The Lego Case Study 2014

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Reveals how the LEGO company was nearly pushed financial collapse by the advice of professional consultants, explaining how the company adapted the "Seven Truths of Innovation" to rebuild a stronger and more competitive business.

Film theory has a reputation for being challenging. Often requiring time and effort to fully grasp it and seeming rather old-fashioned, it can be difficult to approach the subject with enthusiasm and appreciate its relevance to modern day. Understanding Film Theory aims to disassociate theory from these connotations and bring a fresh, modern and accessible approach to the discipline. Now comprehensively updated in a second edition, the book's sixteen chapters - including a new chapter on Adaptations - continue to provide an insight into the main areas of debate. Taking the application of theory as its central theme, the text incorporates a number of innovative features: 'Reflect and Respond' sections encourage readers to engage critically with theoretical concepts, while seminal texts are concisely summarised without oversimplifying key points. Throughout the book the authors illustrate why theory is important and demonstrate how it can be applied in a meaningful way, with relevant case studies drawn from both classic and contemporary cinema including: Once Upon a Time in the West (1968), Run Lola Run (1998), The Hunger Games (2012), Blue is the Warmest Colour (2013) and The Lego Movie (2014). Additional case studies address key genres (the British Gangster film and the musical), film movements (Dogme 95), individual actors (Ryan Gosling, Judi Dench and Amitabh Bachchan) and directors (Alfred Hitchcock and Guillermo del Toro). Understanding Film Theory is an approachable and extensive introduction to film theory. It is the ideal entry point for any student studying film, using clear definitions and explaining complex ideas succinctly.

This concise guide looks at the role and implementation of new values in providing businesses with a competitive advantage. The book combines theoretical insights with a strong practical element, featuring a wealth of case studies and linked to an innovative online toolkit to help innovators develop their ideas.

Practical advice for redesigning "big, old" companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions--and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. Designed for Digital offers practical advice on digital transformation, with examples that include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape.

This book presents strategies and practices to allow everyday companies to cope with the fundamentally changing landscape of business models and to take advantage of the huge business opportunities arising from the advent of big data. It develops several case studies from companies in traditional industries like LEGO, Yamato and Mediq, but also examines small start-ups like Space Tango, which is partnering with major multinationals to develop new business models using big data. The book argues that businesses need to adapt and embark on their big data journey, helps them take the first step, and guides them along their way. It presents successful examples and deducts essential takeaway lessons from them, equipping executives to capitalize on big data and enabling them to make intelligent decisions in the big data transformation, giving their companies an essential competitive edge.

Tremendous forces for change are radically reshaping the world of work. Disruptive innovations, radical thinking, new business models and resource scarcity are impacting every sector. Although the scale of expected change is not unprecedented, what is unique is the pervasive nature of the change and its accelerating pace which people in organizations have to cope with. Structures, systems, processes and strategies are relatively simple to understand and even fix. People, however, are more complex. Change can have a different impact on each of them, all of which can cause different attitudes and reactions. Managing and Leading People Through Organizational Change is written for leaders with the key responsibility of managing people through transitions. Managing and Leading People through Organizational Change provides a critical analysis of change and transformation in organizations from a theoretical and practical perspective. It addresses the individual, team and organizational issues of leading and managing people before, during and after change, using case studies and interviews with people from organizations in different sectors across the globe. This book demonstrates how theory can be applied in practice through practical examples and recommendations, focusing on the importance of understanding the impact of the nature of change on individuals and engaging them collaboratively throughout the transformation journey.

This complete guide to LEGO® Therapy contains everything you need to know in order to set up and run a LEGO® Club for children with autism spectrum disorders or related social communication difficulties and anxiety conditions. By providing a joint interest and goal, LEGO® building can become a medium for social development such as sharing, turn-taking, making eye-contact, and following social rules. This book outlines the theory and research base of the approach and gives advice on all practical considerations including space, the physical layout of the room and choosing and maintaining materials, as well as strategies for managing behaviour, further skill development, and how to assess progress. Written by the pioneer of the approach alongside those who helped form it through their research and evaluation, this evidence-based manual is essential reading for professionals working with autism who are interested in running a LEGO® Club or learning more about the therapy.

Insurgence is designed to help business leaders apply new methods to the most important business problem they face in the world today: namely, how to overcome their incumbent mentality

to maintain relevance and discover new sources of growth. At the convergence of lean, business model innovation, agile, and design thinking, insurgence is a methodology and business philosophy that will help leaders in incumbent businesses rediscover how to operate like small and nimble insurgents whilst maintaining many of their incumbent advantages. Incumbent businesses, often having enjoyed a long period of relative historical market stability, are increasingly unprepared for nimble insurgents coming on to the field of play and applying different assumptions and business models at speed and scale. These incumbent businesses find that the business models that fuelled their success are no longer robust to the change surrounding their business, and they are becoming increasingly obsolete, weighed down by a high degree of internal focus, inflexible internal controls, and an inability to innovate. Meanwhile, nimble insurgents strike at the heart of these weaknesses by formulating alternative core assumptions, building adaptive business models, and innovating in close proximity to customers and market needs. This book enables business leaders to characterise the difference between incumbents and insurgents, develop new ways of thinking about how to compete in this age of accelerating change, and provide a new framework for strategy and innovation that helps leaders to discover the essence of insurgence for their businesses. It uses rich case studies that illustrate both successful and unsuccessful efforts to help leaders move from theory to action at speed and at scale.

The education system is constantly growing and developing as more ways to teach and learn are implemented into the classroom. Recently, there has been a growing interest in teaching computational thinking with schools all over the world introducing it to the curriculum due to its ability to allow students to become proficient at problem solving using logic, an essential life skill. In order to provide the best education possible, it is imperative that computational thinking strategies, along with programming skills and the use of robotics in the classroom, be implemented in order for students to achieve maximum thought processing skills and computer competencies. The Research Anthology on Computational Thinking, Programming, and Robotics in the Classroom is an all-encompassing reference book that discusses how computational thinking, programming, and robotics can be used in education as well as the benefits and difficulties of implementing these elements into the classroom. The book includes strategies for preparing educators to teach computational thinking in the classroom as well as design techniques for incorporating these practices into various levels of school curriculum and within a variety of subjects. Covering topics ranging from decomposition to robot learning, this book is ideal for educators, computer scientists, administrators, academicians, students, and anyone interested in learning more about how computational thinking, programming, and robotics can change the current education system.

No matter where we work or what we do, there is no stopping the fact that, at some point in our lives, we will encounter a crisis. How an individual responsible for dealing with these types of situations reacts is ultimately the deciding factor as to whether or not they come out safely on the other side. Crisis Management: The Art of Success and Failure focuses on different types of crises, symptoms, and models that recurrently threaten business and political environments. Pulling from no better teacher than history itself, Crisis Management is broken into 30 case studies that provide analysis and theoretical approaches that explore both successful and unsuccessful examples of management in the midst of crisis. While focusing primarily on business and politics, Crisis Management is a powerful tool for all readers who wish to understand how to better tackle crises when they arise. Learning how to remain calm and deal with critical situations is a skill that can be learned and mastered.

Just as the term design has been going through change, growth and expansion of meaning, and interpretation in practice and education – the same can be said for design research. The traditional boundaries of design are dissolving and connections are being established with other fields at an exponential rate. Based on the proceedings from the IASDR 2017 Conference, Re:Research is an edited collection that showcases a curated selection of 83 papers – just over half of the works presented at the conference. With topics ranging from the introduction of design in the primary education sector to designing information for Artificial Intelligence systems, this book collection demonstrates the diverse perspectives of design and design research. Divided into seven thematic volumes, this collection maps out where the field of design research is now. Understanding Everyday Design • Soyoung Kim, Kwangmin Cho, Chajoong Kim The more society gets complicated and developed, the more demand for various products. As a result, we are living in a flood of various products. However, considering how people consume and use products in their daily life, it is not difficult to find people transforming, changing the original purpose or adding value to existing products instead of buying new ones. This phenomenon has been defined as everyday design. In a sense that everyday design provides a better understanding of actual uses in real context, it deserves to be studied. Therefore, this paper attempts to figure out an underlying mechanism of everyday design. For this, a conceptual framework was developed, whose focus was on what triggers everyday design, what goals are set and how a product is transformed. The conceptual framework was validated with a photographic inventory of users' everyday design in our daily life. The conceptual framework could provide a better understanding of everyday design in a systematic way. If it is considered in the product development process, it could contribute to an increase of use satisfaction as well as sustainable design. The limitations and a further study are discussed at the end of the paper. Social Value Creation through Multidisciplinary Design Education • Steven Kyffin, Mersha Aftab, Nicholas Spencer The paper proposes that design with a multidisciplinary student cohort as active partners can play the role of bringing the four different stakeholder groupings, namely, government, industry, society and academia together within the creative consortia, and create innovation for the greater good of the society. By studying a selection of social innovation projects undertaken by multidisciplinary student teams as connector-integrators, which engaged with companies, government bodies and community groups, we have examined a combination of "four" different activities across different economic and cultural (human experience) contexts to assess their different degrees of appropriateness in creating future value. We apply these methods to establish "creative consortia," which has enabled us to reframe the context of the problem space. We believe that the creative consortia has the potential to create more relevance in the solution space, greater engagement in realizing the proposition into the future and a higher opportunity for integration of such future principles into emerging government policy, and national innovation agendas. Taking Aim at "wicked problems": A Practical Philosophy for Educating Designers in the Making of Wise Decisions • Paul Emmerson, Robert Young Today's design pedagogies lack the characteristics for redressing the nature of the "wicked problems" they attempt to solve, such as sustainability. We argue it is not fair for future generations to suffer the systemic effects of our unsustainable consumer culture, partly resulting from today's design professionals' decisions, which ensue because design is an amoral discipline lacking a systemic perspective. To rectify design's characteristic failings, as part of a PhD study, we report a new pedagogical architecture founded as the synthesis of the practices of design and civics, forming

the relationship design-as-civics (DaC): a practical philosophy. We position DaC as a reflexive, systemic radical political praxis for every citizen, possessing the explicit teleological goal to achieve the "good life" for all. DaC takes a transdisciplinary approach. It integrates the discoveries of cognitive science and linguistics to expose how we construct our understanding of the world interpreting metaphors and frames, which we utilize to "aim" DaC. Alongside shared social practice theory (SSP) and insights from developmental psychology that reveal the distinctly human capacity of "shared intentionality" engendering humankind's willingness for cooperation and empathy for fairness. That living in a fairer society is desired by people from rival political perspectives, with egalitarian societies reporting lower environmental impact lifestyles and more willingness for transitioning toward sustainment. Thus, it is humankind's cooperative behavior and aligning values that provides the foundational rationale of DaC's SSP goal to achieve the "good life" through the ongoing critical examination of its "aim" of resolving "fairness between citizens." Developing a Matrix for "Designerly Way of Creating Shared Value" (DCSV): Four Examples of CSV via Perspectives of Design • Kyulee Kim Today, while profit maximization is still the bedrock of the capitalist model, people have embraced the idea of social contribution as a useful strategy in businesses. In this recent movement, Creating Shared Value (CSV) strives for a win-win solution that creates both social and business value. While in its early stage, CSV is showing promise and potential; society is witnessing a paradigm shift from practices of corporate social responsibilities (CSR) to CSV which is more sustainable and effective approach. Since Porter and Kramer originally introduced the concept in 2011, CSV's application has expanded to many areas of business management, but it has not been discussed comprehensively in design research as of yet. The title of this paper, "Designerly Way of Creating Shared Value" (DCSV) is inspired by Nigel Cross's famous book, Designerly way of knowing (2006). "Designerly" is an adjective describing "how" designers think and behave that is different from professionals in scientific disciplines. The aim of this paper is to propose a new matrix illustrating the link between creating shared value and design, and to systemically describe the existing examples of DCSV. The paper will begin with an introduction to the concept of CSV followed by a brief literature review on CSV in design research. The second part will focus on demonstrating the new DCSV matrix by illustrating the four examples that exemplify it. Design for Social Innovation – Digital Technologies and Local Communities • Teresa Franqueira, Gonçalo Gomes Abstract The use and democratization of new digital technologies have given visibility to groups of people and grassroots organizations that can be considered agents of change in the transition to a more sustainable world. Design plays an important role in the definition of strategies and in the development of innovative solutions to tackle some of the contemporary problems society faces. This paper aims to show several projects developed over the last 5 years in the subject Design for Social Innovation at the Master in Design and the Master in Engineering and Product Design at the University of Aveiro, and its relation to the new social media and technologies. By using Service Design tools to improve Social Innovations and the integration of new digital technologies, we design new and improved solutions to foster sustainable development. The creation of a DESIS Lab has also allowed to develop innovative design solutions within local communities. The methodology used is based on Learning-by-Doing with an important and relevant initial phase using ethnographic methods. The results are showed as academic projects that can be applied and replicated in different contexts. The Extent of Transformation: Measuring the Impact of Design in VCS Organizations • Laura E. Warwick, Robert A. Young A Design for Service (DfS) approach has been linked with impacts that significantly alter touchpoints, services and organizational culture. However, there is no model with which to assess the extent to which these impacts can be considered transformational. In the absence of such a model, the authors have reviewed literature on subjects including the transformational potential of design; characteristics of transformational design; transformational change; and organizational change. From this review, six indicators of transformational change in design projects have been identified: evidence of nontraditional transformative design objects; evidence of a new perspective; evidence of a community of advocates; evidence of design capability; evidence of new power dynamics; and evidence of new organizational standards. These indicators, along with an assessment scale, have been used to successfully review the findings from a doctoral study exploring the impact of the DfS approach in Voluntary Community Sector (VCS) organizations. This paper presents this model as a first-step to establishing a method to helpfully gauge the extent DfS transformational impact in design projects. Applying Design Thinking for Business Model Innovation for a Nonprofit Organization – Case Study: Art á la Carte • Alison Miyauchi, Scott Cressman The challenges facing many small nonprofit organizations are increasing at a greater rate than the internal capacities of many within this sector are able to address effectively. This situation has small nonprofits questioning their sustainability and ability to deliver their services in the long term. Often these small nonprofit organizations are working within a business model and communications paradigm that has remained unchanged for decades and one which is proving no longer effective in attracting awareness, engagement and support. Many of these organizations are facing a critical failure requiring significant business model innovation to achieve both their short-, mid- and long-term goals. Design thinking is an avenue for nonprofits to achieve business model innovation by developing new, unique concepts supporting an organization's viability and the processes for bringing those concepts to fruition. This case study outlines the design thinking process applied to business model innovation for a small, 22-year-old, nonprofit approaching critical business failure. Generative Design Research for Sustainability: Exemplary Cases for the Adaptation of the EC Guide Tool and the ERM Method • Mert Kulaks?z, It?r Güngör Boncukçu, Dilruba O?ur, ?smail Yavuz Paksoy, Senem Turhan, Ça?la Do?an This paper presents the main process of a graduate course entitled "Generative Design Research for Sustainability" offered in the Department of Industrial Design at Middle East Technical University in the spring semester of 2015/2016 through exemplary design research cases conducted by the graduate students at the doctoral level. These cases focus on the adaptation of the generative tool and the method, namely Experience Chart (EC) Guide tool and Experience Reflection Modelling (ERM) method, in line with the graduate students' particular research topics. First, the paper provides the course objectives, outcomes and process, then, it explains the EC Guide tool and the ERM method to be adapted and implemented within the context of the course. Then, these generative tool and method, and their adaptations are demonstrated through the exemplary cases (i.e. efficient use of working environment in design studios, lighting practices in kitchen environment, and interactive prototyping practice) selected from the submitted assignments considering their quality, originality and comprehensiveness. The main emphasis of this paper is on the adaptation and implementation of the EC Guide tool and the ERM method through providing the experiences, insights and suggestions of the graduate students who are also the co-authors of the paper. Based on that review, major conclusions and findings are presented through comparing and contrasting these cases for the future development of the course. Beyond Greener Things: Sustainability within Communication Design Practice • Niki Wallace, Robert Crocker This paper reviews contemporary communication design practice in Australia through a series of interviews with practitioners, conducted to better understand the place of sustainability in contemporary practice. It is especially concerned with

the expectations and experience of designers, and their attitudes toward sustainability in practice, and the contrast between designing "greener things" and establishing more sustainable outcomes for their clients through deeper collaboration. The paper is part of a larger PhD project attempting to establish ways of expanding the understanding of sustainability for communication designers. Craft and Design for Sustainability: Leverage for Change • Xiaofang Zhan, Stuart Walker Traditional craft has been relegated to the margins in modern culture, being perceived as out step with technological, economic and societal progress. However, emergent research is rediscovering the nature of craft and its potential for contributing to design practice in conjunction with developments in science and technology. Through the analyses of craft and sustainability, strong connections are revealed as well as some incompatibilities. The contribution of this paper is to (a) map a systemic view of craft and (b) establish a theoretical understanding of the relationship between craft and a holistic understanding of sustainability. Drawing on recent research that proposes three areas of leverage for sustainability, we argue that craft, as a system of making, knowing and being, has significant potential to contribute actively and tangibly to the transitional conditions, thereby serving as an agency for sustainable transformation. Nature-Inspired Organizational Design Framework for Open Collaboration Platform Development • Sojung Kim, Joon Sang Baek Over the last two decades, for-profit and not-for-profit organizations have increasingly adopted open collaboration, such as open innovation and crowdsourcing, as a strategy for innovation. Information and communication technology (ICT) has played a major role in forming open collaboration communities, but organizational design also needs to be considered to encourage the active participation and collaboration of actors. Nonetheless, organizational design aspect has seldom been addressed in developing open collaboration platforms. In this research, an organizational design framework for open collaboration was developed through a nature-inspired design approach. This framework suggests that the self-organization mechanism of social insects provides inspirations for the design of the platform, especially in terms of setting simple rules to induce behaviors of the actors and facilitating interactions among them. Since the open collaboration strategy depends on external actors who are not in employment relationship, an organization cannot force their contribution. Accordingly, the organization's capability to induce the spontaneous participation of actors is essential, and it implies the potential role of designers in platform design based on a thorough understanding of actors. We thus claim that designers can bring a new perspective to organizational design. Open collaboration platforms serve as an exemplar in which designers contribute to the design of an organizational environment that fosters collaboration.

"Hired by the world's leading brands to find out what makes their customers tick, Martin Lindstrom spends 300 nights a year overseas, closely observing people in their homes. His goal: to uncover their hidden desires and turn them into breakthrough products for the world's leading brands. In a world besotted by the power of Big Data, he works like a modern-day Sherlock Holmes, accumulating small clues to help solve a stunningly diverse array of challenges. In Switzerland, a stuffed teddy bear in a teenage girl's bedroom helped revolutionize 1,000 stores, spread across twenty countries, for one of Europe's largest fashion retailers. In Dubai, a bracelet strung with pearls helped Jenny Craig offset its declining membership in the United States and increase loyalty by 159 percent in only a year. And in China, the look of a car dashboard led to the design of the Roomba vacuum - a great American success story. How? Lindstrom connects the dots in this globetrotting narrative that will fascinate not only marketers and brand managers, but anyone interested in the infinite variations of human behavior. The Desire Hunter combines armchair travel with forensic psychology into an interlocking series of international clue-gathering detective stories. It presents a rare behind-the-scenes look at what it takes to create global brands; and along the way, reveals surprising and counter-intuitive truths about what connects us all as humans"--

This book constitutes the proceedings of two conferences: The 5th International Conference on ArtsIT, Interactivity and Game Creation (ArtsIT 2016) and the First International Conference on Design, Learning and Innovation (DLI 2016). ArtsIT is reflecting trends in the expanding field of digital art, interactive art, and how game creation is considered an art form. The decision was made to augment the title of ArtsIT to be in future known as "The International Conference on Interactivity, Game Creation, Design, Learning, and Innovation". The event was hosted in Esbjerg, Denmark in May 2016 and attracted 76 submissions from which 34 full papers were selected for publication in this book. The papers represent a forum for the dissemination of cutting-edge research results in the area of arts, design and technology.

This book contains a comprehensive overview of all current uses of robots in rehabilitation. The underlying principles in each application are provided. This is followed by a critical review of the technology available, of the utilization protocols, and of user studies, outcomes, and clinical evidence, if existing. Ethical and social implications of robot use are also discussed. The reader will have an in depth view of rehabilitation robots, from principles to practice.

Alexander Sänn presents a functional method based on lead user method, preference measurement, and recommendations using collaborative filtering. The introduced method in this book stimulates input from internal and external sources, predicts basic customers' acceptance, and evaluates this input against pre-defined criteria such as feasibility and existing patents for further concept generation. In sum, the new method addresses common innovation barriers and helps to reduce management uncertainties. This book provides further insights to the use of lead users as innovation sources in three major industries. The author extends the methodological toolbox with practical implications and contributes to the highly discussed topic in innovation management.

Wise Family Business aims to help families in business to identify new and better ways of achieving longevity, sustainability and performance. The book presents ground-breaking new insights and practical examples from a range of growing family businesses in which the owning families are visible and, in most cases, have branded the business with their family name. This comprehensive and important study explores how family identity has the power to tie together families in business and leverage their values when developing and sharing the owner's vision with their stakeholder communities. Developing a family business identity is key when building and managing an authentic, recognizable and trusted brand. It argues that family businesses that have successfully translated strong identities into strong brands are not only perceived as attractive employers but also add meaningful value to the business over generations.

Overcome ERM implementation challenges by taking cues from leading global organizations Implementing Enterprise Risk Management is a practical guide to establishing an effective ERM system by applying best practices at a granular level. Case studies of leading organizations including Mars, Statoil, LEGO, British Columbia Lottery Corporation, and Astro illustrate the real-world implementation of ERM on a macro level, while also addressing how ERM informs the response to specific incidents. Readers will learn how top companies are effectively constructing ERM systems to positively drive financial growth and manage operational and outside risk factors. By addressing the challenges of adopting ERM in large organizations with different functioning silos and well-established processes, this guide

provides expert insight into fitting the new framework into cultures resistant to change. Enterprise risk management covers accidental losses as well as financial, strategic, operational, and other risks. Recent economic and financial market volatility has fueled a heightened interest in ERM, and regulators and investors have begun to scrutinize companies' risk-management policies and procedures. Implementing Enterprise Risk Management provides clear, demonstrative instruction on establishing a strong, effective system. Readers will learn to: Put the right people in the right places to build a strong ERM framework Establish an ERM system in the face of cultural, logistical, and historical challenges Create a common language and reporting system for communicating key risk indicators Create a risk-aware culture without discouraging beneficial risk-taking behaviors ERM is a complex endeavor, requiring expert planning, organization, and leadership, with the goal of steering a company's activities in a direction that minimizes the effects of risk on financial value and performance. Corporate boards are increasingly required to review and report on the adequacy of ERM in the organizations they administer, and Implementing Enterprise Risk Management offers operative guidance for creating a program that will pass muster.

At a time when ICTs are proliferating various facets of society and human interactivity, optimizing the use of these tools and technologies not only enhances learning but also transforms learning experiences all together, resulting in an increase of effectiveness and quality of education around the globe. As such, teachers are being challenged to implement a wide range of tools, such as mobile learning and augmented reality, to create smarter learning environments inside and outside of the classroom. Cases on Smart Learning Environments explores the potential of SLE tools for enhanced learning outcomes as experienced by educators, learners, and administrators from various learning institutions around the world. This publication presents cases on the real-world implementation of SLEs in 11 countries that span the continents of Asia, Africa, Europe, and North and South America. Featuring coverage on a broad range of topics such as learner engagement, teacher training, and intelligent agent technology, this book is ideally designed for academicians, instructors, instructional designers, librarians, educational stakeholders, and curriculum developers.

This book constitutes the refereed proceedings of the 12th International Conference on Formal Modeling and Analysis of Timed Systems, FORMATS 2014, held in Florence, Italy, in September 2014. The 17 revised full papers presented were carefully reviewed and selected from 36 submissions. The papers cover topics of foundations and semantics; comparison between different models, such as timed automata, timed Petri nets, hybrid automata, timed process algebra, max-plus algebra, probabilistic models; methods and tools for analyzing timed systems and resolving temporal constraints; applications in real-time software, hardware circuits, and problems of scheduling in manufacturing and telecommunication.

Social media is having a profound, but not yet fully understood impact on public relations. In the 24/7 world of perpetually connected publics, will public relations function as a dark art that spins (or tweets) self-interested variations of the truth for credulous audiences? Or does the full glare of the internet and the increasing expectations of powerful publics motivate it to more honestly engage to serve the public interest? The purpose of this book is to examine the role of PR by exploring the myriad ways that social media is reshaping its conceptualization, strategies, and tactics. In particular, it explores the dichotomies of fake and authentic, powerless and powerful, meaningless and meaningful. It exposes transgressions committed by practitioners—the paucity of digital literacy, the lack of understanding of the norms of social media, naivety about corporate identity risks, and the overarching emphasis on spin over authentic engagement. But it also shows the power that closely networked social media users have to insert information and opinion into discussions and force "false PR friends" to be less so. This timely, challenging, and fascinating book will be of interest to all students, researchers, and practitioners in Public Relations, Media, and Communication Studies. Winner of the 2016 NCA PRIDE Award for best book

In a world where current political climates and management cultures make risk aversion commonplace, Transforming Organizations shows how all organizations, including large and cumbersome institutions, can transform to suit the needs of our rapidly evolving economic and social realities. This book looks at how organizations and their leaders can adapt to an increasingly volatile and uncertain operating environment through the 4Cs: Creativity Critical reflection Communication Collaboration Based on extensive research in the education, organizational and business sectors, Michael Anderson and Miranda Jefferson show how the 4Cs can be embedded, embodied and enacted in many different types of organizations to make them more responsive to emerging challenges, threats and opportunities. Transforming Organizations highlights clear links between leading and learning – because leadership is no longer (if it ever was) just a role for CEOs, CFOs and senior managers. For organizations to be flexible and agile in the 21st century, all employees must have the opportunity to exercise leadership. But this can only happen if deep learning is a standard feature of a leadership approach that actively and deliberately incorporates key 21st-century skills – the 4Cs themselves. There is a substantial gap between companies knowing what they should do to be flexible, creative and have clear channels of communication, and how to make that a reality. Transforming Organizations provides the evidence and inspiration necessary for doing business differently. Written for those who have become disillusioned or frustrated with business practices that cannot meet the fast-moving demands of the 21st century, the book provides strategies and approaches developed from the authors' work in real organizations in order to implement change and see organizations transform for the better.

The Brand-Driven CEO demonstrates how senior leadership can use their brand to align and guide the behaviours, decisions, and operations of their entire organization and drive brand and shareholder value. Author David Kincaid delivers practical assessments and game plans for senior executives and managers across functional areas, clarifying the confusion between brand and marketing management. He introduces the "New 4P's" of brand management: people, process, IP, and partnerships. This paradigm shift equips business leaders with a new approach to managing growth, profitability, risk, and sustainable value creation. Using real life, current case studies from today's fastest growing and most valuable brands – including Starbucks, Apple, and BMW – this book reveals how big businesses are being led and managed as integrated business systems and not by marketing departments. The Brand-Driven CEO includes criteria to conduct your own brand self-assessment and a step-by-step roadmap that can be applied to help transform your brand and its management.

Beginning with Robert Flaherty's Nanook of the North (1922), the majority of films that have been made in, about, and by filmmakers from the Arctic region have been documentary cinema. Focused on a hostile environment that few people visit, these documentaries have heavily shaped ideas about the contemporary global Far North. In Arctic Cinemas and the Documentary Ethos, contributors from a variety of scholarly and artistic backgrounds come together to provide a comprehensive study of Arctic documentary cinemas from a transnational perspective. This book offers a thorough analysis of the concept of the Arctic as it is represented in documentary filmmaking, while challenging the notion of "The Arctic" as a homogenous entity that obscures the environmental, historical, geographic, political, and cultural differences that characterize the region. By examining how the Arctic is imagined, understood, and appropriated in documentary work, the contributors argue that such films are key in contextualizing environmental, indigenous, political, cultural, sociological, and ethnographic understandings of the Arctic, from early cinema to the present. Understanding the role of these films becomes all the more urgent in the present day, as conversations around resource extraction, climate change, and sovereignty take center stage in the Arctic's representation.

The Oxford Handbook of Music and Advertising is an essential guide to the crucial role that music plays in relation to the audio or audiovisual advertising message, from the perspectives of its creation, interpretation, and reception. The book's unique three-part organization reflects this life cycle of an advertisement, from industry inception to mass-

mediated text to consumer behaviour. Experts well versed in the practice, analysis, and empirical studies of the commercial message have contributed to the collection's forty-two chapters, which collectively represent the most ambitious and comprehensive attempt to date to address the important intersections of music and advertising. Handbook chapters are self-contained yet share borders with other contributions within a given section and across the major sections of the book, so readers can either study one topic of particular interest or read through to gain an understanding of the broader issues at stake. Within the book's Introduction, each editor has provided an overview of the unifying themes for the section for which they were responsible, with brief summaries of individual contributions at the beginnings of the sections. The lists of recommended readings at the end of chapters are intended to assist readers in finding further literature about the topic. An overview of industry practices by a music insider is provided in the Appendix, giving context for the three parts of the book.

Digital and Social Media Marketing: A Results-Driven Approach is an exciting new industry-led, research-informed and results-driven guide to digital commerce. Its examples draw from SMEs and from Europe to offer a unique perspective for those learning about digital marketing and, having been developed in close collaboration with the Search Engine Marketing Trade Association (SEMTA), it is a reliable source of prevailing industry standards for practitioners at the cutting edge of their trade. Unlike other digital marketing texts, this accessible textbook gives special consideration to the ethical challenges raised by an increasingly digital world. Equally unique is the book's Digital Business Maturity Model, which offers organisations a clear roadmap for understanding their relative levels of technology adoption. Embracing the true spirit of Digital and Social Media Marketing, the book will be the first of its kind in this field with digital learning materials, case studies and exercises available in a supporting Massive Open Online Course (MOOC). The MOOC will enhance learners' experience and create an interactive international learning community. This book will provide a hands on, accessible and user friendly platform to turn skills and knowledge into strategic advantage. Ideal for postgraduate learners, instructors interested in providing a unique and up-to-date learning experience and for SMEs and practitioners aiming to be at the cutting edge of Digital and Social Media Marketing.

Since the "Automatic Binding Bricks" that LEGO produced in 1949, and the LEGO "System of Play" that began with the release of Town Plan No. 1 (1955), LEGO bricks have gone on to become a global phenomenon, and the favorite building toy of children, as well as many an AFOL (Adult Fan of LEGO). LEGO has also become a medium into which a wide number of media franchises, including Star Wars, Harry Potter, Pirates of the Caribbean, Batman, Superman, Lord of the Rings, and others, have adapted their characters, vehicles, props, and settings. The LEGO Group itself has become a multimedia empire, including LEGO books, movies, television shows, video games, board games, comic books, theme parks, magazines, and even MMORPGs. LEGO Studies: Examining the Building Blocks of a Transmedial Phenomenon is the first collection to examine LEGO as both a medium into which other franchises can be adapted and a transmedial franchise of its own. Although each essay looks at a particular aspect of the LEGO phenomenon, topics such as adaptation, representation, paratexts, franchises, and interactivity intersect throughout these essays, proposing that the study of LEGO as a medium and a media empire is a rich vein barely touched upon in Media Studies.

Augmented Reality (AR) has many advantages that include increased engagement and interaction as well as enhanced innovation and responsiveness. AR technology has applications in almost all domains such as medical training, retail, repair and maintenance of complex equipment, interior design in architecture and construction, business logistics, tourism, and classroom education. Innovating with Augmented Reality: Applications in Education and Industry explains the concepts behind AR, explores some of its application areas, and gives an in-depth look at how this technology aligns with Education 4.0. Due to the rapid advancements in technology, future education systems must prepare students to work with the latest technologies by enabling them to learn virtually in augmented ways in varied platforms. By providing an illusion of physical objects, which takes the students to a new world of imagination, AR and Virtual Reality (VR) create virtual and interactive environments for better learning and understanding. AR applications in education are covered in four chapters of this book, including a chapter on how gamification can be made use of in the teaching and learning process. The book also covers other application areas of AR and VR. One such application area is the food and beverage industry with case studies on virtual 3D food, employee training, product–customer interaction, restaurant entertainment, restaurant tours, and product packaging. The application of AR in the healthcare sector, medical education, and related devices and software are examined in the book's final chapter. The book also provides an overview of the game development software, Unity, a real-time development platform for 2D and 3D AR and VR, as well as the software tools and techniques used in developing AR-based apps.

Contradictions permeate and propel organizational life - including tensions between reaching globally while focusing locally; competing while also cooperating; performing reliably while experimenting, taking risks, and learning; or granting autonomy while constraining freedom. These tensions give organizational members pause, but also spur them to take action; they may be necessary for preserving the social order, but are also required to transform it. Drawing on the Eighth International Symposium on Process Organization Studies, Dualities, Dialectics, and Paradoxes in Organizational Life examines how contradictions fuel emergent, dynamic systems and stimulate novelty, adaption, and transformations. It uses conceptual and empirical studies to offer insight into how process theorizing advances understanding of organizational contradictions; to shed light on how dialectics, paradoxes, and dualities fuel persistence and transformation; and to explore the convergence and divergence of dialectics, paradox, and dualities. Taken together, it offers key insights to inform persistent, contradictory dynamics in organizations and organizational studies.

Makerspaces, sometimes also referred to as hackerspaces, hackspaces, and fablabs are creative, DIY spaces where people can gather to create, invent, and learn. In libraries

they often have 3D printers, software, electronics, craft and hardware supplies and tools, and more. Makerspaces are becoming increasingly popular in both public and academic libraries as a new way to engage patrons and add value to traditional library services. Discover how you can create a makerspace within your own library though this step-by-step guidebook. From planning your innovation center to hosting hack-a-thons, guest lectures, and social events in your new lab, Makerspaces in Libraries provides detailed guidance and best practices for creating an enduring, community driven space for all to enjoy and from which both staff and patrons will benefit. This well researched, in-depth guide will serve libraries of all sizes seeking to implement the latest technologies and bring fresh life and engaging programming to their libraries. Highlights and best practices include: budgeting and business planning for a librarymakerspace, creating operational documents, tools and resources overviews, national and international case studies, becoming familiar with 3D printers through practical printing projects (seed bombs), how to get started with Arduino (illuminate your library with a LED ambient mood light), how to host a FIRST Robotics Team at the library, how to develop hands-on engagement for senior makers (Squishy Circuits), and how to host a Hackathon and build a coding community.

Frugal innovation is a way that companies can create high-quality products with limited resources. Once the preserve of firms in poor markets, Western companies are now seeking ways to appeal to cost-conscious and environmentally-aware consumers at home. With an estimated trillion-dollar global market for frugal products, and with potentially huge cost savings to be gained, frugal innovation is revolutionizing business and reshaping management thinking. This book explains the principles, perspectives and techniques behind frugal innovation, enabling managers to profit from the great changes ahead. The book explains: How to achieve mass customization, using low-cost robotics, inexpensive product design and virtual prototyping software. How consumers and other external partners can help develop products How to implement sustainable practices, such as the production of waste-free products How to change the corporate culture to become more frugal

This volume provides updates and informs the reader about the development of the current empirical research on the flow experience. It opens up some new research questions at the frontiers of the field. The book offers an overview on the latest findings in flow research in several fields such as social psychology, neuropsychology, performing arts and sport, education, work and everyday experiences. It integrates the latest knowledge on experimental studies of optimal experience with the theoretical foundation of psychological flow that was laid down in the last decades.

This book constitutes thoroughly revised and selected papers from the 5th International Conference on Model-Driven Engineering and Software Development, MODELSWARD 2017, held in Porto, Portugal, in February 2017. The 20 thoroughly revised and extended papers presented in this volume were carefully reviewed and selected from 91 submissions. They contribute to the development of highly relevant research trends in model-driven engineering and software development such as methodologies for MDD development and exploitation, model-based testing, model simulation, domain-specific modeling, code generation from models, new MDD tools, multi-model management, model evolution, and industrial applications of model-based methods and technologies.

In today's multi-platform ecosystem, marketers rely on advertisements that can be accessed across multiple digital platforms to enhance audience engagement and outreach. Advertisers are exploring the global impacts of social and mobile media as part of this integrated approach. Multi-Platform Advertising Strategies in the Global Marketplace examines the international diffusion of multi-platform advertising communication practices in an increasingly globalized economy. Featuring coverage on relevant areas including cross-media, digital marketing, and consumer behavior, this extensive publication is suitable for researchers, marketers, advertisers, and business professionals interested in the global impacts of multi-platform media on the advertising industry.

Clear-headed advice on strategy from the international consulting firm Bain & Company restores a timely and refreshing "back-to-basics" approach to growth.

Looking beyond the complexity and theory of inventory management, authors Geoff Relph and CatherineMilner examine managing inventory and achieving targets. Whilst the first edition mainly focused on planning, this new edition of The Inventory Toolkit includes three new chapters that go beyond planning to implementation. Amongst other topics, the new chapters cover holding and moving inventory, working with suppliers and using stack and flow to identify pinch points and facilitate lean and agile operations. This comprehensive second edition of The Inventory Toolkit includes case studies from diverse industries such as retail and aerospace, and worked examples and regular exercises which illustrate how the inventory tools can be used in an operational setting. It is an invaluable reference guide for students and practitioners focusing on inventory management and operations management in manufacturing and retail, as well as operational staff involved in the implementation of the MRP and inventory management modules of ERP systems.

Co-authored by an international team of experts across disciplines, this important book is one of the first to demonstrate the enormous benefit creative methods offer for education research. It illustrates how using creative methods, such as poetic inquiry, theatre and animation, can support learning and illuminate participation and engagement.

Dr. Dorriah Rogers, CEO of Paradyne Consulting Works, shares her last twelve years of consulting and research for numerous Fortune 100 and 500 companies, large government entities and the U.S. military in her book Decide to Profit: 9 Steps to a Better Bottom Line. The book is the result of discussions and intensive problem-solving with thousands of employees, managers and executives experiencing an inability to tie innovation and growth to bottom-line profit; where due to market pressure for growth, managers found themselves pushing decision-making to the lowest levels of the organization, and companies were finding themselves in need of a tool to ensure that these decisions were executed in a safe and profitable way. In other words, as their organizations grew, net margin and productivity began to erode, and a solution was required. Decide to Profit provides a step-by-step guide for organizations to connect all ideas and decisions that affect change to the financial goals of the company. Employees will have a clear systematic process that links decisions to the financial performance of their organization. Managers will have a ready tool to shape their organizational culture and business outcomes. With this process, both leaders and employees can adapt to increasingly tough competition and excel within their ever-changing markets, while ultimately maintaining or growing net profit. The 9 Step process has been vetted and implemented within some of the largest and most complex projects and organizations across North America, and it works. Each of the 9 Steps shows you how to avoid common decision-making mistakes, provides checklists and tools to foster a creative and idea-driven culture within organizations, and includes easy-to-understand and implement guidelines to ensure a financially sound future. The nine chapters chronologically and systematically outline each of the steps and its application, and include checklists, critical questions, and easy-to-use forms for managers and employees. Imbedded within each step are checks and balances and a process for accountability, so managers and employees can remain in sync in both their thinking and actions. A user code will be provided to book purchasers allowing them to access tips for easy-to-download forms on the Decide to Profit website. The website will also include a user forum, a best practices blog and tips from the author.

The 3-volume set LNCS 8510, 8511 and 8512 constitutes the refereed proceedings of the 16th International Conference on Human-Computer Interaction, HCII 2014, held in Heraklion, Crete, Greece in June 2014. The total of 1476 papers and 220 posters presented at the HCII 2014 conferences was carefully reviewed and selected from 4766 submissions. These papers address the latest research and development efforts and highlight the human aspects of design and use of computing systems. The papers thoroughly cover the entire field of human-computer interaction, addressing major advances in knowledge and effective use of computers in a variety of application areas.