



bluenove

Opening Organizations

Massive collective intelligence
for strategic insight

ABOUT US

.....

Our tech and consulting firm is:

**a Massive Collective Intelligence (MCI) pioneer,
an Open Innovation leader,
and an active player in Civic Tech.**



Founded in 2008



**Located in Paris
and Montreal**



**50+ consultants
and developers**



+200 customers



+400 projects



OUR MISSION

Support the organizations to create the greatest impact
by relying on large-scale collective intelligence



STRATEGY

Develop your capacity to analyze, plan and make strategic decisions.



TRANSFORMATION

Drive your organization's transformation by motivating and involving all stakeholders.



INNOVATION

Reinforce your capacity to innovate internally and externally.



CITIZEN PARTICIPATION

Foster debate for public decision-making.



STRATEGY

Develop your capacity to analyze, plan and make strategic decisions.

Tomorrow, the most efficient companies will be those that have transformed their decision-making process. bluenove helps public and private organizations collectively resolve complex strategic challenges. We design and run hybrid (digital and face-to-face) massive collective intelligence mechanisms, which mobilize all stakeholders (leaders, managers, collaborators, clients, partners and experts) over a short period of time (2-3 months).



TRANSFORMATION

Drive your organization's transformation by motivating and involving all stakeholders.

We believe in the benefits of dialogue and bringing together all internal and external stakeholders to drive a lasting, inclusive, operational and impactful transformation. With our clients, we develop the most adapted approach to collective intelligence for your organization's specific challenges, rhythm and culture.



INNOVATION

Reinforce your capacity to innovate internally and externally.

Innovation departments need to update their approach to foster new practices, reduce the time from idea to industrialization and move beyond an often overly "event-based" innovation strategy. We develop mobilization techniques that bring together all innovation collaborators and partners (e.g. startups and research specialists).



CITIZEN PARTICIPATION

Foster debate for public decision-making

We are motivated by the desire to recreate spaces for debates, digital and physical agoras that return public, citizen-centric dialogue to the heart of democracy. The challenge is to collectively imagine desirable futures and prepare the ground for public decisions. We therefore develop approaches that foster massive citizen participation to help solve societal issues at a local, national and international level, drawing on the collective intelligence of all stakeholders.

OUR SOLUTIONS



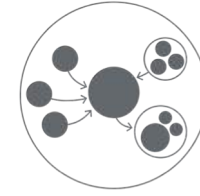
MASSIVE

We have an expertise to facilitate various sizes of audiences, both online and offline: from 150 “happy few” to 150,000+ participants.



FORESIGHT

Most of our insights are based on data, trends, benchmarks and qualitative weak signals.



ECOSYSTEMIC

We mobilize our open-innovation ecosystem from France, Europe and Africa to create tailor-made projects.



SHORT-TERM

Most of our projects have an average duration of 2-3 months. We create a distinctive momentum to accelerate your development.



EXPERIENCE BASED

We design immersive and interactive experiences by mobilizing multimedia-rich contents.



DIGITAL

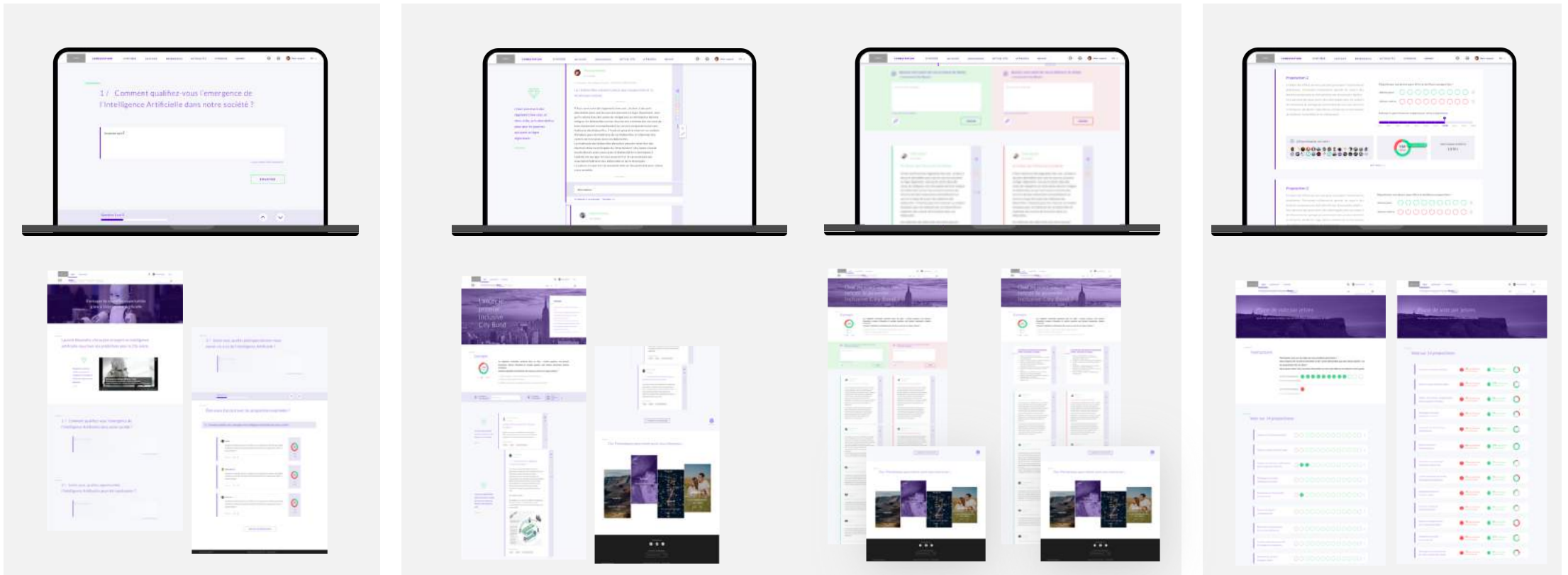
In order to reach as many contributors as possible, we use a multi-device digital platform to develop new digital ways of working.

OUR PLATFORM



Assembl is a collective intelligence technology and method

Assembl is based on two key elements: using different modules to facilitate dialogue and continuously structuring information using digital tools and AI (NLP).



OUR HYBRID APPROACH



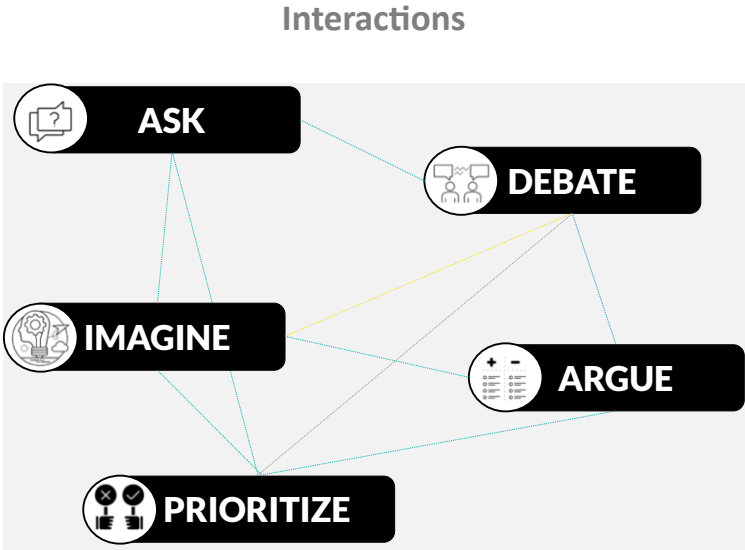
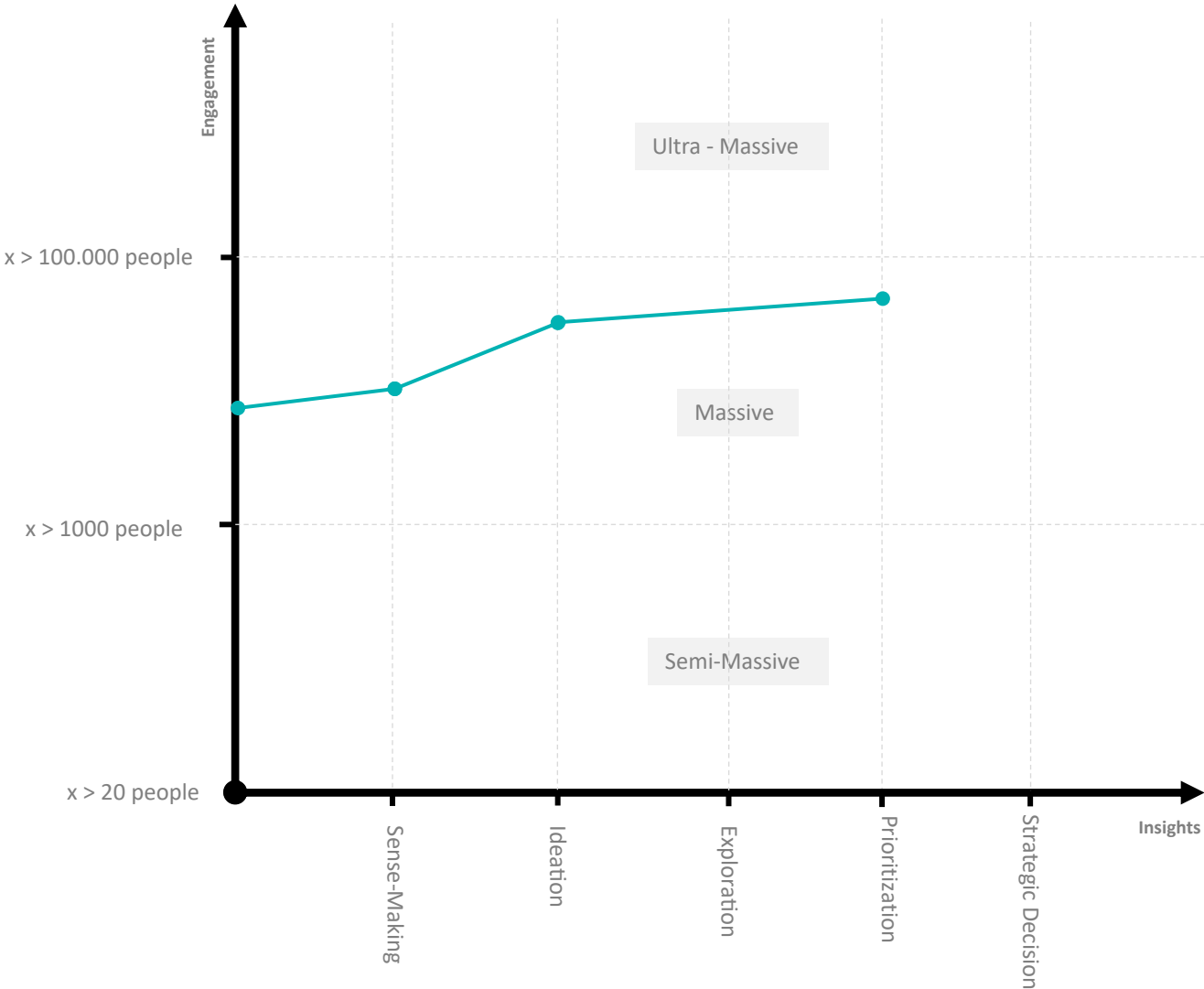
The digital experience extends over several weeks and mobilizes as many people as possible. Face-to-face sessions reinforce and enhance this digital approach. They may take the form of co-construction workshops, design fiction sessions (e.g. BrightMirror) or flash debates led by mediators and ambassadors. All the ideas expressed during these physical events are used to further enrich the contents on the digital platform.

Assembl

Our massive
collective intelligence
platform & method

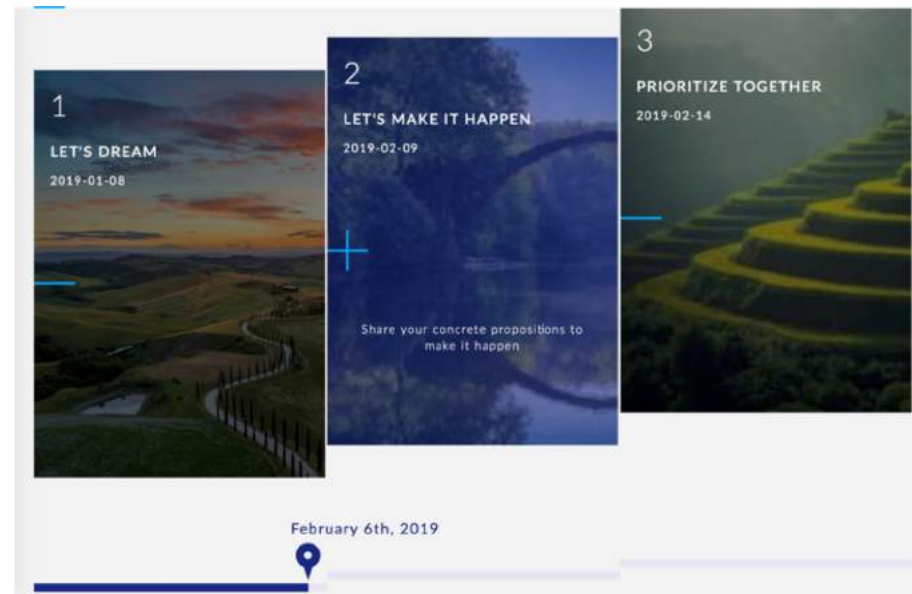
Massive collective intelligence is the capacity to mobilize communities on a large scale (hundreds and thousands of participants) around key challenges to co-create new solutions in a limited timeframe.

Configure your collective intelligence initiative: engagement, insights & interactions



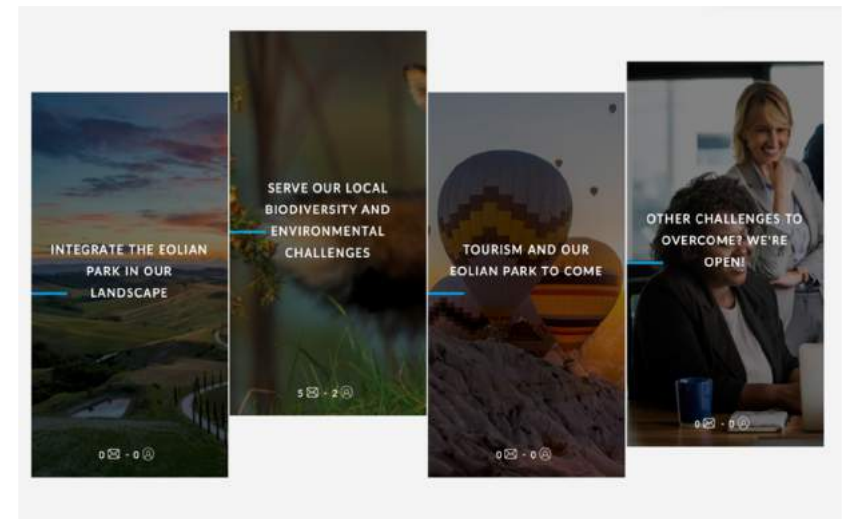
Co-construct several hundreds or thousands of solutions in response to a complex issue

- Easy contribution on mobile, computer and tablet
- Ability to debate, comment, request information in 1 click on any page
- Access to clickable summaries to join conversations at any time
- Several themes per phase, with their own lifecycle (all modules can be used / configured at any time)
- Configurable in minutes
- Analysable in 1 click by AI, augmented by human analysis for more qualitative tagging
- Multilingual in all languages (simultaneous translation for all user-generated content)
- Rich text + multimedia intensive
- Highest Security standards
- RGPD compliant



Multi-phase

Multi-theme



Assembl is a modular Web platform. It allows a variety of user interactions for Collective Intelligence

Different modules can be activated and combined on the online platform according to the objectives of the consultation.



IMAGINE

The **design-fiction module** where participants co-write positive fictional stories. They can insert urls, videos, pictures, gifs, etc. They can comment and augment the narratives of others and can start debating around the fiction.



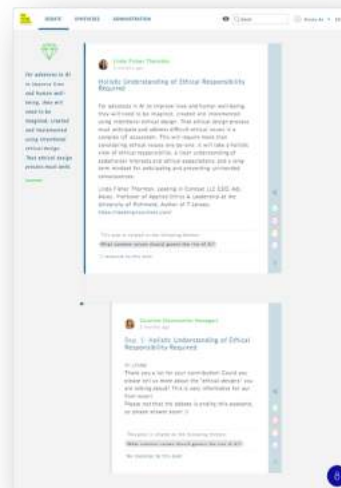
ASK

The **Open-question module** is the best way to start a consultation by collecting the concerns and issues people wish to express. The semantic clustering of answers helps crowdsource the themes of the consultation.



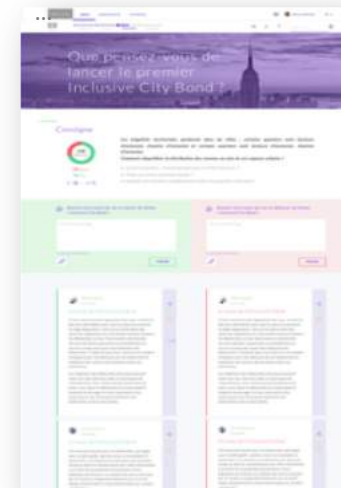
DEBATE

The **thread module** is based on a call for conversations between participants. It is based on a continuous process of mutual enrichment of ideas. Our taxonomy feature guarantees the best structural analysis of content.



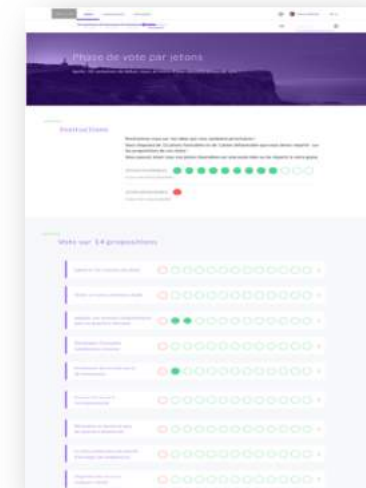
ARGUE

The **multi-column module** allows to concentrate the attention of participants on key criteria to be discussed. It is based on analytical canvasses: e.g. Pros & Cons, Short-term vs Long-term, Strengths & Weaknesses, or any other combination of 2 to 3 dimensions



PRIORITIZE

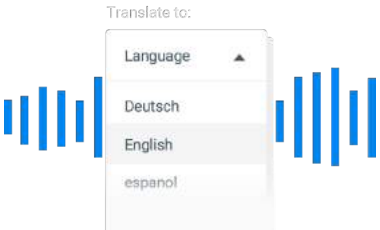
The **voting module** allows participants to prioritize ideas through positive or negative tokens. It is also possible to evaluate options through multi-criteria rating systems based on “wisdom of the crowd” (prediction markets).



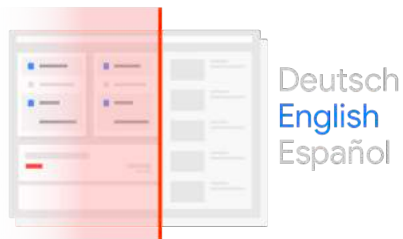
Our translation API to foster a global conversation



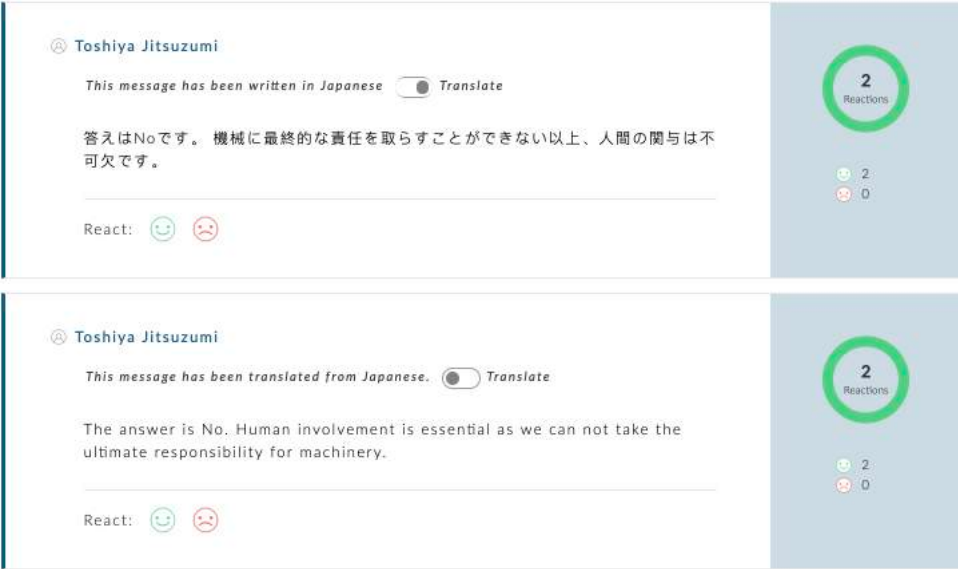
The Google Translation API's recognition engine supports a wide variety of languages for the Phrase-Based Machine Translation (PBMT) and Neural Machine Translation (NMT) models. These languages are specified within a recognition request using language code parameters as Google Translate provides them.



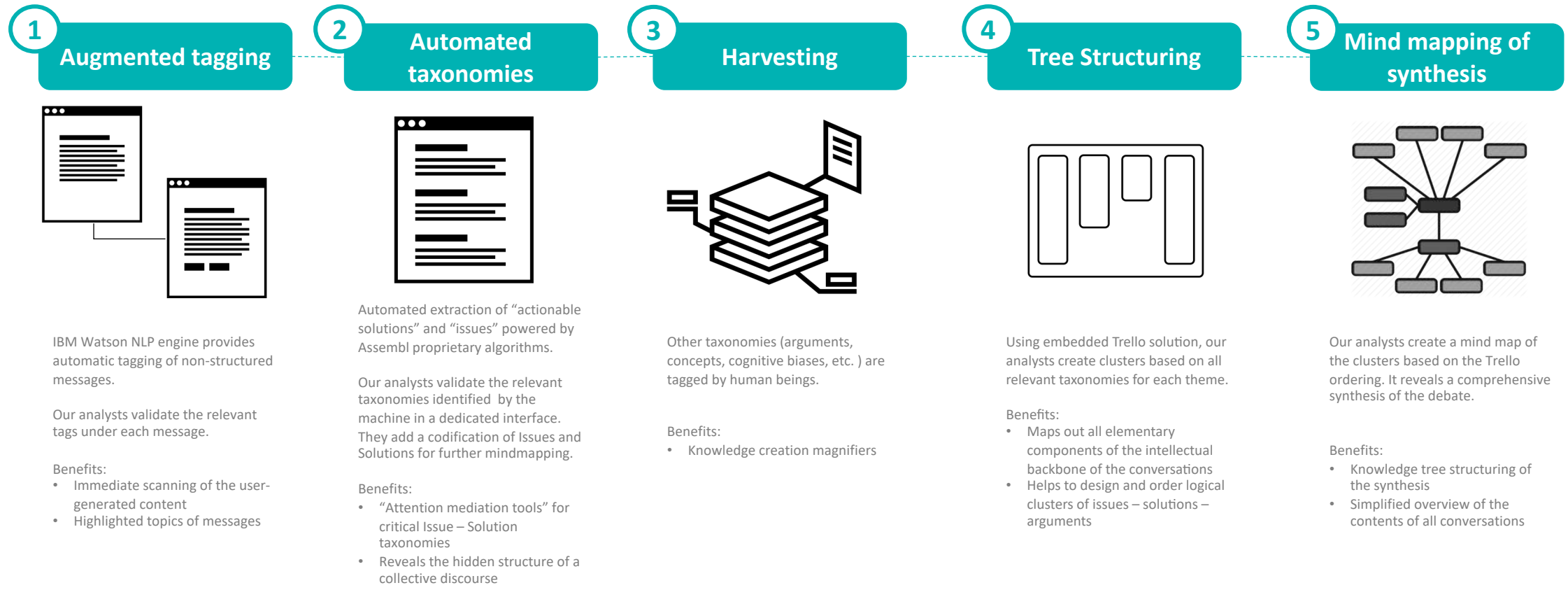
Translate many languages
Assembl has a specific Google Translate API to provide translation options for the contributions.



Language detection
Sometimes you don't know your source text language in advance. For example, user-generated content might not contain a language code. The translation API can automatically identify languages with high accuracy.



Our method : a combination of AI-enabled taxonomies + structured tagging + visual mapping



Enabled by



Augmented tagging

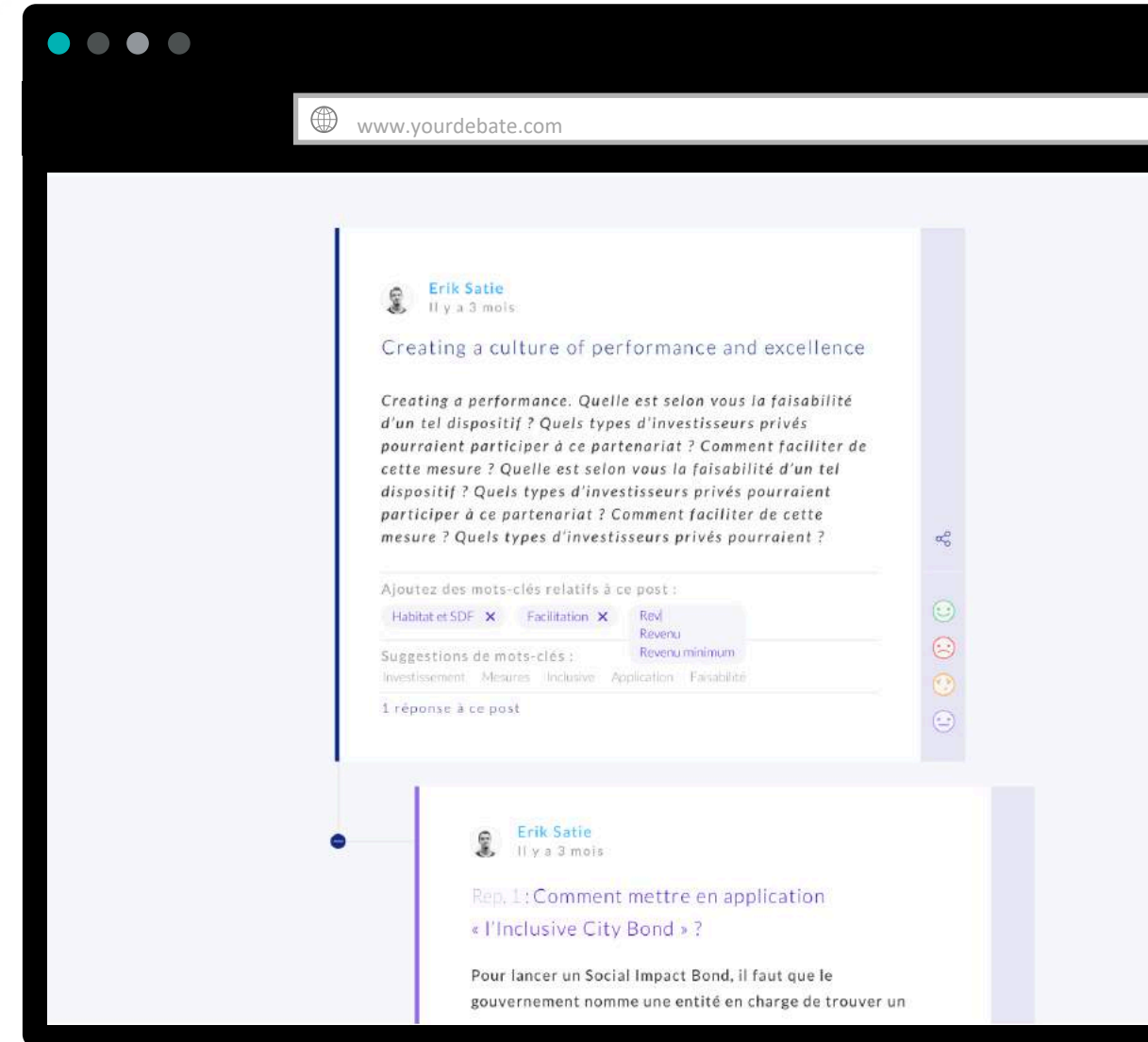
1

Automated tagging

How do we ease the reading of messages?

We developed a specific API with IBM Watson to augment our ability to label key contents in contributions.

1. Each contribution is analysed by IBM Watson which provides suggested keywords identified in the contribution (topics).
2. Our analysts validate and specify the list of tags (topics).
3. These tags are visible to any participant reading the contributions.



Automated taxonomies

2

Automated extract



How do we analyse thousands of messages and structure contents?

With INRIA (the French leading National AI Research Center) and the NLP company BigDatext, we developed a proprietary NLP algorithm aimed at automatically identifying “solutions” in a non structured text.

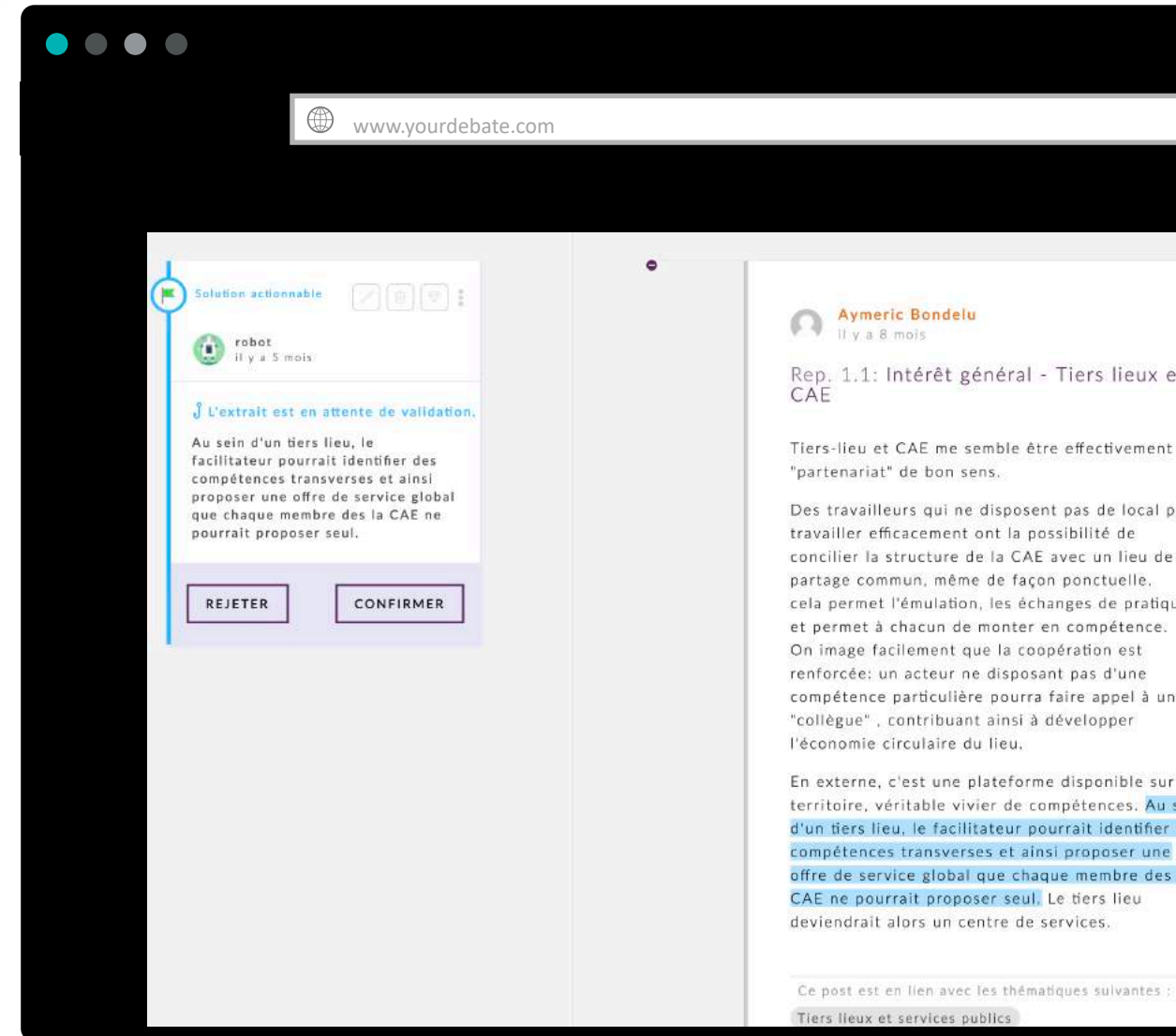
The algorithm systematically scans all unstructured texts (threads, responses to open questions) and highlights “actionable solutions” with a level of precision and recall ranging from 75% to 80% (maximum theoretical performance capped to 84% as 2 human beings do not reach 100% convergence on solution extraction).

Our analysts systematically validate the NLP selection.

We are currently developing the same category of NLP algorithm for the automatic harvesting of “issues”.

BIGdatext

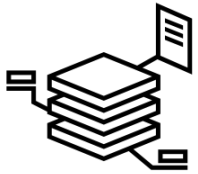
Inria



Structured taxonomies

3

Harvesting



Content:

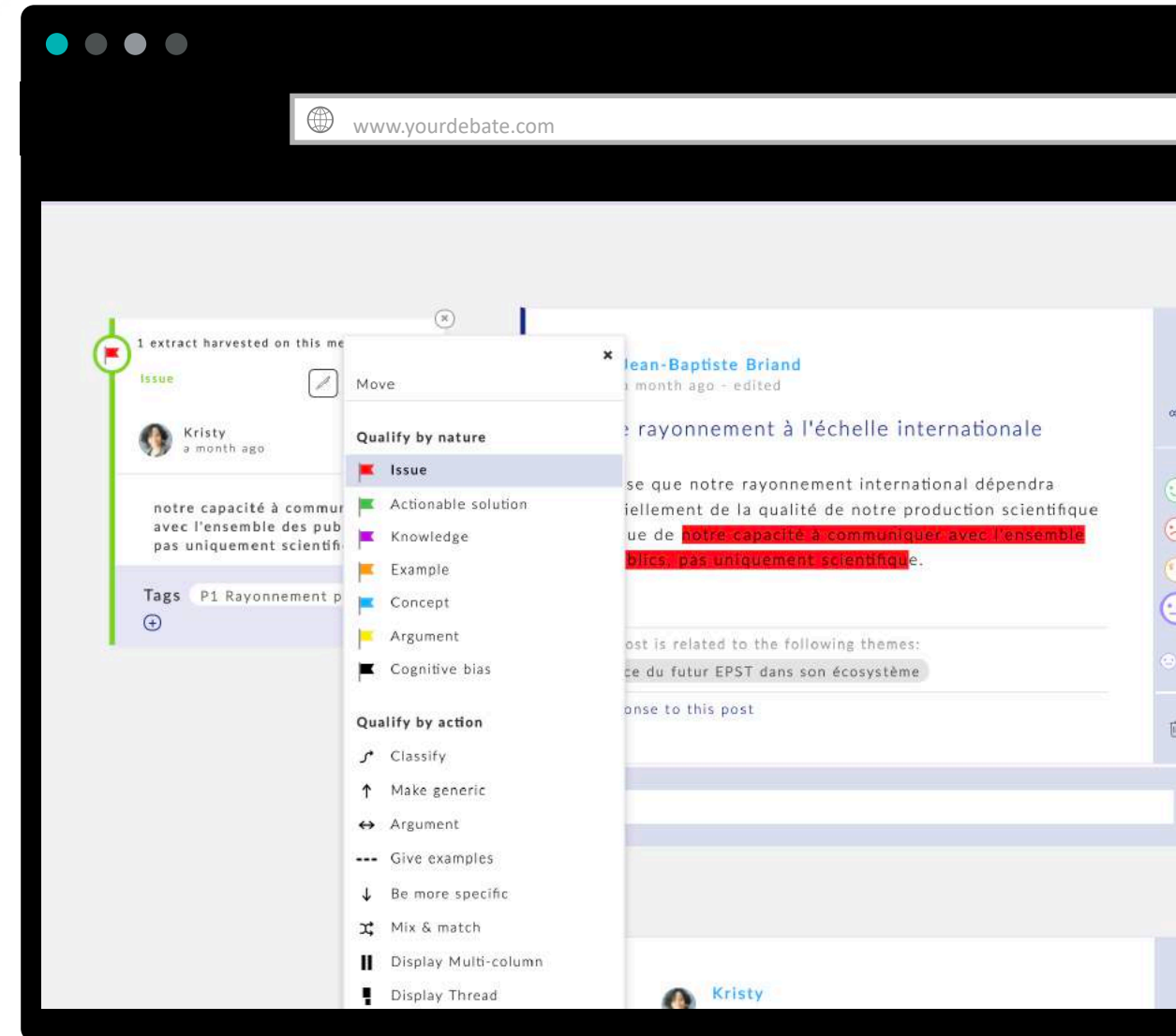
Complementary to the automatic selection of “issues” and “actionable solutions”, we have developed a reference framework for the harvesting of the most universal additional taxonomies:

- **Factual knowledge**
- **Illustrative example**
- **Concept**
- **Argument**
- **Cognitive bias**

Systematic characterization of taxonomies enables to progressively reveal the hidden structure of the collective discourse.

Facilitation:

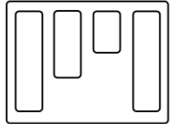
A specific taxonomy composed of “calls for action” has been developed to trace, monitor and industrialize community management and new knowledge creation. 10 calls to action help identify what should be done to strengthen and magnify discussions.



Tree structuring

4

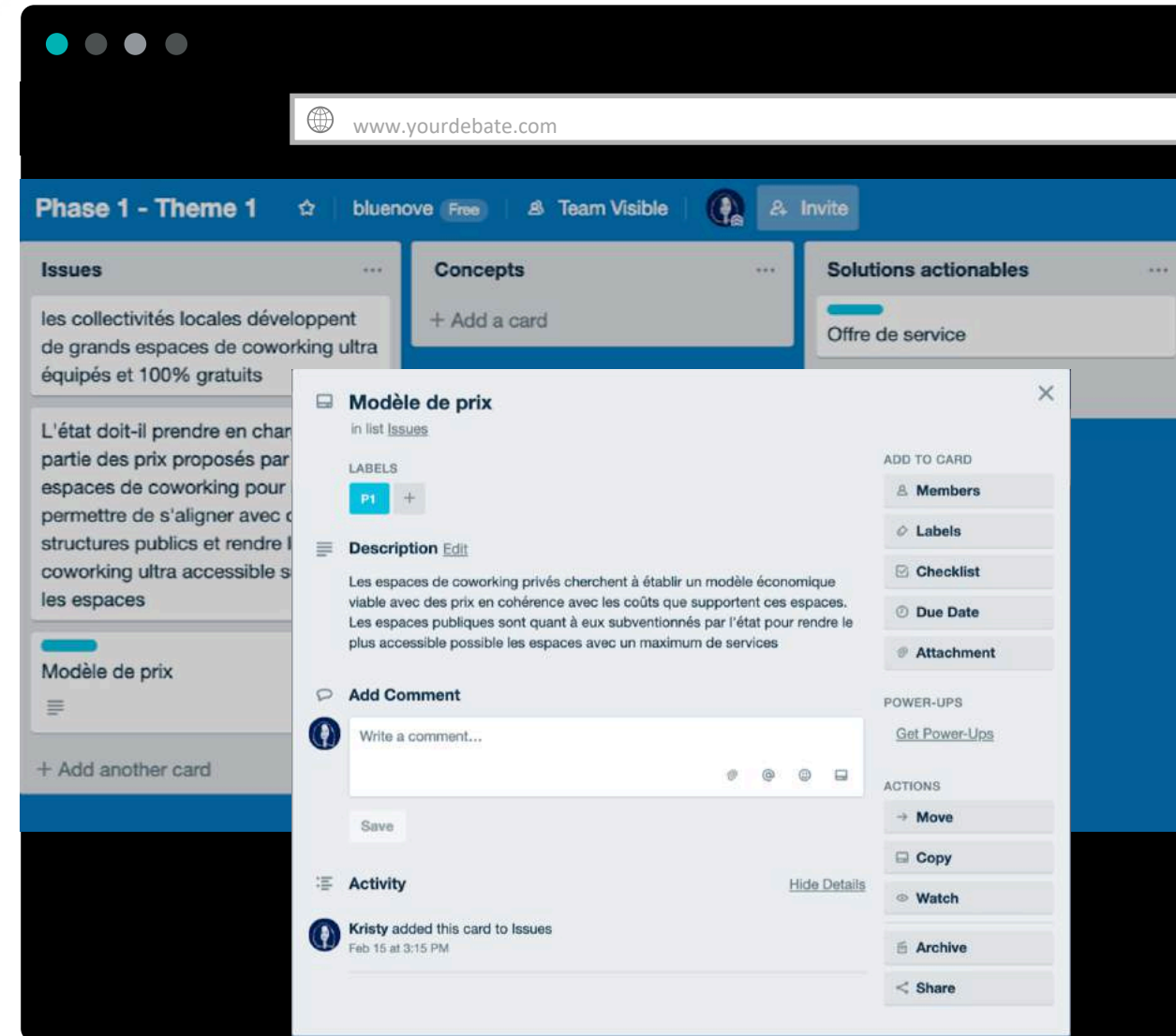
Tree Structuring



All relevant taxonomies are clustered on a Trello interface (flexible boards with cards). Each card is an editable taxonomy (harvested text) with metadata:

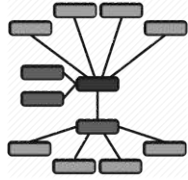
- Type of taxonomy (issue, solution, concept, argument, etc.) represented by a label and a color
- Codification system (solution 1 of issue 1, solutions 1 of issue 2, etc.)
- Comments

Our analysts gradually build up a relevant multi-layer representation of the hidden structure of the conversations. This multi-layer structure will be the basis of the last step: visual mindmapping for synthesis purposes.



Mindmapping of synthesis

5 Mind mapping of synthesis

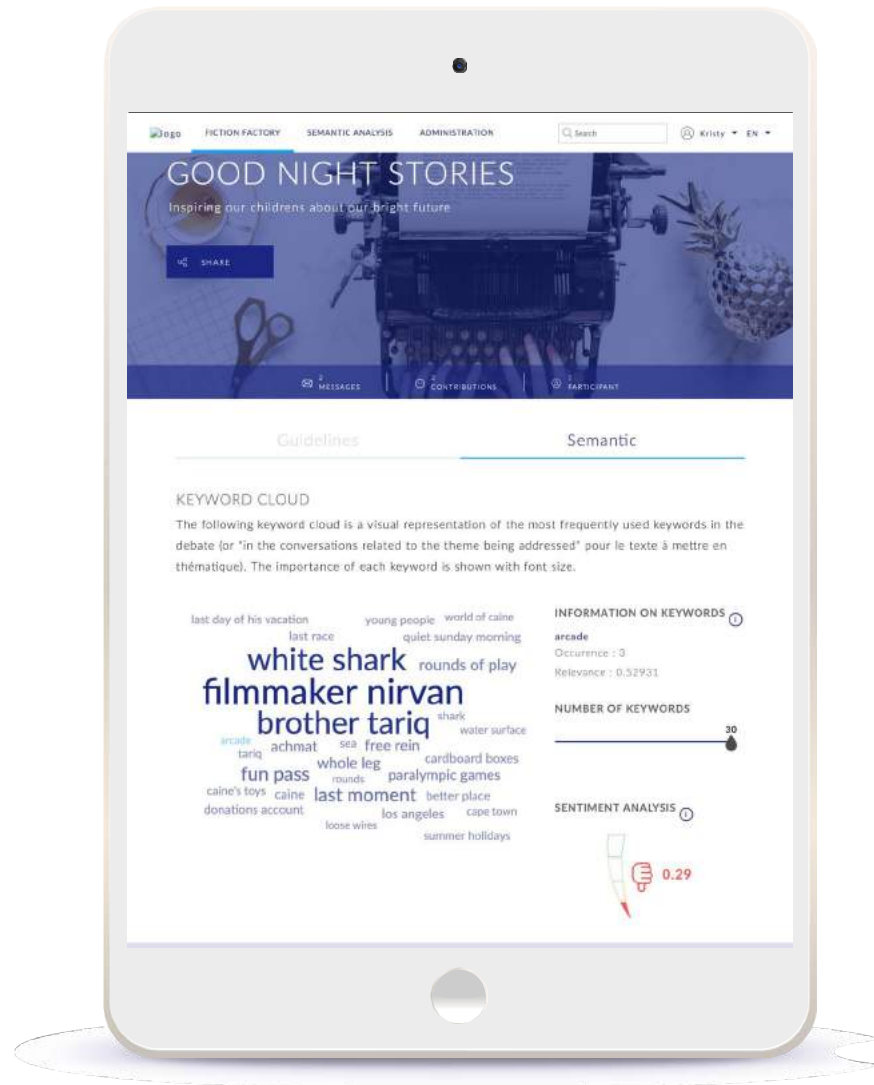


Trello cards are ultimately represented on a MindMap using different micro-services (MindManager, Coggle, etc.).

Mind Maps of syntheses can be used as:

- **Dynamic real-time summaries** of all the themes and sub-themes discussed throughout the consultation
- **Periodic summaries** of the entire consultation
- Real-time visualization of participation metrics on the platform.

IBM Watson semantic analysis available for all participants



1. All posts are analysed by **IBM Watson natural language processing algorithm**
2. Clouds of the most used keywords are automatically created
3. Number of keywords can be adjusted and displayed
4. A **sentiment analysis** of all contributions is provided by IBM Watson
5. Semantic analysis information is **available to all participants**



Our inspiration corner

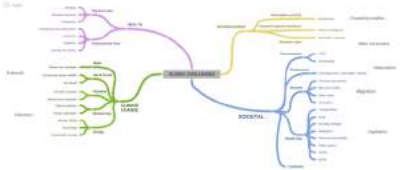
LYMHE
/blue

FICTION FACTORYINSPIRATION CORNERADMINISTRATION

Search

Kristy (admin)

Global Challenges




To help you sketch the future, we gathered global challenges. Have a look at those challenges and pull the thread to create your vision of the future!

The online version is available here.

Download the document

The Sustainable Development Goals

The Sustainable Development Goals are a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.



Download the document

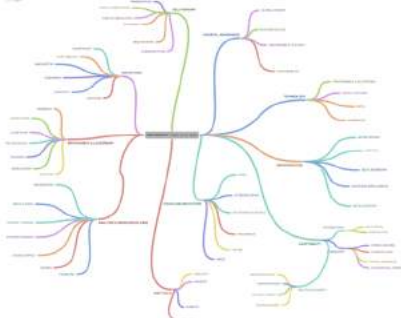
LYMHE
/blue

FICTION FACTORYINSPIRATION CORNERADMINISTRATION

Search

Kristy (admin)

Future Skills



To help you sketch the future at work, we gathered a set of future skills. Have a look at those and pull the thread to create your vision of the future of collaboration!

The online version is available here.

Download the document


The narrative

A kit to support authors and facilitators to craft better stories.

Download the document

Supporting authors

With the following information, should allow you to ask the author relevant questions. They are in no way prescriptive, to be used as reflecting and in moderation.



During the debate, participants have access to supporting materials required to inspire them and provide all contextual information

Business cases

Collective intelligence in action

Discover other Massive Collective
Intelligence projects led with Assembl
technology and methodology

Société Générale SAFARI

As part of its African Business Unit creation, Société Générale asked bluenove to launch a global consultation with the 11,500 employees operating in its African subsidiaries to jointly define Société Générale's 10-year strategy in Africa.

5000 participants

2500 active contributors

9000 contributions from 18 countries

27 projects for Africa Business Unit



7 new regional or local consultations



ENGIE Imagine2030



In a context where Engie aims to become a Purpose Company through the deployment of green energies and a strong desire for diversification, the CEO decided to mobilize all the group's employees in order to feed and enrich the strategic plan developed at the end of 2018. The aim was to build a common vision of the world and the company for 2030 and to identify a set of concrete proposals to achieve it today.

15 500 participants

100% of messages were analyzed (human + machine), building a large database of competencies

+100 trends were identified, **600** novels through BrightMirror, **+200** concrete initiatives supporting the strategic plan



Notre Nouvelle SNCF

"Notre nouvelle SNCF" was a strategic project launched by SNCF in a context of uncertainty and paradigmshifting conditions towards open markets. The ExCo asked employees to enrich the 5 commitments of the company's Strategic Project. The Assembl platform enabled all digital conversations while more than 500 local meetings took place to collect employees' ideas and recommendations.

3000+ participants

500 people mobilized in **48h**-Bootcamps in **5** cities

150 proposals matching the **5** commitments of the
SNCF Group project

16 projects under acceleration and **15** prospective
projects

40 projects in local activities



EDF « PARLONS ENERGIE »

Launched in December 2017, the initiative “Parlons Energie” aimed to engage more than 10,000 people using the Assembl online platform to enrich the group's vision over 6 months. It was and remains the biggest consultation ever carried out by the company.

58 sessions scheduled in **25** cities in France and spontaneous dialogues organized by EDF employees to reach more than **10,000** people

Massive online contribution to the Medium-term Action Plan on the implementation of the future electric mix + creation of an **Open COMEX** entirely dedicated to the project



OUR PROJECTS IN THE SOUTHERN REGION

.....



1 Collective intelligence TAM TAM

In 2018, the French bank Société Générale launched a program called "Tam Tam", an African debate followed by a Hackathon dedicated to the daily experience of the unbanked and poorly banked, commonly referred to as the "informal economy actors".

For 7 weeks, thousands of informal economy workers shared their suggestions online and offline about 2 topics "Health" and "Financial inclusion" (several workshops were held in 8 countries) in more than 5 languages. This consultation provided the inputs for a Hackathon for startups by mapping the needs of the informal actors.



2 Collective Intelligence BRIGHT MIRROR AFRICA

Bright Mirror Africa is a Fiction Design initiative that aims to enable Africans living in Africa, diasporas and all interested parties to reclaim futuristic narratives from Africa by writing multiple fictional stories.

The event and the platform's objectives consisted in going beyond the images too often associated with Africa to envisage multiple desirable futures.

It meant integrating the specificities of African countries (oral culture, mobile usage, etc.) into a Bright Mirror format dedicated to Africa.



3 Collective intelligence GOVERNING THE RISE OF AI

The advent of Artificial Intelligence and its widespread application will create profound and irrevocable changes to humanity. To address this challenge, in September 2017, bluenove launched with the Future Society and Harvard Kennedy School a world Global Civic Debate to understand the impact and governance of the rise of AI.

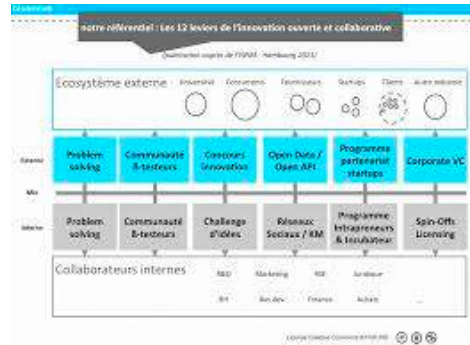
The consultation allowed to give a specific focus on Asian and African views. In 2018 at the European Parliament in Brussels, The Future Society released the report of the Global Civic Debate on 'Governing the rise of AI' with a focus on regional differences with regards to AI adoption.

Appendix

Our timeline continues with you

OUR TIMELINE

.....



2008

COMPANY FOUNDATION

bluenove created in Paris, expert in open-innovation.



2012

CLOUDS

CLOUDS created in Montreal, supporting Imagination for People and developing Assembl, a collective intelligence platform in partnership with MIT



<http://catalyst-fp7.eu/open-tools/assembl/>



2014

bluenove & CLOUDS merger

bluenove & Imagination For People / CLOUDS merged, raising 1.3M€ from impact fund Investing Fondation in Canada.

2016

ASSEMBL PART OF THE FRENCH TECH

Assembl was referenced by the French Government (UGAP & ETALAB).



consultation.etalab.gouv.fr
Fabriquez votre consultation en ligne



2017

Initiating Massive Collective Intelligence

More than 70 debates were organized for large companies, administrative departments and local authorities.



Inria



2018

BRIGHT MIRROR

The first design-fiction method and technology to enable communities to co-create a bright version of the future.

ALMANaCH INRIA PARTNERSHIP

1st COLLECTIVE INTELLIGENCE BAROMETER with BVA



2019

GRAND DEBAT NATIONAL

A unique ultra-massive project initiated by the government during 2 months. 1 million of contributions to be analyzed.

IBM WATSON INTEGRATION

Le grand
débat national



?

OUR LATEST PRESS REVIEW



RECENT HEADLINES

Talent doesn't exist ...

<https://www.linkedin.com/pulse/talent-doesnt-exist-kristy-anamoutou/>

Manifesto for a human led transformation

<https://www.linkedin.com/pulse/manifesto-human-led-transformation-kristy-anamoutou/>

Leaders design the Future

<https://www.linkedin.com/pulse/leaders-design-future-kristy-anamoutou/>



MERCI ALFRED

Bright Mirror

<https://usbeketrica.com/article/bright-mirror-une-fiction-collaborative-pour-mettre-de-l-utopie-dans-le-futur>

<https://www.mercialfred.com/diaporama/bright-mirror#1>

<https://start.lesechos.fr/actu-entreprises/technologie-digital/une-soiree-pour-mettre-une-claque-a-netflix-et-black-mirror-11516.php>

<https://start.lesechos.fr/podcasts/bright-mirror-comment-apprendra-t-on-en-2050-12526.php>

<https://usbeketrica.com/auteur/brightmirror>

https://www.wedemain.fr/L-anti-Black-Mirror-quand-la-fiction-rend-le-futur-desirable_a3626.html

<https://www.nouvelobs.com/societe/20190214.OBS0173/grand-debat-une-soiree-bright-mirror-pour-torpiller-l-esprit-black-mirror.html>

Massive Collective Intelligence

<https://www.usinenouvelle.com/article/edf-consulte-100-000-salaries-sur-la-strategie.N655464>

<https://www.usinenouvelle.com/article/la-transformation-numerique-d-edf-passe-par-ses-metiers.N761919>

<https://www.helloopenworld.com/ras-bol-experts-on-demandait-lavis-de-milliers-de-collaborateurs-8387>

<http://video.lefigaro.fr/figaro/video/eliminer-la-structure-pyramidale-est-une-priorite-pour-les-entreprises/5990908745001/>

<https://www.forbes.fr/management/intelligence-collective-les-salaries-en-demande/>

<https://www.cbnews.fr/marques/image-good-gout-consulte-apprentissages-du-gout-39709>

https://usbeketrica.com/article/le-ceo-est-mort-place-au-collective-intelligence-officer?logged_in=1

<https://www.nouvelobs.com/tech/20180326.OBS4177/les-enfants-de-la-democratie-numerique.html>

<https://usbeketrica.com/article/2027-place-au-dataisme-politique>

Grand Débat National

<https://www.nouvelobs.com/politique/20190221.OBS0642/grand-debat-comment-seront-analysees-les-centaines-de-milliers-de-contributions.html>

https://www.lemonde.fr/politique/article/2019/02/13/les-modalites-de-restitution-du-grand-debat-se-precisent_5422944_823448.html

<http://www.lefigaro.fr/actualite-france/2019/02/21/01016-20190221ARTFIG00179-grand-debat-les-cahiers-de-doleances-remis-aux-prefets-avant-analyse.php>

<https://www.lesechos.fr/politique-societe/gouvernement/0600757664251-grand-debat-comment-vont-etre-restituees-les-contributions-des-citoyens-2247145.php>

<https://www.lejdd.fr/Politique/grand-debat-voici-les-avertissements-des-cinq-garants-3857903>

<https://www.franceinter.fr/emissions/la-revue-de-presse/la-revue-de-presse-15-fevrier-2019>

OUR PARTNERS

.....

R&D



Consulting



Public



Academic



bluenove

opening organizations:

Frank.escoubes@bluenove.com
btissam.chgoura@bluenove.com