

For Review Only

**“A MUST-READ FOR ALL INNOVATION LEADERS”**

— Harrison Kyoungheon Kim, Country Head,  
Google Marketing Solutions, Korea

How much do you know about hackathons? Whether you're a potential organiser, a future participant, or just wondering what else you need to break out of the conventional, this book is for you.

*Hackathons Unboxed* takes you behind the scenes, to unpack the seeming magic that gives birth to groundbreaking ideas in just three short days. There is in fact a series of repeatable steps — a well-researched methodology — that anybody can follow. But we don't just hack in a vacuum. More than repeating principles like “human-centred design”, this book addresses real-world constraints, the unforeseen that may pop up, and offers invaluable tips on how to tackle them.

Above all, this unique field guide will show you the link back to your business needs, whether it is to develop a revolutionary product/service or to create a gamechanging business model. So dive right in, and let's start hacking!

“A very thoughtful, practical guide that outlines the hack process step-by-step, providing the Dos and Don'ts for both novice and experienced innovators alike.”

— LALE KESEBI, Chief Communications Officer & Head of Strategic Engagement, Li & Fung

“Makes ‘pressure cooker’ innovation accessible by offering the first practical handbook on the ‘How To’ of hackathons.”

— OTTO RUIJS, Managing Director, Hyper Island Singapore

“Gives you the blueprint you need to jumpstart your own corporate innovation journey.”

— ERIC TACHIBANA, Professional Services Area Practice Manager, APAC, China & Japan, Amazon Web Services

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HACKATHONS UNBOXED A FIELD GUIDE TO IDEATING, LEADING AND WINNING

Marshall Cavendish  
Business

**HACKATHONS UNBOXED**

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GUIDE TO  
IDEATING,  
LEADING  
AND  
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Alvin Chia  
with a foreword by Neal Cross

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*To Gladys, Mama and Papa,  
who made me who I am today.*

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## **FOREWORD**

THE BIGGEST ENEMY of corporations is the silo mentality that “I know best” – this egotistical statement that senior executives rely on. In fairness, their deep knowledge of their industry and role has worked well for many years. But the world is changing. There are new ways of execution, new potential partnerships, and more importantly, new competitors who are smarter and faster than the incumbents.

As I have often said, the problem isn't that banking needs to go digital – it's that digital is getting into banking. At DBS Bank, we embarked upon a dramatic path to become world-class. Rather than focus just on innovation, we felt it was important to provoke a cultural transformation and become a leader in our industry. Using common tools like design thinking and lean start-up structures, we have kindled highly engaging hackathons, where we partner banking executives with start-ups, students and our clients to define the future of Asian finance. Going through this, we realised how powerful a tool the customer journey is for reducing the amount

of “I know best”, to get laser-focused on the exact needs of our clients.

We have evolved our methodology since we started. The DBS hackathon is now a three-day event that brings together the top talents from our bank and some of the brightest minds from the FinTech world. We have even extended the power of hackathons to our undergraduate interns through the UNI.CORN programme, where students can take a bite of the real challenges that banks face today.

Our daring towards exploring the unknown has won us fans both locally and around the world. Amongst the accolades we have received, being voted the world’s best digital bank in 2016 by Euromoney is one of the best testimonies of how well the digital mindset has been propagated and entrenched – through the hackathon! – within DBS Bank.

*Hackathons Unboxed* encapsulates the spirit of all that we have pulled off. Alvin has put together a highly practical field guide to help you replicate the magic behind the DBS hackathons we conduct. Whether you are an aspiring hacker, or a hackathon organiser yourself, I’m sure you’ll learn something valuable from this book.

Neal Cross  
Managing Director and Chief Innovation Officer  
DBS Bank

## INTRODUCTION

ON MY FIRST day at DBS Bank in Singapore, I found myself reporting for work at Changi Airport, waiting for my new colleagues, whom I had met briefly during the interviews.

The duo who greeted me were David Beath and Darren Yeo, from the DBS Innovation Group. After a warm handshake and a short welcome, I was handed two bags. One contained a laptop, the other contained research materials to “get me started”. I had no idea what to expect. With that, we boarded our flight and jetted off to Jakarta, where I would have my first taste of a DBS hackathon.

The next three days exposed me to the hackathon methodology. I had the good fortune of being the table facilitator for an amazingly talented team from DBS Indonesia. The experience, as David aptly put it, was an emotional rollercoaster ride: we started off with a high on the first day, before sinking low towards the end of the second day, but came back strongly, ending on a high after the pitch.

The winning team took home cash prizes and an opportunity to build a first-in-market digital product for the bank. Besides the positive vibes and friendships forged, the hackathon left me with a lasting impression, kickstarted my tenure in the best way possible, and also gave me three key take-aways that would form the foundation of this book:

### **1. Disruption is happening**

With smartphones opening new worlds of possibilities, technology has allowed first and fast movers to seize the initiative. In the finance sphere, incumbents are up against the likes of Alibaba (with its Alipay and Ant Financial) and Tencent (WeBank, Wechat Pay, Tenpay). Outside of the banking world, ride-hailing app such as Uber and Grab are also quickly disrupting the transportation market. But remember, it is practices like Human-Centred Design (HCD), experimentation and rapid prototyping that made these disruptions possible. And these practices are open to all.

### **2. Business-As-Usual (BAU) churns out the usual**

How are businesses responding to these disruptions? Very often, we hear that it is BAU. We do certain things because they've been done this way for the past decades. However, with rapid changes expected in the years ahead, BAU simply cannot respond to customers' needs. From budgeting cycles to the layers of approval required and a long release backlog, it could take years before your new product reaches your customers. BAU further stifles creativity as teams seek to provide incremental growth based on tested and proven strategies – far behind the 10x growth that disruptors are getting.



### **3. Enter hackathons**

As the world seeks new ways to answer these disruptions, we've chosen hackathons. Hackathons are intense events in which bright minds are brought together in teams to tackle a business challenge over a very short period of time. Picture a room crammed full of people brimming with ideas. They will spend the next three days of their lives there, with nothing but full-hearted dedication to cracking a problem. Ambitious challenge statements provoke tension and keep energy high. The idea is that the enormous competition and pressure will exponentially incubate more new concepts than normal circumstances.

### **But do hackathons work?**

Most certainly. Just ask Facebook. Some of its most familiar features were born of hackathons – the Like button, Facebook chat, and even Facebook videos. It is no wonder that the company swears by them.

Hackathons have spawned successful startups too. At a New York City hackathon in 2010, two participants successfully prototyped a group messaging app. They went on to found a company known as GroupMe, which was later acquired by Skype for US\$85 million. Back in Singapore, we have Carousell, an app which allows users to trade new and used items. It was conceived at a 2012 hackathon, and has now become one of the largest mobile marketplaces in the region.



If you are surprised that such game-changers could be conceived within a short span of days, you are not alone. It is no wonder that many newcomers have found themselves addicted to hackathons.

## **Start the corporate revolution**

Catching on, established companies have turned to hackathons to bring out the inner startup in their staff. With decades of history, these companies tend to accumulate volumes of standard-operating procedures (SOPs) in addition to the



A hackathon in full swing

BAUs which serve them well. But the rigid structure can also hinder the initiative and agility of the company. Hackathons offer a safe space to rewrite the rules, as companies don't need to abandon their businesses just to innovate.

Hackathons are not limited to Silicon Valley companies seeking to iterate new software. IDEO, a leader in design thinking, first tested the make-a-thon format in 2012. They brought together London's industrial designers, architects, and 3D printing experts to prototype physical products, such as a rear bicycle light to detect when traffic behind was moving too close, all in a bid to solve social challenges.

For British Airways, the sky was literally the limit, when they took their 2017 travel technology hackathon onboard an A380 jet plane. Called Hack Horizon, engineers, designers and entrepreneurs retraced the footsteps of travellers from Regal Hotel in Hong Kong, up the airplane, before finally testing their solutions at London's Heathrow airport. What this means is that hackathon-style prototyping can be brought to any industry, to address any problem.

Exposing staff to a start-up culture during a hackathon can also be a first step towards creating a new "maker" mindset within the company. For instance, within DBS Bank, we have used hackathons as a talent development tool, by pairing staff with entrepreneurs to solve problems. Since 2015, the programme has gone through multiple iterations, reaching thousands of staff. Hackathons are also an important tool for helping us reach the Big Hairy Audacious Goal (BHAG) of transforming DBS into a 22,000-person startup.

Hackathons can also be used as a method to identify talent outside the organisation. One such example is DBS's recently unveiled Hack2Hire programme, where we seek to hire up to 100 software developers from a two-day hackathon. This programme has been a huge success, with business units reaching out pro-actively to bring these new hires into their departments.

Another example would be DBS Innovation Group's very own UNI.CORN Management Internship, where we put up to 60 aspiring interns through a 24-hour Idea Smash hackathon to handpick 24 of them for a three-month internship.

There are also external hackathons, which crowdsource talent outside the organisation to solve problems. These can be for new product ideas or to tackle challenges as grand as those of an entire country. The Singapore government has organised multiple hackathons on nation-wide concerns such as improving public transport and coping with the challenges of an ageing population. One of the first hackathons ever held locally, CODE::XTREMEAPPS:: (CXA), organised by IMDA (Infocomm Media Development Authority), recently reached its 10th anniversary milestone in 2016.

## **But it doesn't become a hackathon just because you call it one**

Having read so far, you may still be sceptical that such success can apply to your company.

It is important to acknowledge upfront that not all hackathons succeed. In fact many fail to produce any earth-shattering ideas. It is easy for critics to pounce on those that don't solve real problems. However, much of this is due to misunderstanding about what hackathons really are.

Contrary to popular belief, hackathons don't simply happen - they require careful orchestration. We don't create magic by tacking the hackathon label onto conventional "brainstorming" sessions or "change management" sessions, when everything else within them is done the same old way. If the experience does not seem a clean break from the usual, participants will imagine it to be just a fad.

## The First Hackathons

Like the invention of the telephone, there does not seem to have been one person who can lay claim to the hackathon. The first recorded hackathons occurred within weeks of each other.

In June 1999, a group of developers working on the open-source operating system OpenBSD came together in Calgary. About a week later, another group of developers came together to write software for the Palm V personal digital assistant, which was handheld.

And so, the hackathon as we know it was born!

Even worse is when participants simply go through the motions – definitely *not* what we want. I've witnessed many hackathons run aground because the participants were bored and eventually left more demoralised than when they started – all huge red flags.

We stress that a tick-the-boxes mentality is the opposite of what we are trying to achieve. The most important thing is embodying the spirit of the hack, by being willing to pierce boundaries.

As a start, senior management will have to lead by being front and centre. This is easy to say, but harder to achieve. Due to the unfamiliar nature of the hackathon methodology, the tendency is for inertia to set in and participants reverting

to their old ways of working. Unless leaders actively walk the talk by investing, time, energy and resources in the hackathon, and by encouraging outlandish, even crazy-sounding ideas, it may be hard to inspire a breakthrough.

Remember also that finishing a hackathon doesn't signal the end of the innovation journey. For many organisations, this is just the beginning. Ideas born of the hack need follow-through, for instance, by securing a place in formal work plans. Otherwise the sparks that you have created may fizzle out all too easily!

## **How to use this book**

*Hackathons Unboxed* is written as a field guide for either planning, conducting or participating in a hackathon. Regardless what role you play, you are bound to find the knowledge shared in this book useful and applicable. The ten chapters will guide you through a typical three-day hackathon:

**Chapter 1. Plan-A-Hack** lays out the basic tenets of running a hackathon from the logistical perspective. From who to invite, to a ten-day countdown prior to the event, understand what goes behind the scenes to bring about a successful hackathon.

**Chapter 2. Insights Preparations** discusses the research work that is done prior to the hackathon. To make the best of the three-day event, organisers typically commission

research agencies to uncover insights and personas (customer profiles) to help the teams jumpstart the process.

**Chapter 3. Generating High Energy** shares how the best hackathon organisers take care of their participants to ensure that everyone is at their best during the hackathon.

**Chapters 4, 5 and 6 on Human-Centred Design (HCD)** take you on a crash course to understand how HCD tools can be used in fieldwork to better understand the customer, land insights, and build towards the eventual ideation where concepts are developed to solve the customer's needs.

**Chapters 7 and 8 on Prototyping** shed light on how concepts are experimented on to ensure that they pass the test of customer desirability, going from low-fidelity prototyping to mid- and high-fidelity prototypes.

**Chapter 9. Facilitation and Mentorship** will discuss the various facilitation and mentorship roles within the hackathon itself – from the main facilitators to the table facilitators and the business mentors – and how they help guide the teams.

**Chapter 10. Pitching and Judging** is where everything comes together. All the hard work, sweat and tears culminates in a five-minute pitch where the best team is chosen. Tips on pitching, including a slide-by-slide breakdown of what is expected, will ensure you deliver the best pitch ever.

Being an innovator-at-heart, I would advise you to ignore the fixed sequence in which the book is arranged. Creating a



## 3-Day Hackathon: Programme

### DAY 1

- 1. Opening**
- 2. Insights sharing**
- 3. Pre-fieldwork**
  - Persona hypothesis
  - Stakeholder mapping
  - Research planning
- 4. Fieldwork**
  - Interview
  - Theme
  - Insights

*Homework:  
Interview (part 2)*

### DAY 2

- 1. Ideation**
  - Boundary questions
  - Brainstorming
  - Conceptualising
- 2. Prototyping**
  - Experimenting with low-fidelity
  - Experimenting with mid-fidelity
- 3. Business mentoring**

*Homework:  
Pitch prep*

### DAY 3

- 1. Pitch prep**
- 2. Pitch**
- 3. Judging**
- 4. Closing**

customer-centric solution is not a linear process. The book's chapters mirror the agenda of a typical three-day hackathon, but do not let this stop you from jumping straight to the chapter that interests you most.

Now if you are ready for your hackathon adventure, let's go!

## CHAPTER 1

# PLAN-A-HACK

LET'S GET TO business proper. Running a hackathon is no mean feat – and by that I mean that it can be both a logistical nightmare and a hotbed for bad press. I have seen spectacular hacks that uplifted the reputation of the organisers and also those that were doomed to fail from the very beginning. To stay clear of the latter, I have some very practical advice for both aspiring and existing hackathon organisers.

### **Who to invite?**

Deciding who to invite will help you get the first step right. Broadly speaking, there are three categories of invitees to have at your event.

#### **The hackers/participants**

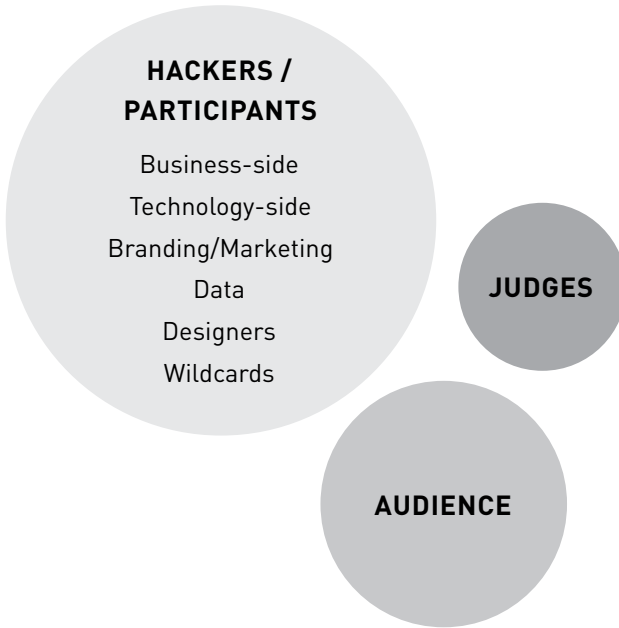
Depending on what you want to get done, how much resources you have, the logistical difficulties and cost involved, start by determining how many hackers you want at the event.

From the official standpoint, I always recommend hackathon teams to be in groups of six. There are some good reasons for this. Based on research in behavioural studies, teams of six are the most productive as no one can freeload and there is almost always work for everyone to do. You could also sub-divide the team into two working units, with equal number of hackers on parallel work streams.

If the teams get any larger, there will almost certainly be members who are less engaged. From a team culture standpoint, having one disengaged member can spell trouble as this is all it takes to bring down the team's overall morale and productivity. On the other hand, smaller teams are also not ideal as they won't have enough manpower and brainpower to plough through all the activities required in the three-day hack.

How many teams to have at the hackathon really depends on the resources available. I've conducted hackathons of all sizes, but generally speaking, I would invite at least four teams to ensure a healthy level of competition. Having a room of 25 also ensures that there is a good amount of buzz and chatter, to give the teams a taste of the hustle and bustle of hackathons.

As a seasoned corporate hackathon organiser, I find that the difficulty doesn't lie in assembling 25 hackers. The tough part is getting their commitment and unwavering support. As a rule of thumb, those who cannot commit three days from their busy schedule should not be participating. I've seen hackers walking in and out during the hack, which is



disruptive to say the least. Sending delegates or alternate members is also not ideal as we typically select participants based on their exact profile, which will be different if a replacement takes over.

You might then ask, who are good hackers? For a team of six, I would populate it with one business domain expert, one from the technology side, one from branding/marketing, one data scientist, one user experience (UX) designer, and lastly, one wildcard. This, of course, is a dream list. We usually make do with what we have, but the non-negotiable ones are business experts and designers; the rest are good to have.

1. **Business-side:** Depending on the challenge of the day, if we're solving a digital payments

challenge, it might be someone from the e-business team. If we are cracking an insurance challenge, it might be someone from the bancassurance arm of the bank.

2. **Technology-side:** Someone with the ability to make high-level estimates as to what is needed to get things done and how much it might potentially cost. The technology folks can also be really good at digital prototyping as they typically come with some tech know-how.
3. **Branding/marketing:** Your go-to person if you want to make sure that your product sells. From crafting a one-liner tagline to an acute understanding of what the customers needs, your marketing expert is almost critical in delivering a successful product.
4. **Data:** With Big Data being a dominant theme nowadays, it is trendy to include data scientists as part of the hackathon team. But before you jump onto the bandwagon, think about how you can best utilise one. Do you have existing data sets for them to work on? Or is the intent to get them to use qualitative data for storytelling? Either way is fine, but make sure that you are clear – this way no one is disappointed.
5. **Designer:** The one who will convert verbal ideas into visual concepts. Having a designer onboard

ensures that there is at least someone comfortable with sketching. Although we often stress that sketching is everyone's responsibility, the ability to produce higher-quality sketches is important as it will allow potential customers to better understand the product. Once we get to the later stages, the designer can also digitise the visuals to produce higher-fidelity prototypes.

6. **Wildcard:** This is where things get interesting. For most of the hackathons I run, I invite a startup entrepreneur to join the team. This not only brings freshness, but their hustler instincts can infectiously impart a culture change that would otherwise be hard to drive. The entrepreneur is able to participate in the full spectrum of product development activities, and stand in for any missing skillsets in the team. That said, I understand that these people can be hard to recruit. Try to look out for early-stage entrepreneurs, as they might be drawn to such events for the networks and opportunities. Also consider cash incentives or prizes to reward their participation.

### **The judges**

Choosing the right mix of judges could have a direct effect on what gets chosen as the winning product, hence determining the success of the hackathon. Hence, I would urge all organisers to select their judges carefully.

A regular judging panel would likely include people who can actually bring the product into market. Similar to the hackers, this means representation from both the business and technology sides. However, this also means that the panel may be swayed towards ready-to-implement solutions. I would normally then balance it off with a judge who brings a macro-level vision, such as the Chief Innovation Officer or Head of Innovation. Being aware of trends, they have a vision of what the best-in-class solutions look like. We want to avoid situations where the chosen solution is a poor cousin of a market-established one, or less ambitious than projects already in the development pipeline.

Avoid having too large a judging panel, as many viewpoints might not necessarily be good. It could hamper reaching consensus and slow down decisions. Always have an odd number of judges, to avoid any deadlock when there is a tie. Three is the minimum number, while five is the optimum.

### **The audience**

The audience will be those allowed to come and view the hackathon. We typically only invite them to view the final pitch process while the rest of the hackathon is a closed-door event. How many to invite is dependent on where the final pitch is held, but usually we expect no more than 50 people in the audience.

If the hackathon is open to the public, you might want to make the pitch a ticketed event. Audience members who bring the most value include venture capitalists (VCs), government regulators and internal staff.



VCs are welcome from an investment standpoint, as they bring funding that could propel the project forward. We've seen VCs snapping up hackathon teams and them quickly evolving into a credible startup in their own right, so do not underestimate that.

Government regulators such as the Monetary Authority of Singapore (MAS) or the Ministry of Finance would help position the hackathon organisers as a forward-thinking organisation.

Internal staff are also welcome to attend the event to generate buzz and to interest them in attending subsequent hacks. Those on the no-go list include industry competitors, who might benefit from the concepts generated.

## Gearing up for the hackathon

### The task force

Once the decision to host a hackathon is formalised, a task force should ideally be formed. This task force should be made up of a project manager, who will drive the entire project; the key facilitators, who will be in charge of content; and one to two project assistants. This task force is responsible for getting the following tasks done in the run-up to the hackathon.

### List of attendees

To determine how many hackers to invite, first lock down the venue. For recommendations on venue selection, refer to Chapter 3, Generating High Energy. Once the venue is locked down, you roughly know how many hackers and audience you can have. Keep in mind that not everyone you invite will eventually attend. For hackers, most of the time those who RSVP will attend, and that's the same for judges. However, I can't say the same for the audience, so it is safe to over-invite by 20–30% to account for dropouts.

### Sending invites

If possible, send the invites out to all proposed participants at least one month in advance. This is especially so for the judges as senior attendees tend to have very packed schedules. Use this opportunity to also send through a registration (RSVP) form to help you gather the following information:

- Full name
- Job title
- Hackathon experience – beginner (participated in zero hacks before), intermediate (three to five hacks) or advanced (more than five hacks)
- Any specific topics of interest related to the hackathon? (To allow organisers to better shape the challenge statements)
- Special needs/requests/meal requests (gluten-free, vegetarian, etc)

More information equates to better planning. Hence, make it mandatory to fill in the registration form. There are also electronic tools such as Eventbrite that could make this logistics-intensive process an easier one.

## **Countdown: Hackathon minus ten days**

This is the best opportunity to relook the list of attendees and assess their skillsets and their level of exposure to hackathon methodology. If you have a shortage of certain skillsets, e.g. designers, there is still sufficient time for you to make it right. If your attendees are well versed in hackathon methodology, you can shorten the explanation during hackday and go straight into the activities. If it's a mixed bag or most of them are new, be more patient with explaining the rationale and process.

### **Recruit your table facilitators and event assistants**

So far, within the task force itself you only have the one or two key facilitators. However, to run an event as interactive as a hackathon, you'll need more manpower than that. We call these people table facilitators, and they are evenly distributed around the hack room. For principles around selecting the right table facilitators, please refer to Chapter 9, Facilitation and Mentorship.

Apart from table facilitators, also remember to find helpers to run the registration table and manage the caterers. These roles could be staffed by the task force's project assistants.

## Countdown: Hackathon minus three days

Keep in mind that your hackathon will live beyond the three-day span of the event. As such, a social media strategy is going to be super useful. Here's a list of things to do to help you get started:

- Do you want to create a special hashtag (e.g. #myspecialhackathon) for the hack? It helps people find out more about the event.
- Do you need a Facebook event page? If this is an internal event, there could also be a company Yammer page or intranet microsite.
- Who are the ones in charge of generating buzz on social media sites such as LinkedIn, Facebook and Twitter? Do not expect things to happen by themselves. Social media presence is often engineered.
- Do you have a team of official photographers and videographers? Tell them when the highlight events are to make sure these are captured.

### Getting the right supplies

These are what I consider tools of the trade. For any successful hackathon, it is mission-critical for us to have them:

- 3M post-its. Each team should have a generous quantity of square post-its and rectangular ones.

Each person should have access to at least five pads. For a team of six, I typically provide about 30 square pads and 10–15 rectangular pads.

- Writing instruments. I personally prefer Sharpie markers but other thin markers are acceptable too. Provide one pen per attendee to allow variety.
- Prepare stickers and markers to allow attendees to write their own nametags.
- Other stationery include Blu-Tack or masking tape to allow teams to put collaterals on the wall, one roll of flipchart paper per team, scissors to cut tape, and blank A4 paper to write on.

### **Some other miscellaneous (but important) tasks**

- Confirm your food catering order and buy lots of snacks. For guidance refer to Chapter 3.
- Email any journalists or social media influencers you know who may be interested in covering the events. These people can help create a buzz and influence public perception of your hack's success.
- A list of final attendees for security clearance to facilitate the changing of entry passes (if required).

### **Final email blast**

This should be the last email you're sending to the attendees. At this point in time, all the logistical details should be finalised. The email should contain:

- Contact information, including a project assistant's mobile phone number so attendees can call/text if they cannot find the venue
- A high-level day plan of each day with start and end timings
- Location of the event (address and building name), exact location of entrance, directions, and map
- A reminder to bring along their ID if a change of pass is required
- A reminder to bring their laptop and charger
- Pre-reads (if any)

## **Countdown: Hackathon minus one day**

### **Final event run-through**

Use this opportunity to do a final check that you have the following in place:

- Each team is allocated a large table, with an additional table for the judges
- There are more than enough chairs for all the hackers, judges and audience members
- Each team to be issued an extension cord with at least five power sockets
- Wifi access for everyone
- Projectors and screen
- Two to three microphones

### **Print team handout**

Each table should have a team handout containing the most basic information to help the team settle into the venue:

- Wifi name and password
- Event hashtag
- A high-level day plan for the next three days



## **Hackathon!**

On the day of the hackathon itself, the task force and facilitators should arrive three hours before the start time.

- Perform a final check to make sure everything is working.
- Put up signs to guide attendees to the event venue from the first floor (don't forget signs to the washroom).
- Key facilitators to run through the slides with everyone to align expectations.

### **Kick-off**

Upon the arrival of the 95% of the attendees or 15 minutes past the event start time (whichever happens first), run the kick-off with the following:

- Introduce the organisers. Explain the reason(s) for running the hackathon.
- Run through the logistics again – hashtags, toilets, day plans and outputs of each day.
- Encourage everyone to take photos and share on their social media.

And this is it – you're all set for action. Let the games begin, and may the best team win!

## ABOUT THE AUTHOR

ALVIN CHIA is the Innovation Program Lead of DBS Bank, and a seasoned hacker. His tenure in DBS has seen him conducting more than 50 hackathons and workshops across the region, solving business challenges such as digitisation and new product development.

Prior to DBS, Alvin consulted for the largest independent innovation consulting company, serving top-tier clients such as InterContinental Hotels Group (IHG), GlaxoSmithKline (GSK) and Unilever.

Outside of work, Alvin lectures actively as adjunct faculty and writes for the business and leadership verticals of the *Huffington Post*.

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