



# MIT SMART CUSTOMIZATION SEMINAR

MAY 20-21, 2010

MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
CAMBRIDGE, MA

For more information about this seminar:

**SCG.MIT.EDU**



The MIT Smart Customization Seminar 2010 provides a unique opportunity for thought leaders and reflective practitioners working on, implementing, or considering mass customization, personalization, and customer co-creation. These strategies are emerging today from pilot applications into a scalable and sustainable business models.

## smartcustomizationseminar

MIT DESIGN LAB CAMBRIDGE, MA MAY 20-21, 2010

### THE MIT SMART CUSTOMIZATION GROUP

The MIT Smart Customization Group is an MIT-Industry collaboration devoted to improving the ability of companies to efficiently mass customize products and services in various industries and for diverse customer groups. This industry interest group aggregates the key players in the area of mass customization and strives to become a vital community of practice in this field.

The group's faculty consists of William J. Mitchell, Marvin Minsky, Frank T Piller, B. Joseph Pine II, Ryan Chin, Kent Larson, and Daniel Smithwick, as well as other members from throughout the MIT community. It is hosted by The MIT Design Laboratory that focuses on the theories, techniques, and practices of innovative design. It pursues research, executes practical design and art projects, and engages in scholarship and criticism. The group is organized as a collection of multidisciplinary research and project teams.

### LOCATION

MIT Media Lab, Building E14, 6th floor  
75 Amherst Street, Cambridge, MA 02139

<http://whereis.mit.edu/?selection=E14>

### REGISTRATION

Earlybird (before or on April 30): **\$1795**  
Regular: **\$2400**

[http://regonline.com/smart\\_customization\\_2010](http://regonline.com/smart_customization_2010)

*A limited number of scholarships (at \$490) are available for start-ups focusing on mass customization. Please visit our website for details.*

### SUGGESTED ACCOMMODATIONS

The MIT Media Lab is just a short walk from the Kendall T-Station ("Red Line" subway).

- Marriott Hotel Boston-Cambridge
- The Kendall Hotel
- Residence Inn Boston Cambridge

<http://www.media.mit.edu/contact/accommodations>

The foremost objective of the 2010 seminar is to connect managers in peer-to-peer interaction to foster an intense discussion, facilitated by presentations from industry leaders and the Smart Customization Group faculty. Following the success of similar events at MIT in October 2007 and November 2008, the goal of the 2010 seminar is to take an intensive look at the success factors and "how to do it" aspects of implementing mass customization, personalization and customer co-creation in a smart way.

The MIT Smart Customization Seminar 2010 provides great networking opportunities for everyone interested in mass customization, personalization, and customer co-creation – inspired by the creative environment of the well-known MIT Media Lab.

### MAKING MASS CUSTOMIZATION AND PERSONALIZATION SMART

Mass customization and personalization means creating profit opportunities from the fact that people are different. We define mass customization as the development, production, marketing and delivery of affordable goods and services with enough variety that nearly everyone finds exactly what they want -- while keeping control of cost. Personalization is applying the principles of mass customization to customer interaction and the service delivery process.

The managers presenting their accomplishments at the 2010 MIT Smart Customization Seminar have cracked the code of mass customization and personalization. The key to profiting from it is to see it not as a stand-alone business strategy that replaces today's production and distribution systems, but as a set of organizational capabilities that can supplement and enrich an existing system. We call this paradigm of thinking "smart customization."

Some companies are even going a step further and engaging their customers in the co-creation of new assortments and product architectures. They co-create with the users and customers in the innovation process. The 2010 Seminar will also present these international leaders in co-creation and will show how mass customization and customer co-creation can supplement each other.

## AGENDA

The MIT Smart Customization Seminar 2010 is the only event of its kind in North America that provides an in-depth discussion of some of today's most important business trends. It is open to a distinguished group of professionals from diverse industries. In addition, a small group of pre-eminent scholars will share leading-edge research on issues of importance and practicality to mass customization professionals. A special session will offer the opportunity to meet the founders and CEOs of promising start-ups in the area of mass customization.

### THURSDAY, MAY 20

9:00AM	<b>BREAKFAST &amp; REGISTRATION</b>
10:00AM	Cracking the Code of Mass Customization & Co-Creation: Introduction and Overview of Best Practices in the Field <i>MIT Smart Customization Group Faculty</i>
11:30AM	<b>NETWORKING BREAK</b>
11:45AM	Mass Customization Leaders
1:00PM	<b>NETWORKING LUNCH &amp; EXHIBITION</b>
2:00PM	Personalization Leaders
3:15PM	<b>NETWORKING BREAK</b>
3:30PM	Mass Customization Leaders in Fashion & Lifestyle
5:15PM	Open Space: Implementing mass customization in an established organization. In an interactive discussion format, share your experiences and questions with your peers
6:30PM	<b>RECEPTION &amp; SEMINAR DINNER</b>

### FRIDAY, MAY 21

7:30AM	<b>BREAKFAST &amp; REGISTRATION</b>
8:00AM	Food for Thought: Inspirations from recent research on customization and personalization at MIT
9:30AM	<b>NETWORKING BREAK</b>
9:45AM	Upcoming Stars in Mass Customization and Personalization: Learn from the most interesting start-ups in the field
11:30AM	Mass Customization Leaders
12:00PM	<b>NETWORKING LUNCH &amp; EXHIBITION</b>
1:00PM	Personalization and Customization in Personal Mobility
2:15PM	Customer Co-Creation: The next generation of mass customization
3:15PM	<b>NETWORKING BREAK</b>
3:30PM	Open Space: What to take home. Share with your peers your most striking experiences and how you will put them into practice on Monday morning
4:15PM	<b>SUMMARY &amp; ADJOURN</b>

## PRESENTING COMPANIES AND EXPERTS

The companies selected by the MIT SCG in 2010 represent some of the most prominent and interesting examples of mass customization, personalization, and customer co-creation in North America and Europe. Each of these companies has major achievements and has established a number of best practices for the industry.

### Leaders in Mass Customization

Managers from the following companies will present how they surprise their customers with truly customized products. A special emphasis will be placed on scaling up mass customization and making it into a large-scale business model.

#### BUILD-A-BEAR

Dorrie Krueger, Managing Director

#### LOUIS VUITTON

Kamel Ouadi, Worldwide Digital Media Director

#### LEGO

Hanne Træholt Odegaard, Director, Business Development

#### MYMUESLI

Hubertus Bessau, Co-Founder & CEO

#### ARCHETYPE SOLUTIONS

Marybeth Luber, CEO

#### CHOCRI

Carmen Magar, CEO, Chocri USA

#### ARTAIC

Ted Acworth, Founder & CEO

#### BIVOLINO

Michel Byvoet, CEO Bivolino Services

#### ZAZZLE

Jeff Beaver, Co-Founder & CEO

### Leaders in Personalization

Learn from these leaders how to create value for customers - and outstanding profits for your own company - by personalizing the service encounter and relationship with your clients.

#### PANDORA RADIO

Tom Conrad, CTO

#### PFIZER INC.

Klaus Moser, Director, Strategy, Established Products

#### ETRL/RENZ

Dirk Rutschmann, CEO, Corpus-e AG

#### BIXI

Louise Guay, Project Leader  
Alain Ayotte, President

#### SMART/ DAIMLER AG

Wolfgang Gruel, Project Leader, Business Innovation

#### QUIRKY

Ben Kaufman, Founder

For more information about this seminar:

[SCG.MIT.EDU](http://SCG.MIT.EDU)

## 2010 Presenting Companies & Experts

The companies selected by the MIT SCG in 2010 represent some of the most prominent and interesting examples of mass customization, personalization, and customer co-creation in North America and Europe. Each of these companies has made some major achievements and has established a number of best practices for the industry. **Learn more about our presenters on the following pages!**

### Leaders in Mass Customization

Managers from the following companies will present how they surprise their customers with truly customized products. A special emphasis will be placed on scaling mass customization up and making it a large-scale business model.



Founded in 1997, Build-A-Bear today has become a synonymous for mass customization. With more than 400 stores world-wide, it is the largest chain dedicated to the create-your-own trend in the United States.

**Speaker: Dorrie Krueger, Managing Director**

**Best practices:**

- How to scale up a mass customization business
- How to create a truly unique customization experience in a retail environment



Luxury brand Louis Vuitton is reinterpreting the individualization trend that has defined the luxury industry since many decades. Mixing modern interactive media and craftsmanship, LV creates entirely new experiences for its customers by customization and personalization.

**Speaker: Kamel Ouadi, Worldwide Digital Media Director**

**Best practices:**

- How to utilize the latest personalization services on the internet
- How to combine a strong company heritage with latest technologies



LEGO Group is one of the most recognized toy companies in the world. In many ways, its core building system – based on the LEGO® brick- is a classic example of effective modularization. In recent years, the LEGO Group has added entirely new layers of customization to its offerings, including LEGO Design ByME, a true mass customization experience on the internet.

**Speaker: Hanne Træholt Odegaard, Director LEGO Digital & Head of Customization Business Development**

**Best practices:**

- Using customer communities to test and launch a mass customization offering
- Effective change management towards adapting established manufacturing, supply chain and marketing processes for customized products

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## Leaders in Mass Customization (contd.)



mymuesli has become one of the largest and most successful European mass customization companies, building on today's mega-trend of customizing food and nutrition. Learn how the company became an international leader in just a few years and what will be next.

**Speaker: Hubertus Bessau, Co-Founder and CEO**

**Best practices:**

- How to scale-up a mass customization start-up to become an international category leader
- Customer interaction systems for repeat orders in mass customization



Since many years, Archetype Solutions enables large US brands in the fashion industry to offer customized items. In 2008, Archetype went BtoC by opening indiDenim and indiTailored, two of the leading consumer-direct services that offer truly custom-made jeans and dress shirts.

**Speaker: Marybeth Luber, Chief Executive Officer**

**Best practices:**

- Building a platform to enable established brands to offer mass customization
- Latest trends in customer interaction for fashion related products



Named "start-up of the year" by Business Week Germany, chocri offers consumers the opportunity to design their own chocolate bars online, an inherently viral product due to its fit as a gift. It is also the first German mass customization startup that expanded to the American market.

**Speaker: Carmen Magar, CEO Chocri USA**

**Best practices:**

- Starting a mass customization business with very limited funds and manage a period of strong growth
- Managing the international expansion of a mass customization startup



Combining high-tech production technologies adapted from semiconductor manufacturing with design skills and a 2000-year old craft, Artaic makes the old art of mosaic accessible to every artist as a medium to work within in the building and construction industry.

**Speaker: Ted Acworth, Founder and CEO**

**Best practices:**

- Setting up a flexible manufacturing system for mass customization
- Building an network of interaction partners along the value chain



Bivolino became one of the leading mass customization companies in the European apparel industry and a key player in the EU Open Garment initiative. It has enabled large retailers like Marks&Spencer, OTTO, WE, and many others to offer customized items within established e-commerce sites.

**Speaker: Michel Byvoet, CEO Bivolino Services**

**Best practices:**

- Enabling established companies to enter mass customization
- How to make customer co-design as simple as possible

## Leaders in Personalization

Learn from our leaders in personalization how to create value for customers – and outstanding profits for your own company – by personalizing the service encounter and relationship with your clients.

**PANDORA** Pandora Radio creates thousands of personalized music streams every day. Based on an automated music recommendation system, Pandora Music, the company is a textbook example of simple but highly effective personalization.

**Speaker: Tom Conrad, CTO**

**Best practices:**

- How to create a simple but highly effective personalization mechanism
- How to profit from personalization in the entertainment industry



Pfizer Inc. is the world's largest pharmaceutical company. The presentation will share for the first time how Pfizer uses personalization and mass customization in the marketing and sales process of pharmaceuticals to establish win-win relationships in the professional market.

**Speaker: Klaus Moser, Director Strategy Established Products**

**Best practices:**

- Customization and personalization in the professional sales system
- Managing change towards personalization in a global company



Ertl/Renz became a leading European specialized sports good retailer by changing the way how ski equipment, golf shoes, and running shoes are being sold. Based on a unique scanning solution by **corpus-e**, the company combines personalization in retail and product customization to offer a one-of-a-kind sports experience.

**Speaker: Dirk Rutschmann, CEO Corpus-e AG**

**Best practices:**

- Value-based up-selling in retail environments by personalization
- Using a new generation affordable body scanning solutions



Bixi is the North American champion of shared city bicycles. Different to other companies in the field, Montreal based Bixi has connected its bike sharing service with a set of personalization offerings that enable a truly custom mobility service.

**Speaker: Louise Guay, Project Leader, and Alain Ayotte, President**

**Best practices:**

- Using personalization to change consumer behavior in the mobility domain
- Personalization beyond the product: from smart products to smart cities

For up-to-date information and registration please head to <http://scg.mit.edu>

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## Leaders in Co-Creation

These companies go even further in interacting with their customers and have created a community of users co-creating value with them in all stages of the value chain.

**DAIMLER**



Smart is the microcar by Daimler AG (Mercedes Benz). Recently, smart launched a highly successful customer co-creation contest where consumers created more than 10,000 custom designs within just a few weeks. The presentation also will present Daimler's new mobility service Car2Go which can be seen as another example of personalized mobility in the city.

**Speaker: Wolfgang Gruel, Project Leader Business Innovation**

**Best practices:**

- Implementing customer co-creation in a traditional organization
- Thinking beyond the product by customer co-creation of services and experience



Founded in 1999, Zazzle is one of the world's leaders in mass customization. But with its platform-based system, the company also has democratized the selling and retail process by enabling everyone in the world – being it Disney or the average consumer – to open their own merchandising store with a custom assortment.

**Speaker: Jeff Beaver, Co-Founder & CEO**

**Best practices:**

- Bringing mass customization to the next level by customer co-creation
- Cooperating with established brands and manufacturers to enable mass customization



Quirky is a social product development company. It has established an entirely new model to cope with assortment variety and heterogeneous customer demands, crowdsourcing the entire new product creation process to its community.

**Speaker: Ben Kaufman, Founder and CEO**

**Best practices:**

- Bringing customer co-creation and community innovation to a new level
- Establishing an entirely new business model in the consumer market

## Presentations on Latest Research & Development from the MIT Community



In addition to the company speakers, members & affiliates of the MIT Smart Customization Group will share results from latest research on mass customization, personalization, and co-creation. **Presentation topics include:**

- **The Customization500:** Results from our benchmarking study of 500 online mass customization companies
- **Cracking the Code of Mass Customization:** The Three Capabilities Companies
- **MIT Customization Genome Imitative:** An invitation to work with us on the next generation of personalization of complex systems
- **Digitally Fabricated Mass Customized Relief Housing**
- **Sustainability and Customization:** Evaluating the relation

For registration, latest updates and more information, please visit our web site [scg.mit.edu](http://scg.mit.edu)

## How participants evaluated the last MIT Smart Customization Seminar

The last MIT Smart Customization Seminar took place in November 2008. Participants were very enthusiastic about this event:

- **88%** of participants evaluated the **overall event experience** as "**outstanding**" or "**beyond expectations**".
- **73%** of participants evaluated the **networking opportunities** in the domain as "**much better than on comparable events**".
- **70%** of the presenters of the last event were evaluated as "**very good**" or "**outstanding**".
- And **85%** of all participants will "**definetly consider coming again**" or "**are looking forward to the next event**".

### This is what some individuals have written in personal feedbacks to the organizers:

"I found the seminar incredibly beneficial, and I am honored to have been able to co-teach with you."

*Alison Page, Director Mass Customization, adidas (presenter at the last event)*

"It was a GREAT seminar. My head is still spinning! (In a good way!). As a colleague, David Liddle, former founder, CEO of Metaphor once said, "I know a seminar is good if it changes the pattern of the neurons in my brain!" This seminar definitely met that criterion for me!"

*Patricia Seybold, CEO, Seybold Group; Author of "Customers.com" and "Innovation inside-out"*

"Thank you again for accommodating me at the last minute and giving me the opportunity to observe the larger picture. It has been a turning point for me. To be honest I was only slightly aware of the whole "mass customization movement" till a few weeks before the seminar. It's been an awakening for me."

*Russell Benfanti, Founder and CEO, xoddo.com*

"I thoroughly enjoyed the conference this week ! Thank you, and looking forward to hearing more on upcoming conferences."

*Joanne Pendergast, Director E-Commerce, Converse*

"It was a pleasure to actively participate and exchange ideas and experiences amid such a diverse room of innovators!"

*Patrick Abouchalache, Managing Director, Roberts Mitani Advisors, LLC*