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INVESTING IN OUR PLANET

October 11, 2017

The Art of Knowledge Exchange

Tapping into the power and potential of peer-to-peer learning

GEF ECW, Accra, Ghana

Facilitators

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  Senior Environmental Specialist,
  GEF Secretariat

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  GEF Secretariat

Workshop Goals

- Learn how to use **a systematic and results-focused approach** to knowledge exchange
- Learn to use a range of **instruments** and **activities** that contribute to a successful knowledge exchange

Learning
Exchange
South-South
network
Twinning
cooperation
collaboration
Workshops
friendship
culture
tacit
people
Conference
Peer-to-Peer
Sharing
Beer
Visit
Capacity
Tour
Practice
Community
Competition
Neighbor
Expert
partnerships
water-cooler
Coffee
Fair
Wine
training
Social-Media
Tea
capability
Building
Study
Knowledge

What is Knowledge Exchange?

Knowledge Exchange involves **sharing** of knowledge and experience within and across countries and regions with the purpose of **accelerating** development processes and solutions.

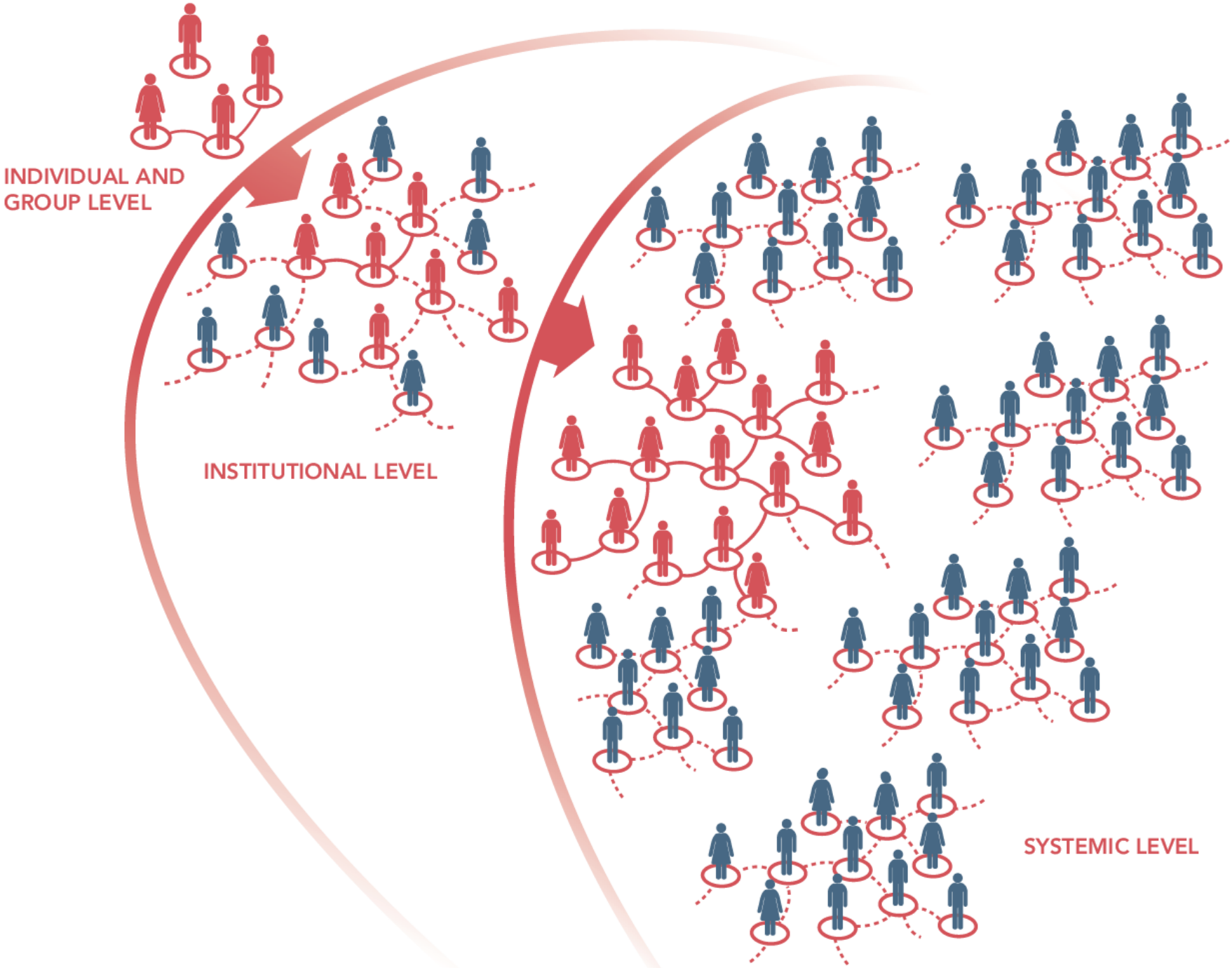
Why Knowledge Exchange?

A powerful way to:

- share, replicate, scale up environmental and sustainable development solutions
- learn from peers who have overcome similar challenges
- access practical knowledge and environmental and sustainable development solutions

Use of Knowledge Exchange in a project cycle

- Faster **project preparation**
- **Consensus** and **coalition building**
- Overcoming **implementation bottlenecks**
- Facilitating transfer of **operational lessons learned**


INDIVIDUAL AND
GROUP LEVEL
INSTITUTIONAL LEVEL
SYSTEMIC LEVEL

The Burundi Story Example

As you watch the video, consider the following questions:

- What is the challenge that Burundi was facing?
- What role did Knowledge Exchange play in solving the challenge?
- What else strikes you about the exchange?

Knowledge Exchange on Sustainable Shade Grown Coffee: Colombia, Burundi, Ethiopia and Rwanda

2014-2015

SOUTH SOUTH EXPERIENCE

WORLD BANK GROUP

TERRAFRICA
REGIONAL SUSTAINABLE LAND MANAGEMENT

The Burundi Story Example

Now that you watched the video, let's share:

- What is the challenge that Burundi was facing?
- What role did Knowledge Exchange play in solving the challenge?
- What else strikes you about the exchange design?

Buzz Session: Your Experience

Half the tables

- Share one to two **opportunities** or **challenges** you have faced when integrating knowledge exchange in a project cycle.

Half the tables

- Share one to two **examples** of how knowledge exchange has contributed to project outcomes.

Challenges

- What is the best way to exchange knowledge?
- How can we get (and measure) results from knowledge exchange?
- How can we systematically integrate knowledge exchange as a part of a larger change process?

Addressing the Challenge!

A systematic approach to Knowledge Exchange

- Art of Knowledge Exchange:
  - Practical guide and tools on the "how to" of knowledge exchange to help practitioners achieve results
  - Initially developed for World Bank Group staff and now used by institutions and development partners in their operations and training
  - Customized to meet the needs of the GEF Partnership, reflecting the GEF experience

THE ART OF KNOWLEDGE EXCHANGE
A Results-Focused Planning Guide For Development Practitioners
THE WORLD BANK

THE ART OF KNOWLEDGE EXCHANGE
A Results-Focused Planning Guide For Development Practitioners
THE WORLD BANK

THE ART OF KNOWLEDGE EXCHANGE
A Results-Focused Planning Guide for Development Practitioners in the Water Sector
WORLD BANK GROUP

THE ART OF KNOWLEDGE EXCHANGE
A Results-Focused Planning Guide for the GEF Partnership
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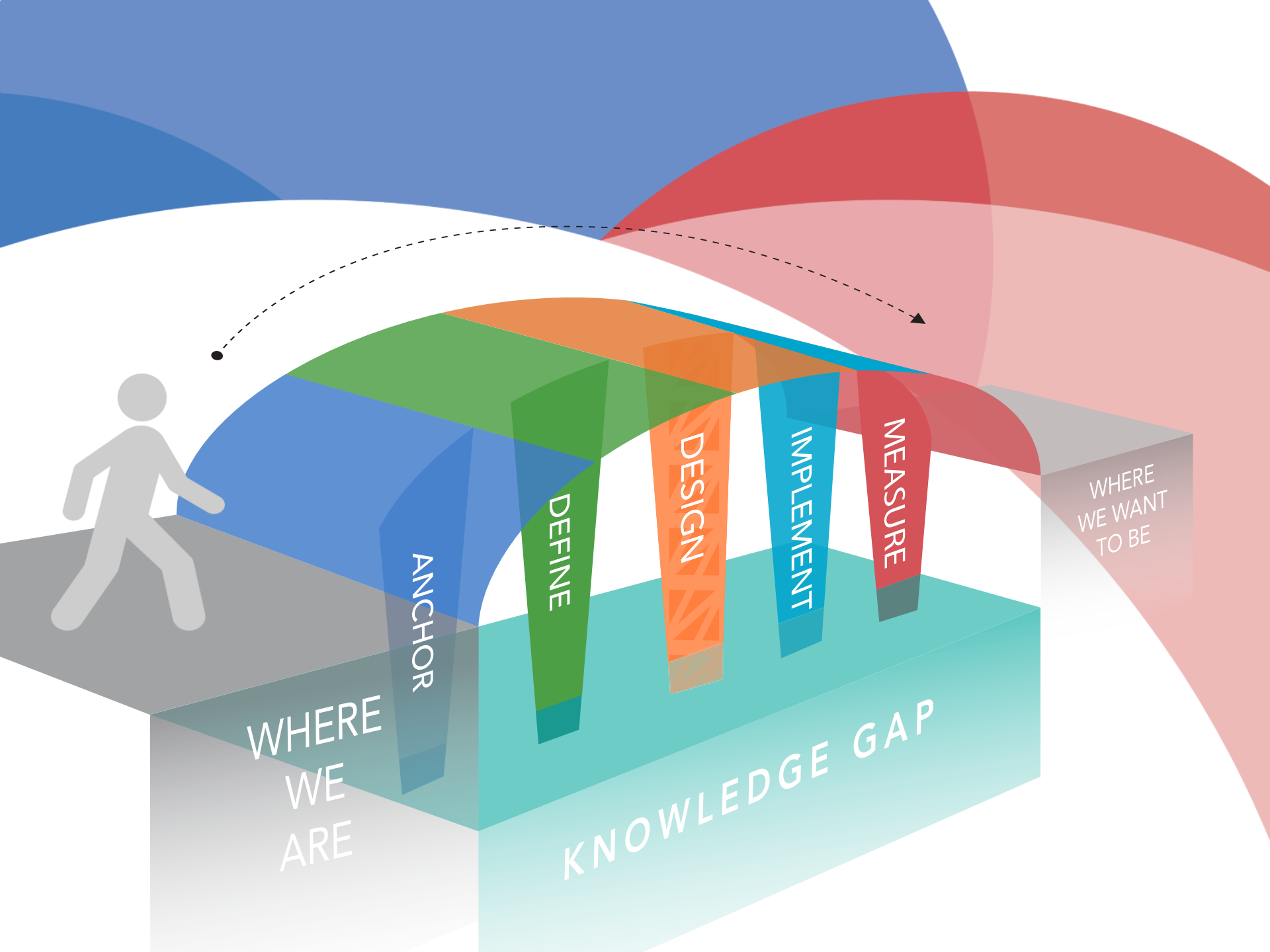
The Art of Knowledge Exchange is located on the GEF's Knowledge and Learning Page:
http://www.thegef.org/topics/knowledge-learning

http://www.thegef.org/publications/art-knowledge-exchange-results-focused-planning-guide-gef-partnership


ANCHOR
DEFINE
DESIGN
IMPLEMENT
MEASURE
WHERE WE ARE
KNOWLEDGE GAP
WHERE WE WANT TO BE

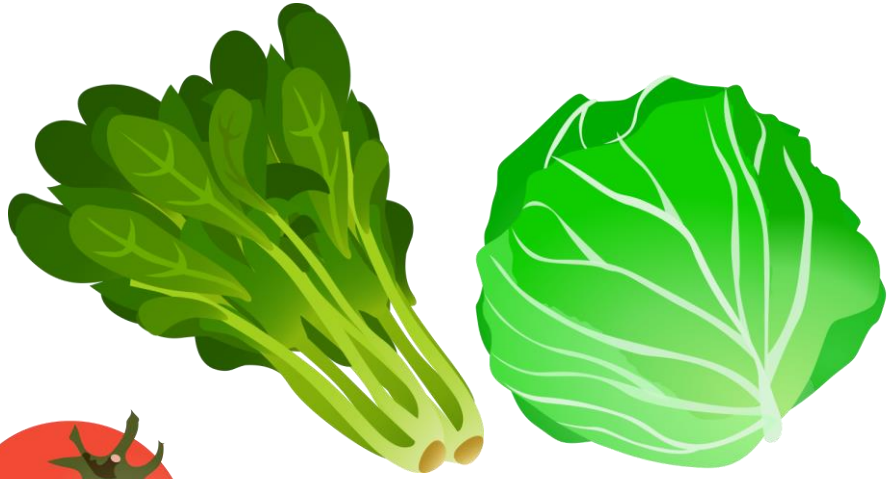
A Roadmap for Knowledge Exchange

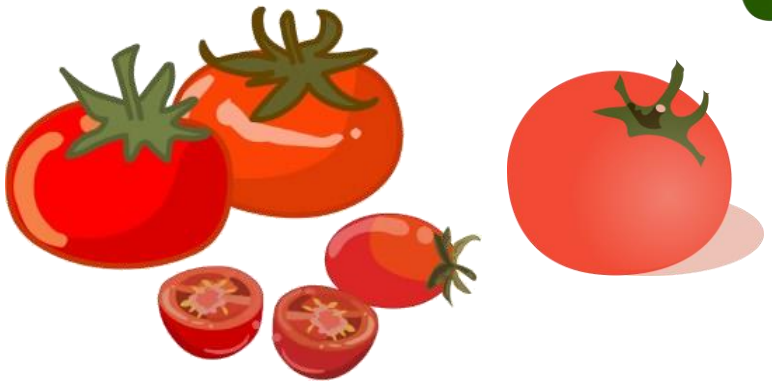
Art of Knowledge Exchange Methodology:

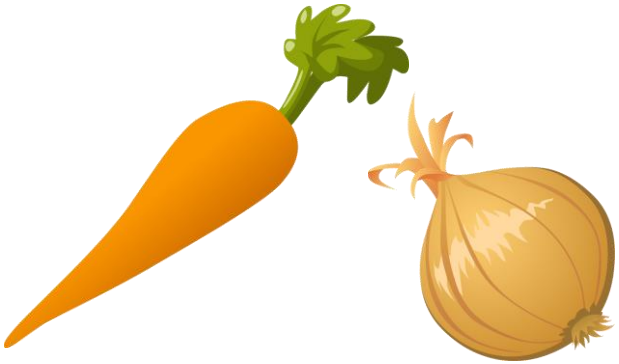
- STEP 1 Anchor
- STEP 2 Define
- STEP 3 Design & Develop
- STEP 4 Implement
- STEP 5 Measure & Report Results

Instruments = Dishes in a Meal

Activities = Ingredients in a Dish







Tools Used for Serving & Sharing

The Guide is your Cookbook!

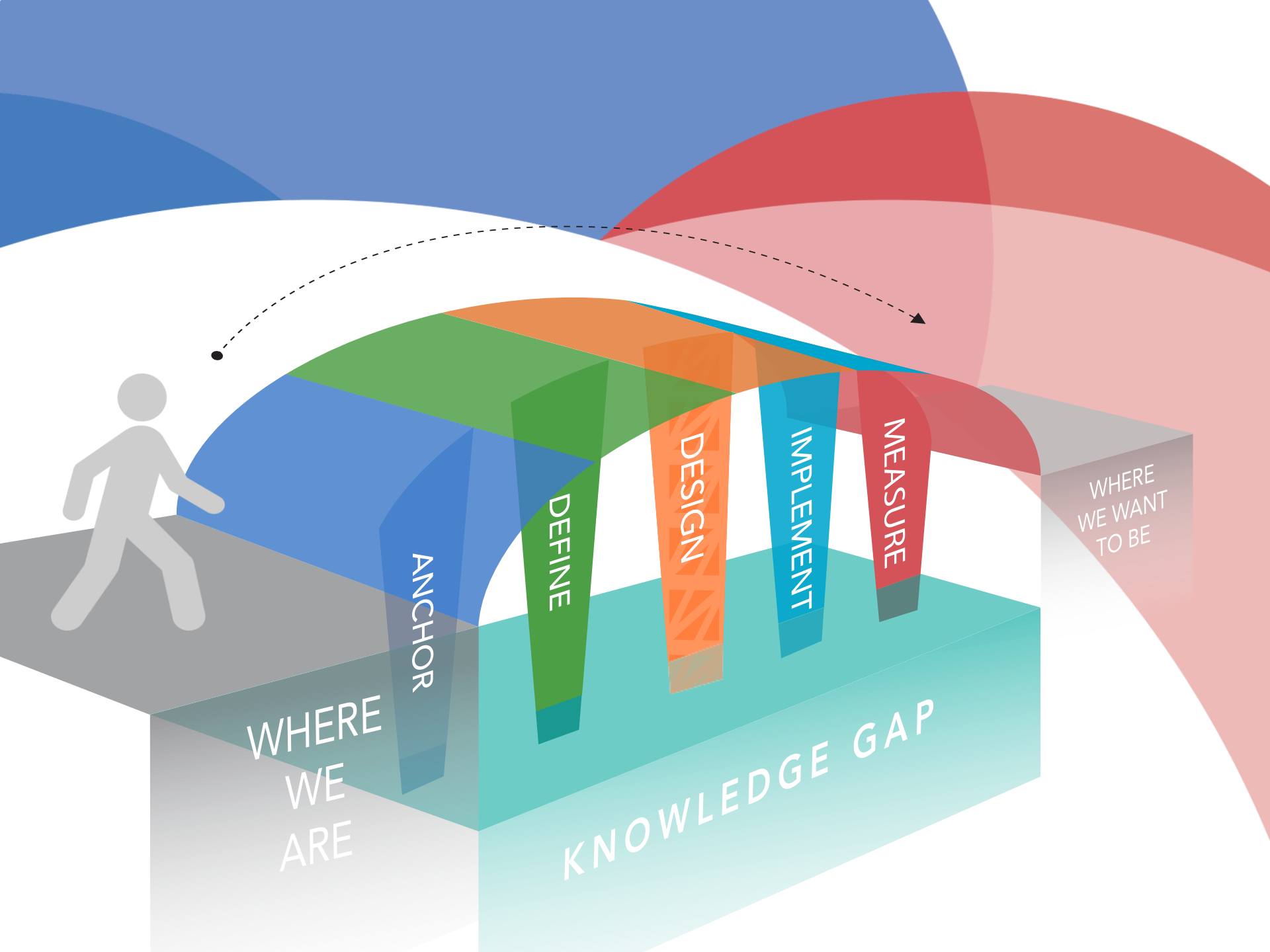
Roadmap for Knowledge Exchange: The Philippines Story

The Art of Knowledge Exchange

Philippines

The Journey:

Philippines – Tañon Strait Knowledge Exchange


ANCHOR
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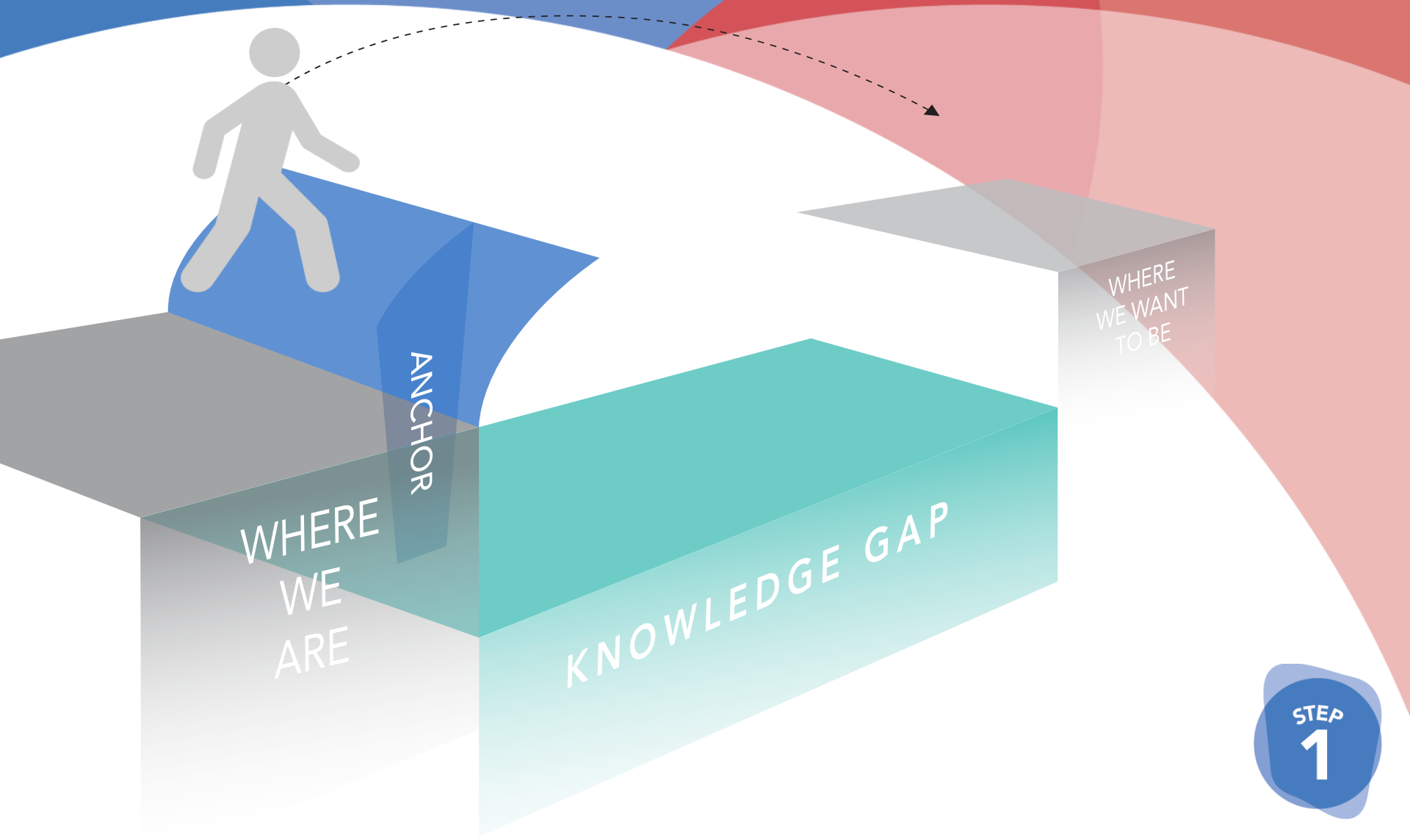
Step 1: ANCHOR



Step 1: ANCHOR

1.1 Identify the Global Environmental Goal

1.2 Define the Institutional Challenges

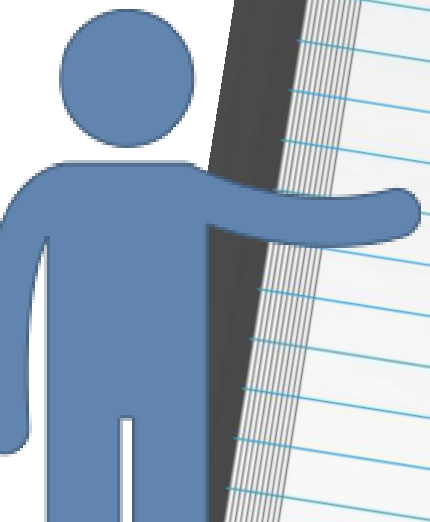
1.3 Determine the Change Objectives

STEP 1

pp. 2-5

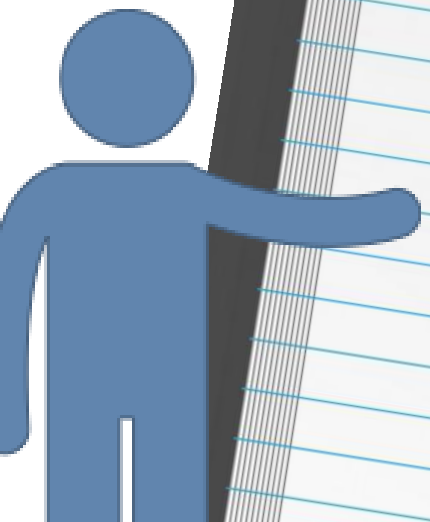
GLOBAL ENVIRONMENTAL GOAL

To strengthen the conservation, protection, and management of key marine biodiversity areas.



INSTITUTIONAL CHALLENGES

- Weak environment for change.
- Ineffective organizational arrangements.



CHANGE OBJECTIVES

- Weak environment for change.
  - To Re-activate the Protected Area Management Board
  - To formalize partnerships among the local government units & other stakeholders
- Ineffective organizational arrangements.
  - Strengthen the capacity of the Protected Area Office staff

Step 1: ANCHOR Recap

1.1 Identify the Global Environmental Goal ✓

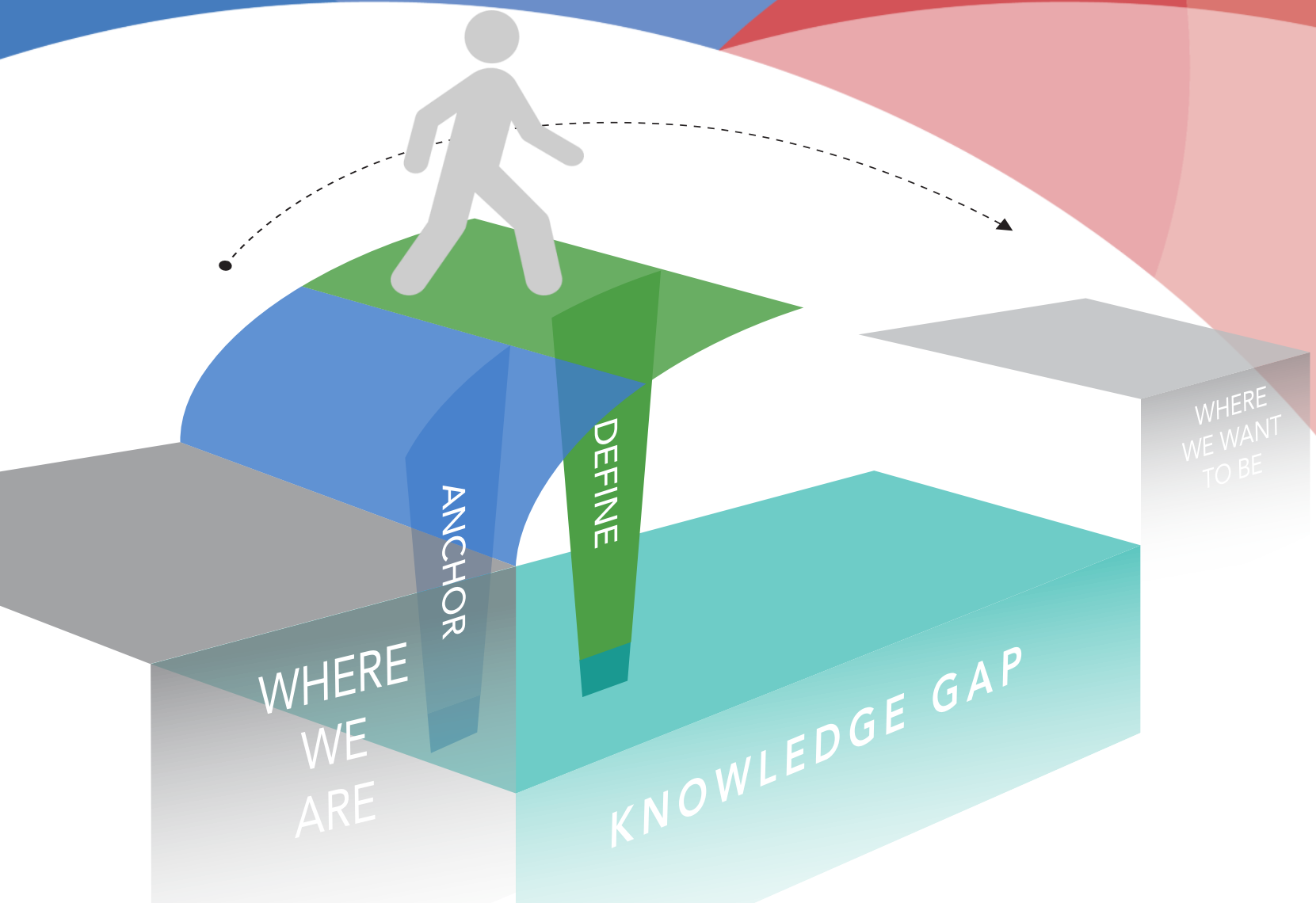
1.2 Define the Institutional Challenges ✓

1.3 Determine the Change Objectives ✓

STEP 1

Reflections and Questions

Step 2: DEFINE



STEP 2

Step 2: DEFINE

2.1 Identify the groups of people needed to achieve the change

2.2 Determine the intermediate outcomes

2.3 Identify the knowledge providers

STEP 2

2.1 Identify Participant Profiles

- Who will lead?
- Who will influence?
- Who will convene?
- Who will act?

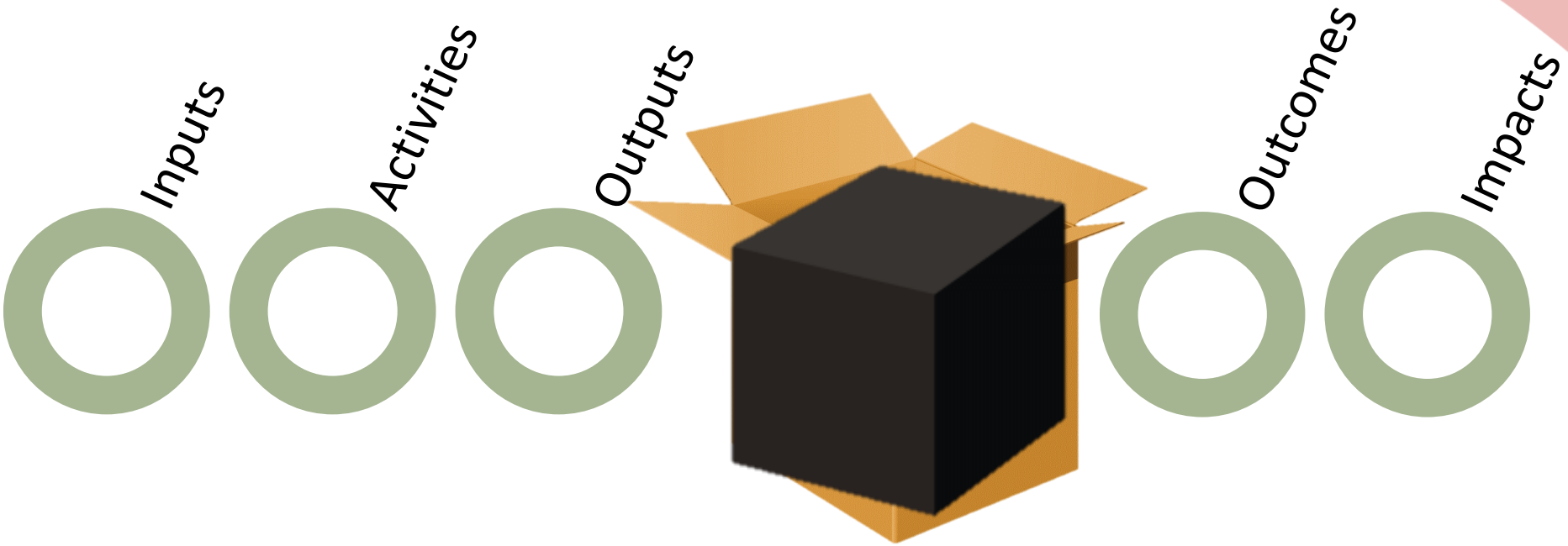
pp. 10-13

STEP 2

PARTICIPANT PROFILES

- Representatives from Key public agencies
  - Department of Environment & Natural Resources – Region VII and VIII
  - Bureau of Fisheries & Aquatic Resources – Region VII and VIII
  - Local government units
- Representatives from NGOs
  - RARE-Philippines
  - SMARTSeas Project

2.2 Determine the Intermediate Outcomes



Intermediate Outcomes are the *stepping stones*

STEP 2

2.2 Intermediate Outcomes

New Knowledge

Enhanced Skills

Enhanced Connectivity

Improved Consensus

New and Improved Actions

pp. 16-18

STEP 2

INTERMEDIATE OUTCOMES

- New Knowledge
- Enhanced Skills
- Improved Consensus

2.3 Identify Knowledge Providers

- Which individuals or groups have the most relevant and transferable knowledge, development experience, or a potential solution?
- Do they have the resources and capacity to share it?

pp. 22-23

STEP 2

KNOWLEDGE PROVIDERS

- ✓ RARE-Philippines
- ✓ SMARTSeas-PH Project Unit
- ✓ Protected Area Office

Knowledge Provider Perspective

- Why share knowledge?

STEP 2

What your peers say…
Share knowledge to:

- Grow as a Learning Organization
- Capture and harness tacit know-how and competencies,
- Build efficiencies and scale up good practices
- Package and disseminate knowledge
- Create new knowledge
- Gain recognition as a knowledge Leader
- Support domestic and international sharing of expertise
- Develop new forms of collaboration across the organization and with external partners

STEP 2

Step 2: DEFINE Recap

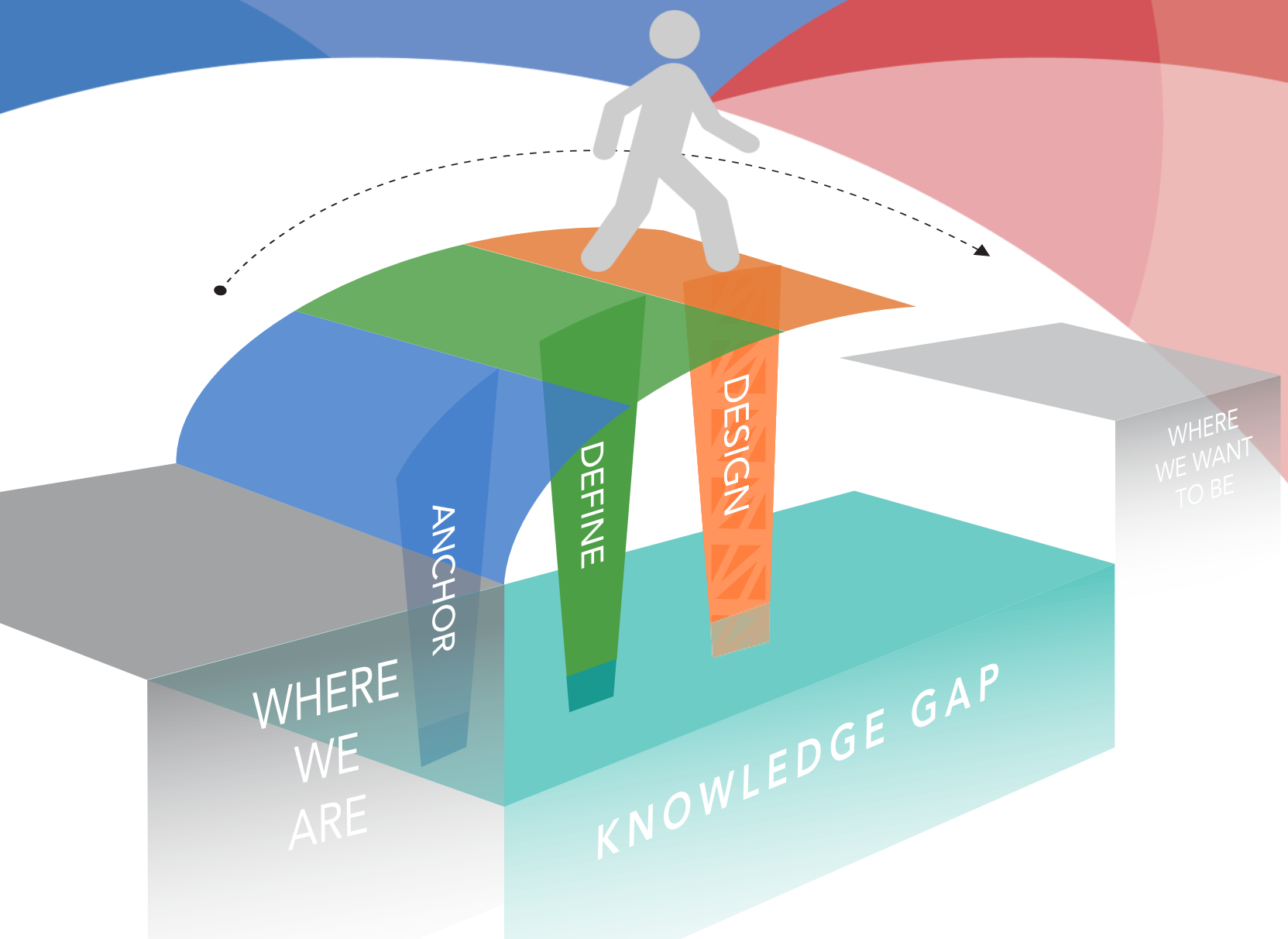
2.1 Identify the groups of people needed to achieve the change ✓

2.2 Determine the intermediate outcomes ✓

2.3 Identify the knowledge providers ✓

STEP 2

Step 3: DESIGN AND DEVELOP



STEP 3

Step 3: DESIGN AND DEVELOP

3.1 Select the Participants

3.2 Verify the Change Objective and Desired Intermediate Outcomes

3.3 Organize the Design and Delivery Team

3.4 Assemble the Knowledge Exchange Initiative

STEP 3

Let's look at how a successful knowledge exchange gets designed.

STEP 3

Philippines

✓ Selected Participants

2 to 5 participants from the 17 local government units - Governors, municipality/City mayors & other local officials & technical staff,

14 Representatives from RARE-Philippines, Tañon Strait Protected Seascape, Tañon Strait Protected Area Office, & Tañon Strait Protected Area Management Board;

11 Representatives from Department of Energy & Natural Resources, SMARTSeas PH Project Management Unit, & Bureau of Fisheries & Aquatic Resources

PHILIPPINES TEAM

- ✓ Project Lead and Project Manager from the SMARTSeas Project Management Unit
- ✓ Facilitators and experts from RARE-Philippines
- ✓ Logistical support from the Tañon Strait Protected Area Office.

PHILIPPINES

✓ Change objectives and Intermediate Outcomes

STILL VALID

Operating Constraints & Opportunities: Anecdotes?

Budget

People

Time

Technology & Resources

Operating Environment

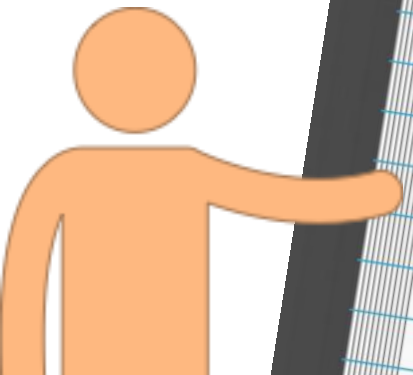
pp. 34-38

STEP 3

PHILIPPINES

Operating Constraints

- ✓ Budget: $70,000
- ✓ Participant Mix: Public and Community
- ✓ Timeframe: 1 year



3.4 Assemble the Knowledge Exchange

- What blend of instruments, activities, and delivery modes will help achieve the desired intermediate outcomes?
- Page 33 of the Art of KE Guidebook

STEP 3

KNOWLEDGE EXCHANGE INSTRUMENTS

STEP 3

Review of Instruments

KNOWLEDGE EXCHANGE

INSTRUMENTS

The role of instruments can vary; some instruments require shorter term and more intense individual engagement while others require a longer term and less intense degree of individual engagement.

SHORT TERM

ENGAGEMENT

Conference

A formal event in which a large number of participants come together to share knowledge and experiences on a specific topic/theme.

BEST USED FOR

- gaining new knowledge.
- outreach to a large number of participants, especially when targeting high-level audiences
  - as single or multi-day events.
  - with multiple thematic tracks / immersion in select topics.
  - with parallel workshops and knowledge fairs dealing with the same topic or theme.
- networking, building partnerships, and strengthening communities.
- in-depth knowledge exchange activities designed to support knowledge transfer.
- giving a topic high visibility or launching global initiatives.
- communicating program impact or changes in strategy.

Expert Visit

Sending a practitioner or technical specialist from a knowledge provider country/region/organization to a knowledge seeker country/region/ organization to assess current circumstances and/or provide guidance on a specific challenge.

BEST USED FOR

- enhancing skills and developing a new proficiency.
- gaining an in-depth diagnosis of a global environmental challenge and recommendations for adapting a good practice or solution to the local context
  - over the span of several days or as a series over the span of months, as needed.
  - with small groups of participants.
  - with expert-to-expert interaction.
  - at the institutional level.
- getting hands-on guidance and coaching or mentoring through various stages of implementation.
- times when travel to the knowledge supplying country is not possible (for whatever reason).

STEP 3

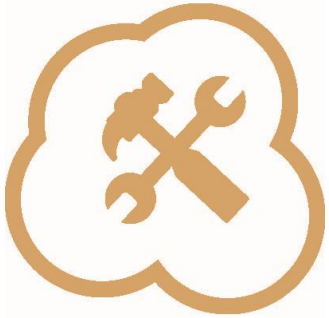
Instruments

CONFERENCE

EXPERT VISIT

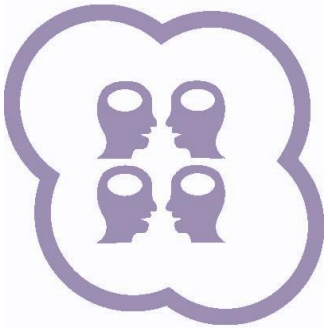
KNOWLEDGE FAIR

STUDY TOUR



WORKSHOP

COMPETITION



KNOWLEDGE JAM

MULTI-STAKEHOLDER DIALOGUE / CONSULTATION

COMMUNITY OF PRACTICE

TWINNING

Link between Instrument and Intermediate Outcomes

- The choice of instrument(s) should always target the intermediate outcomes the group would like to achieve
- One instrument can help achieve multiple intermediate outcomes

STEP 3

Blending of Instruments

STEP 3

Keep in mind

The choice and blend of instruments will also be influenced by:

- The nature of the challenge (straightforward or complex)
- Participant profile
- Group size
- Time, logistical constraints, resource
- Availability

STEP 3

Group Work: Selecting Instruments

1. **Review** the Philippines Case Story Handout
2. Based on what you now know of the Philippines story, **discuss**, in your groups, *which instruments you would like to blend together to reach the Knowledge Exchange intermediate outcomes*.
   - Select and blend 3 instruments
   - Justify your selections

STEP 3

Philippines Knowledge Exchange Recipe

The following blend of Instruments*:*

1. Multi-stakeholder Dialogues & Consultations
2. Workshop (Bootcamp)
3. Workshop (Social marketing)

Instruments linked to Intermediate Outcomes

- New Knowledge
- Improved Consensus
- Enhanced Skills

KNOWLEDGE EXCHANGE ACTIVITIES

STEP 3

Key Characteristics

- Building blocks for Instruments
- Contribute to desired intermediate outcomes
- Choice affected by several factors
  - Participant profile
  - Project phase
  - Duration
  - Ability to capture knowledge
  - Resources and logistics
  - Access to technology
  - Cost
  - Language
- Distinct strengths and limitations

STEP 3

KNOWLEDGE EXCHANGE

ACTIVITIES

The activities are organized under four categories: **presentation, discussion, experiential** and **analytical.** Each category emphasizes different types of communication and interaction among participants.

PRESENTATION

DEMONSTRATION
An expert showing how to use a product or perform a procedure; also used to showcase a new product or process in order to market and spread innovations.

USE IT TO
- apply knowledge or master a process.
- have a high level of participant involvement.
- share practical experience or process steps.
- share innovations and good practice.
- enable knowledge transfer within one's own context.

EXPERT PANEL
A moderated set of presentations on the same topic addressed from various angles by a group of people with specialized knowledge.

USE IT TO
- provide multiple perspectives on a topic.
- raise awareness about a topic or an issue.
- lend credibility to a topic by providing an expert perspective.
- enable knowledge sharing.

LIGHTNING TALKS
A series of short presentations on the same or diverse topics by different speakers lasting a few minutes each as part of a single session.

USE IT TO
- raise awareness about one or more topics in a short amount of time.
- report on project or group results and good practices.
- enhance individual or group capacity to prepare succinct reports or presentations.
- offer new perspectives.

POSTER SESSION
A presentation in a poster format, usually combining text and graphics, that engages presenters and participants in a conversation around the content of the poster.

USE IT TO
- encourage continued reflection/interaction on a topic.
- showcase results/innovations or increase visibility of a topic or theme.
- accommodate a large number of participants.
- support network building and informal knowledge sharing.

REPORT
An oral or written presentation that summarizes and highlights topic- or theme-based key points (concepts, data, processes, lessons learned, etc.).

USE IT TO
- share results from a project/survey/ assessment or to provide an update.
- raise awareness, especially on topics where information is difficult to obtain.
- stimulate new perspectives.
- capture and reuse tacit knowledge.
- enable knowledge sharing.

STORYTELLING
A purposeful use of narrative that describes a practical outcome and is meant as a trigger for individuals, communities, or organizations to consider future action.

USE IT TO
- share and capture tacit knowledge.
- support deep understanding.
- draw and focus attention on a topic.
- enable knowledge sharing.

Review of Activities

STEP 3

Presentation
Discussion
Activities
Experiential
Analytical

Presentation

- Demonstration
- Expert Panel
- Lightning Talks
- Poster Session
- Report
- Storytelling

Discussion

- Anecdote circle
- Brainstorming
- Buzz Session
- eDiscussion
- Knowledge Café
- Peer Assist

STEP 3

Experiential

- Action Planning
- Field Visit
- Fishbowl
- Learning Station
- Role Play
- Secondment
- Simulation

Analytical

- After-Action Review
- Focus Group
- Interview
- Self-Assessment
- Survey
- SWOT Analysis

STEP 3

Sequence activities for:

- Planning Phase
- Delivery Phase
- Follow-up Phase

STEP 3

Example: Sequence of Study Tour

Planning

- Action Planning Discussion Activities

Delivery

- Presentation Activities
- Interviews
- Learning Stations

Follow-up

- Poster session
- Survey
- Interviews
- Action Planning

STEP 3

Multi-stakeholder Dialogues

Planning

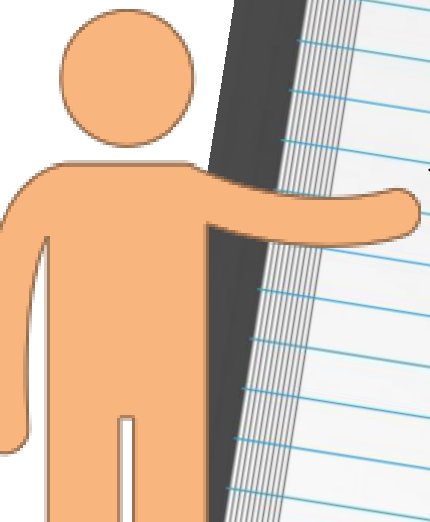
- ✓ Brainstorming
- ✓ eDiscussions

Delivery

- ✓ Action Planning

Follow-up

- ✓ Reports



Workshop (Boot camp)

Planning

- ✓ Focus Groups
- ✓ Action Planning

Delivery

- ✓ Expert Panels
- ✓ Role Plays
- ✓ Action Planning
- ✓ Poster Session
- ✓ Story-telling

Follow-up

- ✓ Survey
- ✓ Report

Workshop (Social Marketing)

Planning

- ✓ eDiscussions

Delivery

- ✓ Brainstorming
- ✓ SWOT
- ✓ Simulation
- ✓ Demonstration
- ✓ Dance & jingle
- ✓ Action Planning

Follow-up

- ✓ Survey
- ✓ Report

Tools & Technologies

- Collaborate
- Communicate
- Capture

Tools & Technologies: Primary Purpose

Collaborate/ communicate

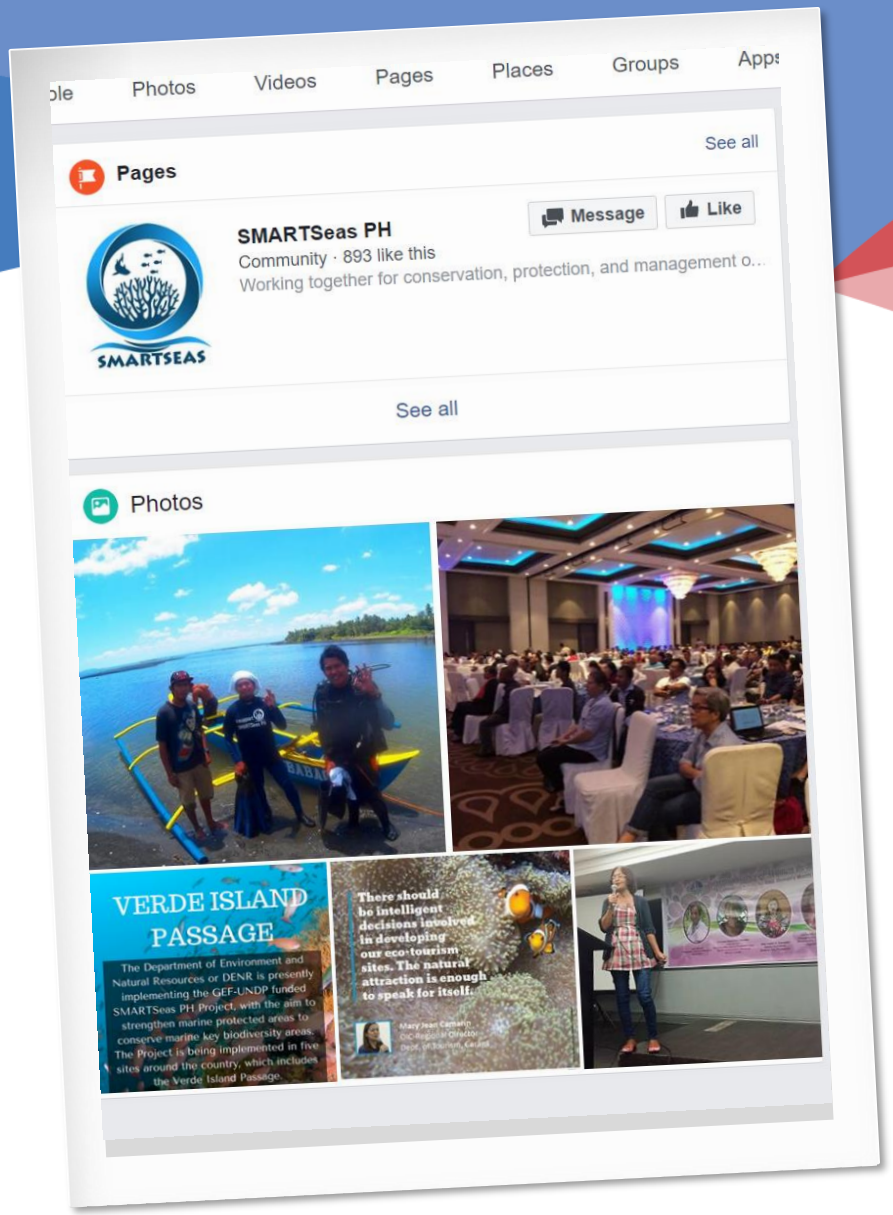
- GChat
- WhatsApp
- WeChat
- Viber
- Skype
- Google Apps (docs, sheets, etc.)
- Microsoft Office 365 (Yammer, etc.)
- iOS Apps (Facetime, etc.)
- …

Capture/ collaborate

- Box
- Dropbox
- Poll Everywhere
- Survey Monkey
- Google Drive (Team Drives)
- One Drive
- …

Communicate/ collaborate

- Blogs
- Twitter
- Facebook
- Instagram
- Storify
- Paper.li
- Scoop.it!
- Pearltrees
- …



SMARTSeas PH *Facebook for Communication & Collaboration*

Step 3: DESIGN & DEVELOP Recap

3.1 Select the Participants ✓

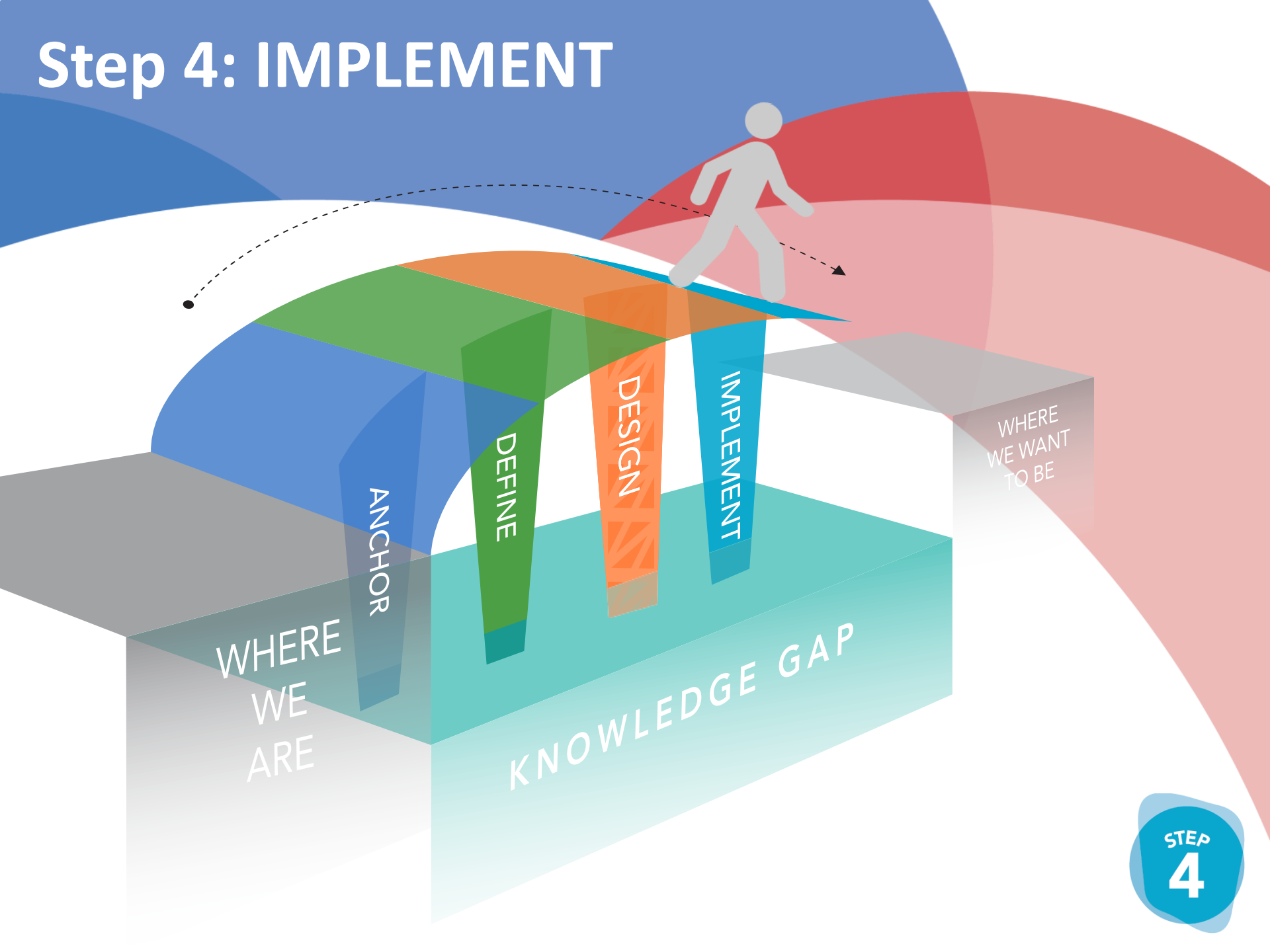
3.2 Verify the Change Objective and Desired Intermediate Outcomes ✓

3.3 Organize the Design and Delivery Team ✓

3.4 Assemble the Knowledge Exchange Initiative ✓

STEP 3

Step 4: IMPLEMENT



Step 4: IMPLEMENT

4.1 Guide the participants along their learning journey

4.2 Orchestrate engagement and build relationships

4.3 Systematically document your implementation and track results

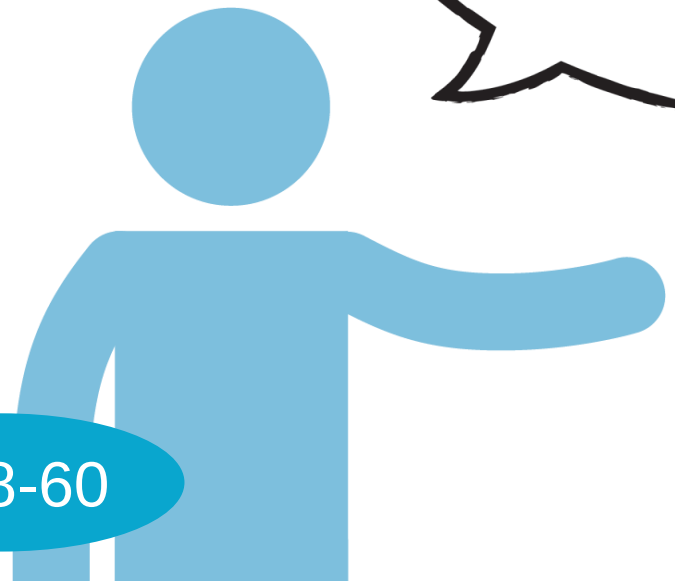
STEP 4

Step 4: IMPLEMENT

Keep in mind!

Don’t fall in love with the plan!

Planning is the key, not the plan.



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STEP 4

Learning Journey

Participants had the opportunity to

- ✓ See how they could improve from what they have done
- ✓ Confirm that they were on the right path
- ✓ focus beyond immediate needs

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Social marketing is not typically part of my work as an Aqua Culturist. Through the workshops, I realized that I have somehow been doing campaign work through my engagement with coastal communities, but just needed to better understand and apply the art and science behind influencing behavior change. Some local government staff may see it as additional work, but for me, it is an opportunity to grow and take my advocacy to a higher level. ~ Daisy Teves, Senior Aqua culturist and Campaign Team Leader, Bais City.

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Working Together!

Action Plans for Change

- ✓ Participants prepared action plans collaboratively with their teams.
- ✓ These became the roadmap for each local government unit.

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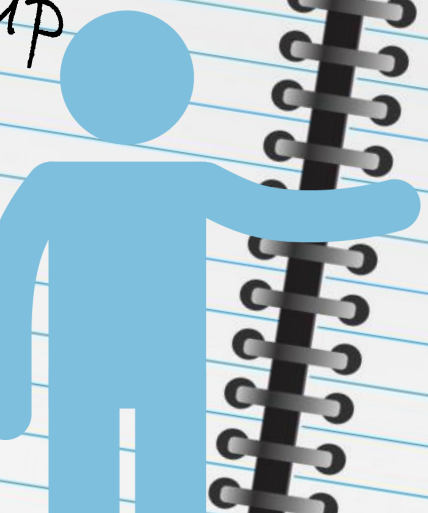

For most of us, it was the first time we participated in this kind of learning event. While we had to work hard to internalize concepts and theories, the session design and activities were quite fun, interactive, and engaging which made it easier for us to understand the material. I intend to replicate and apply what I learned in our municipality." ~ Irwin Gamallo, Campaign Team Member, Samboan

Learning New Things!

Be prepared to be surprised!

Expect the unexpected!

pp. 61-62

STEP 4

Relationship Building

✓ Songwriting played a key part in sharing perspectives and creating connections among the participants.

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I was delighted to meet over 60 fellow campaign teams and staff from the Protected Area Office though the SMARTSeas campaign launch, boot camp, and social marketing workshops! We all contributed in drafting a public service announcement, Atong Tañon song, and had fun with choreography and dance moves. The sense of camaraderie was palpable. We all share the same objective of improving fisheries management in our localities."~ Mr. Benito "Jun" Secuya, Jr., Municipal Agriculture Officer, Badian Cebu.

Creating Together!

Document Implementation and Track Results

- Capture results as they happen to help you determine if you are on the right path
- Systematically document and organize your findings to reduce the time you spend post-implementation
- Help participants track results for their follow-up actions and sharing with relevant stakeholders

pp. 63-64

STEP 4

Implementation Journey Documented

- ✓ Participants kept track of their learning journey through journal writing.
- ✓ Photos, videos, press stories, and testimonials were also captured during the exchange.

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Inspired Together!

Step 4: IMPLEMENT Recap

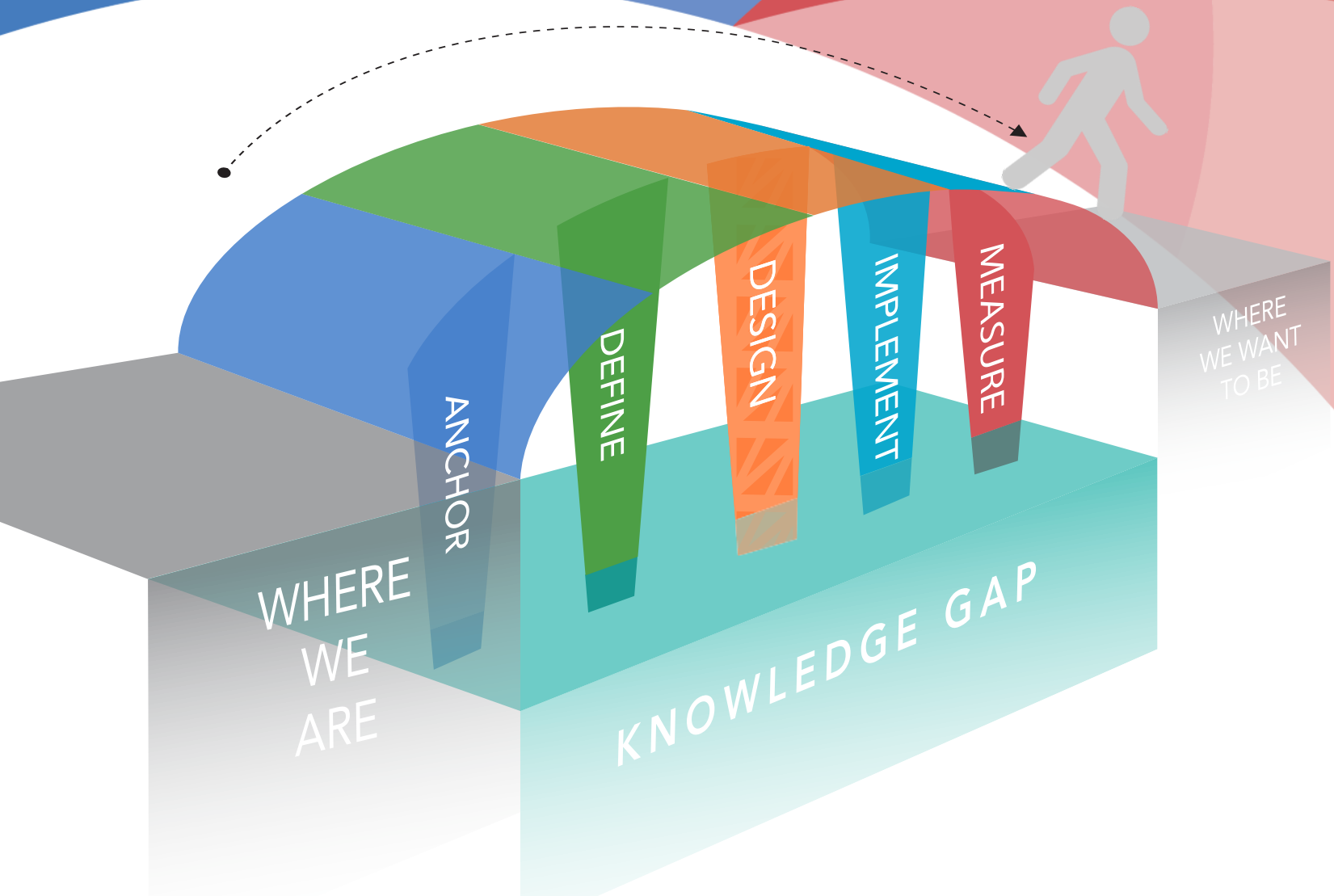
4.1 Guide the participants along their learning journey ✓

4.2 Orchestrate engagement and build relationships ✓

4.3 Systematically document your implementation and track results ✓

STEP 4

Step 5: MEASURE & REPORT



STEP 5

Step 5: Measure and Report the Results

5.1 Synthesize implementation data

5.2 Measure effectiveness across expected and unexpected results

5.3 Report results

STEP 5

5.1 Synthesize implementation data

- Collect and review your data
- Look for patterns or connections in relation to intermediate outcomes
- Consider ways to fill information gaps

pp. 68-69

STEP 5

Implementation data:

The survey results from each workshop as well as the campaign plans from each local government unit were compiled and synthesized to determine the success of the exchanges.

5.2 Measure Results

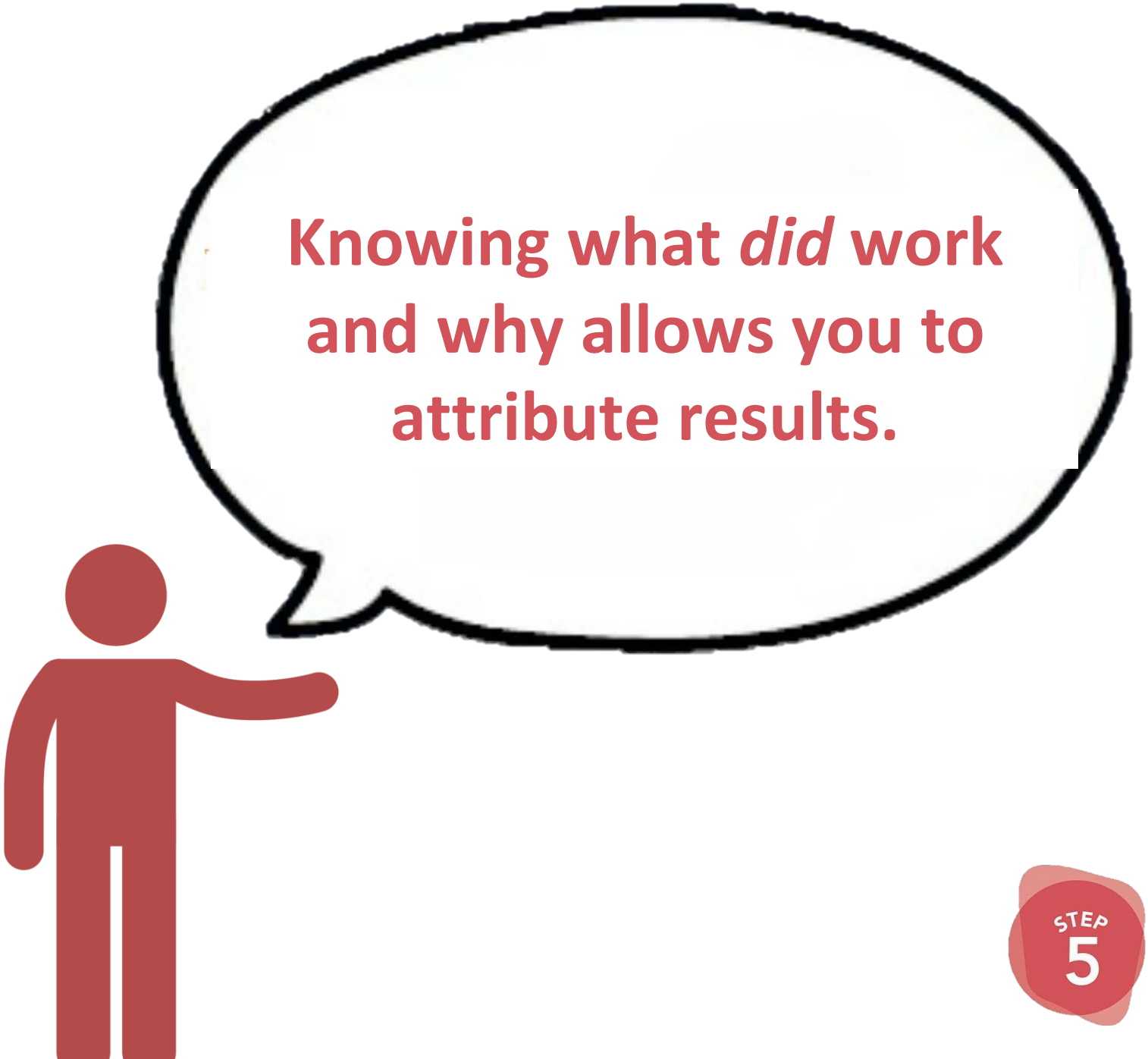
5.2A Measure achievement of intermediate outcomes

5.2B Assess progress on the change objective

5.2C Assess design and implementation

pp. 70-78

STEP 5


Knowing what *did* work and why allows you to attribute results.

STEP 5

RESULTS

Outcomes reached:

- ✓ New Knowledge
- ✓ Enhanced Skills
- ✓ Improved Consensus

DIRECT RESULTS

Multi-stakeholder Dialogue:

- ✓ Activation of the Protected Area Management Board,
- ✓ Selection of sites and orientation about the project,
- ✓ Communication plan involving all stakeholders working in Tañon Strait,
- ✓ Tañon-wide campaign (i.e., Atong Tanon branding).

DIRECT RESULTS

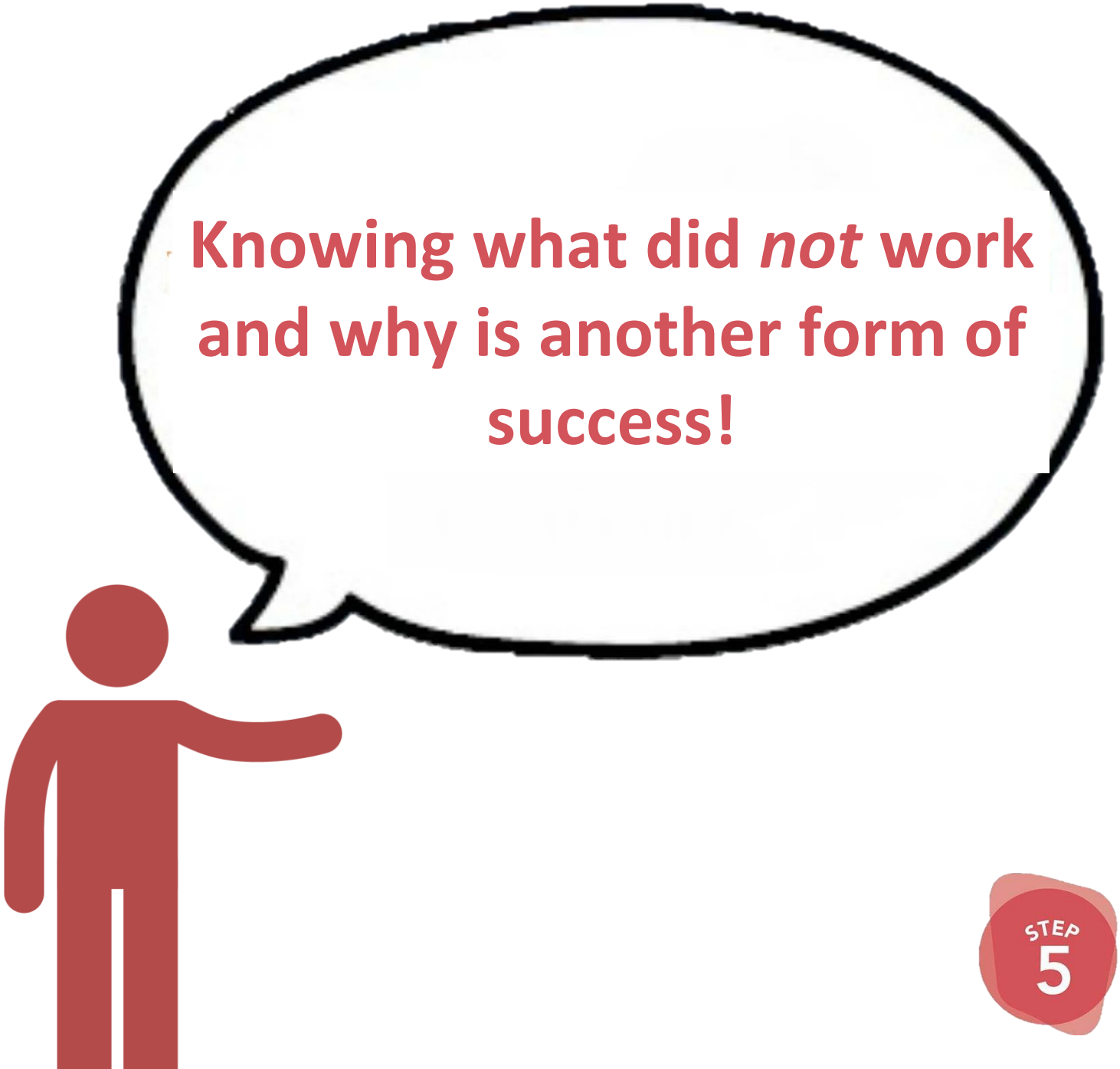
Workshop (Boot Camp):

- ✓ Trained 63 LGU campaign teams, PAO staff, and other partners on campaigns,
- ✓ Developed toolkits on campaigns and social marketing on fisheries management for use of campaign teams in 17 local government units.

DIRECT RESULTS

Workshop (social marketing):

- ✓ Institutionalized campaign team set up per local government unit (through the issuance of executive order by the local chief executive)
- ✓ Social media campaigns efforts started.



STEP 5

Reporting RESULTS

- ✓ Report
- ✓ Social Media Stories

Local Government Units

Wider distribution

Step 5: MEASURE & REPORT THE RESULTS - Recap

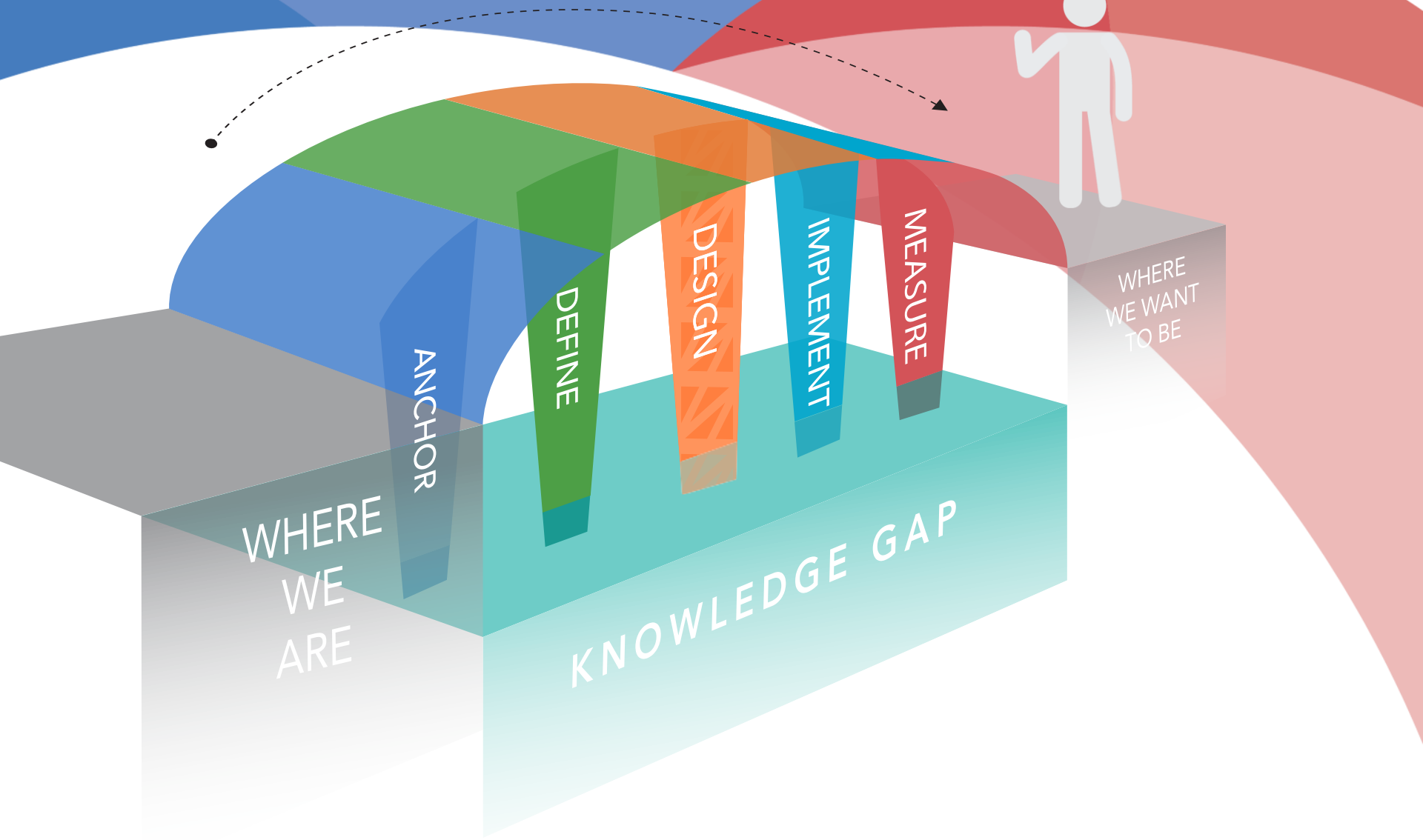
5.1 Synthesize implementation data ✓

5.2 Measure effectiveness across expected and unexpected results ✓

5.3 Report results ✓

STEP 5

The journey continues…



February 2017 Update from the Philippines project

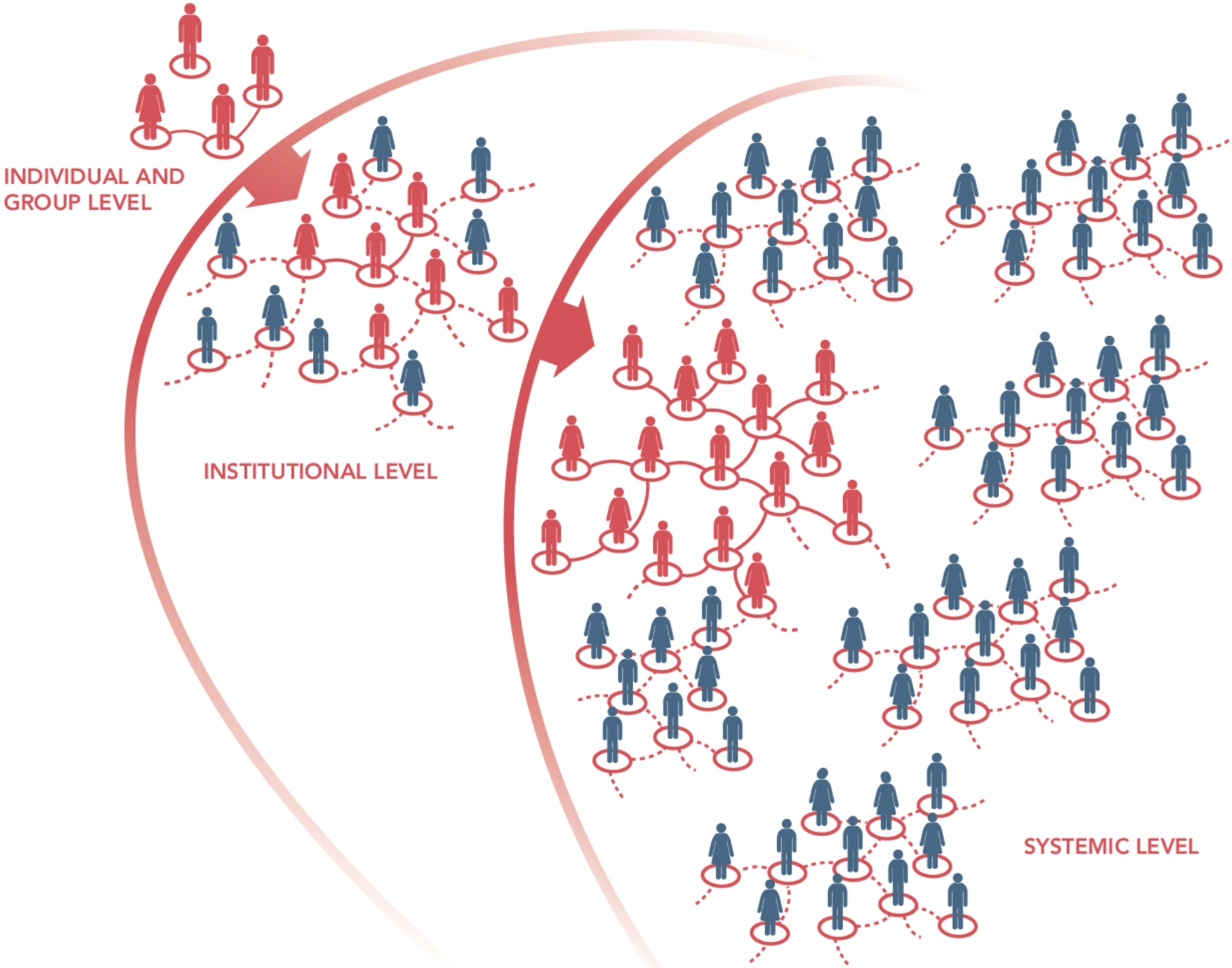
Tañon Strait Management Board requires monitoring of all fishing vessels

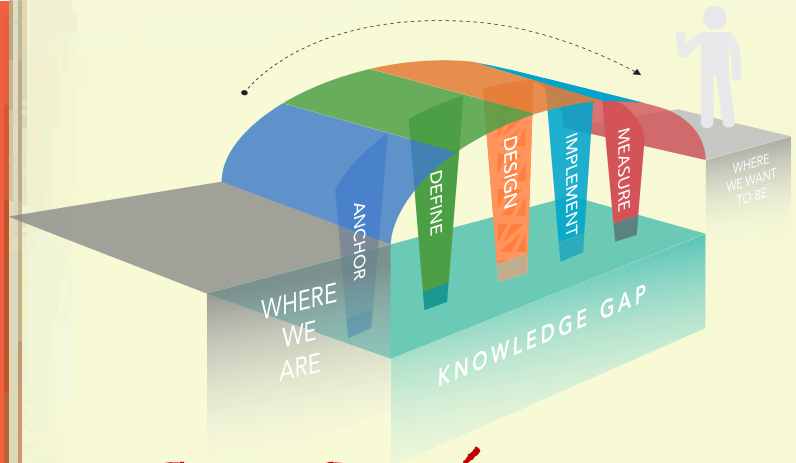
http://www.businessmirror.com.ph/tanon-strait-mgt-board-requires-monitoring-of-all-fishing-vessels/

April 2017 Update from the Philippines project

Managed access is a key feature of the approach RARE is piloting in the Tañon Strait

http://www.gmanetwork.com/news/story/605479/money/economy/gov-t-pushes-local-management-of-fish-sanctuaries-for-sustainability


INDIVIDUAL AND
GROUP LEVEL
INSTITUTIONAL LEVEL
SYSTEMIC LEVEL



Our Design Journal

Ingredients of Today's Workshop

- ✓ Report
- ✓ Storytelling
- ✓ Buzz Session
- ✓ 25% Solution
- ✓ 1-4-All
- ✓ Harvesting
- ✓ Role Play
- ✓ Survey/Polling

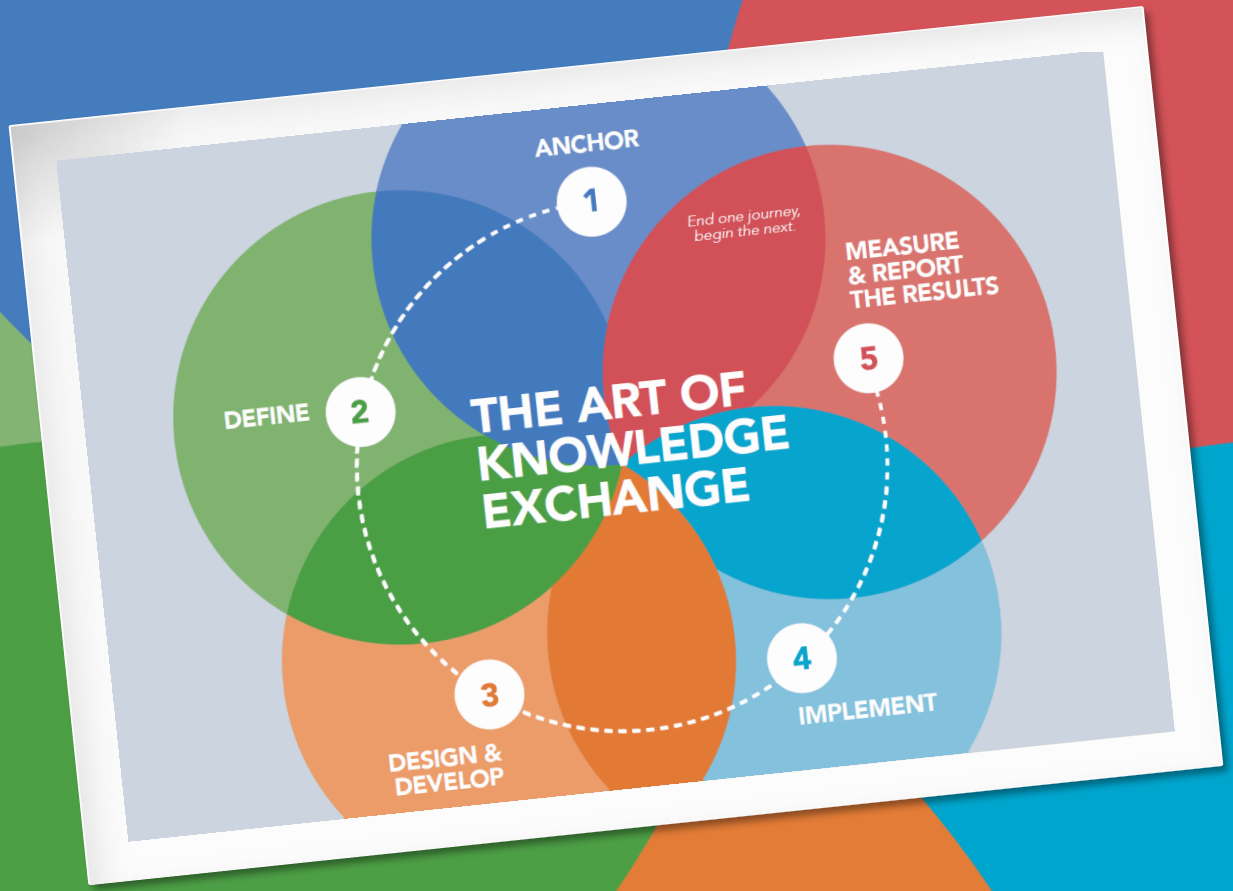
Intermediate Outcomes from Today's Workshop

?

- New Knowledge
- Improved Consensus
- Enhanced Connectivity

Closing Circle

- One thing that surprised you in today's workshop
- What stage of your project cycle would you use KE in the future?
- What will you use it for?



Augmented Reality

https://blippar.com/en/

THANK YOU!