÉAL]

191

Boundless creativity

THE HONOURABLE MÉLANIE JOLY

[GOVERNMENT OF CANADA]

193

Making your audience the hero

TIM KRING [SCREENWRITER AND

TELEVISION PRODUCER]

195

The story always wins

AMANDA HILL [A+E NETWORKS]

197

Using the force of your fans

JADE RAYMOND [ELECTRONIC ARTS]

199

Possible VR futures

FÉLIX LAJEUNESSE & PAUL RAPHAËL [FELIX & PAUL]

BJORN LAURIN [LINDEN LAB]

201

VR the world

MONIKA BIELSKYTE [ALLFUTUREEVERYTHING]

203

Go tell it on the Mountain... in VR

C2 LAB

207

Say no to annoying tech

ANTHONY PALERMO [CONNECT&GO]

209

The evolving art of interaction

DAISUKE SAKAI + TAKASHI KUDO [TEAMLAB]

223

The C2 Montréal 2017 playlist



TO CELEBRATE C2'S OPENING,
MÆSTRO KENT NAGANO
AND 10 MEMBERS OF THE
ORCHESTRE SYMPHONIQUE
DE MONTRÉAL PERFORMED
MEETING WITH A FRIEND BY
LATVIAN COMPOSER GEORGS
PELECIS. THE MUSIC WAS
CHOSEN BY THE MÆSTRO
HIMSELF—A REGULAR AT
C2 MONTRÉAL—AND FOR A
VERY SYMBOLIC REASON.
THE SOLO VIOLIN, STRINGS
AND PIANO PIECE IS
COMPRISED OF VIGOROUS
AND LIVELY CONVERSATIONS
BETWEEN THE INSTRUMENTS
AND THE SOLOIST,
EVOKING THE MEETINGS
AND EXCHANGES THAT
WOULD TAKE PLACE DURING
THE CONFERENCE.

STRIKING VIDEO
MAPPING, COURTESY OF
THIBAUT DUVERNEIX AND
STUDIO GENTILHOMME,
ENVELOPED THE
360° BIG TOP,
MAGNIFYING THE MAGIC
OF THIS PERFORMANCE.









ORCHESTRATING ENLIGHTENMENT



“EVERY TIME THE ORCHESTRA
AND I GO ON STAGE, WE TRY
TO GO AGAINST STATUS QUO.”

Maestro Kent Nagano

MUSIC DIRECTOR, ORCHESTRE
SYMPHONIQUE DE MONTRÉAL
@OSMCONCERTS

IN CONVERSATION WITH

Gregory Charles

MUSICIAN, RADIO AND TELEVISION
HOST, ARTISTIC DIRECTOR OF THE
LANAUDIÈRE FESTIVAL
@GREGEXPERIENCE

Culture, technology and economic cycles are all in flux, all the time. The human spirit, however, remains constant in the change. That's where Maestro Kent Nagano thinks the orchestra comes in.

The longtime music director of the Orchestre symphonique de Montréal was the opening act at C2 Montréal 2017, blessing the 360 Big Top with his musical stylings (more about his opening performance on page 185) and later explaining how he connected an entire city to music, and how it helps us make sense of our lives.

Embrace the new age

Maestro Nagano suggests looking to history to help solve the problems of our era. The orchestra itself has roots in the Age of Enlightenment, when people began to think of themselves as free individuals, equal and related by universal bonds.

The Maestro sees the current state of globalization as another Enlightenment, where established systems can be transformed by participation and unprecedented access to the world's riches, regardless of nation or economic status.

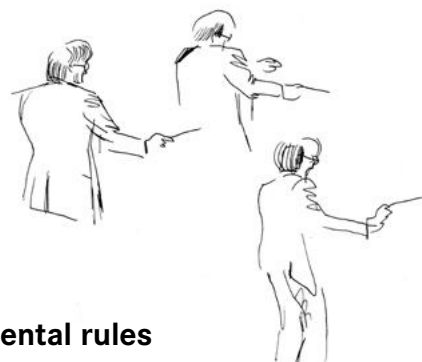


Create harmony

Montréal loves new tech, multimedia offerings and public art, which has influenced the OSM to redefine traditional orchestra by merging contemporary and classical perspectives. Businesses, governments and citizens came together to support their efforts, constructing the Maison symphonique, which opened in 2011.

Play outside

The Maestro also doesn't keep his orchestra behind closed doors. When he joined the OSM in 2006, they lacked advertising funds to rejuvenate a declining audience base. Through soul-searching, savvy programming and (literally) going outside its comfort zone, the OSM forged a new connection with audiences. They continue to collaborate with many of the biggest talents in Montréal's artistic scene.



Three fundamental rules for cultural impact

(WHICH THE MAESTRO DEVELOPED BY TAKING CUES FROM HIS TEENAGE DAUGHTER.)

1. Never compromise on quality

AUDIENCES CAN IMMEDIATELY TELL IF STANDARDS HAVE BEEN LOWERED OR MUSICIANS AREN'T INSPIRED.

2. Never underestimate the intelligence and sensitivity of your public

REGARDLESS OF EDUCATION, ECONOMIC STATUS OR AGE, THE CAPACITY TO CONNECT WITH AND CREATE WORK THAT MAKES PEOPLE FEEL SOMETHING IS UNIVERSAL AND WORTH STRIVING FOR.

3. Status quo has no meaning

THE WORST REASON TO DO SOMETHING AGAIN IS BECAUSE YOU'VE ALWAYS DONE IT THAT WAY. "STATUS QUO SHOULD BE LOOKED AT WITH GREAT SUSPICION."



Tune in

WATCH SYMPHONY FOR MONTRÉAL, THE VISUAL EXPERIENCE.

CHECK OUT THE OSM'S OCTOBASS TO HEAR THE DEEPEST STRING INSTRUMENT EVER (THEY HAVE TO KEEP IT IN THE CONCERT HALL—IT DOESN'T FIT ANYWHERE ELSE).



The Honourable
Mélanie Joly

MINISTER OF CANADIAN HERITAGE
@MELANIEJOLY

“CREATIVITY HAS NO BOUNDARIES, THE INTERNET HAS NONE AS WELL. THEREFORE WE NEED TO PROMOTE THE CREATIVE INDUSTRIES ABROAD AND MAKE SURE THAT OUR CREATORS, OUR ARTISTS, OUR ENTREPRENEURS HAVE ACCESS TO THESE MARKETS.”

Canada's cultural sector accounts for 3% of its GDP. That's 630,000 jobs or 3.5% of all the jobs in Canada. That's more than the forestry, fisheries and agricultural sectors combined.



MAKING YOUR AUDIENCE THE HERO



Tim Kring

SCREENWRITER AND
TELEVISION PRODUCER
[@TIMKRING](#)

IN CONVERSATION WITH

Cal Fussman

CONSULTANT AND
WRITER-AT-LARGE, [ESQUIRE](#)
[@CALFUSSMAN](#)

“WHEN YOU HAVE A FRACTURED AUDIENCE, YOU HAVE TO MEET THEM WHERE THEY LIVE.”

It’s hard to get people’s attention when they’re paying attention to so many things. Screenwriter Tim Kring knows it well—he had a front-row seat, as a traditional TV storyteller, to watch the internet change everything.

The creator of *Heroes* picked up on the early days of audience engagement by designing his show to take advantage of the cross-platform possibilities for narrative, while also allowing his viewers to become a part of the action in real life. Here’s what he learned as he did it:

Live on all platforms

The early days of cross-platform strategy were “the wild, wild west,” said Kring. “No idea was a bad idea because no one knew what a bad idea was.” The freedom to try whatever they wanted allowed him and his team to make content that lived on all platforms, which soon became the norm.

Let them contribute

It was looking out at a sea of people in homemade *Heroes* costumes at Comic-Con that made Tim realize his show had taken on a life of its own. His audience wasn’t just watching but *involving* themselves in the narrative. “They wanted to consume, connect, create and they wanted to contribute,” he realized. The lightbulb went off. Thinking about what the audience could take away from a story became his passion.

Roll it out in the real world

Allowing viewers to create and push content was an ah-ha moment for Tim, who would later create a project called The Conspiracy For Good, which he's dubbed "social benefit storytelling." (The fan fiction project collaborated with audiences to create real libraries in Africa.)



Next up: Changeup

PICTURE A MOBILE APPLICATION FOR CHARITABLE GIVING. THE APP WILL ROUND UP USER PURCHASES MADE VIA SMARTPHONE TO THE NEAREST DOLLAR, ACCUMULATING THE CHANGE FOR A DIRECT DONATION TO A CHOSEN CHARITY. THE PLATFORM ALSO ALLOWS USERS TO CREATE A PORTFOLIO AND BROWSE THE CHARITIES OF FRIENDS AND CELEBRITIES.



Remember when...

...ONLY 1,200 HOUSEHOLDS DECIDED WHAT THE NETWORKS WOULD RUN? WE'VE COME A LONG WAY SINCE THE NIELSEN RATINGS DETERMINED TELEVISION PROGRAMMING. TODAY, STORYTELLERS COMMUNICATE ALMOST DIRECTLY WITH VIEWERS, LEADING THE WAY TO MORE ENGAGING AND SOMETIMES NICHE STORIES.



THE STORY ALWAYS WINS

Amanda Hill thinks we have more of everything today except time. The Chief Marketing Officer of A+E Networks believes *attention* is the world's most important commodity. Where audiences spend time and who they give it to is key. How do we get audiences to choose us?



Amanda Hill

CMO, A+E NETWORKS
@AENETWORKS

“IN A WORLD OF FAKE NEWS,
WHERE EVERYTHING IS
DISCOUNTED AND DISCREDITED,
ACTUALLY STANDING FOR
SOMETHING THAT PEOPLE BELIEVE
IN AND TRUST MATTERS A LOT.
AND YOU CAN'T FUCK IT UP.”

“We’re in the story business”

In the battle between story and messaging, story will always win because it has a deep, emotional impact and the ability to make connections. Story is the mechanism that we use to make sense of the world: it takes us places, lifts our spirits. “The shortest distance between two people is a story.”

Stand for something

Brands generate culture, so they should strive to build it with creativity and humanity. Find a way to engage and contribute, Amanda advised. “It is far better to be something somebody loves than to be interrupting what they love.”

Go from summarizing to humanizing

Marketers today need to think and act like publishers, journalists and artists, going inside stories to find the truth of the matter.

Stop guessing

The fundamental marketing philosophy needs to be that you know very little about who you're talking to. Marketers are poorly oriented to understand how real people think and feel, so don't assume anything. "You can only stand for what you understand," she said. Create new role models, smash outdated views and stop putting people into boxes.



Create inspiring, engaging, eye-opening storytelling

Lifetime introduced us to four-year-old Daliyah Arana, who has read 2,000 books. To her, inspiring means, "Like, oh my gosh! I can do that too!"

A&E reframed the L.A. riots—and how it was told to kids—with filmmaker John Singleton.

HISTORY took another look at the "This Is Your Brain on Drugs" ad for the docuseries *America's War on Drugs*, revealing how the whole story often goes untold.



Sad fact

ONLY SIX
PERCENT OF
WOMEN FEEL
REPRESENTED BY
MASS MEDIA.



Amanda's three takeaways

HUMANIZE YOUR BRAND,
STAND UP, STAND APART.
STOP MARKETING AT PEOPLE,
START ENGAGING WITH THEM.
TELL HUMAN STORIES.



USING THE FORCE OF YOUR FANS



Jade Raymond

VP AND GROUP GENERAL MANAGER,
MOTIVE STUDIOS, VISCERAL
GAMES AND *STAR WARS* AT
ELECTRONIC ARTS
@IBJADE

IN CONVERSATION WITH

Marissa Roberto

HOST, WRITER AND PRODUCER
@MARISSAROBERTO

Jade Raymond makes franchises. After her success building Ubisoft's *Assassin's Creed* and *Watch Dogs*, she joined EA's *Star Wars* team to craft the next frontier in entertainment: vast networks of creators and players co-creating an entertainment ecosystem. She shared her thinking on the art of making connections.

The franchise awakens

In the beginning, George Lucas created *Star Wars*. It became more than a movie, producing sequels, toys, books, comics and conventions. It remains an expanding universe, a subcultural phenomenon and one of the first entertainment *properties* to become an "ecosystem of entertainment *experiences*."

It's a model of how to transition into a franchise, which is a galaxy far, far away from the original, singular broadcast form. "*Star Wars* spoke to people in a way that made them want to speak back."

Where do we go after engagement?

The richest form of entertainment is a network. *Star Wars* is defined as much by fans as it is by its products. The reason no other entertainment property can touch it now is due to the power of its network.





Create powerful networks

The most important thing *Star Wars* does is continually create weak links to forge new connections—it's become part of ambient life, from Halloween costumes to Lego to Facebook posts.

Jade said the challenge for creators today is not only to create amazing core content and stories, but millions of hooks that can generate new links, connect to communities and put fans at the centre of the narrative. She called it “the network involvement model.”

The next big thing will not be a single experience

“Think farther, see farther and go farther,” while positioning your players, content and connections at the core. Creating a system that allows creators *outside* your core team to get involved is what counts.

As Obi-Wan said, “the Force is an energy field created by all living things.” Tap into it.



Let's get nerdy with network theory

JADE HAS A THING FOR THE STUDY OF INTERACTING SYSTEMS. THERE ARE TWO TYPES OF CONNECTIONS:

1. Strong connections

LINKS OR “EDGES” THAT ARE DEEPLY INVOLVED AND ENGAGED.

THE *DEPTH* OF YOUR NETWORK DEPENDS ON THE NUMBER OF STRONG LINKS IN YOUR SYSTEM.

2. Weak connections

LOW-COST, LIGHT ENTERTAINMENT CONNECTIONS, EASIER TO MAINTAIN AND GROW.

THE *POWER* OF YOUR NETWORK IS MEASURED BY ITS SIZE, CORRELATED TO HOW IT CREATES WEAKER LINKS.

“IN THIS CONTENT-SATURATED WORLD, BE THE SPARK THAT IGNITES CONNECTIONS IN YOUR FANS, FOSTER THOSE CONNECTIONS BIG AND SMALL, CELEBRATE THE CREATIVITY OF FANS BECAUSE, AFTER ALL, IT'S ABOUT THEM NOT YOU.”



POSSIBLE VR FUTURES

It seems like VR has been poised to be the Next Big Thing for decades now. Four experts cut through the hype to shed some light on what the future might hold.



Félix Lajeunesse & Paul Raphaël

CO-FOUNDERS AND
CREATIVE DIRECTORS,
FELIX & PAUL STUDIOS
@FELIXANDPAUL

IN CONVERSATION WITH

Alex Nemeroff

CO-FOUNDER, DYNAMIC / MTL
@NEMY

“THIS IS THE
SECOND WAVE
OF VR. BUT
IT'S STILL THE
'BRICK CELL
PHONE' ERA.”

— PAUL RAPHAËL

With more than a dozen projects completed in the past five years, the two young founders of Felix & Paul Studios are “veterans” in the world of cinematic VR. While they are experts in evolving VR technology, they’re more interested in creating a powerful emotional connection. They believe that a strong sense of presence must be consciously crafted into every VR experience.



Try these at home

Miyubi (2017)

A 40-MINUTE INTERACTIVE COMEDY THAT PUTS THE VIEWER IN THE BODY OF A JAPANESE TOY ROBOT THAT ARRIVES AS A CHRISTMAS GIFT IN SUBURBAN AMERICA, 1982.

The People's House (2016)

A VIRTUAL TRIP TO THE WHITE HOUSE WITH BARACK AND MICHELLE OBAMA. THE CAMERA HAS A FREE-FLOATING, DREAMY PRESENCE, WORKING WITH THE OBAMAS' MEMORIES THROUGH A VOICE-OVER TO IMMERSE THE VIEWER IN THE EXPERIENCE OF LIVING IN THIS UNIQUE HOME.

Strangers with Patrick Watson (2014)

A VR VISIT WITH THE AWARD-WINNING MUSICIAN FOR AN INTIMATE PERFORMANCE IN HIS MONTRÉAL STUDIO. HERE, THE CAMERA IS SET AT A DISTANCE AND HEIGHT THAT MIMICS A FRIEND DROPPING IN.

Focus on aesthetics and storytelling

“THIS LOOKS SO REAL! I CAN'T DO MUCH, BUT WHO CARES!”

USER IS PASSIVE

E.G., FELIX & PAUL EXPERIENCES

“WE BELIEVE THAT THE FUTURE
OF VR IS USER-CREATED.”

— BJORN LAURIN

In 2003, Linden Lab introduced Second Life, an online virtual world where users could explore, create and interact with each other in an amazing variety of ways. At C2, VP of Product Bjorn Laurin shared his thoughts on the future of online interactive worlds and their new “social VR” platform, Sansar.

The current VR spectrum
↙

Focus on interactivity and gaming

“I CAN DO SO MANY COOL THINGS! IT LOOKS LIKE A CARTOON, BUT WHO CARES!”

USER IS ACTIVE

E.G., SANSAR EXPERIENCES



Bjorn Laurin

VICE PRESIDENT
OF PRODUCT, LINDEN LAB
@BJORN_GUSTAF



Fun fact

ACCORDING TO BJORN, PEOPLE ARE LESS PRONE TO “TROLLING” IN SOCIAL VR SITUATIONS THAN ON FACEBOOK OR TWITTER. “VR INTERACTIONS ARE OFTEN MORE HONEST THAN ON SOCIAL MEDIA.”



Monika Bielskyte

CREATIVE STRATEGIST AND
CO-FOUNDER, ALL FUTURE EVERYTHING
@MONIKABIELSKYTE

IN CONVERSATION WITH

Hugues Sweeney

EXECUTIVE PRODUCER,
NATIONAL FILM BOARD OF CANADA

“SO FAR A LOT OF VR HAS BEEN DRAGGING THE OLD MEDIA’S HABITS INTO THIS NEW SPACE. LIKE PUSHING A SQUARE PEG INTO A ROUND HOLE, IT DOESN’T WORK.”

Digital nomad Monika Bielskyte suffers from what she calls “pathological curiosity.” This is what fuels her compulsion to explore the hidden spaces overlooked by tech companies, and to see how people who do not have the same biases as us look at VR differently.





GO TELL IT ON THE MOUNTAIN... IN VR



Mountain



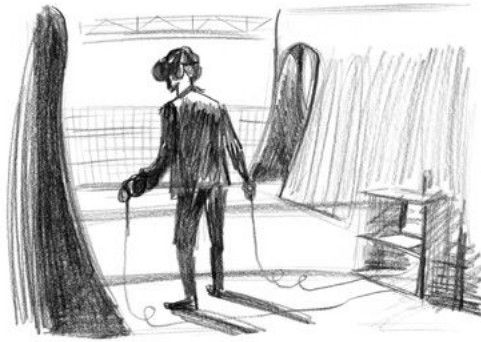
C2 labs

C2 LABS ARE UNIQUE BRAINSTORMING EXPERIENCES THAT TAKE YOU OUTSIDE OF YOUR USUAL FRAME OF MIND TO ENCOURAGE THE EMERGENCE OF NEW SOLUTIONS TO SPECIFIC CHALLENGES.



Designed by C2 in collaboration with our friends at Edge Dimension, **Mountain** invited participants to put their social capacities to good use in a unique VR environment developed by Linden Lab, the creators of Second Life.

After “leaving” Arsenal on their own, they discover that they’ve become tiny human beings moving between blades of grass. Meeting compatriots with whom they must collaborate along the way, they climb the mountain together and reach the summit as giants.



Questions raised by participants following their Mountain experience

What if the virtual world is more beautiful and interesting than the real world? Would you come out? Will it create more isolation and disconnection?



What are the ethics of VR? Does the virtual world need virtual laws? Who would enforce them and what are the consequences of unlawful behaviour? Will the VR world need a new sense of ethics? Who's responsible?

Will VR help us to have conversations with people we normally wouldn't because of the way they perceive us?

When does VR technology make more sense than meeting face to face?

Will VR ever replace physical reality?

What will the role of VR be in educating the next generation?

Could you lose your identity?
Can you know who you are when you can't see yourself?







SAY NO TO ANNOYING TECH

“Event tech” has traditionally only been done a few ways, focusing on logistics and processes instead of improving the participant experience. Understanding what excites an event-goer, instead of interrupting their interactions or overwhelming them with too much information, is the balance to strike when connecting them to content and experiences that are relevant for them.

As C2 is bound to get techier as time goes on, we’ll definitely be taking cues from Connect&GO’s Anthony Palermo, who says tech should always be seamless and not overshadow the experience itself.

Anthony Palermo

CO-FOUNDER AND CEO,
CONNECT&GO



Ask yourself:

- + What are my customers’ expectations before, during and after the event?
- + What value is tech bringing to my customers at each step of their experience?
- + How does this value relate to the content? (music, knowledge, information, etc.)
- + How does this value relate to the context I am offering? (space, time, people, etc.)
- + Could a less-intrusive option bring the same value to my customers?

Tech for tech’s sake isn’t relevant

Think about the role technology plays in our experiences. In the not-so-distant future...

- + Intelligence and interfaces will be subtle, ambient, invisible even.
- + Tech won’t necessarily be embedded in mobile any longer as wearables, gesture recognition and voice interfaces develop.



READ MORE

Check out our [C2 interview](#) with Anthony and C2 event tech collaborators PixMob and e180.



PIXMOB'S SMART BADGE AND SCHEDULING PLATFORM, KLIK, ALLOWED YOU TO PLAN YOUR AGENDA AND EXCHANGE CONTACT INFO WITH THE "KLIK" OF A BUTTON. IT'S ALSO WHERE YOU HEADED TO BOOK MEETINGS ON E180'S BRAINDATE PLATFORM. YOU COULD EVEN MAGICALLY PAY FOR GOODIES BY SCANNING YOUR BADGE, THANKS TO THE RFID TECHNOLOGY OF CONNECT&GO.

THE EVOLVING ART OF INTERACTION

In an age of technology-driven experiences, teamLab's Daisuke Sakai and Takashi Kudo harness the power of art by putting people inside it.

Like their constantly evolving, interactive creations, they're part of a team of "ultratechnologists" who create through prototyping and review. More than 500 specialists on teamLab make large-scale digital art with a purpose: to inspire meaningful relationships between people and art, and between spectators sharing spaces.

Daisuke Sakai

CO-FOUNDER,
TEAMLAB

Takashi Kudo

DIRECTOR OF COMMUNICATIONS,
TEAMLAB

Inspired by the *Mona Lisa*

The *Mona Lisa* is one of Takashi's favourite works, though he could do without the crowds that amass around it at the Louvre.

What if we make crowds a component part of the art, art that morphs according to the crowd and even shapes relationships within that gathering?

Flowers and People, Cannot Be Controlled but Live Together (2014)

A projection of a flower grows; petals bloom or fall off when touched. teamLab showed this piece in NYC and hundreds packed the space, "killing" the flowers. After talking amongst themselves, the audience thinned and the flowers grew again.



[WATCH](#)

How could art get people not only to form relationships with it, but with each other?

Flutter of Butterflies Beyond Borders (2015)

Takashi explains how he passed out on the floor after three sleepless days installing art. As he slept, people passed by, admiring the colours and patterns growing around his body. "Just imagine if I fell asleep on the floor in front of the *Mona Lisa*, what's going to happen?"



[WATCH](#)



READ MORE
teamLab
talk about
[the blurring
boundaries](#)
between tech
and art.



“WE BELIEVE
THAT DIGITAL
ART CAN
CHANGE THE
RELATIONSHIPS
BETWEEN
HUMANS AND
HUMANS, AND
BETWEEN
HUMANS AND
THE WORLD.”

— TAKASHI KUDO

***Floating Flower Garden—Flowers
and I Are of the Same Root, the Garden
and I Are One*** (2015)

Thousands of real orchids fill a room. At the entrance, the flowers rise to let people in and form a dome around them as they walk. The flowers also adjust to surround two or more people should they meet, bringing them closer together.



***Wander through
the Crystal Universe*** (2016)

A room becomes an immersive sculpture made of light, filled with tiny LEDs that react to movements. Using a smartphone, people swipe their own stars into this universe.



***Drawing on the Water Surface Created by
the Dance of Koi and People—Infinity*** (2016)

An interactive digital pool full of bright koi. When someone touches a fish, it dies and flowers bloom. The same scene will never be seen twice; everyone feels thankful for the presence of other people.



***Music Festival teamLab
Jungle*** (2017)

A music festival without any DJs, held inside a sculpture made of 700 moving lights, turns light into an instrument that people “touch” to play music.



Daisuke Sakai

CO-FOUNDER,
TEAMLAB

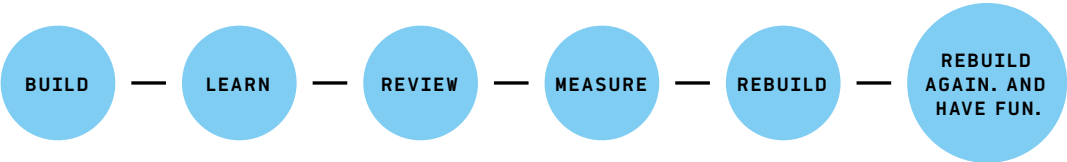
Takashi Kudo

DIRECTOR OF COMMUNICATIONS,
TEAMLAB

Learning with your hands and co-creation is fun, which is why prototyping as a team is sometimes more important than having a great idea. The teamLab duo invited participants to craft the fastest car, with an underlying objective of collective iteration.



Lean innovation



SEBASTIEN ROY



PERHAPS YOU NOTICED
A FEW CONCIERGES WHO
WERE A LITTLE... OFF.
LUC TREMBLAY, ROCH
JUTRAS AND SOIZICK
HÉBERT, A TRIO OF
CLOWNING ACTORS,
SET OUT TO AMUSE AND
INSPIRE YOU WITH THEIR
ANTICS AND ACROBATICS.
DID YOU GET THEIR RED
CARPET TREATMENT?





DID YOU LET THE "VIDEO
WALK" BE YOUR GUIDE?
TAKING CUES FROM THE
GARDEN LAB OF 2016,
THIS YEAR'S 25-MINUTE,
AUDIO-VISUAL,
AUGMENTED REALITY-ISH,
BEHIND-THE-SCENES TOUR
OF C2 WAS EQUAL PARTS
POETIC AND PLAYFUL.





LEVY BOURBONNAIS,
THE INTERACTIVE
WANDERING SOUNDMAN,
MAY HAVE ASKED YOU TO
ALTER THE AMBIANCE OF
WHATEVER ROOM HE FOUND
YOU IN. USING A CRAZY
CONSOLE CREATED BY
SOUND DESIGNER COLIN
GAGNÉ, THIS MOBILE
AUDITORY ARTIST HELPED
YOU SET THE MOOD
THROUGHOUT ALL THREE
DAYS OF THE CONFERENCE.







Dominique **Anglade**

MINISTER OF ECONOMY,
SCIENCE AND INNOVATION,
AND MINISTER RESPONSIBLE
FOR DIGITAL STRATEGY,
GOVERNMENT OF QUEBEC

When it comes to research and innovation, the Québec government plans to figure prominently among the main Organisation for Economic Co-operation and Development (OECD) leaders by 2022.

To reach this goal, it recently unveiled the 2017–2022 Québec Research and Innovation Strategy, which will see \$585M invested in R&I over the course of the next five years.

ELECTRONIC MUSIC
DUO THE GULF STREAM
WERE THE 360 BIG TOP
HOUSE BAND THIS YEAR,
AND THEIR MELODIC
SYNTH, DEEP BASS AND
SUBTLE SAMPLES WERE
ACCOMPANIED BY THE
SOUL-SINGING DOMI.
YOU CAN LISTEN TO
THEIR SOUND ON OUR
[C2 PLAYLIST](#).





THE C2 MONTRÉAL 2017 PLAYLIST

A treat for all senses, C2 was sure to stack the decks again this year with local musical genius. Whether grooving outside between our huge terrace and the Plaza or under the 360 Big Top, we had the audio goodness covered. Just take a listen.

**Opening performance
in the 360 Big Top**

Maestro Kent Nagano

8 THE ORCHESTRE SYMPHONIQUE DE MONTRÉAL
🎵 LISTEN TO THE OSM ON [SPOTIFY](#)

The 360 Big Top house band

The Gulf Stream

🎵 LISTEN ON [BANDCAMP](#)

DoMi

🎵 LISTEN ON [SPOTIFY](#)

Heard on the Plaza

YoMiu

🎵 LISTEN ON [SOUNDCLOUD](#)

Nik Olson

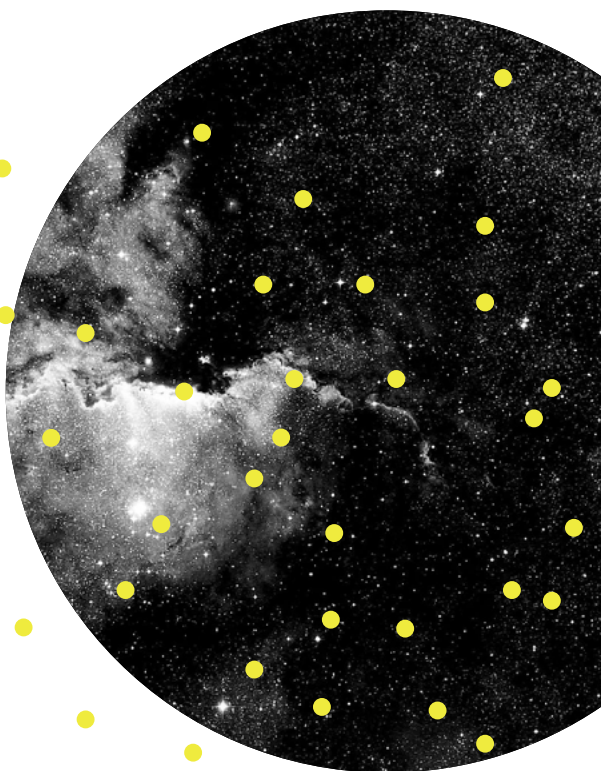
🎵 LISTEN ON [SOUNDCLOUD](#)

Gayance

🎵 LISTEN ON [MIXCLOUD](#)

Gabriel L.B. Malenfant OF RADIO RADIO (DJ SET)

🎵 LISTEN ON [SOUNDCLOUD](#) TO ONE OF THE SONGS PRODUCED BY G.L.B.M.



illumination

NIGHT

Hosting a Montréal-style party is one celebratory aspect of C2 that's deep in our DNA. This year's Illumination Night festivities were no exception, bringing the entire C2 village to its feet.

In the Forum

Chromeo (DJ SET)

🎵 LISTEN TO CHROMEO'S LATEST ALBUM *WHITE WOMEN* ON [SPOTIFY](#)

SOFI TUKKER (DJ SET)

🎵 LISTEN ON [SPOTIFY](#)

DJ Nino Brown

🎵 LISTEN ON [SOUNDCLOUD](#)

Under the stars

Walla P

🎵 LISTEN TO HIM HOST AN EPISODE OF [VOYAGE FUNKASTIQUE](#)

Thomas Von Party

🎵 LISTEN ON [SOUNDCLOUD](#)

Moonshine

DJS [ODILE MYRTIL](#), [GABE PRICE](#) AND [BONBON KOJAK](#)

In the Agora

Trio Hugo Mayrand

🎵 LISTEN ON [SOUNDCLOUD](#)

Simon Denizart Trio

🎵 LISTEN TO [POCKET WHEELS](#), AN EXCERPT FROM THEIR ALBUM *BEAUTIFUL PEOPLE*

Men I Trust


🎵 LISTEN ON [BANDCAMP](#)

Jazzamboka

🎵 LISTEN ON [BANDCAMP](#)





A dynamic nightclub scene featuring a DJ booth with three performers. A large screen in the background displays the text 'FANCY FOOTWORK' in a stylized, glowing font. The stage is illuminated with bright, colorful spotlights in red, blue, and white, creating a high-energy atmosphere. The foreground shows the silhouettes of people dancing and the structural elements of the venue.

DYNAMIC ELECTRO-FUNK
DUO CHROMEO FIRED UP
THE FORUM MAIN STAGE
WITH A DJ SET THAT GOT
EVERYONE MOVING. YOU
CAN LISTEN TO THEIR
MUSICAL OFFERINGS VIA
OUR C2 PLAYLIST.

📷 SEBASTIEN ROY

101,546

photos taken by C2's 8 official
photographers

4,520

photos are part of the final
selection, and categorized into
228 folders

25

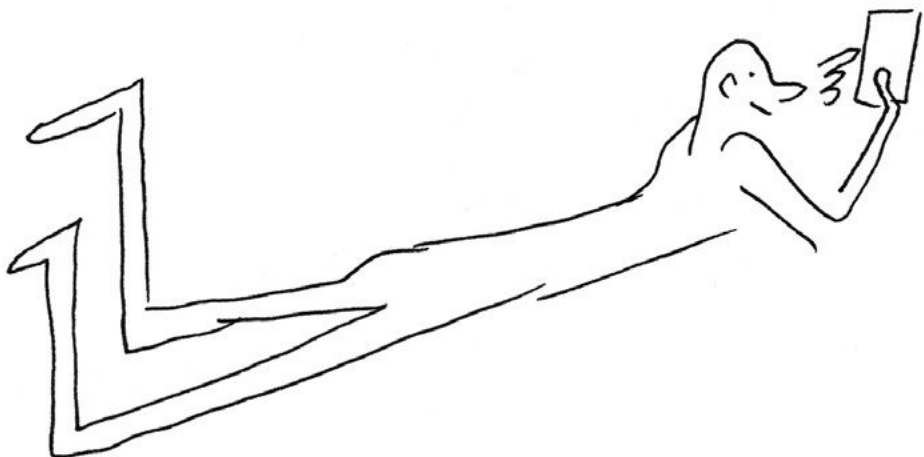
videographers

5

terabytes of footage

430

million video pixels



66

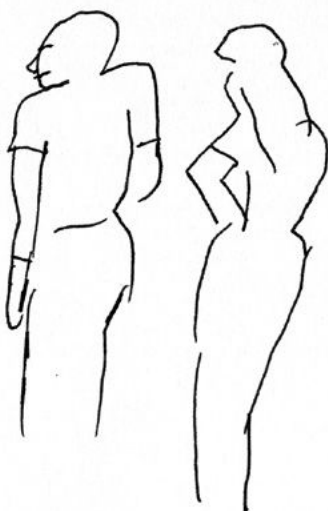
artists

38.5

hours of live music

13

artworks presented by
Chromatic and 23 curated
by Arsenal



195

tablet and laptop rentals

175

delivery truck loads (or more trucks
than any touring show—except U2)



54% of the world's population lives in urban areas.

In the next 20 years, two billion more people will move into cities.

By 2050, 66% of the population will be urban.

Sprawl costs the U.S. an estimated \$1 trillion per year in time, land and energy waste.

More than half of immigrants now bypass cities altogether, preferring to settle in the outskirts.

The fastest growing urban agglomerations are medium-sized cities and cities with less than one million inhabitants located in Asia and Africa.

By 2025, Oslo will likely be emission free (by clamping down on cars).

2015: the "global city rights movement" held its inaugural session in The Hague.

An aerial night photograph of a complex highway interchange with multiple overpasses and ramps. The scene is illuminated by streetlights, creating a high-contrast, grainy image. A large teal circle is superimposed in the center, containing the word 'CITIES' and a small icon of a building on a cart.

CITIES





Smart cities, megacities, remote communities: they are organisms, and should be treated as such. These high-energy ecosystems cope with the daily challenges of urban life, including infrastructure, housing, mobility and socioeconomic issues.

From Jane Jacobs preaching urban density to Gabriella Gómez-Mont gamifying the system so citizens can help create public policy, it's people at the heart of the operation. It's people living together who find solutions that foster diversity, inclusivity, connectivity, security and sustainability.

The speakers and ideas in the following pages help make sense of smarter city building, transforming how we live today while laying down master plans for tomorrow.

- + What are best practices for responding to, rethinking and redesigning cities as living organisms?
- + How might public space become more efficient and inclusive?
- + In what ways can urban developers, government and cities leverage community-based approaches to planning for the benefit of all?
- + What are the global trends that will shape urban planning and development?
- + How will connected technologies change public transport, energy consumption and the physical architecture of cities?
- + How might sustainable approaches help us reinvent the way we plan, build and develop cities?



IN THIS CHAPTER

TALKS & CONVERSATIONS ●

WORKSHOPS ●

MASTERCLASSES ●

MUCH, MUCH MORE ●

233

We build bridges

DENIS CODERRE (MAYOR OF MONTRÉAL)

235

Gamifying the city

GABRIELLA GÓMEZ-MONT
(LABORATORIO PARA LA CIUDAD)

237

Acquiring Dror-vision

DROR BENSHEIT (DROR)

239

Smarten up

PANEL: HAROUT CHITILIAN
(VILLE DE MONTRÉAL), AMY LIU
(BROOKINGS INSTITUTION),
ASSAF BIDERMAN (SUPERPEDESTRIAN)
IN CONVERSATION WITH JOHN ROSSANT
(NEW CITIES FOUNDATION)

241

Mobility for tomorrow

ERIK GRAB (MICHELIN)

243

AI at the wheel

NICOLAS SAUNIER
(ÉCOLE POLYTECHNIQUE DE MONTRÉAL)

244

Speaking of mobility as a service

JÉRÉMI LAVOIE AND JOSH MOSKOWITZ
(CAR2GO) & JEAN-FRANÇOIS TREMBLAY
(EY)

245

AI for the highway

CLAUDE GUAY (IBM CANADA)

247

8 ways to create an

entrepreneur-friendly city

ENTREPRENEURS FROM SHOPIFY,
VERSION ONE, STINGRAY, INTEL
SECURITY & FELICIS VENTURES

249

A tale of two cities

CHRISTIAN YACCARINI (SOCIÉTÉ
DE DÉVELOPPEMENT ANGUS)

251

A Blueprint for better business

C2 LAB



Denis Coderre

MAYOR OF MONTRÉAL
[@DENISCODERRE](#)

“YOU DON’T DEFINE
THE WORLD THROUGH
COUNTRIES AND
CONTINENTS ANYMORE,
YOU DEFINE THE WORLD
THROUGH CITIES.”

Three reasons to love Montréal

(AND NOT JUST BECAUSE IT’S
OUR 375TH ANNIVERSARY):

1. Montréal has doubled its number of startups since 2011.
2. The Intelligent Community Forum named Montréal its “Intelligent Community of 2016.”
3. On parle français pis anglais, tsé.



Check out Mayor Coderre’s onstage selfie
with C2’s chairman JF Bouchard.





📷 ALLEN MCEACHERN

GAMIFYING THE CITY



Gabriella Gómez-Mont

FOUNDER AND DIRECTOR,
LABORATORIO PARA LA CIUDAD
[@GABRIELLA-LAB](#)

“SEE WHAT HAPPENS WHEN WE CREATE CITIES NOT ONLY FOR THE HUMAN BODY, BUT FOR THE HUMAN IMAGINATION.”

How do you mobilize everyday citizens to transform a city? According to Gabriella Gómez-Mont, you create a space where artists, coders, activists, bureaucrats and everyday citizens work together to bring the city of their dreams to life.

Gabriella is the founder and director of Mexico City's Laboratorio para la Ciudad, or City Lab. Her think-tank collaborators gather data, co-create projects, make art and draft public policy.

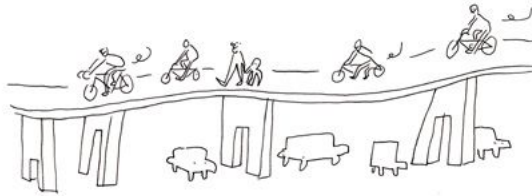
Injecting creativity into government

The lab exists to resolve a fundamental paradox: “On the one hand, we expect government to be stable and sure-footed,” Gabriella said. “On the other hand, we sometimes complain that they’re not privy to the latest ideas and the most exciting things out there.”



READ MORE

Gabriella Gómez-Mont talks about imagination during Fellows Friday on [TED Blog](#).



Crafting policies the same way we design products

Laboratorio para la Ciudad asked 31,000 citizens what they think about Mexico City—their struggles, hopes and dreams. Researchers then cross-referenced this qualitative information with quantitative data to craft citizen-informed safer street policies.

A TRANSPORTATION TAKEOVER

Laboratorio para la Ciudad, for example, temporarily shut down Mexico City's elevated highways, letting thousands of pedestrians and cyclists take over. This festive take on the city infrastructure was a symbolic way of giving it back to citizens—and safer street policies followed.

No money to collect data? Gamify it

The Laboratorio relies on the capacity of ordinary citizens to help design public policy, operating on two principles: open city law and open data. How do you make sure citizens get on board? By making the data collecting fun.

PLAY MAPATÓN, MAKE YOUR CITY BETTER

Mexico City's 30,000 minibuses are part of a massive, informal transit system. They move 14 million rides every day over 1,400 routes and, until recently, none of them were mapped. Laboratorio para la Ciudad fixed the problem by gamifying the process.

Citizens—we'll call them players—were invited to download the Mapatón app and compete for prizes by riding the system while sharing their localization data, thus mapping the routes. It worked.

Mexico City by the numbers

22 MILLION PEOPLE
LIVE IN GREATER
MEXICO CITY

9.5 MILLION
LIVE IN THE
METROPOLITAN AREA

6 MILLION COME
INTO THE CITY
EVERY DAY TO WORK



Check out

A LAB FOR THE CITY ON
THE LABORATORIO PARA LA
CIUDAD WEBSITE.



ACQUIRING DROR-VISION

Dror Benshetrit designs big things, but never alone. He tackles every project—from the small to the stupendous—with ingenuity, curiosity and boundless imagination. Then he gets creative companions from other disciplines to help him design everything from parks to cities and even islands.

Dror's methodology is simple: approach problems with your heart, not just your head.



Dror Benshetrit

DESIGNER AND
PRINCIPAL, DROR
@DRORBENSHETRIT

“IF YOU WANT TO CREATE
A MOVEMENT, YOU CAN'T DANCE
ALONE. YOU NEED A COMPANION.”

Problem solving, Dror-style

1. Out with the functional, in with the meaningful

Design is not only about creating strictly functional objects. It's about building emotional connections between ourselves and objects, and between one another.

PARKORMAN

ISTANBUL ASKED DROR TO DESIGN ITS FIRST CENTRAL URBAN PARK. HE REALIZED IT WAS NECESSARY TO EASE INTO A RELATIONSHIP BETWEEN HUMANS AND NATURE IN A CITY WHERE BUILDINGS ARE MORE FAMILIAR TO PEOPLE THAN TREES. THE RESULT: A PARK FILLED WITH PLAYFUL INSTALLATIONS SUCH AS A TRAMPOLINE, BALL PITS AND MAGICAL WINDING PATHS.

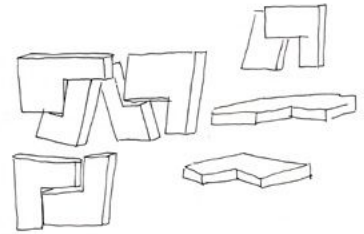
2. Take a step back... further

Don't limit your creativity: be a comprehensivist. Dror's team tackles design problems by going beyond their in-house capabilities and opening up all creative possibilities. Reality can wait until the next step.



GALATAPORT MASTERPLAN

DROR INNOVATED ACROSS DISCIPLINES TO DEVELOP THE WORLD'S FIRST UNDERGROUND CRUISE SHIP TERMINAL ON THE BOSPHORUS IN ISTANBUL. THE KEY: APPLY A PRODUCT DESIGN PROCESS TO A PLANNING CHALLENGE. THE RESULT: PUBLIC ACCESS TO A PREVIOUSLY UNAVAILABLE SEAFRONT.



3. Find partners who know what you don't

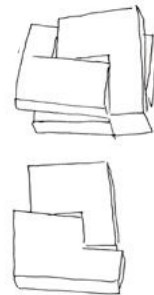
Dror collaborates with world-class specialists to help implement projects. This is how high-concept ideas get real.

NURAI ISLAND

WHEN ASKED TO DESIGN A LUXURY COMMUNITY ON AN ISLAND OFF ABU-DHABI, DROR WORKED WITH DEVELOPERS AND ENGINEERS TO DESIGN HOMES CONCEALED BENEATH A CARPET OF VEGETATION, ENSURING PRIVACY DESPITE PROXIMITY.

4. Experiment to find an idea's full potential

To Dror's team, every project is an occasion for research and development. This is how they advance their understanding of what an idea can become.



QUADROR

WHAT BEGAN AS AN EXPERIMENTAL DESIGN FOR A SMALL COMMISSION BECAME A MULTIPURPOSE GEOMETRY WITH UNLIMITED APPLICATIONS. THE QUADROR, MADE FROM FOUR IDENTICAL L-SHAPED PIECES, GOES FROM MICRO TO MACRO — FROM ART PIECES TO MASSIVE SUPPORTING STRUCTURES.

5. Get out-of-this-world insight

Dror encouraged us to take a cosmic perspective. "Every astronaut that landed on the Moon has said the same thing: 'If every person in the universe would gain this perspective, it would change us as people.'"

LUNAR LANDSCAPE

TO CELEBRATE THE 50TH ANNIVERSARY OF THE FIRST STEPS ON THE MOON, DROR IS BUILDING A MASSIVE WALKABLE LUNAR SURFACE FEATURING THE EARTH, AS SEEN FROM AFAR, AGAINST A DEEP BLACK DOME. HE BELIEVES RECREATING THIS COSMIC PERSPECTIVE, AND LOOKING BACK AT OURSELVES FROM SPACE, MIGHT ALLOW US TO SHARE THE LUNAR INSIGHT OF ASTRONAUTS.



SMARTEN UP

Harout Chitilian

MONTRÉAL CITY COUNCILLOR
AND VICE CHAIRMAN OF THE
EXECUTIVE COMMITTEE
@HAROUT_MTL

Amy Liu

VICE PRESIDENT AND DIRECTOR,
METROPOLITAN POLICY PROGRAM,
BROOKINGS INSTITUTION
@AMY_LIUW

Assaf Biderman

FOUNDER AND CEO,
SUPERPEDESTRIAN & ASSOCIATE
DIRECTOR, MIT'S SENSEABLE
CITY LAB

IN CONVERSATION WITH

John Rossant

FOUNDER AND CHAIRMAN,
NEW CITIES FOUNDATION
@ROSSANT

A “smart city” is a hub of technological, economic and intellectual activity that attracts tech businesses, knowledge workers and their families. It’s built by integrating technology into infrastructure and operations, while also fostering smart communities.

These characteristics were front of mind at the **Rethinking the city of tomorrow** panel, which imagined what thriving urban environments will look like in years to come. Here’s what we learned:

Smart cities adapt...

In the face of emerging technology and shifting economic trends, a smart city will move its workforce into the industries of the future. For example, San Diego, with its large naval base, is making the transformation from military town to innovation hub.

...and help people adapt

Smart cities work to close the digital divide by understanding technology’s impact on people and providing opportunities for skills development. Cities all over North America, for example, are funding local initiatives to teach digital literacy.

They offer citizens a great quality of life

Drawing talent to your city means more than providing jobs. Great employees also want great schools for their kids, a safe environment to live in and a community that enriches them.



They provide new options for mobility

With the emergence of electric and autonomous cars, a smart city will provide a mix of accessible transportation options to move a growing number of residents.

They compete with the world's megalopolises

Small and medium-sized innovation cities will drive value and productivity on par with the world's giant tech hubs. Due to their size, secondary cities can be more agile and efficient at integrating new technological infrastructure. They're often university cities that attract educated workers from abroad who remain connected to strong global networks.

Home sweet home

MID-SIZED, UNIVERSITY CITIES SUCH AS LYON, TEL AVIV AND MONTRÉAL CULTIVATE QUALITY OF LIFE: THEY HAVE HIGHLY EDUCATED AND DYNAMIC POPULATIONS, BUT ARE MORE AFFORDABLE THAN BIG METROPOLISES AND OFFER A SLOWER, MORE FAMILY-FOCUSED PACE.

Website welcome mat

THE CITY OF MONTRÉAL RECENTLY LAUNCHED "MONTRÉAL, A NEW BEGINNING," A WEBSITE THAT HELPS NEWLY-ARRIVED AND FUTURE MONTREALERS FIND THE SERVICES THEY NEED TO HELP THEM SETTLE.

Auto ban

IN 2019, OSLO WILL IMPLEMENT A BAN ON ALL PRIVATE CARS IN ITS CITY CENTRE. HELSINKI ALSO HAS AN AMBITIOUS PLAN TO MAKE CAR OWNERSHIP REDUNDANT BY 2025.



Beta is better

SMALLER SMART CITIES CREATE HUGE OPPORTUNITIES AND HAVE ADVANTAGES SUCH AS EASIER PLANNING AND STRONGER SOCIAL NETWORKS.



“THE KEY INGREDIENT FOR ANY SUSTAINABLE, PROFITABLE COMPANY IS TALENT. AND CITIES ARE COMPETING... IN ORDER TO ATTRACT THE BEST TALENT YOU NEED THE BEST QUALITY OF LIFE.”

— HAROUT CHITILIAN



MOBILITY FOR TOMORROW

Today, mobility is car-centred, generating congestion and pollution. We have to think beyond the automobile as we know it, says Michelin's Erik Grab, and find solutions for a changing world. How will we move in the future? Where are we going? A few thoughts on how to move forward...

Erik Grab

VICE PRESIDENT OF STRATEGIC
ANTICIPATION, INNOVATION
AND SUSTAINABLE DEVELOPMENT,
MICHELIN

“MOBILITY IS MORE
IMPORTANT THAN CARS.”

Two industry views

A NEW WORLD ORDER

Disrupters believe we're in the dawn of a whole new age and the tipping point will soon occur. Fully autonomous cars, new players without vested interests to protect and cataclysmic transformations will see mobility momentum change and become unstoppable.

THE LINEAR, INCREMENTAL PATH

Some insiders think transportation industries will evolve incrementally and future systems will be rooted in what exists now. These incumbents believe key players, major assets and overall structures will remain intact while change happens in an orderly, linear fashion.





Downtown, spread around

City centres create major congestion. A hyperlocal, decentralized group of “little downtowns” could shift focus to neighbourhoods and scale down mobility needs in the core. It’s also likely that smaller, empowered community hubs could imagine solutions that meet specific needs.

For whom the bridge tolls...

Money is a powerful tool to nudge people to make sustainable choices. It doesn't make sense that commuters pay \$3 to take the subway, yet pay nothing to take a car across a bridge. We must rethink infrastructure financing to stop rewarding bad behaviours. Today, financial incentives are misaligned with sustainability objectives. Allocation of costs should therefore be promoted, in particular when using public infrastructure.

Put your workers' mobility on the agenda

CHOOSE A CENTRAL HQ

Open up shop with mobility in mind: helps to reduce mobility issues like pollution and congestion.

LET PEOPLE WORK FROM HOME

Going to the office three days a week instead of five reduces mobility needs at the source.

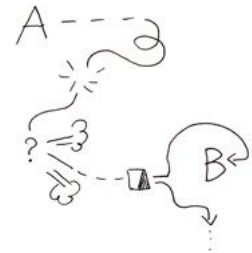
MEET OVER SKYPE

Especially at the international level, communication tech can help us avoid travelling around so much.



AI AT THE WHEEL

Modern mobility is one of the great challenges of our times, creating public health and productivity issues on both local and global scales. According to the World Health Organization, each year approximately 1.25 million road users die in accidents and another 15 million are injured worldwide. Could artificial intelligence (AI) help urban dwellers move from point A to B in a more convenient, safe and efficient manner?



Nicolas Saunier

ASSOCIATE PROFESSOR,
INTELLIGENT TRANSPORTATION,
ÉCOLE POLYTECHNIQUE
DE MONTRÉAL
@NICOLAS_SAUNIER

How AI is driving a mobility revolution

AI can sift through available transport and environment data in real time and utilize it for better decision-making when it comes to traffic management, transport development projects and, eventually, autonomous vehicles.

It can also:

- + Learn the travel patterns of individuals and collective transport.
- + Optimize resources to minimize pollution through a multimodal approach.

SPEAKING OF MOBILITY AS A SERVICE

With society slowly evolving its attitudes about car ownership, the sharing economy and safer, more efficient mobility, those involved in this transformation say that the user experience is bound to be at the heart of how we move about in the future. Jérémie Lavoie says he sees it happening today:



1 = 11

For every car2go car on the road,
11 privately owned cars have been replaced.

+81 million

More than 81 million trips have been made
since the service launched in 2008.

↑36 million

By 2025, car2go predicts car sharing will grow
to 36 million customers, and that advances
in self driving will transform the meaning of
the “driver” within the car entirely.

Jérémie Lavoie

GENERAL MANAGER,
CAR2GO MONTRÉAL
@CAR2GOMONTREAL

Josh Moskowitz

REGIONAL DIRECTOR,
CAR2GO NORTH AMERICA
@J_MOSKO

Jean-François Tremblay

DIRECTOR, GENERAL AUTOMOTIVE
AND TRANSPORTATION CENTER,
EY



Claude Guay

GENERAL MANAGER OF GLOBAL
BUSINESS SERVICES, IBM CANADA
@CLAUDEGUAY

“WAITING... IS NOT JUST
ABOUT PERSONAL
INCONVENIENCE.
IT’S ALSO AT GREAT
ECONOMIC COST. WE
ALL HAVE IDEAS OF
THE BILLIONS THAT
ARE WASTED BY US
WAITING IN TRAFFIC
ON THE HIGHWAY.”





📷 ALLEN MCEACHERN

8 WAYS TO CREATE AN ENTREPRENEUR-FRIENDLY CITY

It can take generations to nurture the entrepreneurial soul that makes a city hospitable to budding tech companies.

Angela Tran Kingyens

PRINCIPAL, VERSION ONE
@ATKINGYENS

Eric Boyko

CO-FOUNDER, PRESIDENT AND
CEO, STINGRAY
@STINGRAY_MUSIC

Magaly Charbonneau

BUSINESS DEVELOPMENT
SPECIALIST, INTEL SECURITY

Wesley Chan

MANAGING DIRECTOR,
FELICIS VENTURES
@WESCHAN

IN CONVERSATION WITH

Harley Finkelstein

CHIEF OPERATING OFFICER,
SHOPIFY
@HARLEYF

“IT TAKES A VILLAGE TO RAISE A STARTUP.”

— HARLEY FINKELSTEIN

Harley Finkelstein joined Angela Tran Kingyens, Eric Boyko, Magaly Charbonneau and Wesley Chan for a panel on **Entrepreneurial ecosystems** to try and reverse engineer the unique mix of culture and nurture that creates the right conditions for startups to thrive.

1. FIND COMFORT IN RISK

Startup founders are often outliers. Encourage risk and celebrate the diversity that enables startups and entire communities to stand out.

2. PAY IT FORWARD

Invest in and support young startups. Panelists acknowledged where they came from and how instrumental it was to get financial backing. Today, they're investing in young, up-and-coming companies.

3. TAKE A GLOBAL PERSPECTIVE

Startups in smaller cities should be poised to court international markets, which can be as simple as translating their content into multiple languages. It's not about the location of the startup, but an ability to localize.





4. FOSTER INNOVATION CENTRES

Creative hubs build community and encourage collaboration. Montréal's *Notman House*, a hotbed of entrepreneurial partnerships between startups, funders and government, is one example of an organization helping small companies succeed.

5. FIND MULTIPLE FINANCING SOURCES

A startup ecosystem thrives on diverse sources of investment: private, government and academic.

6. JUST BE YOURSELF!

Draw on your own capabilities. Don't try to replicate Silicon Valley.

7. CULTIVATE COLLECTIVE AMBITIONS

Meet with your village and ask, "What are our strengths? How do we grow them together?" Leveraging these and aligning goals can help create an entrepreneurial identity in your community and produce meaningful partnerships.

8. RESPECT ENTREPRENEURSHIP

Recognize when people and organizations are entrepreneurial at heart and support them.



Insight is foresight

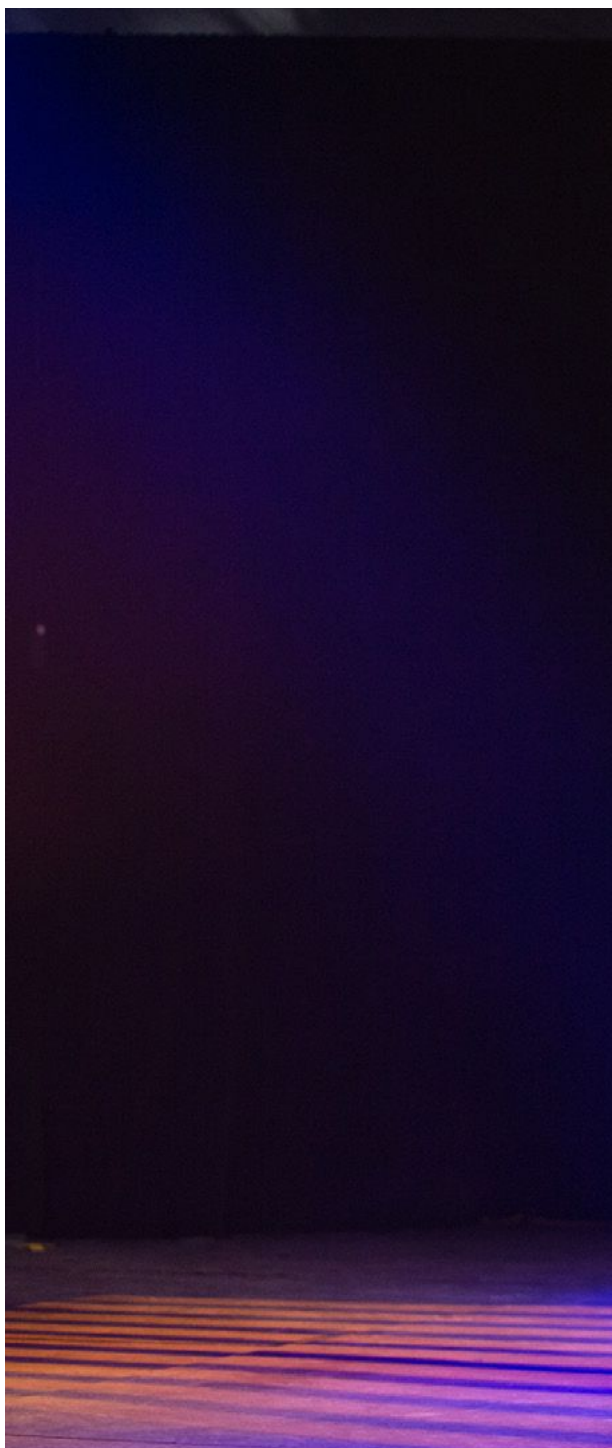
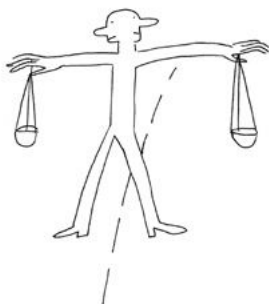
ANGELA LAUNCHED INSIGHT
DATA SCIENCE TO MERGE
DATA SCIENTISTS WITH
PHD STUDENTS. PROVIDING
MENTORSHIP TO AMBITIOUS
DOCTORAL CANDIDATES
GIVES THEM THE SKILLS
THEY NEED TO THRIVE
IN SILICON VALLEY. IT
ALSO CREATES A POOL OF
ELIGIBLE CANDIDATES
FOR DATA SCIENTISTS TO
EVENTUALLY HIRE.



“A CITY IS AS RICH AS ITS POOREST NEIGHBOURHOOD.”

Christian Yaccarini

PRESIDENT AND CEO, SOCIÉTÉ DE
DÉVELOPPEMENT ANGUS
@YACCARINI





📷 ARIANNE BERGERON

A BLUEPRINT FOR BETTER BUSINESS

What urban visionaries can teach us about our organizations



Blueprint

PRESENTED BY
MEGA CONSTRUX™

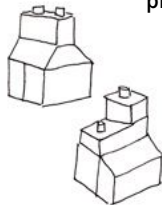


C2 labs

C2 LABS ARE UNIQUE BRAINSTORMING EXPERIENCES THAT TAKE YOU OUTSIDE OF YOUR USUAL FRAME OF MIND TO ENCOURAGE THE EMERGENCE OF NEW SOLUTIONS TO SPECIFIC CHALLENGES.

The **Blueprint** lab looked to renowned urban visionaries for clues on tackling elaborate systems. Asking participants to build the city of their dreams one brick at a time, this hands-on installation was a metaphor for commerce and a way of finding principles that are transferable.

Can city planning potentially guide us through the maze that is business? Which urban design principles can be brought back to the office? Can bricks help us brainstorm? How might it look if you build a living environment like pioneering urban planners such as...



“INTRICATE MINGLINGS OF
DIFFERENT USES IN CITIES ARE
NOT A FORM OF CHAOS. ON THE
CONTRARY, THEY REPRESENT
A COMPLEX AND HIGHLY
DEVELOPED FORM OF ORDER.”

A champion of organic, urban vibrancy, Jane Jacobs might advise us to:

GET IN THE MIX

Diversity is an essential element in planning. A cohabitation of old and new—incorporating different cultures, ages, incomes and backgrounds—all working together makes for favourable conditions to create vitality in the office or on the streets. How diverse is your workplace?

REMEMBER: IT'S ALIVE!

The city is a living organism undergoing constant evolution, with all elements in dialogue. Ask yourself: is your company a living thing or a machine?

GO BOTTOMS UP

“No other expertise can substitute for locality knowledge in planning,” said the famous urban activist. Is there a place for a bottom-up approach in your entrepreneurial management models? How can you listen and integrate the approaches of *all* your people?

DON'T DISMISS DENSITY

Urban density is a necessary condition for vibrant neighbourhoods, increasing possibilities for chance encounters and collaborations. What are the potential benefits of concentration in your company?

Jane Jacobs

WRITER, ACTIVIST AND SOCIAL
THEORIST [1916-2006]
@JANE_JACOBS



Take a walk with Jane

WATCH HOW JANE JACOBS
INFLUENCED HOW WE
BUILD CITIES,
ON YOUTUBE.

DIG DEEPER INTO “THE
PROPHECIES OF JANE
JACOBS” VIA
THE ATLANTIC.

LEARN “HOW JANE
JACOBS CHANGED THE WAY
WE LOOK AT CITIES” IN
THE GUARDIAN.



Charles-Édouard Jeanneret, a.k.a. Le Corbusier

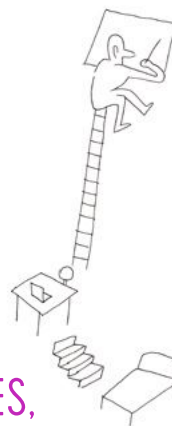
STARCHITECT AND DESIGNER
(1887-1965)
[@SITELECORBUSIER](#)



More about Le Corbusier

OWN A PIECE OF LE CORBUSIER'S HISTORY: THE PARIS-BASED AUCTION HOUSE ARTCURIAL HAS PUT MORE THAN 100 METAL SCONCES DESIGNED BY THE FAMOUS ARCHITECT UP FOR GRABS.

MARK YOUR CALENDARS: THE LE CORBUSIER FESTIVAL IS TAKING PLACE LATER THIS YEAR IN CHANDIGARH, WHERE SOME OF HIS BEST-KNOWN CITY PLANS WERE LAID.



“WHERE WISDOM ARISES, WELL-BEING IS BORN.”

A stickler for singularity of purpose and future-oriented urbanism, when it comes to building an ideal office, Le Corbusier might have advised us to:

MAKE A PLAN

The basis of his city building, the man loved straight lines and order. How important is planning in your industry? Do you make any room for improvisation?

SEEK OUT SEPARATE SPACES

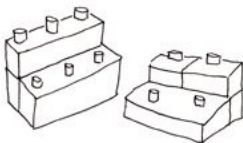
In Le Corbusier's world, spaces were separated on the basis of their functions. Is the orderly organization of a work environment a guarantee of efficiency?

CONSIDER THE MACHINE

“A house is a machine for living in,” the starchitect famously wrote in 1927. How might complicated systems become optimized with science and technology?

DEFAMILIARIZE

Change habits, behaviours and thinking with new, strange, fast and radical ideas. In an entrepreneurial world, is it better to rely on disruptive or evolving innovation?



“THE ENJOYMENT OF SCENERY
EMPLOYS THE MIND WITHOUT FATIGUE
AND YET EXERCISES IT; TRANQUILIZES
IT AND YET ENLIVENS IT.”

Setting a standard of excellence that continues to influence landscape architecture the world over, this early conservationist might suggest we:

PRESERVE THE SPIRIT

Fully utilize the naturally occurring features of your space to respect its innate and unique genius. There is power in remaining faithful to original character. How can you celebrate and value the specificities of your company?

CREATE ROOM FOR CONTEMPLATION

Use landscape, art and greenery to help meet deep, human needs. The democratization of access to natural spaces was essential to this urbanist, so how can workplaces promote a time and place (for everyone) to relax?

ENGAGE WITH GREENER SYSTEMS

To contain a city and urban sprawl, Frederick believed in creating green links between parks by making ecological corridors. What are the advantages of positioning your company in sustainable and complementary networks?

PICTURE THE COMPOSITION

Frederick avoided fashion for fashion's sake, favouring a pictorial composition with natural layers of texture and hues to create different perspectives. What influence does the layout of the workplace have on the happiness and performance of employees?

Frederick Law Olmsted

LANDSCAPE ARCHITECT,
JOURNALIST AND SOCIAL
CRITIC (1822-1903)
[@CENTRALPARKNYC](#)

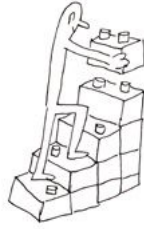


Wander further into Olmsted's ideas

DIVE INTO OLMSTED'S
VIEWS ON “RADICAL”
[PUBLIC SPACES.](#)

DID YOU KNOW
OLMSTED WAS ONCE
HIRED BY THE CITY
OF MONTRÉAL? TAKE
A HIKE ON THE
[MOUNT ROYAL.](#)





Ebenezer Howard

PHILANTHROPIST, IDEALIST
AND FOUNDER OF THE GARDEN
CITY MOVEMENT (1850-1928)
@GARDEN_CITIES

“TOWN AND COUNTRY MUST BE
MARRIED, AND OUT OF THIS
JOYOUS UNION WILL SPRING A
NEW HOME, A NEW LIFE,
A NEW CIVILIZATION.”



Imagining that an ideal city would combine the best features of both city and countryside, Ebenezer might advise that we build a business by:

NETWORKING

The only way to operate in our interconnected world, really. When was the last time you evaluated how your networks strengthen your business? Do you know where you need to reach and connect to next?

BEING AUTONOMOUS AND COMPLEMENTARY

Strike a balance between individual and collaborative practices. On what scale and in which aspects is it better to work alone or in a group?

CONCENTRATING ON CONCENTRATION

Density promotes activation and animation of public spaces. How does concentration create benefits for your business?

THINKING ABOUT PROXIMITY AND MARKETABILITY

The quality of what you're building will influence your marketability. How close is too close? Does spatial proximity with the members of your network provide any marketable advantages?



Indulge your mind

FIND OUT ABOUT
EBENEZER'S THREE
MAGNETS FOR A
SUCCESSFUL SETTLEMENT.

TAKE A LOOK AT HIS
TRIPPY UTOPIAN CITY
MAPS, WHICH HAVE
INFLUENCED URBAN
PLANNERS FOR OVER
A CENTURY.



MAKING THE MOST OF THE PICTURESQUE, HISTORIC LACHINE CANAL, THE FLEET OF LE PETIT NAVIRE ELECTRIC BOATS WERE A GREAT WAY TO MOMENTARILY ESCAPE ALL THE GOINGS ON AND TAKE IT ALL IN. PARTICIPANTS TOOK 70 RIDES ON THESE BOATS OVER THE COURSE OF THREE DAYS, ENJOYING THE LACHINE CANAL REVITALIZATION PROJECT IN THE PROCESS.





WE BUILT A TERRACE. AND NOT JUST ANY TERRACE: A GINORMOUS FLOATING ONE. WITH A BOAT DOCK. THE 25,000-SQUARE-FOOT HARBOUR AND HANGOUT, WHICH COULD SUPPORT 1,000 TONS, EASILY BECAME A CROWD FAVOURITE AS A PLACE TO EAT, DRINK, BRAINDATE AND DANCE THE ILLUMINATION NIGHT AWAY.









2,500,000

watts of electric power
(as much as a decent-sized mall)

1.2 km

of underground wiring

5 km

of network cables

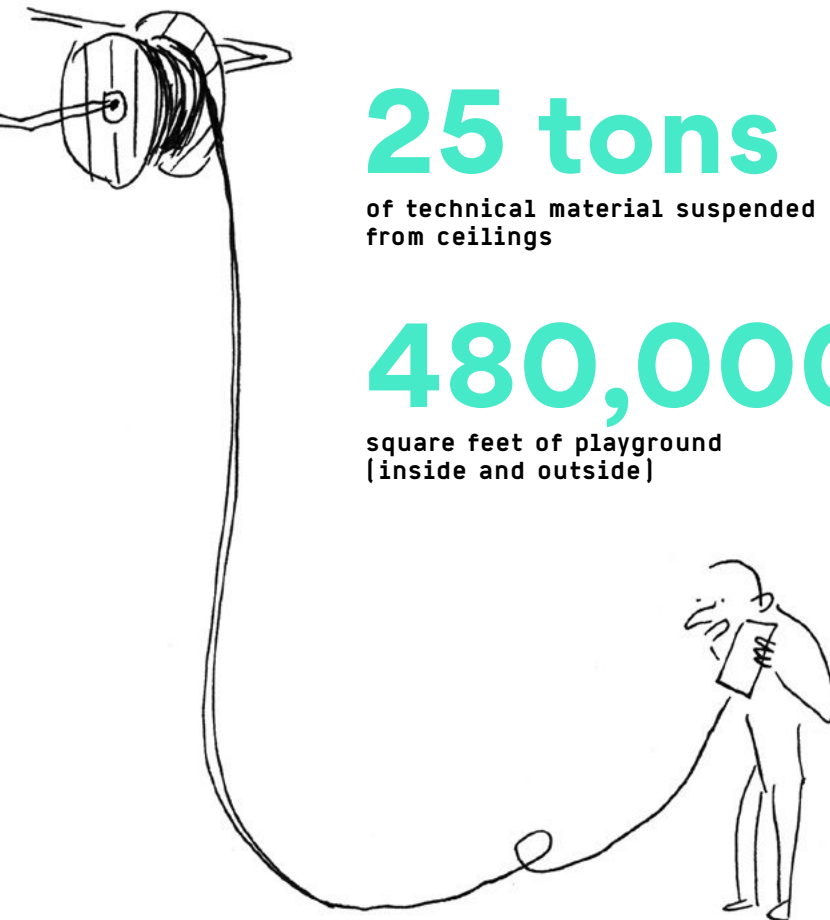


25 tons

of technical material suspended
from ceilings

480,000

square feet of playground
(inside and outside)



35,000

square feet of wooden decking

25,000

square-foot terrace and dock
(which can support 1,000 tons)

640

hours of technical drawings

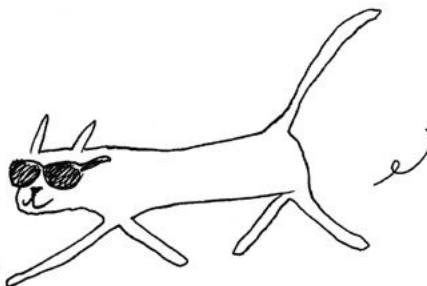


1

skunk

1

family of groundhogs
(not on the plans)



1

black cat

According to [Inequality.org](https://inequality.org), nearly three quarters of the world's adults—71%—own under \$10,000, or just 3% of all wealth.

It's a geographic issue, too: 78% of the world's millionaires live in Europe or North America.

If topsoil degradation continues, there are only 60 years of farming left worldwide, according to [Scientific American](https://www.sciencemag.org).

By 2050, [National Geographic](https://www.nationalgeographic.com) predicts that Earth will have to double its crops to feed two billion more people, an estimated population increase of 35%.

The global blockchain market is anticipated to be worth \$20 billion by the end of 2024, according to Transparency Market Research. (It was worth \$315.9 million in 2015).

Tech in Asia reported that a majority of banks—69%—are already experimenting with blockchain. Nearly 50% predict a mainstream adoption of the open distributed ledger technology by 2020.



MOONSHOTS

22 million people on Earth are refugees, and half of them are under 18 years old. The U.N. estimates there are more than 300,000 unaccompanied child refugees worldwide.

According to Amnesty International, Canada has approximately 4 refugees per 1,000 people, compared to more than 20 refugees per 1,000 in Jordan, Chad, Turkey and South Sudan. Lebanon has 208 per 1,000.

800 PhD students in AI and computer learning are set to graduate in the next few years.

SpaceX intends to send tourists to the Moon as early as 2018, and to Mars by 2022.



After the Soviet Union launched Sputnik, President Kennedy announced that the U.S. was going to go to the Moon and back in the next decade.

He had no idea how at the time, but that didn't matter.

This “moonshot” created and mobilized entire ecosystems: industries, institutions, academia, government and private individuals. The colossal efforts it took to realize this dream resulted in technological advances that we still benefit from today.

What are the next giant leaps for humankind? Throughout the three days of C2 Montréal 2017, we identified five “moonshots”—challenges that will require radical solutions and the mobilization of entire ecosystems:

- + Saving our planet
- + Exploring other planets
- + Tackling the refugee crisis
- + Reducing inequality
- + The evolution of our relationship with machines



IN THIS CHAPTER

- TALKS & CONVERSATIONS
- WORKSHOPS
- MASTERCLASSES
- MUCH, MUCH MORE

269

Mass-producing breakthroughs
DEAN KAMEN (DEKA & FIRST)



SAVING OUR PLANET

271

We are all stars
DR. MICHELLE THALLER (NASA)

273

An operating manual for Earth
JOANNA PEÑA-BICKLEY & PROF. DAVA
NEWMAN (THINXMACHINE)

275

Designing for a post-plastic world
KARIM RASHID (KARIM RASHID STUDIO)

277

Taking the CO2 out of C2



GOING TO OTHER PLANETS

281

Writing the future with science fiction
KYLE NEL (LOWE'S INNOVATION LABS)

283

Galactic pit stop
BOB RICHARDS (MOON EXPRESS)

285

Fly me to the moon
XPRIZE

287

The Sky is the limit
C2 LAB



SOLVING THE REFUGEE CRISIS

291

Get into the business of giving
FRANK GIUSTRA

293

Young Glory

295

Ideate for impact: supporting
livelihoods of refugees



REDUCING INEQUALITY

301

Credit where credit is due
PROF. MUHAMMAD YUNUS

303

Finance as a force for good
PAUL ALLARD (IMPAK FINANCE)

305

A chain of trust
BRIAN BEHLENDORF

307

Nudge your way to a moonshot
KELLY PETERS + NATHANIEL
BARR (BEWORKS)



OUR EVOLVING RELATIONSHIPS WITH MACHINES

311

Rules for robots
IAN BERNSTEIN (SPHERO)

313

What is AI anyways?

315

A timeline of computing
NAVEEN D. RAO (INTEL)

317

The revolution will be
intentional
JF GAGNÉ & PROF. YOSHUA
BENGIO (ELEMENT AI)

319

Programming morality
BLAISE AGÜERA Y ARCAS (GOOGLE)

321

The policy clock is ticking
OBAMA'S FORMER AI POLICY
ADVISOR & A PUBLIC POLICY
SPECIALIST

323

AI and the rise of human creativity
A DESIGNER AND LEADERS FROM
IVADO & GOOGLE BRAIN GROUP

325

Could AI make health care
more human?
DR. JONATHAN KANEVSKY (MCGILL
UNIVERSITY)

327

AI on drugs
NATHALIE LE PROHON (IBM CANADA)

329

Thinking through your next
AI project
JF GAGNÉ (ELEMENT AI)

333

"It's about what's next."
BRAD KEYWELL (UPTAKE)

WHAT'S AFTER WHAT'S NEXT

339

Powering growth in
a digital world
EY



MASS-PRODUCING BREAKTHROUGHS

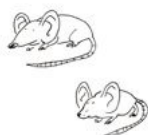
Engineer and businessman Dean Kamen is one of the world's great inventors. He's developed game-changing medical technology, affordable water purification tools and, in his spare time, invented the Segway. But inventing is only the first step: he's also widely known for an ability to translate groundbreaking research into marketable and scalable products.

He used his time at C2 to talk about two ambitious projects that are set to revolutionize the replacement of human body parts and shape a new generation of young innovators.



Dean Kamen

PRESIDENT, DEKA
& FOUNDER, FIRST



ARMI in numbers

400,000+ PEOPLE WAITING
FOR ORGANS IN THE
U.S. ALONE

\$300 MILLION OF PUBLIC-
PRIVATE PARTNERSHIP
FUNDING INVESTED

40+ PRIVATE COMPANIES
INVOLVED, INCLUDING
AUTODESK AND LONZA
BIOLOGICS

40+ ACADEMIC RESEARCH
INSTITUTIONS CONNECTED

500 ENGINEERS ON PAYROLL

300% INCREASE IN
APPLICATIONS TO BIOTECH
PROGRAMS AT UNH
MANCHESTER

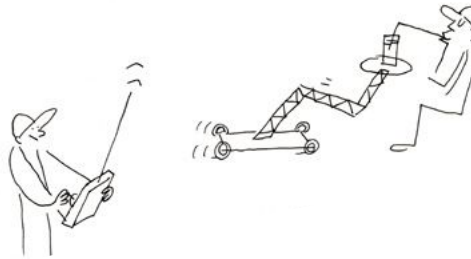
Manufacturing organs—lots of them

In 2016, the U.S. Department of Defense approached Dean's company DEKA with a challenge: although scientists have been able to grow a human ear on a mouse since 1997, they had yet to find a way to engineer and manufacture human cells and organs at industrial scale.

"I can't tell you what it'll look like," Dean said.

"But I promised them two, quick-start programs to make skin and bones within the next couple of years. And within five years, to have FDA-approved, shippable organs for people who are waiting for them, including everything from lungs to livers to kidneys. And I think we're going to be able to do it."

Dean launched the Advanced Regenerative Manufacturing Institute (ARMI) and set off to garner the support of the tech and biomedical ecosystem, heading to Manchester, NH to purchase a set of abandoned buildings that were once home to one of the single largest industrial complexes in America. Having set up countless labs, scientists and collaborators in the revamped complex, the new ARMI headquarters is now becoming a world-class hub for organ manufacturing.



“IF WE CAN CREATE A GENERATION
OF KIDS AND INSPIRE THEM TO DO THE
RIGHT THING WITH THE TOOLS AND
TECHNOLOGY, WE CAN FIX THE WORLD.”

Making it about the kids, not the robots

Beyond fuelling economies and ecosystems, Dean has long seen technology as a force for dialogue and social change. Twenty-five years ago, he launched the not-for-profit organization FIRST (For Inspiration and Recognition of Science and Technology), convincing 23 companies to sponsor schools and get high school students excited about science, technology, engineering and mathematics.

Since then, FIRST has organized an annual Olympics-style robotics competition that helps connect cultures and encourages countless young people of all backgrounds to engage in the challenges and opportunities that science has to offer.



FIRST Global in numbers

- 51,000 SCHOOLS
- 83 COUNTRIES
- 140,000 VOLUNTEER MENTORS
- 1,300 CANADIAN TEAMS
- 1 MILLION+ KIDS
- 33% YOUNG WOMEN,
MAJORING IN ENGINEERING
- 91% OF FIRST PARTICIPANTS
ARE MORE INTERESTED IN
GOING TO COLLEGE



WATCH

FIRST Global introduces kids to inventing. Check out their powerful video, “[This is not a robot.](#)”



WE ARE ALL STARS

Who better than an astrophysicist to provide some worldly perspective?

Working as the Deputy Director for Science Communication at NASA, Dr. Michelle Thaller knows a thing or two about moonshots. She kicked off C2's Cabaret programming with an intergalactic primer that made us feel rightfully tiny yet hopeful about a bright future for our planet (if we choose to shine together).



Dr. Michelle Thaller

DEPUTY DIRECTOR FOR SCIENCE
COMMUNICATION, [NASA](#)
[@MLTHALLER](#)

“THERE’S NO SEPARATION BETWEEN YOU AND THE STARS. WHAT ARE YOU GOING TO DO WITH THE BRIEF TIME THE UNIVERSE LOOKS THROUGH YOUR EYES?”

Hold on for the ride

Right now, we’re traveling at approximately half a million miles per hour around our [Milky Way Galaxy](#), which takes about one quarter of a billion years to circumnavigate. In the history of Earth, we’ve gone around roughly 20 times.

Beware the binary

Dr. Thaller was always interested in visual arts, drama and dance growing up. People told her she didn’t have the right personality to be a scientist. “I was told that’s not how you do science. It’s not emotional, it’s logical. This is culturally bullshit,” she said. “There are so many ways to experience the reality that we know is true.” In other words, scientists can tell us what happens, but it’s up to us to interpret it. “You can put mythology and philosophy and religion on the story, and it’s beautiful to do so.”





Touch the universe

Stars spew a rich chemistry of atoms back into the galaxy when they die, which Earth picks up. Those atoms, having travelled hundreds of thousands of light years to get here, become the chemistry of everything that's inside us.

"If you want to touch millions of years and trillions of miles, all you need to do is remember who you are," said Dr. Thaller. "More than that, reach out to the person next to you."

We are the world

We're not separate: countries, religions, politics and other human-made divisions don't exist from space. To solve climate change, the refugee crisis, and make the next giant leaps for humankind, we need to work together by thinking of Earth the way that it looks from space—as a whole.



Did you know?

DR. THALLER IS (ALMOST LITERALLY) A RENAISSANCE WOMAN: SHE HAS A PASSION FOR RE-ENACTING ELIZABETHAN DANCES. WATCH HER DANCE WITH THE STARS ON NOVA'S THE SECRET LIFE OF SCIENTISTS 8 ENGINEERS.

AN OPERATING MANUAL FOR EARTH

From space, 20 Earth-observing satellites beam approximately 2.5 gigabytes of data down to us daily. If we put that on CD-ROMs, it would stack up from the Cabaret stage to the Moon and back. But big data on its own has no meaning, which is where design comes in.



“MAKE NO MISTAKE ABOUT IT.
THE EARTH DOESN'T NEED US,
BUT HUMANITY NEEDS EARTH.”

— JOANNA PEÑA-BICKLEY

Joanna Peña-Bickley

GLOBAL CHIEF EXPERIENCE
OFFICER, [THINXMACHINE](#)
[@JOJOBICKLEY](#)

Prof. Dava Newman

CHIEF SCIENCE OFFICER,
[THINXMACHINE](#)
[@DAVAEXPLORER](#)

Channelling their inner Buckminster Fuller, Joanna Peña-Bickley, Prof. Dava Newman and their team of “restless revolutionaries” at thinxmachine are helping create an online, collaborative manual for operating “spaceship Earth.”

They’re taking all the data and making it simple for anyone with a smartphone to understand. That’s how you empower individuals, businesses and policymakers to take positive daily actions that will improve the health of our planet.



Get connected

EARTH, YOU UP? IF YOU
FEEL LIKE CHATTING WITH
THE PLANET, ALL YOU NEED
IS A SMARTPHONE AND THE
[EARTHTHINX](#) CHATBOT.



READ MORE

Joanna’s piece on how [IBM is using AI](#) to better the experience of millions of drivers.



MOON DANIEL IREGUI, MONTRÉAL (2016)
PRESENTED BY CHROMATIC

📷 JIMMY HAMELIN



DESIGNING FOR A POST-PLASTIC WORLD

Every day, we come into contact with 600 or more designed objects, every one of them impacting our daily experiences and well-being. For 35 years, Karim Rashid has created thousands of objects, products, interior spaces and buildings on small and grand scales, often working to decrease design's eco-footprint on the future. Now he's at a tipping point, a schism of realizing industries can't go on producing a glut of physical products that leave damage in their wake. It's time, he says, to embrace the ephemeral digital age.



Karim Rashid

INDUSTRIAL DESIGNER AND
PRINCIPAL, KARIM RASHID STUDIO
@KARIM_DESIGN

“THE DIGITAL AGE
CAME ALONG TO
SAVE THE PLANET.”

Rethink what you make

With or without creative people, industry continues—change has to happen from the inside. As a designer, Karim focuses on elevating human experiences while also asking, “What can I do to make this production of goods better?” The contribution has to be greater than what’s already out there, otherwise the object doesn’t need to exist.

Create material transitions

Twenty years ago, Karim asked a plastics company to use polypropylene instead of the toxic stuff that was the norm (polypro turns into vapour and water when burned and is recyclable forever). The company made the shift in three years. Today, when he designs a polymer-based product, he tries to use bioplastics.



“IF WE NEED MATERIALITY,
SUCH AS A PHYSICAL CHAIR
TO SIT ON, MAKE THAT
OBJECT SMART, EXPERIENTIAL,
PROGRESSIVE, TECHNOLOGICAL
AND SUSTAINABLE.”

Opt for the intangible innovations

Clued into hyper-production and hyper-consumption, Karim advocates for new creations that don't have physical form and can compete with the physical world for attention. To start consuming less, he says, we need to realize that we can consume the immaterial and have greater experiences. “The physical is becoming more banal by the day.”

Create for life

Our creative, information-rich epoch empowers individuals to make music, art, tools and businesses. If we're highly perceptive of the moment, Karim said, we can contribute something meaningful to the world. “We're on this Earth to create. If I create, I am.”



What's a bioplastic?

INDUSTRIAL POLYMERS
DERIVED FROM
RENEWABLE, RAPIDLY
GROWN RESOURCES
LIKE SUGAR AND
CORN. IT PROCESSES
INTO ETHANOL AND
POLYETHYLENE IN
THREE STAGES VERSUS
PETROLEUM'S SEVEN.

Why stick with plastic at all?

BECAUSE 70% OF OUR
WORLD IS POLYMER-
DRIVEN, INCLUDING
ALMOST EVERYTHING
FOUND IN HOSPITALS.
IT'S DEEPLY IMBUED
IN HOW CONTEMPORARY
CULTURE FUNCTIONS.

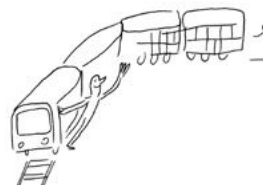


ORGANIZING THE BIGGEST ECO-RESPONSIBLE BUSINESS CONFERENCE IN THE WORLD

We're still on a mission to attain a top-level sustainability ranking in time for C2 Montréal 2020.

When we first started collaborating with the Sustainable Events Council and Équiterre for last year's edition, we declared our intention to go green, set up a sustainability audit and analyzed our energy profile, earning a Level 2 designation.

This year, with those partners still by our side, we earned our BNQ Level 3! Here's how we did it:



A 100% carbon-neutral event

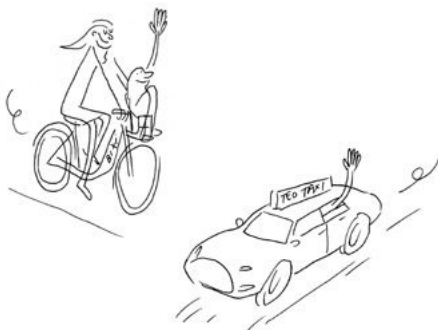
For the second year now, C2 Montréal is a carbon-neutral event. Considering we welcomed 6,500 participants and speakers to Montréal from more than 60 countries, this makes us really proud. We compensated for 100% of our greenhouse gas contributions by calculating all CO₂ emissions related to land and air travel and then purchasing gold carbon credits through the Planetair organization to offset them.



Green guests, clean transit

We couldn't do it without you. When purchasing tickets to this year's event, many of you elected to "Offset your greenhouse gas emissions" and cover your share for just a few extra dollars on your ticket. Thank you!

We also appreciate you choosing greener ways to get to and from Arsenal via the metro, Bixi, shuttle, car2go and Téo Taxi. Even the boats offering scenic rides on the Lachine Canal were electric powered!



LEVEL 3



Eco-food breakthroughs

Once again, we continued to only use compostable and reusable dishware at our food stations. With the help of Consortium Écho-Logique, food scraps were also sorted for composting. Behind the scenes, surplus food was donated to La Tablée des Chefs, a Montréal organization that feeds people in need and teaches culinary skills to youth.



Low-impact menu

Not only are our food partners preparing delicious, healthy eats, but they continue to prioritize local products in their menus whenever possible. All our food suppliers also offered an array of vegetarian and organic options.



Ban the bottle

It's not new, but it's still important: we have banished plastic water bottles onsite, encouraging our guests to bring or buy their own reusable bottles and have them filled by tabl'eau, our filtered water supplier.

STATION DE TR





SORTING STATION

📷 JIMMY HAMELIN

WRITING THE FUTURE WITH SCIENCE FICTION



Kyle Nel

EXECUTIVE DIRECTOR,
LOWE'S INNOVATION LABS
@KYLE_NEL

“THE ONLY REAL WAY TO GET PEOPLE TO UNDERSTAND DISRUPTIVE NEW THINGS IS THROUGH THIS UNIQUELY HUMAN THING CALLED STORY.”

Did you know the first thing manufactured in space was made with a Lowe's 3D printer? Yes, Lowe's also helps astronauts make tools in space.

The idea came from Lowe's Innovation Labs, where neuroscientists work with science fiction writers to anticipate and develop the next steps (and leaps) for the North American home improvement chain.

Kyle Nel is head of this think tank and has learned how to anticipate, get buy-in and implement technologies that are still way ahead of the curve.

Hire science fiction writers

Seriously. Sci-fi writers are uniquely capable of sifting through all possible futures. After testing and research, Lowe's Innovation Labs hands their data over to these authors, who turn it into comic books, which serve as strategic documents for the C-suite.



READ MORE

Learn how storytelling ignites innovation on the Lowe's Innovation Labs website.

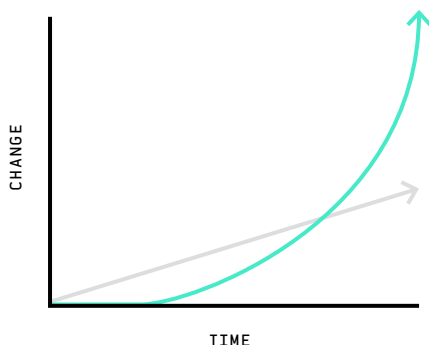


Remember everybody loves storytelling, including the CEO

It's whimsical but their psychology is sound: reading a comic book suspends disbelief long enough to get decision-makers past any disappointment in emerging technology and to imagine its opportunity. "Story was the first innovation," said Kyle.

Avoid the "linear path to doom"

Today's path to success isn't all about working hard, says Kyle, but working differently.



Kyle's change/time curve

CHANGE TODAY IS EXPONENTIAL

The grey line indicates the amount of change over time along a linear path, while the green line tracks exponential change, which initially lags but accelerates over time.



Make it so

Lowe's Innovation Lab creations also include:

THE HOLOROOM,
AN AUGMENTED REALITY
EXPERIENCE WHERE
VISITORS PRACTICE DIY
SKILLS IN VR.

LOWEBOT, AN AUTONOMOUS
ROBOT THAT GUIDES
SHOPPERS TO ITEMS
AND DOES REAL-TIME
INVENTORY TRACKING. THE
FUTURE IS NOW.



Bob Richards

FOUNDER AND CEO, MOON EXPRESS
@BOB_RICHARDS



“WE ARE AT THE CUSP OF AN EVOLUTION OF THE HUMAN SPECIES. PERHAPS AS SIGNIFICANT AS THE FIRST AMPHIBIANS CLIMBING ONTO TERRESTRIAL LAND, WE ARE CRAWLING OUT INTO THE OCEAN OF SPACE... SOMETHING THAT WE MIGHT CALL ‘HOMOSPACIEN.’”

This self-described “orphan of Apollo” is attempting a very literal moonshot, rallying private funding and public partnerships to relaunch efforts to explore the Moon (and turn it into our very own intergalactic gas station). “We are a startup betting on another startup to get us to the Moon. How risky is that?”

His plan? The first privately funded Moon landing (2017), a south pole of the Moon mission (2019), and the first private return mission, with samples (2020).

His theory? We haven’t seen anything yet. According to Bob, our solar system isn’t even in an exciting part of the galaxy, never mind the universe.



📷 ALLEN MCEACHERN



FLY ME TO THE MOON

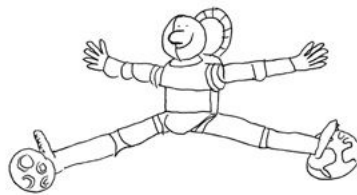
To land a moonshot, XPRIZE's Amir Banifatemi says you have to be “super ambitious, crazy and almost foolish.”

Amir Banifatemi

LEAD, AI XPRIZE
@A225

How to think about moonshots

- + It's about imagining a better world.
- + It has to be a hard, large and even crazy problem.
- + Use science fiction for inspiration.
- + Use science to help solve the problem.
- + Put people at the centre of the process. Involve them.
- + Remember that moonshot-style change is about hope.
- + Embrace change. People prefer incremental change, since it's more comfortable. A moonshot is about transformational change; collaboration is what allows us to make it happen.



“SHIFT YOUR THINKING FROM
LOCAL AND LINEAR TO GLOBAL
AND EXPONENTIAL.”

How to land a moonshot

1. THINK ABOUT YOUR ASSUMPTIONS.

What's the thinking that turns this moonshot into a reality?

2. IDENTIFY THE CRITICAL COMPONENTS.

Break the moonshot down into smaller chunks.

3. VALIDATE YOUR ASSUMPTIONS.

Collect the relevant data to ensure that your assumptions hold true. Simulate outcomes. Iterate.

4. DEFINE YOUR TRAJECTORY.

"A moonshot is scary when there is no trajectory," said Amir.



Actual moonshots

COMMERCIAL AVIATION

In 1919, the first regular international flight took place. It was a moonshot because it revolutionized the commercial air industry a mere 16 years after the Wright brothers achieved the first airplane flight.

NASA

The word moonshot derives from the Apollo 11 lunar mission, which landed the first humans on the Moon in 1969.

SPACE TOURISM

The winning of the \$10-million Ansari XPRIZE for suborbital spaceflight by Mojave Aerospace Ventures in 2004.

CURING CANCER

The Cancer Moonshot initiative of the U.S. National Institute of Health (NIH) aims to accelerate cancer research, make more therapies available to patients and improve the ability to prevent cancer and detect it at an early stage. Godspeed.



THE SKY IS THE LIMIT



Sky



C2 labs

C2 LABS ARE UNIQUE BRAINSTORMING EXPERIENCES THAT TAKE YOU OUTSIDE OF YOUR USUAL FRAME OF MIND TO ENCOURAGE THE EMERGENCE OF NEW SOLUTIONS TO SPECIFIC CHALLENGES.



The **Sky** lab invited participants to shoot for the stars and dream big. Not only did we ask them to think about moonshots while dangling 20 feet in the air, but to think about ways to cultivate “moonshot thinking.”

In three steps, from launching to landing, here’s how to take a trip to the Moon and back (without having to leave the Earth).



STEP 2

Look far ahead

Imagine a world free of stress, without penalties for errors, where you are in full possession of your field of creation and where your radical and innovative ideas do not jeopardize your career. In this space, you have the power to collaborate and mobilize... so what would you do? Define the moonshot.

STEP 1

Look back

When was the last time you went after and achieved a breakthrough, even if you didn't yet have the capacity, technology or skills to mobilize? Who was there? What made it happen? What was your state of mind? By reverse engineering your last big win, you can find clues as to what factors contributed to your moonshot thinking.

STEP 3

Come back to Earth

Take a look around you, right now. What organizational skills do you need to achieve your moonshot? How might you make it happen?







GET INTO THE BUSINESS OF GIVING



Frank Giustra

CEO, FIORE GROUP OF COMPANIES
 FOUNDER, RADCLIFFE FOUNDATION
 FOUNDER, CLINTON GIUSTRA
ENTERPRISE PARTNERSHIP
 FOUNDER, LIONSGATE
ENTERTAINMENT
@FRANK_GIUSTRA

Kirpatrick Day

EXECUTIVE DIRECTOR,
 THE ASCEND INITIATIVE

IN CONVERSATION WITH

Heather Hiscox

NEWS ANCHOR AND HOST,
CBC NEWS NOW
@CBCHH

Far from simply writing cheques, one of Canada's most revered entrepreneurs, Frank Giustra, is on the ground tackling issues from homelessness to the Syrian refugee crisis.

He's an "entrepreneurial philanthropist" using his business acumen and talents to help solve some of the world's most complex and pressing issues.

See it for yourself

The Syrian refugee crisis is now six years old, 400,000 people are dead and nearly 5 million more are on the move. What made Frank take action? Visiting refugees in Lesbos, Greece allowed him to witness the crisis firsthand and it changed his worldview.

"When you see it yourself it becomes a personal problem, not a faraway problem."



READ MORE



C2 participants became part of the solution during a three-day, Ideate for Impact workshop that directly addressed the refugee crisis and means of building new livelihoods.

Turn small initiatives into big differences

Frank's foundation and the International Rescue Committee were able to quickly determine where the greatest unmet needs were and spring into impactful action.

They built a reception centre in Lesbos that helps refugees get the basics when they land: tents, water, food, medicine and transport. "We put it up in two months," said Frank. "It would take an international aid organization years."

On the water, people drown due to inadequate search and rescue—many of their life jackets, purchased on the black market, are useless. The IRC worked with a local Greek organization to provide boats and equipment, while a Vancouver search and rescue crew came in to help with training.

"This stuff is just common sense," said Frank. "And anyone in this room, if they have the mind to do it, could do it. This is not rocket science."



Philanthropy in business

Elpída is Greek for *hope*, and that's exactly what The Elpída Home for Refugees is providing refugees in Lesbos.

The Clinton Giustra Enterprise Partnership is comprised of social enterprises set up as individual businesses, each having to succeed and be profitable.

The Ascend Initiative partners the resources and expertise of corporations with high-impact local organizations. One example is Airbnb joining forces with Greek NGO Solidarity Now to provide accommodation for refugees.

"NO MATTER WHO YOU ARE, AS YOU GO THROUGH LIFE YOU HAVE THE OPPORTUNITY TO TOUCH PEOPLE IN A WAY THAT MAKES IT A POSITIVE EXPERIENCE FOR THEM."

— FRANK GIUSTRA



YOUNG GLORY TAKES ON THE REFUGEE CRISIS

Young Glory is an international competition rewarding innovation and creative consistency in advertising. One theme from this year's competition focused on helping refugees, or rather, helping to *integrate* refugees.

Through eight rounds of presentations, 300 teams in professional and student categories created campaigns to help meet the challenges of this contemporary global phenomenon, and the winners were announced at C2.

Rafik Belmesk

CO-FOUNDER,
YOUNG GLORY
@RAFIK

WINNERS IN
THE PROFESSIONAL
CATEGORY

Emma Ziesemer

COPYWRITER,
REDSUIT ADVERTISING

Tom Kimmorley

ART DIRECTOR,
NEXT THURSDAY

Hailing from Brisbane, Australia, this creative duo were finalists in every round of the Young Glory contest, snatching top prize with a brief about bringing people together through soccer.

In 2018, FIFA is launching a Canadian premier soccer league in the hopes to build a following for the game. The Red Castle soccer team, from Aleppo, was a top Syrian team but is no more.

The Canadian Red Castle would pay homage the team's memory, offering Syrian players a spot to play again and an opportunity to integrate into their community. The new team would unite both countries around a love for sport and create an instant fanbase of 40,000+ refugees. Talk about team spirit!



SEE THEIR WORK

Tom and Emma's eight briefs can be found at tomandemma.website



This advertising pair from Gothenburg, Sweden won the student contest with the help of MICI—a translating toy. Designing a small, panda-shaped box with speakers, this children’s device uses Google Translate to detect and decipher language, allowing kids to speak and play together.

“There are a few key aspects to get integrated,” said Julia Gillgren. “One, getting a job; two, learning the language; and three, that you built a social context where you make friends.”

The team focused on the second element, which affects the others. The purpose of MICI is to make it easier for children to communicate, in Arabic or not, with new peers to build friendships.

WINNERS
IN THE STUDENT
CATEGORY

Malin Saarinen

ART DIRECTOR AND COPY
EDITOR, YRGO

Julia Gillgren

ART DIRECTOR AND
COPYWRITER, YRGO



WATCH MORE

Young Glory’s taste of C2 can be found on Vimeo.



IDEATE FOR IMPACT

Addressing the refugee crisis is one of the great moonshots of our times. With the help of [OpenIDEO](#), [The Radcliffe Foundation](#) and [WISE](#), in collaboration with [Ideas Box](#), [Burners Without Borders](#) and The Ascend Initiative, we put together a program, at C2 Montréal 2017, to help members of the C2 community leverage their intellect and influence throughout a series of talks and collaborative work sessions.

An important part of that initiative were the [Ideate for Impact](#) sessions. Over the course of three days, three sequential 90-minute workshops challenged a group of participants to identify what core competencies they could leverage to achieve quick wins (actions that could have results within a month, or even a week) in support of refugees as they build new livelihoods around the world.

“ABSOLUTELY NOTHING IS TOO SMALL.”

— KIRPATRICK DAY

[Scott Shigeoka](#)

[OPENIDEO](#)
[@SCOTTSHIGEOKA](#)

[Alisa Ahmadian](#)

[OPENIDEO](#)
[@ALISA AHMADIAN](#)

[Mirella Alexou](#)

EMERGENCY RESPONSE CENTRE
INTERNATIONAL, [ERCI](#)
[@MIRELLAALEXOU](#)

[Paula Schwarz](#)

[STARTUPBOAT](#)
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[Mike Zuckerman](#)

[INSTITUTE FOR THE FUTURE](#)
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[Christopher Breedlove](#)

[BURNERS WITHOUT BORDERS](#),
THE BURNING MAN PROJECT
[@B_W_B](#)

[Sara Lyons](#)

[COMMUNITY FOUNDATIONS
OF CANADA](#)
[@SARAHLYONS41](#)

[Barbara Schack](#)

DIRECTOR DEVELOPMENT,
LIBRARIES WITHOUT BORDERS,
IDEAS BOX
[@SCHACKB](#)

[Sébastien Turbot](#)

WISE, AN INITIATIVE OF
THE QATAR FOUNDATION
[@STURBOT](#)

[Kirpatrick Day](#)

[ASCEND](#)

[Cosmo Fujiyama](#)

[CENTER FOR SOCIAL IMPACT
STRATEGY](#), UNIVERSITY OF
PENNSYLVANIA
[@COSMOFUJIYAMA](#)

[Christine Lai](#)

[DELIVERING HAPPINESS](#)
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[Katherine Trujillo](#)

LIBRARIES WITHOUT BORDERS,
IDEAS BOX
[@LAGATAMONTESA](#)

[Elyas Felfoul](#)

WISE, AN INITIATIVE OF
THE QATAR FOUNDATION

Ideate for Impact: the three-day journey

DAY 1—LEADING WITH EMPATHY

Participants from a broad range of fields came together to harness their expertise. Starting off as strangers, they grew closer and stronger by challenging their assumptions and listening deeply to each other's stories, concerns and hopes for the crisis and the future.

DAY 2—FRAMING OPPORTUNITIES AND PROTOTYPING IDEAS

The new Ideate for Impact family looked for solutions using a design thinking framework. With insights uncovered on the first day, participants were guided through a process of prototyping, receiving feedback and iteration.

DAY 3—LOOKING FORWARD AND BUILDING A COMMUNITY OF PRACTICE

On the final day, inspired commitments were made. The palpable emotion throughout the series compelled each participant to map out their mobilization for refugees, with a common promise to revisit their commitment in a month. Participants walked away with new relationships and a deeper understanding of what can—and must—be achieved.

Refugees participating as *empathy guides*

At the heart of this program were the voices of the refugees themselves. Four local, resettled refugees participated in the design process as “empathy guides.” They leaned in to share their insights, humanizing the experience and making sure that ideas came from a place of empathy and connection.

A VERY FINE LINE

It was important for Ideate for Impact designers to include refugees in the process, but they felt the ongoing tension between the need for empathy and the risk of tokenizing those participants identified as “refugees.” One key learning for future Ideate for Impact sessions is to loop in key actors early in the process, to make sure we're not only designing for, but *with* people.



IDEATE FOR IMPACT [CONTINUED]



**More than
31 million
people were
internally
displaced
last year**

AND APPROXIMATELY
65.3 MILLION MORE
WERE FORCED TO
LEAVE THEIR HOMES.
WE'RE WITNESSING THE
HIGHEST LEVELS OF
HUMAN DISPLACEMENT
ON RECORD: 22 MILLION
PEOPLE WORLDWIDE ARE
REFUGEES, AND HALF ARE
UNDER 18.

Real stories and empathy as a basis for action

The message from our *empathy guides* was clear: the crisis extends far beyond immediate survival needs.

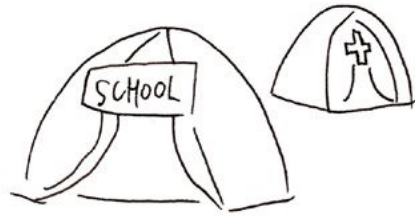
A REMINDER OF THE FRAGILITY OF “NORMAL”

Participants were reminded that displacement can happen to anyone, anywhere. Above all, refugees want to return to their normal lives, which are not so different from ours. Feeling forgotten and abandoned by the world, refugees struggle to find meaning and happiness amidst the crisis.

A SYSTEM AT AN INFLECTION POINT

The world needs nontraditional actors to get into this space—right now—to raise the bar and respond directly to the refugee crisis while doubling down on efforts to address its root causes: conflict, climate change and economic collapse.

The Ascend Initiative's Kirpatrick Day explained the need to dispel the mentality that NGOs have the best answers and that private sector players are out of their element. This unprecedented crisis requires collaboration across all sectors. “The raging, complex and protracted nature of these conflicts means we need to get comfortable with nontraditional actors in the humanitarian ecosystem.”



How can businesses respond to the refugee crisis?

How can the private sector, for example, support new livelihoods for displaced populations or educate children in camps? “It’s not about writing cheques,” said one participant. “Businesses have power and should leverage their clout for political influence.”

WHAT EXPERT COMPETENCIES COULD *YOU* CONTRIBUTE TO PUT A DENT IN THIS CRISIS?

Think of your own company culture and assess your resources. Grab a few sticky notes and take the time to reflect with your team. For example, consider temporary housing issues.

1. What does your company do? What are the associated competencies and resources?
2. With those assets in mind, dig into the issues at hand:
 - + HOW MIGHT WE MAKE REFUGEES FEEL AT HOME AT FUNCTIONAL AND SAFE SHELTERS?
 - + HOW MIGHT WE RESTORE REFUGEES' SENSE OF PURPOSE?
 - + HOW MIGHT WE DECONSTRUCT PREJUDICES THAT SOMETIMES IMPEDE REFUGEES AND HOST COMMUNITIES FROM LIVING TOGETHER?



IDEATE FOR IMPACT [CONTINUED]

A few ideas for galvanizing change from within

FOSTER EMPLOYEE AWARENESS

There's a lot of misinformation about refugees, from their living conditions to the resources available, to stereotyping them as one monolithic group. Encourage your peers to have an open mind and understand nuances. How can we share stories and stats that move us to act?

ENCOURAGE CONNECTION

It's important for refugees to maintain normalcy, feel heard... and practise their English. Inspired by McGill students tutoring refugees via Skype, participants suggested organizations could set up Skype lunch dates between employees and those in camps.

SUPPORT RESETTLED REFUGEES

Emulate Jim Ellis, the Canadian CEO of Danby by helping your new neighbours find meaningful work, internships or volunteer opportunities. Hire them yourself. Become a mentor.

AMPLIFY WHAT'S ALREADY WORKING

Look at your own funding, know-how and connections; share them. Refugees have skills and are latent assets, they just need the opportunity.

ASK YOURSELVES, "HOW MIGHT WE...?"

What inherent capacities does your corporation have? Keep thinking about what else to contribute.

Ideas too good not to mention

Participants brainstormed and prototyped in teams, reflecting on a series of specific design challenges. Here are three of the ideas they came up with:

- + What if we created an app that had pre-populated citizenship and immigration forms, so the bureaucratic process could be streamlined before arrival?
- + What about spending a night at a pop-up refugee camp? Would the look, smell and feel of it drive the crisis home?
- + Visit a mosque: Not only a place of spiritual practice, mosques act as cultural and social hubs. When was the last time a company outing was held in an unfamiliar environment?



WHAT CAN YOU DO?

THE FOLLOWING ORGANIZATIONS CAN HELP YOU
AND YOUR OWN ORGANIZATION GET STARTED:



The Ascend Initiative, which offers a new model of private-sector mobilization and collaboration.



Burners Without Borders, a grassroots organization that unlocks the creativity of local communities to solve problems that bring about meaningful change.



The Startupboat, which scouts for innovative projects that can bring about social change.



Welcome Fund for Syrian Refugees, which was established to provide housing, job training and skills development support for the 25,000 refugees welcomed in communities across Canada.



Libraries Without Borders, which works to ensure that regardless of their circumstances, people all over the world can live with dignity and the opportunity to thrive through access to information, education and culture.



Emergency Response Center International, a nonprofit that provides emergency response and aid in Lesbos, Greece.



Elpída Center (which is Greek for “hope”) took an abandoned factory and turned it into a state-of-the-art refugee accommodation centre. Find out more about what they do.



CREDIT WHERE CREDIT IS DUE



“EVERYBODY HERE HAS THE POWER
TO CHANGE THE WORLD, NOT JUST
A TINY CORNER OF IT.”

— PROF. MUHAMMAD YUNUS

Prof. Muhammad Yunus

NOBEL PEACE PRIZE LAUREATE &
FOUNDER, GRAMEEN BANK
@YUNUS-CENTRE

INTERVIEWED BY

Jurgen Hecker

SENIOR ECONOMICS EDITOR,
AGENCE FRANCE-PRESSE
@JURGENHECKER

By creating the Grameen Bank—the world’s first bank for the poor—Prof. Muhammad Yunus is giving people the credit they deserve, one microloan at a time.

His practice aligns with a belief that each of us has unique, creative power and that—no matter how wealthy we are—we can participate in making our world a completely different place. How? By creating businesses designed to solve problems rather than make money.

Be your selfless self

This professor isn’t buying the Gordon Gekko “greed is good” view of humanity, since he thinks we’re driven by selflessness too. Change the world yourself, alone, your own way.

Corporations like food giant McCain are catching on. They started a social business that’s helping to solve the problem of food waste and create employment by processing “ugly vegetables” that would otherwise be thrown out.



DID YOU KNOW?

Yunus Social Business invests in sustainable social businesses providing employment, education, health care, clean water and clean energy to almost 1 million people worldwide.

Keep it real, be your own boss

If an illiterate woman in a remote village can transform themselves into an entrepreneur with a \$30 loan, what's wrong with the rest of the us?

Muhammad challenged us to be more like the people he loans to and turn ourselves into entrepreneurs. "Humans are not born to work for somebody else. They're born to do things for themselves."

Grameen America by the numbers

100,000 BORROWERS

100% WOMEN

\$1,000 OR LESS PER LOAN

99.6% REPAYMENT
RECORD, WHICH BEATS
ANY REGULAR BANK



It's a monopoly

Just how bad is inequality? To give us some perspective, Muhammad looked at the 360 Big Top itself: if you isolate three degrees from 360, that section represents those who own nearly 100% of the world's wealth.

STAGGERING STATS

99% OF THE WORLD'S WEALTH IS OWNED BY 1% OF THE POPULATION.

THE EIGHT RICHEST PEOPLE ON THE PLANET OWN MORE WEALTH THAN THE BOTTOM 50% OF THE WORLD'S POPULATION.

WALMART'S WALTON FAMILY OWNS MORE WEALTH THAN THE BOTTOM 40% OF THE U.S. POPULATION.



FINANCE AS A FORCE FOR GOOD



Paul Allard

CO-FOUNDER AND CHIEF
ECOSYSTEM OFFICER,
IMPAK FINANCE
@PAULALLARD123

Impak Finance co-founder Paul Allard believes humanity has reached an inflection point — we're at a moment where old boundaries and rules are in flux and evolving.

The time is right, he said, as our habits and choices, and our belief in purpose, is changing economies worldwide. It's time to usher in the impact economy.

The **impact economy** is a grouping of companies that have explicit social or environmental motivations. These are not charities, said Paul, but viable, profitable businesses that will be worth between \$400 billion and \$1 trillion by 2020.

Meet some impact entrepreneurs:

In Vancouver, Janice Abbott runs the Atira Women's Resource Society, dedicated to helping women in distress with affordable housing, among other services.

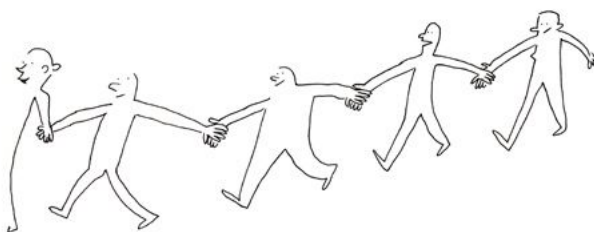
- + \$25 MILLION IN ANNUAL REVENUES
- + 500 STAFF MEMBERS

In Montréal, Pierre Legault has built Renaissance, which helps the marginalized reintegrate into the workforce.

- + \$30 MILLION IN REVENUE
- + \$5 MILLION PROFIT PER YEAR

In Toronto, Tonya Surman manages the Centre for Social Innovation.

- + \$5 MILLION IN REVENUE
- + OWNS THREE BUILDINGS THAT PROVIDE SHARED OFFICE SPACE AND RESOURCES FOR SOCIAL ORGANIZATIONS



Have faith in the future

While impact entrepreneurs continue to do good work in our current system, Paul is really looking forward to a future that has embraced blockchain technology, which “is about giving a user not only the means to be a contributor to, but also [be] a beneficiary of, the community in which they participate.”

What’s huge, said Paul, is that the governance and redistribution of wealth in the blockchain system is *decentralized*, making the revolution collaborative, participatory and transparent.

In the meantime, Paul is building an ecosystem that attracts citizens, impact enterprises and capital investors who are aligned in how they value this forthcoming economic change.



Impak at a glance

THE GOAL OF IMPAK FINANCE IS TO BECOME AN ONLINE-ONLY, SOCIALLY RESPONSIBLE BANK THAT IS 100% DEDICATED TO THE IMPACT ECONOMY BY 2019.

PAUL ALSO USED HIS TIME AT C2 TO ANNOUNCE IMPAK COIN, THE FIRST CRYPTOCURRENCY TO SUPPORT THE IMPACT ECONOMY SPECIFICALLY.



Want more blockchain?

CHECK OUT WHAT FELLOW C2 SPEAKER BRIAN BEHLENDORF HAD TO SAY.

“IF YOU THOUGHT THE ADVENT OF THE INTERNET IN THE '90S WAS A MAJOR TRANSFORMATION OF OUR WORLD, WAIT AND SEE HOW BLOCKCHAIN WILL REVOLUTIONIZE OUR SOCIETY.”



A CHAIN OF TRUST



Brian Behlendorf

EXECUTIVE DIRECTOR, HYPERLEDGER
@BRIANBEHLENDORF

“BLOCKCHAIN IS THE ANSWER NOT SO MUCH TO A HARD TECHNOLOGY PROBLEM BUT TO A TRUST PROBLEM, TO A POLICY PROBLEM, TO A TECHNOLOGY PROBLEM, TO A SOCIAL PROBLEM.”

“Geek diplomat” Brian Behlendorf is a fierce believer in the importance of accessibility.

An early adopter of the web and a formative figure behind the Linux operating system—one of the largest collaborative intellectual property projects ever—Brian has a lengthy track record of inventing transformative tech infrastructure.

Over the last decade, he’s seen dramatic centralization of the web, with giants like PayPal, Uber, Gmail and eBay present in nearly every transaction and interaction that happens online.

This is problematic, he said, as it makes the web less competitive, less generative and increasingly difficult for small startups to navigate. The solution? Encrypted distributed ledgers, or **blockchain**.

Blockchain, popularized by cryptocurrencies like Bitcoin, is a way to collectively and securely record transactions, digital currency and information through a mechanism of mutual consent and communication. Think of it as a tremendous, open-sourced document that needs at least two parties to confirm a transaction before it’s added to an online ledger.

READ MORE



Blockchain is helping save the lives of refugees
with no “official” proof of identity.



Diamonds are forever

Still can't wrap your head around blockchain? Let's take the diamond trade as an example:

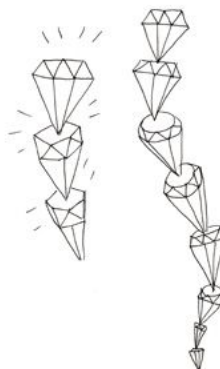
- + Years ago, the diamond industry instigated The Kimberley Process to curb the presence of conflict diamonds. It forced the entire distribution chain to alert a central organization in Brussels every time a diamond changed hands.
- + This allowed for better traceability, but the information still ended up locked in a filing cabinet. Should we trust one organization to honestly oversee such a wide, complex operation?
- + Today the industry has shifted to a distributed ledger system, which means every movement is digitally tracked, encrypted and added to an open-source ledger for everyone from the miner to the customer to see. Multiple actors must confirm that the exchange took place in order for it to be added to the ledger. This way, the database is collectively fed, managed and monitored by an entire ecosystem, with no need to trust a single entity with all that information and power.

Through that process, every one of the diamond's movements becomes its own “**block**” of encrypted information—location, time, trader ID, size—in a “**chain**” of decentralized records. Hence, blockchain.

Building a fairer world

For Brian, this rise in blockchain popularity hearkens back to the early days of the internet—it's a huge opportunity to put trust back in a decentralized system.

One project he's particularly excited about is using blockchain to allow refugees in camps to open businesses, keep track of health records and confirm an open-source, paperless identity.



WATCH

Brian explains: “What is Hyperledger?”



NUDGE YOUR WAY TO A MOONSHOT



Behavioural economists Kelly Peters and Nathaniel Barr shared their insights into how small interventions, or nudges, can encourage people to behave in a desired way.

Kelly Peters

CEO AND CO-FOUNDER,
BEWORKS
@KELLYBEWORKS

Nathaniel Barr

PHD SCIENTIFIC ADVISOR,
BEWORKS
@BARRNATHANIEL

“TO COUNT AS
A MERE NUDGE,
THE INTERVENTION
MUST BE EASY AND
CHEAP TO AVOID.
NUDGES ARE NOT
MANDATES. PUTTING
FRUIT AT EYE LEVEL
COUNTS AS A NUDGE.
BANNING JUNK FOOD
DOES NOT.”

— EXCERPTED FROM THE
BOOK *NUDGE: IMPROVING
DECISIONS ABOUT HEALTH,
WEALTH AND HAPPINESS*, BY
RICHARD H. THALER
AND CASS R. SUNSTEIN

Want someone to budge? Try a nudge:

1. **ANCHORING:** WE LIKE NUMBERS

People can be influenced by numerical information, even otherwise insignificant numbers, which can sway judgements such as the perception of value.

2. **SOCIAL PROOF:** WE TEND TO DO WHAT OTHER PEOPLE DO

When people act one way, we often choose to act the same way. This is especially true when we are uncertain about a decision.

3. **PLEDGE:** WE LIKE TO KEEP PROMISES

Having people make a pledge to complete a specific action increases their likelihood of complying.

4. **IMPLEMENTATION INTENTIONS:** WE TEND TO STICK TO A DETAILED PLAN

People are more likely to complete a behavioural task if they create a detailed plan for how they will accomplish it.

5. **CONCRETIZATION:** WE LIKE IT TANGIBLE

Framing abstract concepts as concrete examples can help people understand and remember them, ultimately leading to the desired behavioural change.

6. **PRECOMMITMENT:** WE’LL DECIDE NOW TO SAVE TOMORROW

Asking people to commit to a future action in the moment increases the likelihood that they will complete that action.







RULES FOR ROBOTS

Ian Bernstein grew up building robots, dreaming of one day making them as responsive, useful and distinctive as *Star Wars*' R2D2 or *The Jetsons*' Rosie. Fiction became reality when he paired with Disney, transforming his interactive Sphero 2.0 robot into a smartphone-controlled, story-enabled BB-8 droid complete with a swivelling head, whimsical personality and all the right bleeps and bloops.



Ian Bernstein

FOUNDER AND CHIEF TECHNOLOGY
OFFICER, SPHERO
@AROBODUDE

“AFTER SHIPPING OUT MILLIONS OF ROBOTS, WE’VE LEARNED HOW PEOPLE ARE USING THEM. PEOPLE ARE ACTUALLY DEVELOPING A RELATIONSHIP WITH THESE ROBOTS—THEY’RE HANGING OUT WITH THEIR ROBOTS.”

Ian’s 4 rules for robots:



1. ROBOTS MUST RELATE.

We already look for ways to add personality to robots, drawing faces on Amazon Echo and sharing secrets with Alex Reben’s BlabDroid. Robots made for our homes, workplaces and classrooms will become our companions, our confidants, even part of the family.



2. THEY SHOULD FEEL FAMILIAR.

When Bernstein added a head and eyes to his Sphero 2.0 robot, it became *Star Wars*' BB-8, the first app-enabled droid we could bring home and pal around with.



3. THEY MUST BE USEFUL.

For real. We don't want a buddy robot who follows us around all day telling us to eat better and clean up after ourselves—we want robots who can actually cook, clean up and teach us things.



4. THEY MUST BE MULTIPURPOSED.

Building robots requires high-cost materials. It's more practical and cost effective to have one robot perform multiple tasks, providing us with the ultimate advantage: the luxury of time.



WHAT IS AI ANYWAYS?

[HINT: IT ISN'T A ROBOT]

The impacts and opportunities inherent in artificial intelligence—hailed as having the potential to be a modern industrial revolution—remain undefined for even the most prominent thinkers on the subject.

This year, C2 and Element AI co-created Montréal's very first AI Forum. Explaining what's known about this emerging discipline, our roster of AI researchers, technologists, philosophers and entrepreneurs guided us through the possibilities of what the future might hold. They also covered the basics of what we know AI is (and isn't).



ARTIFICIAL INTELLIGENCE

IS A FIELD OF COMPUTER SCIENCE RESEARCH AND A FRAMEWORK THAT FOCUSES ON SIMULATING HUMAN INTELLIGENCE.

MACHINE LEARNING

IS AN AREA OF ARTIFICIAL INTELLIGENCE THAT FOCUSES ON THE ABILITY OF MACHINES TO LEARN FROM DATA.

DEEP LEARNING

IS AN APPROACH TO MACHINE LEARNING INSPIRED BY THE BRAIN, AND WHICH FOLLOWS DECADES OF WORK ON ARTIFICIAL NEURONS.

This ISN'T a takeover

Let go of your Skynet fears. According to Element AI co-founder Yoshua Bengio, we're still very far away from human-level intelligence.

HERE'S THE TYPE OF SCENARIO THAT AI IS JUST STARTING TO GRASP:

SAM WALKS INTO THE KITCHEN.

SAM PICKS UP AN APPLE.

SAM WALKS INTO THE BEDROOM.

SAM DROPS THE APPLE.

WHERE IS THE APPLE? IN THE BEDROOM.

Basically, AI is a toddler

That said, research is still moving at breakneck speed. In fact, Element AI's deep learning luminary, Yoshua Bengio, claims that even if we stopped all research today, it would still take us more than 10 years to reap the benefits of all the progress and tools we've made so far.

The next AI milestone: INTUITION

For now, algorithms think in fairly superficial ways, requiring structured human supervision and answers in order to learn—that's what deep learning is trying to change. Apple co-founder Steve Wozniak said he thinks humans are still a few leagues ahead.

"AI is a vague category," he said under the 360 Big Top. "It's not like a human brain. It's a super-fast specialist that follows a particular instruction. We're very far from *artificial intuition*, which would replicate the uniquely human ability to select a problem to be solved and choose the methodology to be used."

It IS capable of most human tasks

A new method associated with deep learning is now mimicking the way we teach humans—starting with sixth grade math before leaping to computational logic. It's called curriculum learning and has led scientists like Yoshua to believe that most human tasks and knowledge could be replicated.

"There's no reason to believe that we will not be able to understand the kind of principles that make us intelligent, and build machines based on those principles," he said.

It ISN'T a robot

Though it may be tempting to imagine AI taking the form of your very own R2-D2, that's not quite what we're dealing with. While AI is software that's capable of learning and improving, robots are simply a physical shell that acts and reacts in accordance with software that may or may not be intelligent and self-learning.

A TIMELINE OF COMPUTING

Naveen Rao's visions for an AI future had us start from the beginning. "We've always built computers for some reason," said the computer architect and neuroscientist. So while his team at Intel is coming up with new ways to deploy deep learning processes on a real-world scale, he spoke at length about computer history's leaps and bounds.



Naveen G. Rao

VICE PRESIDENT AND
GENERAL MANAGER,
ARTIFICIAL INTELLIGENCE
PRODUCTS GROUP AT INTEL
[@NAVEENRAO](#)

"[AI IS] LITERALLY APPLICABLE TO ANY DATA PROBLEM—AND EVERY PROBLEM TODAY IS A DATA PROBLEM."



Did you know?

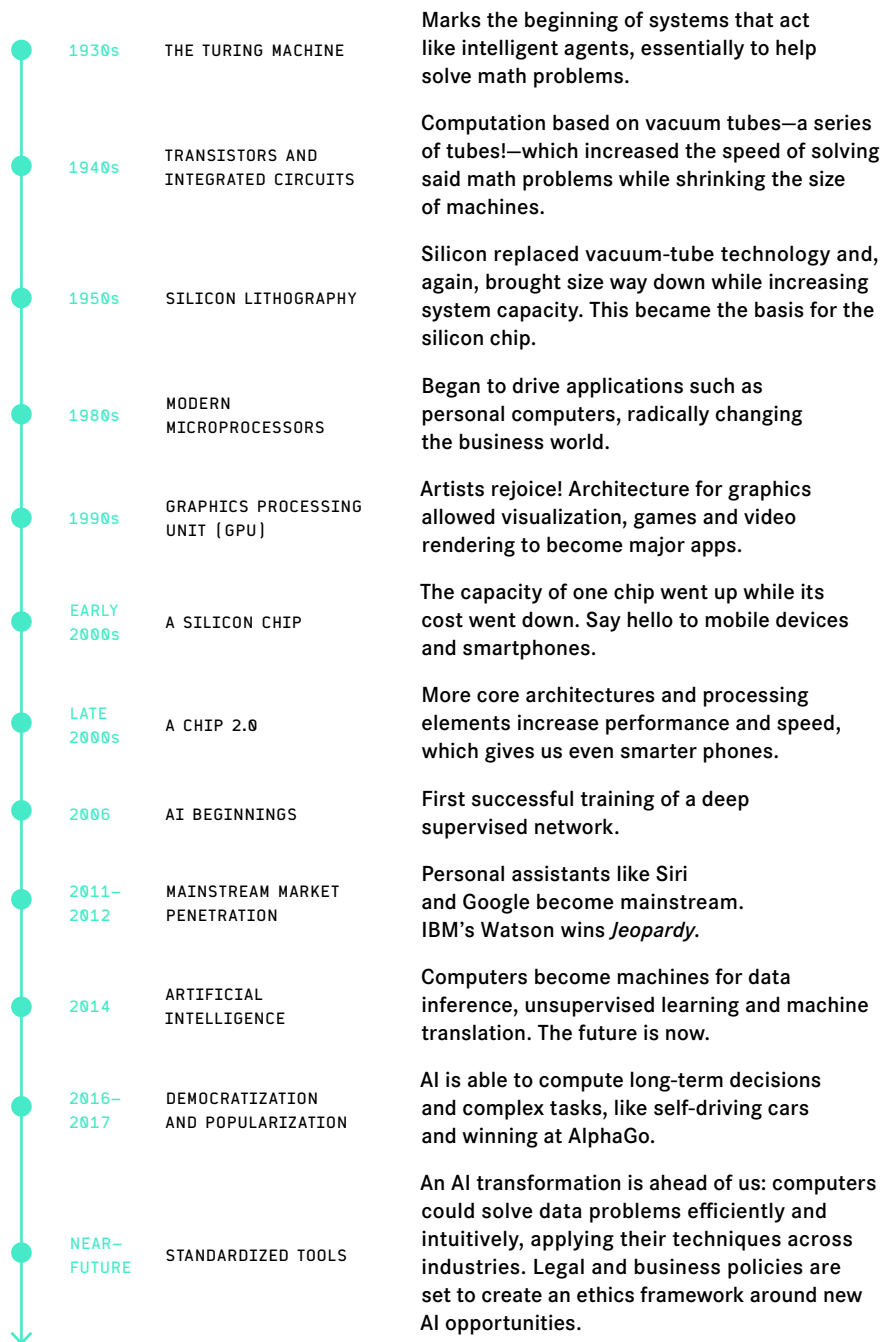
FUTURE EXPONENTIAL INCREASES IN COMPUTING POWER (AND DECREASES IN COST) WERE PREDICTED WAY BACK IN 1965. WATCH INTEL'S 50 YEARS OF MOORE'S LAW UNFOLD BEFORE YOUR EYES.



The Canadian AI ecosystem is:

160+ AI-FOCUSED STARTUPS
15 MAJOR RESEARCH GROUPS
1,300+ RESEARCHERS AND COLLABORATORS
\$1 BILLION IN PUBLIC AND PRIVATE INVESTMENTS IN 2016 ALONE
800 PHD STUDENTS SET TO GRADUATE IN THE NEXT FEW YEARS





THE REVOLUTION WILL BE INTENTIONAL

From an unpopular field of research to one of the most talked about technologies worldwide, advances in artificial intelligence are bringing us into uncharted territory. Element AI co-founders Prof. Yoshua Bengio and Jean-François Gagné challenge us to see where we fit in and how to harness these new opportunities.



“WE’RE EARLY DAYS, AND THAT MEANS THAT WE CAN SHAPE THE FUTURE. WE CAN USE THIS TO CREATE POSITIVE CHANGE INDIVIDUALLY, BUT ALSO COLLECTIVELY.”

— JEAN-FRANÇOIS GAGNÉ

Jean-François Gagné

CO-FOUNDER AND CEO,
ELEMENT AI
@JFGAGNE

Prof. Yoshua Bengio

CO-FOUNDER, ELEMENT AI &
DIRECTOR, MONTREAL INSTITUTE
FOR LEARNING ALGORITHMS

A new kind of industrial revolution

Yoshua and J-F’s first forays into AI were, shall we say, under-appreciated. Yoshua’s students refused to participate in his pioneering research and J-F felt the room temperature drop every time he mentioned AI. Today, they’re at the forefront of an entirely new kind of industrial revolution—one centered around the extension of our cognitive power, as opposed to mechanical power. And rest assured, it will be no less transformative.



Breaking news

WSJ: “ELEMENT AI
RAISES [US]\$102
MILLION AS NEW
LEARNING MODEL
SPARKS INTEREST”

READ MORE



Yoshua is helping create the biggest concentration of AI researchers in the world. Dig into JF’s updated map of the Canadian AI ecosystem, first revealed on the C2 stage.



Programming intuitive knowledge

If you ask Yoshua, intelligence is about being able to make good decisions in many different contexts; it's about knowledge. Yet since the 1950s, researchers have struggled with the same question: How do you put knowledge into computers? For decades, they focused on filling them with encyclopedic knowledge. But, said Yoshua, a lot of knowledge is intuitive. Let computers acquire that knowledge themselves. Here's what we need to make that happen:

1. Data—lots of it.
2. Flexible models to adapt to different data sources and structures.
3. Computing power to churn through all that data.
4. Computational efficiency, to provide answers quickly.
5. Powerful models and principles for structuring knowledge and context, so it can identify a cat without needing its DNA.

We need a new playbook

With big companies monopolizing most of the talent and resources needed to develop AI, J-F said we're at serious risk of deepening social, economic and technological divides. The entire ecosystem needs to proactively work towards creating an AI framework that benefits one and all.

STARTUPS

Disrupt, empower and create new markets and industries.

GOVERNMENTS

Invest in research, foster talent and create policy to help us navigate our relationship with machines.

YOU

Ask questions, spark conversations and decide how you want to interact with machines in the years to come.

“SOMEONE CAN BE REALLY INTELLIGENT IN ONE DOMAIN, BUT REALLY STUPID IN ANOTHER—THAT'S THE KIND OF AI WE HAVE RIGHT NOW.”

— PROF. YOSHUA BENGIO



PROGRAMMING MORALITY

As AI brings us closer to the line separating computers from humanity, we seem to instinctively feel the need to compare and define the very essence of what makes us human—to pick sides. According to Google's Blaise Agüera y Arcas, this is not only frivolous, but also dangerous: it makes us defensive of an increasingly obsolete human vs computer binary, allowing us to avoid the real issues at stake: employment, privacy, health, democracy and deep-rooted biases.

Blaise Agüera y Arcas

MACHINE INTELLIGENCE LEAD,
GOOGLE
[@BLAISEAGUERA](#)

Embedding our own biases

There are nine things Blaise believes we should be thinking about when it comes to understanding the implications of “robo-ethics,” a term coined by Gianmarco Veruggio that describes “the morality of how humans design, construct, use and treat robots and other artificially intelligent beings.”

- | | |
|----------------------------|------------------|
| 1. UNEMPLOYMENT | 5. RACIST ROBOTS |
| 2. INEQUALITY | 6. SECURITY |
| 3. HUMANITY | 7. EVIL GENIUS |
| 4. ARTIFICIAL
STUPIDITY | 8. SINGULARITY |
| | 9. ROBOT RIGHTS |

No matter how we look at it, we're still the ones in control of where this all leads. This means we're faced with uncomfortable truths: that artificial stupidity, racism, inequality and a penchant for evil are coming from *us*.

So should we hold off on AI until we better understand its potential and the human shortcomings it might unleash? Blaise doesn't think so, since understanding isn't guaranteed to change much.

“I hate to be dark, but explainability and narrative is a bias we have. There's lots of evidence that we act in the world in ways that have nothing to do with explainability.”



READ MORE

Blaise writes about AI gone wrong and “Physiognomy's New Clothes” on Medium.



Who's programming whom?

Another thing to keep in mind: we're not the only ones doing the programming. Data can play a key role in shaping existing human biases.

Think of Facebook's algorithms: our clicks, likes and views have taught Facebook's AI that we respond most to emotional extremes. As a result, our social feeds and larger media landscape increasingly display polarizing content that leaves little room for nuance. This creates a skewed feedback loop with results that can be dangerous and dramatic.

"One of the things we have to think about when we design programs like these is that it's never done in isolation," said Blaise. "People are programmed as much as machines are programmed by us. A bit of tilt in one way or another will create a runaway effect."

"IT'S NOT POSSIBLE TO
PUT THE GENIE BACK
IN THE BOTTLE. IT'S
HOPELESS TO EVEN
TRY TO CONTROL THE
OUTPUT OF DATA
FROM AI, OR LIMIT IT.
WE HAVE TO CHOOSE
WHAT OUR VALUES
ARE AND DECIDE HOW
WE'RE GOING TO
DESIGN A FAIR AND
JUST SOCIETY."



THE POLICY CLOCK IS TICKING

The Obama administration released the “[AI, Automation and the Economy](#)” policy paper in December, 2016 and countries around the globe are working on similar initiatives to craft regulations for social welfare, ethics and job markets in response to evolving tech.

With policy-creating institutions notoriously slow to keep up with technological advances, however, many are still concerned that the impacts of artificial intelligence will outpace the framework that monitors and guides it. How might we be framing a reality we have yet to conceive?

Dominique Gautier

SENIOR PARTNER,
ROLAND BERGER
[@DOUMGAUTIER](#)

Terah Lyons

FORMER ADVISOR, WHITE
HOUSE OFFICE OF SCIENCE
AND TECHNOLOGY POLICY
[@TERAHLIONS](#)

Working across borders

One thing is clear, this is going to have to be a joint effort. While values and interests may be defined by such things as geopolitics and culture, data knows no national boundaries. Former Obama AI policy advisor Terah Lyons said one of the first steps towards shaping comprehensive policy is including as many voices as possible.

“Countries can experiment on their own, but these issues will impact humanity as a whole and have to be addressed collectively.”

Existing governance bodies like the U.N. or G20 could help us navigate these issues, using AI as an olive branch to renew collaboration and creativity amongst nations.

READ MORE

Terah was on Obama’s National Science and Technology Council subcommittee on Machine Learning and Artificial Intelligence, contributing to the “[Preparing for the Future of Artificial Intelligence](#)” report, available online.



“THE FUTURE IS NOT AHEAD OF US, IT’S
ALREADY HERE. IT’S TIME TO THINK OF HOW
TO HARNESS THE FULL POTENTIAL OF AI
WHILE PRESERVING OUR SOCIAL SYSTEM.”

— DOMINIQUE GAUTIER

Diversity as a key opportunity

Governments can’t be the only ones implementing new codes of conduct—private, union and civilian sectors need to pull their weight, too. According to Terah, this is especially true when it comes to diversity and inclusion. With the rise of AI, companies have a unique opportunity to build their teams with intention and a clearer understanding of how women and minorities were left out of previous technology booms.

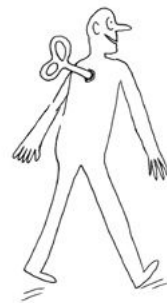
Making it happen now

Though the biggest breakthroughs in AI are still expected to take a few years, immediate action is necessary.

“Technology is not destiny,” said Terah. We’re still the ones who must decide how we want it to pan out.

While we stand on the cusp of a dramatic transformation in the way we work, communicate and move in the world, statistics show that 86% of Canadians still don’t really understand what the term AI implies.

Inevitably, those Canadians will be the ones defining policy, restructuring companies, teaching children, providing social services and looking for work, so the time is ripe to kick-start the conversation.



AI AND THE RISE OF HUMAN CREATIVITY

What will the creative consequences of the cognitive tech revolution be? What tasks will remain essentially human? To make AI a truly creative revolution, leaders from IVADO and Google Brain Group believe we need a change in cultural perspectives.

Valérie Bécaert

DIRECTOR OF PARTNERSHIPS AND
KNOWLEDGE MOBILIZATION, IVADO
@VBECAERT

Caroline Pernelle

ENGINEER AND PROJECT
MANAGER, IVADO
@CARO866

Benoit Perreault

GRAPHIC DESIGNER
AND MOTION ARTIST
@BEN_PERREAULT

Hugo Larochelle

RESEARCH SCIENTIST,
GOOGLE BRAIN GROUP
@HUGO_LAROCHELLE

More time to be creative

AI and robotics are poised to free us from the repetitive actions we do today, said Caroline Pernelle. It's a matter of strategizing about how to use them to make our lives better.

While the machines are crunching data sets, parsing through oceans of megabytes or manning the assembly lines, humans will have space to perfect their own innate skills: our creative drive and process, conceptualization, judgement, dreaming...

New team members

As one workshop participant noted, drone technology at events is "kinda becoming part of our teams." Getting those impossible camera shots or surveying the crowd with a drone is a task that was previously (and physically) out of reach.

Whatever cool new gadget comes next, it's time to have an open mind and think about what kinds of jobs AI and robots can help us with and to embrace their collaboration. "The big gap in AI is emotion," said C2 participant Ashley Stephens. "Once that gap is filled, AI will be part of our teams."



Cluster bucks

IVADO'S VALÉRIE BÉCAERT SAID SHE WELCOMED FEDERAL GOVERNMENT INVESTMENTS FOR INNOVATION "SUPERCLUSTERS," WHICH WAS ANNOUNCED IN THE 2017 BUDGET.

Some things will remain, some will change

Here are ideas from C2 participants on how AI will change their fields...

	ART	SCIENCE	EDUCATION	NEWS GATHERING
WHAT WILL STAY THE SAME	<ul style="list-style-type: none"> + Emotion + Creative drive + Conceptualization + Creative process 	<ul style="list-style-type: none"> + Peer reviews + Ethical rigour + Assigning value 	<ul style="list-style-type: none"> + You cannot replace a good classroom dialogue + Emotion + Personal feelings + Passion for learning + Humanities and literature + Providing context 	<ul style="list-style-type: none"> + Going to the source + Storytelling + Sorting and synthesizing emotional information + Intuition + Following "leads" + Spot news
WHAT WILL CHANGE	<ul style="list-style-type: none"> + Disruption of artistic boundaries + Hybrid process + New tools in art practice + IP ownership 	<ul style="list-style-type: none"> + Predictions + Help to speed up scientific process + Interdisciplinary research + Lab testing + Knowledge management + Validation tools + Human error 	<ul style="list-style-type: none"> + Teachers as facilitators, coaches + Personalization of learning and education + Customized learning experiences + More affordable and available education + Tailored teaching styles 	<ul style="list-style-type: none"> + News prediction + Trendspotting + Entry level reporting + Fact checking + Reinforcement of the need for objectivity + Reinforcement of the need for authentication + Finding and linking background information

COULD AI MAKE HEALTH CARE MORE HUMAN?

To most of us, AI still feels vague and intangible. Health, on the other hand, does not. It's about as real, raw and universal as it gets. That's why when it comes to health and artificial intelligence, Dr. Jonathan Kanevsky considers us all experts.

He explored what health care might look like in a future near you...

"IF YOU'VE EVER BEEN SICK,
YOU'RE AN EXPERT."

Dr. Jonathan Kanevsky

PLASTIC SURGERY RESIDENT
AND MEDICAL INNOVATOR,
MCGILL UNIVERSITY
@JONKMD

FIRST THINGS FIRST:

AI is about data

So what are we working with?

- + Lab tests
- + Imaging
- + Genetics
- + Health records
- + EEG tests
- + Family history
- + Pathology
- + Biometrics
- + Lifestyle data
- + Conversations with doctors

Now imagine this...

After a weekend with your aging mother, you notice she's become uncharacteristically distracted and forgetful. Could it be early-onset Alzheimer's?

A weekend ski trip has gone slightly awry and you've broken your leg. What's next?

You're a 65-year-old woman who's been smoking a pack a day for decades. Suddenly, you're coughing up blood. Is it cancer?



KEEP TRACK OF AI'S PROGRESS

Follow Jonathan's health and AI blog.



How might AI help or hinder your experience?

Here's what workshop participants had to say...

+

Help

- + Diagnosis will likely be quicker, less intrusive and unaffected by long hours and understaffing.
- + AI would create a data circle, providing more data for future diagnoses and more accurate diagnoses thanks to wider data sets.
- + Doctors will spend less time reading scans and more time interacting with patients one on one.
- + With more efficient triage, a clearer sense of the tests needed and quicker treatment plans, the entire system will be more cost efficient.
- + There are likely patterns and anomalies that AI could spot that would be hard to see with the human eye.
- + AI could reduce the years of training necessary for certain branches of medicine and give us access to more doctors and specialists.
- + We could focus health care efforts on education and prevention of pre-existing conditions.

×

Hinder

- × Could underlying biases lead to misdiagnosis?
- × What if constant metrics and tracking lead to a loss of dignity and normalcy?
- × How would doctors manage the ethical burden that could come when dealing with difficult data like advanced genetic predispositions?
- × How would we ensure the security and privacy of such sensitive information?
- × Would we be able to recognize and diagnose new conditions?
- × What would be involved in retraining doctors to work with AI? Would they eventually forget essential skills?
- × How will we avoid discrimination on the part of insurance companies?



AI ON DRUGS

Medical researchers are using AI to find uses for existing drugs while bringing them to the patient at a faster pace.

Toronto's biggest Parkinson's clinic uses Watson—an AI platform for business—to analyze 15,000 already-approved drugs and see which ones can help Parkinson's patients. (It's called off-label drug use and it's not new, it's just being powered up in a major way.)

In just a couple of months, Watson identified six new drugs that could help; two may go to trial this year. Compare this ratio to the traditional way of bringing drugs to market, and the results speak for themselves.

Nathalie Le Prohon

VICE PRESIDENT OF
HEALTHCARE, IBM CANADA
@NATHLEPRO

Finding new drugs the old way

10 years

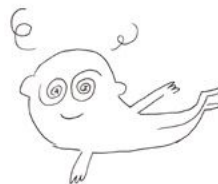
is the minimum time it takes
to discover a new drug.

1:10,000

is the ratio of drugs that actually
make it to clinical trial.

\$1 billion

is the cost of bringing a single drug
to market.



“PARKINSON’S
HASN’T HAD
A NEW DRUG
COME TO
MARKET
IN THE LAST
50 YEARS.
IN THE 1960S
WAS THE
LAST TIME.”



THE LIGHTSHOW SARAH ANNE JOHNSON, 2016
PRESENTED BY ARSENAL

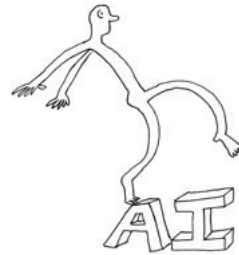
MIKAEL THEIMER



THINKING THROUGH YOUR AI PROJECT

With artificial intelligence front of mind, it can be tempting to see this emerging technology as a solution to all of your business woes. But tread lightly: AI can be finicky, expensive and requires talent and technological expertise that's hard to come by.

Before investing your time and money, here are a few questions to ask yourself, courtesy of Element AI co-founder Jean-François Gagné.



- + WHAT DATA WILL YOU NEED?
- + HOW WILL HUMANS INTERACT WITH YOUR AI?
- + WILL ADDING AI MAKE YOU MORE COMPETITIVE?
- + WILL ADDING AI DISRUPT YOUR MARKET OR INDUSTRY?
- + WILL IT ALLOW YOU TO CREATE NEW MARKETS?







Brad Keywell

CEO, UPTAKE
@BRADKEYWELL

"MY CHALLENGE TO
YOU IS TO LISTEN
TO YOUR SENSES, TO
QUIET THE NOISE THAT
IS SURROUNDING YOU."

After a demoralizing, "extreme" business failure early in his entrepreneurial journey, Brad Keywell rebounded by learning to listen to his intuition. "It's not about what happened, it's about what's next."

And what happened next? He founded 14 more companies (including Groupon), employs some 15,000 people around the world and has rung the Nasdaq Stock Market bell. Twice.





📷 ALLEN MCEACHERN









DIGITAL SKIN MATEO MOUNIER, MONTRÉAL (2016)
PRESENTED BY CHROMATIC





POWERING GROWTH IN A DIGITAL WORLD

PERSPECTIVES FROM INNOVATION REALIZED 17

Set under two circus tents perched at the edge of a wharf near San Francisco, Innovation Realized 2017 (IR17) brought more than 250 chief innovation, digital and strategy officers, disruptors and thinkers from 20 countries together in April to answer a burning question: How will disruptive innovation fuel radical growth in a global, digital world?

Convened by EY in collaboration with C2, the IR17 environment and experience was designed to encourage conversations, create connections and spark new ideas.

Participants expressed the need for a dual approach that integrates seemingly opposing factors to meet the demands of today and the requirements of the future.

Automation and human capacity

Artificial intelligence, the Internet of Things, blockchain—these are some of the disruptive technologies changing the world. They are reducing market frictions and inefficiencies. And they are allowing companies to develop new products and services that delight their customers.

But in the race to innovate, automate and streamline, companies must be mindful of the human implications, and create a culture shift from “automation or human” to “automation and human.”

The evolution of digital technology should be framed as a potential partnership in which humans and automation work collaboratively toward a common goal—AI augmenting human ability.



WANT MORE

Dig into the [IR17 insights magazine](#)

Companies often spend so much energy on the content of technology change (e.g., AI or blockchain) that they sometimes lose sight of what's most important: shifting mindsets and leadership principles to cultivate human capabilities.

After all, humans have one thing that technology never will: an enormous capacity for imagination. What's disruptive is having the creativity to connect the seemingly disconnected.

Organization and organism

Like an organism, companies must have a number of receptors to sense their market environment. Just as humans rely on the billions of bacteria in each of us to create our own, functioning physiological ecosystem, companies must be permeable to outside innovations and innovators. Ask yourself: how can your organization be a good host organism to innovation?

A dual strategy

Due to the unprecedented pace of change, companies need to have a dual strategy: one that focuses on transforming the organization in light of today's technology to operate successfully in a digital era while positioning the organization to seize the upsides of the digital disruptions on the horizon.



What's after what's next?

EYQ is an EY think tank generating future-looking insights with diverse perspectives delivered in new and innovative ways through content, convening and conversations.

EYQ helps organizations seize the upside of disruption by generating new insights and bringing together business, the public sector and academia to challenge entrenched thinking, shift perceptions and help catalyze change.

By asking better questions around megatrends and other disruptive forces impacting the global economy, we tease out more creative answers.





YOUR “AH-HA” MOMENTS



In the feedback survey, thousands of you were kind enough to answer the most important question of all:

“WHAT IS THE ONE INSIGHT YOU WOULD SHARE WITH YOUR TEAM ON MONDAY MORNING, BASED ON WHAT YOU HAVE LEARNED AND EXPERIENCED AT C2?”

Here are the key insights you shared with us, along with a few of our favourite answers:



Be human...

Don't lose focus on the human element of business. It's time to stop seeing customers as clients and employees as resources, and instead recognize they're all people with all the complexities that entails.

Put people at the centre of change.

We must stop thinking with our brains and with data. Beauty and emotions also fuel change.

([Dror Benshetrit](#))



...because machines are taking over

The omnipresence of artificial intelligence in all fields.

AI is more than self-driving cars.

How AI can be applied to smaller businesses which do not have too much data to work with. Companies have to carefully analyze supervised and unsupervised learning possibilities of AI before implementing the system.

Machines are programmed to use a specific method, but only the human can decide which method to employ.



Be authentic

Seeing every problem through the lens of feelings is a strength, not a weakness, I have in business.

Go out on a limb; do what you're passionate about. That's the only way to accomplish great things.

Transparency is innovative.



Collaboration fosters innovation...

Let's share our knowledge instead of just keeping it for ourselves.

Collaboration is more profitable than competition.

“It takes a village to raise a startup.”
([Harley Finkelstein](#))

Try to encourage everyone to participate in the conversation and advise them that their contributions and comments are important.



...and so do collisions

We are all “slashers.” ([Linda Boff](#))

Look to parallel verticals for insights into your own.

Discovering customer pain points from other industry principals.

Meet and confront ideas with businesses we don't usually connect with.

Learned that sometimes just diving in and working creatively on a problem that isn't one you face in your job can still help you think about ways to attack your problems creatively.



Question everything

Importance of field work. You cannot stand for what you don't understand. ([Amanda Hill](#))

Reverse the questions being posed to you; do not accept answers at face value. Reflect on the information.

The increasing importance of uncovering hidden bias.



Get out of your comfort zone

There is value in changing your environment and overwhelming your senses to provide a different perspective on a challenge or a problem.

The [Sky lab](#)! The entire group was pushed out of their comfort zones—a little bit of fear creates a space for great conversation.

Organizing simple activities like eating together, going on a boat ride or building something with our hands.

When we are open minded and get uncomfortable, we learn more.



Take risks

You can innovate regardless of your department, just take a look back at how you work and how you can improve. And spontaneous risk is manageable with minimum guidelines.

Do something that makes your palms sweat!



Build a strong structure and culture

The importance of creating a feeling of belonging among our employees towards our business.

Following Valérie Pisano's talk about talent and culture in the workplace, I would definitely share her innovative ways to engage employees and to ensure their satisfaction.

Importance of team culture on overall company results.



Just do it

Everything is possible for those who have the courage to follow through on their ambitions.

The difference between a crazy idea and actually doing it is audacity! Let's try, experiment and give ourselves a licence to dream.

If you don't try, how will you ever know if you are a flying squirrel...

Relentless experimentation. Don't plan out your strategy—let the audience tell you what works. ([Laura Henderson](#))



Change your lens

A lot can be learned by approaching problems from the left or right instead of head on.

Open your eyes and look around to see what's being done. There are so many beautiful things.

Need to diversify sources of ideas.

Maintaining a broader perspective in all things.

To push to be creative and look at things with a different lens! To make mistakes and not be afraid to fail!

Look further than the project you are working on. What's the context? In which city?



Find your purpose

What purpose do we have as an organization and how can we better communicate this to our employees/clients?

Think of ways to be useful and insightful versus making money or achieving sales.



Think big...

Go to the Moon!

There are no limits.

We must think bigger than what we currently think.



...but also think small

As weird as that may sound, a key takeaway for me is that we must think small and think local because people are looking for authentic experiences.

Simplify.

Thinking differently about the details can make a world of difference.

The GE speaker helped influence how to think about my own, old institution as a "startup." ([Linda Boff](#))



Value trust...

Trust battery concept. ([Harley Finkelstein](#))



... but most importantly, trust yourself

Much of what I heard at the conference validated those ideas that I felt were good pathways to pursuing our business goals.

I can share with my team that the methodologies and approaches our company uses to tackle real business problems is NOT something weird or wrong. During C2, I was able to see that other organizations and thought leaders use very similar approaches to turn ideas into solutions (but they may simply make it more "fun" and "creative").

We are on the right path with our core innovation program. It may feel disruptive and uncomfortable to some right now, but that tells us we are on the right path to stretch ourselves and grow. We need to stay the course and eventually innovation will become our new normal.



Learn to tell compelling stories

Stories connect. We must tell stories to share successes, inspire innovation and nurture collective humanity.

Use narrative (storytelling) to translate strategic objectives, influence others and get buy-in from key stakeholders. ([Kyle Nel](#))

Stories change hearts and minds, and stories open wallets. ([Ben Boyd](#))

As a brand, you have to know your voice. ([Mindy Grossman](#))

Live online content creates a valuable sense of scarcity for your story. ([Randi Zuckerberg](#))



Craft relevant experiences

The importance of sound in our lives. ([Joel Beckerman](#))

"Only design if it brings an improvement to the human experience." ([Karim Rashid](#))

Building creativity rooms to meet with our clients... make it an extraordinary experience for them.



Get out and meet new people!

Always be connecting to new people. Get out of your shell and just get out there.



Be happy

Happiness = smiles frowns.

Or F3 = food, fun, friends ([Steve Wozniak](#))



On the importance of empathy

To put yourself in your client's shoes and think from the bottom up instead of often thinking from up to bottom.



On the role of youth

We have to get the youth more involved.

Teach our children to be job creators instead of job seekers. ([Muhammad Yunus](#))



VR is a thing. We don't know what it is yet, but it's a thing

VR is really settling in. Lots of interest in this area with regards to innovations.



Everyone can and should be creative, no matter the industry

Look for creativity traits when recruiting, even in software engineering.



On the role of business

Innovation combines business, art, food, design, music... business is part of life, so the burning issues (gender, refugees, climate change) have to be addressed through innovation.

The business world is part of the world, there is no distinction.

I was blown away (in a good way!) that a conference on tech and innovation ended with a call to innovators to use their talent to solve the refugee crisis.



We are at a tipping point

Change today is exponential. ([Kyle Nel](#))

That we are at a tipping point as a society. New ideas, technologies and a greater understanding and appreciation of what truly motivates and engages employees and teams will hopefully make for a healthier, more creative and adaptive working environment.

We are redesigning our world's operational system. ([Leonard Brody](#))



Montréal and Canada are the place to be

BASED ON WHAT I SAW IN MY MEETINGS WITH INTERNATIONAL BUSINESSES AT C2 MONTRÉAL, THIS CITY IS BECOMING AN INTERNATIONAL HUB KNOWN FOR THOUGHT LEADERSHIP IN CREATIVITY, INNOVATION AND EVENTS.

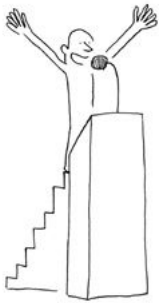
MONTRÉAL IS A PLACE TO KEEP ON OUR RADAR FOR STARTUPS.

THE FUTURE OF AI IS IN CANADA, AND WE'RE BUILDING IT RIGHT NOW.

READ MORE IN FORBES:

["THERE'S AN AI REVOLUTION UNDERWAY AND IT'S HAPPENING IN CANADA."](#)





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Jonathan Tep
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COORDINATOR—
TRANSPORTATION
Line Daigneault

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ASSISTANT— HEALTH & SAFETY Patti Flanagan

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WATCHOUT OPERATOR— 360 BIG TOP Jimmy Lakatos

LIGHT OPERATORS Benoit Gromko Jonathan Lewis Arnaud Belley-Ferris Jonathan Dupuis Julien Blais Savoie

HEAD ELECTRICIANS— PRODUCTION Benoit Gromko Michel Pilote

COORDINATORS— LOGISTICS Amélie Pichon Emmanuel Grangé

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Jean-François Lapointe
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PARTNERSHIPS
Julien Binoux
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PHOTOGRAPHERS—
PARTNERSHIPS
Félix Renaud
Hugo B. Lefort

PHOTOGRAPHERS
Agnieszka Stalkoper
Allen McEachern
Ariane Bergeron
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Roxane Kégle-Demers
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**Those who made us dance,
laugh, cry, sing and reach
for the stars**

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Milan Panet-Gigon
Sophie Breton
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SPECIAL EFFECTS

Maxime Martin

MUSICAL ACTS ON THE PLAZA

Bonbon Kojak (Moonshine)
Félix Noé (Moonshine)
Gabe Price (Moonshine)
Gabriel L.B. Malenfant
Gayance
Nik Olson
Odile Myrtil (Moonshine)
Thomas Von Party
Verrieux Zile (Moonshine)
Yo Miu
Walla P.

MUSICAL ACTS IN THE FORUM

Chromeo (Dj set):
Patrick Germayel &
David Macklovitch
Sofi Tukker (Dj set):
Sophie Hawler-Weld &
Tucker Halperm
Dj Nino Brown

MUSICAL ACTS IN THE AGORA

Trio Hugo Mayrand:
Hugo Mayrand,
Jérôme Beaulieu,
Maude Bastien
Simon Dénizart Trio:
Simon Denizart,
Jeanne Corpataux,
Simon Bellemare
Jazzamboka:
Elli Miller-Maboungou,
Émile Farley,
Félix Leblanc,
Noel Mpiaza
Men I Trust:
Dragos Chiriac,
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Alessandra Mantovani
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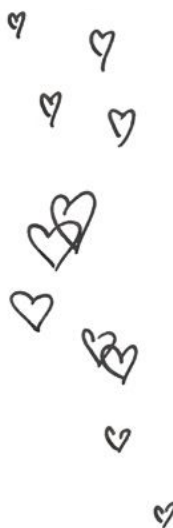


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**All of those who set up
and tore down**

**And all of those who
otherwise participated
in the sum or parts of
C2 Montréal 2017**

YOU KNOW WHO YOU ARE.

AND A HUGE, HUGE THANK YOU TO

OUR PARTNERS

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SPECIAL THANKS

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Next year, we're going back to C2's (still green) roots, back to the core of what it means to be a transformative leader.

In 2011, when our founders put those two C's—Commerce and Creativity—together, they were making worlds collide. Today, creativity is widely recognized as a key skill for any leader or organization hoping to survive, much less innovate. This is no longer just a collision: it's the foundation upon which prosperous businesses are built.

Now more than ever, we believe that it's at the intersection of commerce and creativity that we'll find innovative and actionable solutions to the challenges of our times.

What other collisions should we be encouraging? What revolutionary new ideas could erupt from a spark between seemingly conflicting industries, organisms and interests?

OUR THEME FOR 2018



Engineering new connections to re-energize and retool leaders

Throughout the seventh edition of C2 Montréal—May 23–25, 2018—we'll be encouraging Transformative Collisions across five cross-industry tracks:

LEADERSHIP

Cultivating innovation

Embracing creativity and empowering teams to realize bold visions for a prosperous and inclusive future.

TECHNOLOGY

Engines of change

Big data, AI, Hyperloop and other game-changing technologies and self-fulfilling prophecies.

MARKETING AND MEDIA

Stories and truths

Innovative brand experts, broadcasters, retailers and storytellers exploring new ways of reaching and engaging tomorrow's consumer.

ART AND DESIGN

Making sense of the world

Taking inspiration from artists, designers and architects who dedicate their lives to shifting perspectives and expanding our universe.

IMPACT

Multiplying our positive effect

Rising to the challenge and seizing the opportunity, as leaders, to bring about real change.

We already live in a world of collisions. This is a gift: we must continue to encourage shock and face it with openness, courage and humility. Collisions, we believe, are the antidote to cynicism. By allowing us to re-envision the world, they create new ground that we can build on together.

**C2 MONTRÉAL 2018,
MAY 23-25.**

See you there.









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