



# MACROWIKINOMICS: Rebooting Business and the World



Don Tapscott, Chairman

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[twitter.com/dtapscott](https://twitter.com/dtapscott)

[www.dontapscott.com](http://www.dontapscott.com)

October 22, 2010

A *BusinessWeek* and *New York Times Business* Bestseller

"An intriguing and important book that belongs on your shelf."

—*The Washington Post*



# WIKINOMICS

*How Mass Collaboration  
Changes Everything*

EXPANDED EDITION

Don Tapscott  
*Author of The Digital Economy*  
and Anthony D. Williams

"A masterpiece. An iconic and defining book for our time. *Macrowikinomics* shows us a future ready to be shaped (and saved) by a global network of extracurricular thinkers. Take heart and take heed. Technology has shrunk the world so we can grow it anew. And the seeds are all in here." —MARK PARKER, CEO, Nike Inc.

# MACROWIKINOMICS

## REBOOTING BUSINESS AND THE WORLD



DON TAPSCOTT and  
ANTHONY D. WILLIAMS

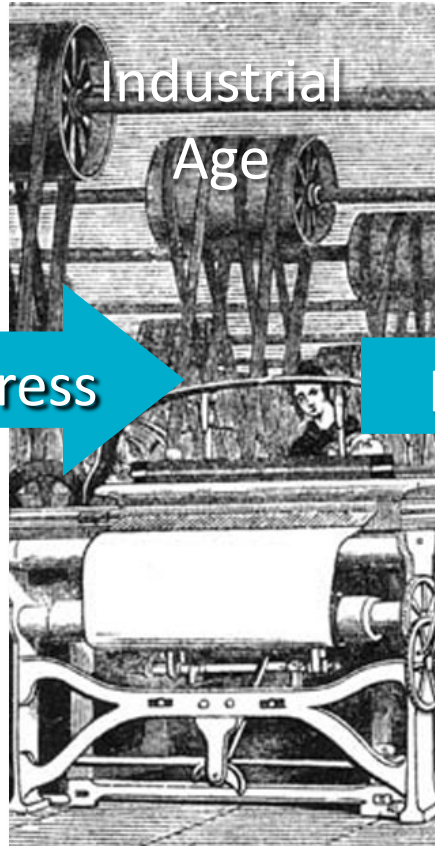
*Bestselling authors of Wikinomics*

# The Rise of the Age of Networked Intelligence



Agrarian  
Age

Printing Press



Industrial  
Age

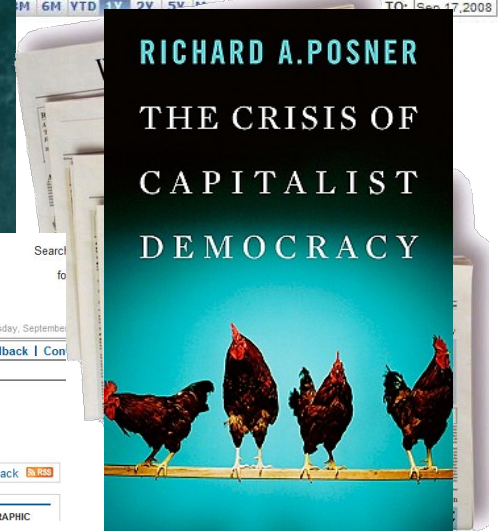
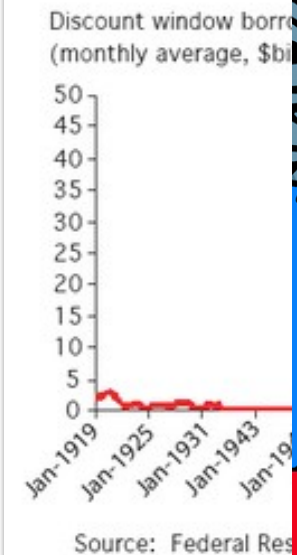
Internet



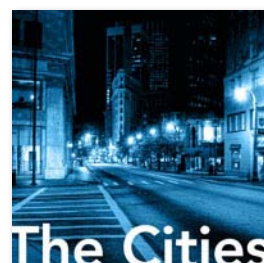
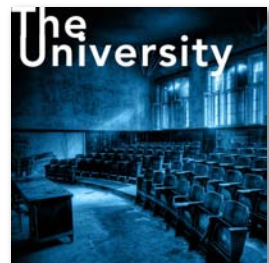
Age of  
Networked  
Intelligence



# Current Crisis



# A Turning Point in History: Rebooting Our Institutions

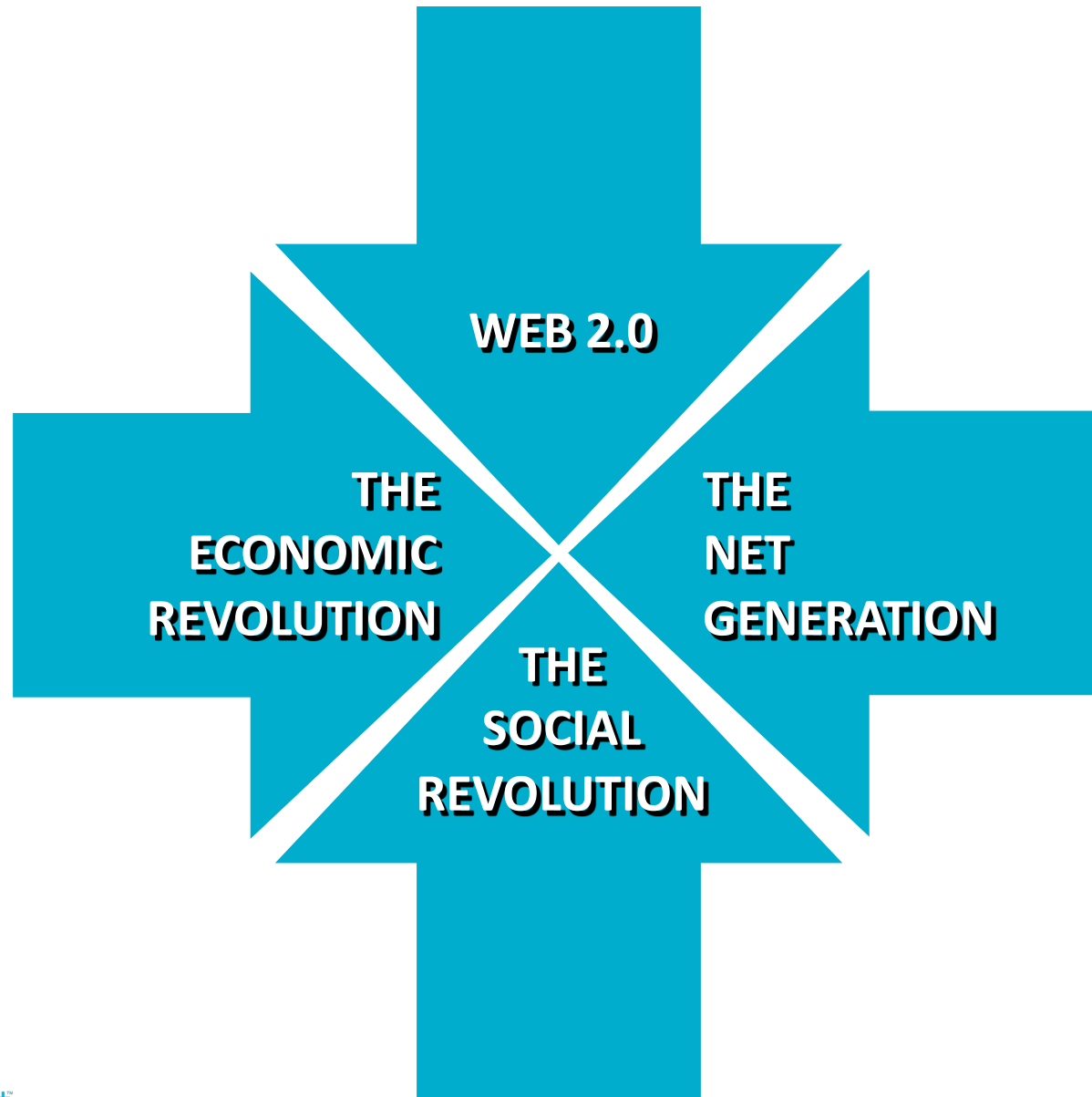




# A Burning Platform for Change

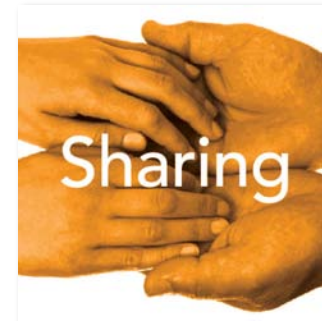


# Four Drivers for Change





# 5 Principles for the Age of Networked Intelligence





# Collaboration: From Mass Production to Mass Collaboration

***Self-Organization***

**Value  
Creation**

***Traditional  
Hierarchy***

**Industrial Age  
Corporation**

***Physical  
Financial***

**Extended  
Enterprise**

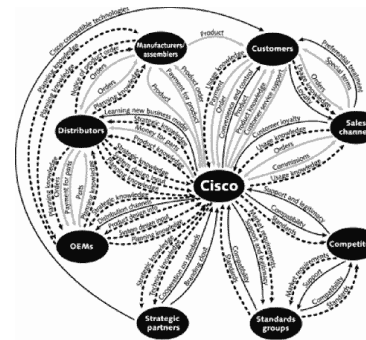
**Critical Resources**

***Knowledge***

**Mass  
Collaboration**

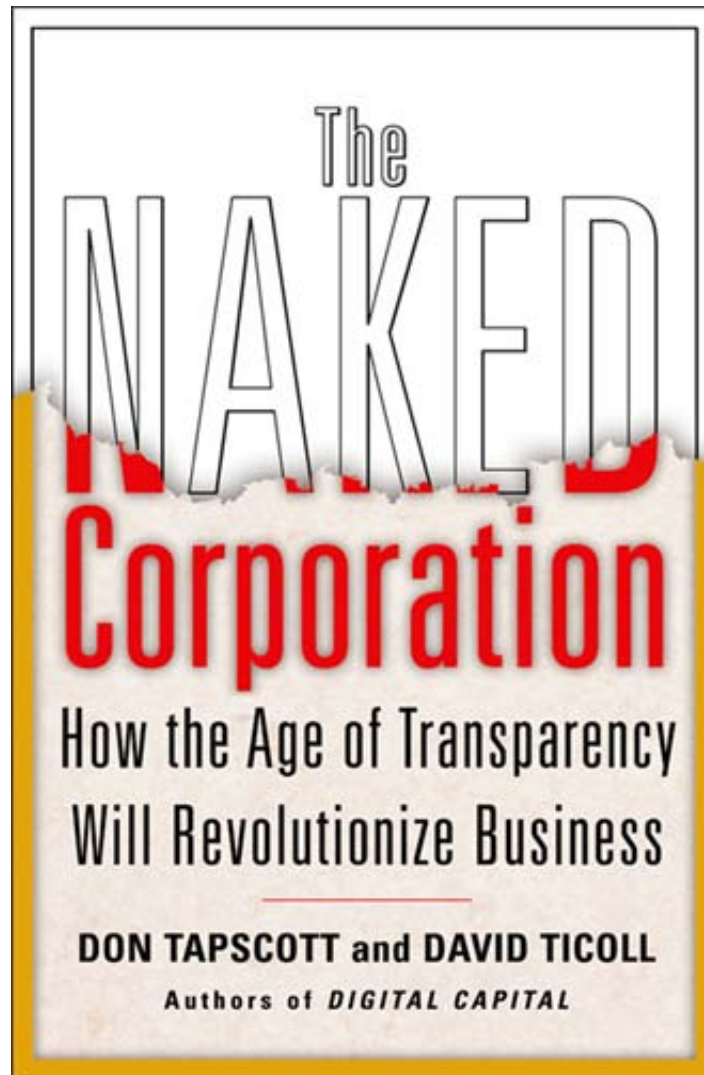


**Business  
Webs**



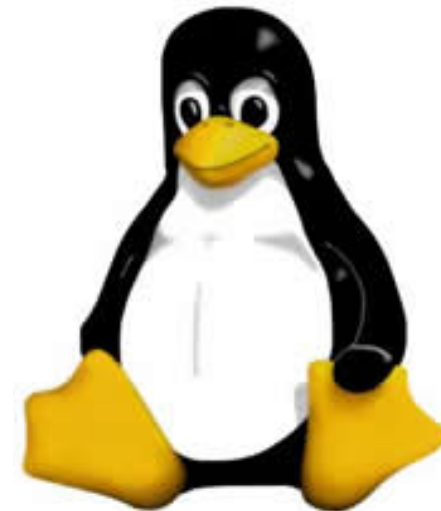
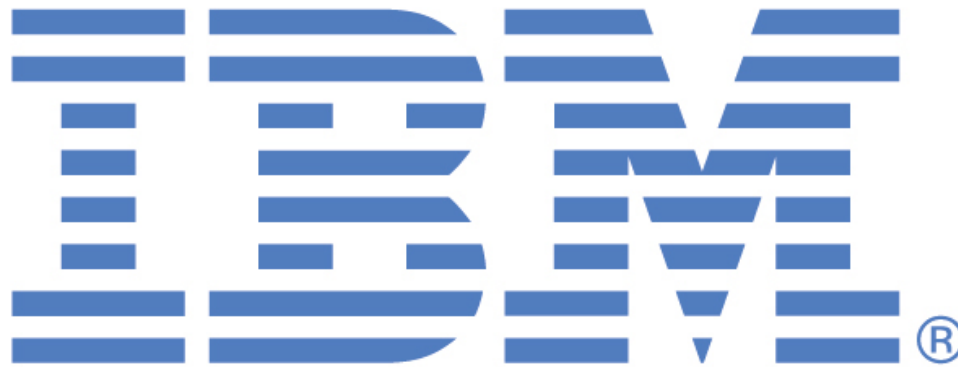


# Openness: Transparency as a New Force





# Sharing: Have a Portfolio of IP, Some Shared, Some Not







# Interdependence: The Four Pillars of Society





# Integrity: Three Values

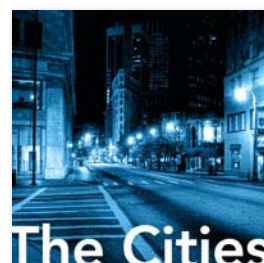


# 5 Principles for the Age of Networked Intelligence



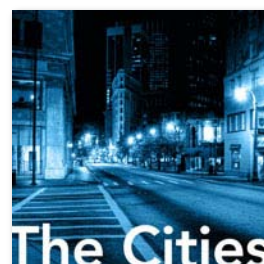
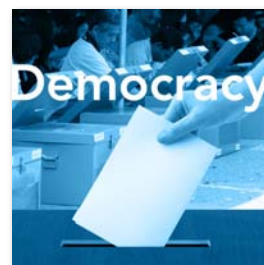
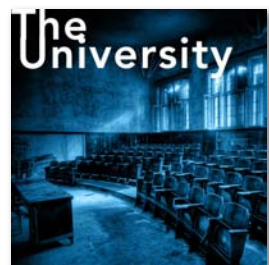


# A Turning Point in History: Rebooting Our Institutions





# A Turning Point in History: Rebooting Our Institutions





# OLD: The Industrial Age Corporation







# NEW: Local Motors



# LOCAL MOTORS™

[co-Create Cars](#) [Own](#) [Community](#) [How It Works](#)



Rally Fighter  
Custom Car Skins  
COMPETITION  
Jay Rogers  
Starts 9/15. Ends 9/28 Enter Now!

[Login](#) | [Register](#) | [Newsletter](#)

## IN THE MEANWHILE...

RALLY FIGHTER • BOSTON BULLET • DESMOSEDICI RR2 • GREEN APPLE • MIAMI ROADSTER • MORE CARS



make cool cars

### What is Local Motors?

Small explanation of local motors info



LOCAL MOTORS™

### Design a Car

The Local Motors Design Process



### Buy an Experience

A unique Purchasing Experience



### Build it

Build your own car and drive it home





# NEW: Creating an eBay for Innovation

- How do you create a vibrant marketplace where you leverage other people's talents, ideas and assets quickly and move on?
- P&G's Larry Huston: "Alliances and joint ventures don't open up the spirit of capitalism within the company. They're vestiges of the central planning approach when instead you need free market mechanisms."

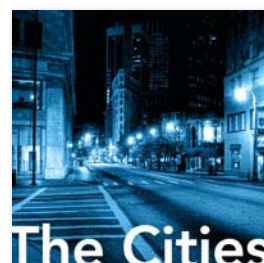
*P&G*

 connect + develop

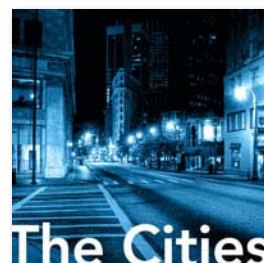
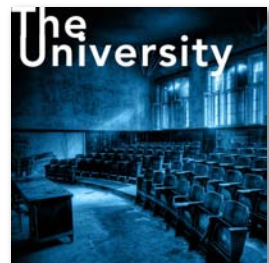




# A Turning Point in History: Rebooting Our Institutions



# A Turning Point in History: Rebooting Our Institutions



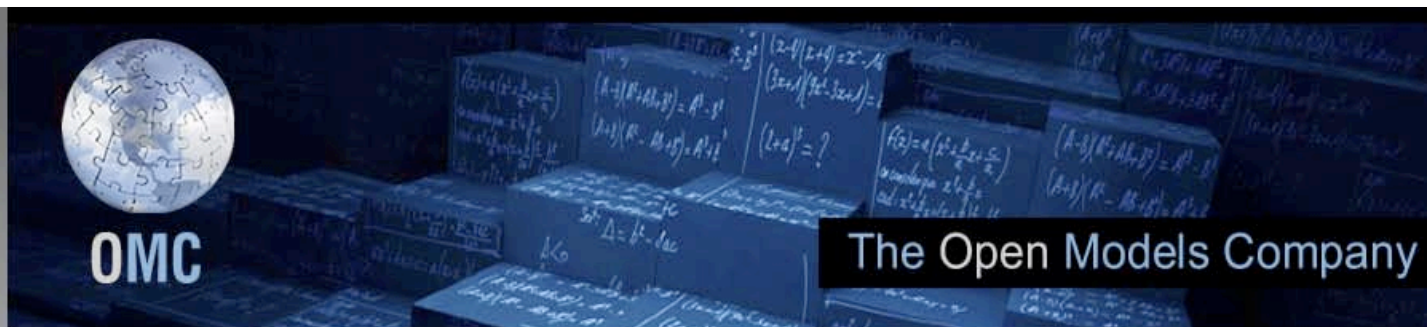




# OLD: Wall Street



# NEW: Open Models Company & Risk Management 2.0



- ▶ Home
- ▶ About us
- ▶ Portal
- ▶ Our people
- ▶ Latest news
- ▶ Contact us

## The Open Models Company

The shortcomings of the "black box" process for valuing complex securities have contributed to the market disruption we are witnessing today, as well as the call by Congress and government regulators for greater transparency, culminating in demands that OTC derivatives move toward standardization and exchange trading.

The Open Models Company (OMC) provides an alternative route to address the need for transparency, a route that will be less intrusive to the financial industry. Founded in 2009, OMC will build and operate an open, collaborative financial modeling platform for the valuation of complex and structured investment instruments.

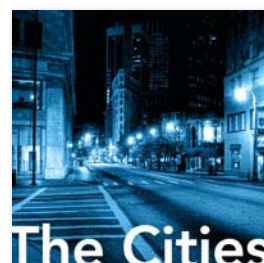
The OMC platform will open the modeling process to a wide group of participants, allowing them to collaborate over an online platform (the Risk Wiki) to develop the model code as well as to determine the appropriate data and input assumptions. Participant submissions will be reviewed by dedicated OMC professionals to ensure quality control over the consensus model for each security.

Applying this open, mass collaborative approach to modeling will lead to broadly accepted valuations and to increased transparency for complex and specialized instruments. OMC will position its platform as an industry standard that can be relied upon by regulators.

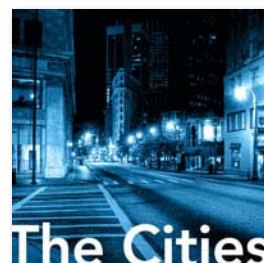
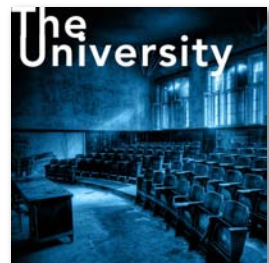
The Open Models Company



# A Turning Point in History: Rebooting Our Institutions



# A Turning Point in History: Rebooting Our Institutions







# OLD: The Chicago Sun-Times

**Could Martz lead Bears' offense?**  
**SUN-TIMES EXCLUSIVE** Ex-Rams coach 'would love to work with Jay Cutler' | **SPORTS**

**CHICAGO SUN-TIMES**

75¢ CITY & SUBURBS \$1.25 ELSEWHERE | LATE SPORTS FINAL | WEDNESDAY, NOVEMBER 25, 2009 | suntimes.com | CRUMBLE, CRUMBLE | 50° 34° Page 44

**E2 CLUB OWNERS SENTENCED TO 2 YEARS IN JAIL**

**JUSTICE OR SCAPEGOATS?**

 **Dwain Kyles**

 **Calvin Hollins**

BRIAN JACKSON—SUN-TIMES PHOTOS

"The motive here was nothing more than pure greed," said a prosecutor after a judge sentenced the men who owned the E2 nightclub, site of the 2003 stampede that left 21 people dead. But Rep. Bobby Rush, speaking on behalf of the pair, had a different view of the case: "Justice has not prevailed." | **PAGE 5**

 **EBERT'S FEAST OF NEW MOVIES FOR THANKSGIVING**  
REVIEWS IN SHOWCASE | PAGES 26-28

 **\$17,500<sup>00</sup>** PRIZE  
DETAILS ON PAGE 24





# NEW: The Huffington Post?

BIG NEWS: **Gulf Oil Spill** | NFL | Sarah Palin | World Cup 2010 | Job Search | More...

## THE HUFFINGTON POST

THE INTERNET NEWSPAPER: NEWS BLOGS VIDEO COMMUNITY Log In | Sign Up | June 9, 2010

[f Connect](#) [g](#) [t](#) [Y!](#) **FRONT PAGE** **POLITICS** **MEDIA** **ENTERTAINMENT** **SPORTS** **COMEDY** **BUSINESS** **LIVING** **STYLE** **GREEN**

**TECH** **WORLD** **COLLEGE** **IMPACT** **BOOKS** **FOOD** **RELIGION** **N.Y.** **L.A.** **CHICAGO** **DENVER** **VIDEO** **BLOGGERS**

FROM AP: NM court OKs DWI evidence gathered on tribal land... 7 seconds ago

# FED CHIEF WARNS CONGRESS: DON'T CUT SPENDING

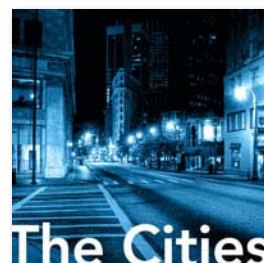
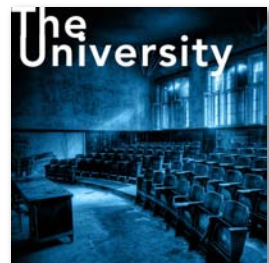
**Bernanke Bucks Conventional Wisdom On Spending, Warns Of 'Fragile Recovery'**



### Unemployment Benefits Lapse, Cause Panic And Confusion For Jobless

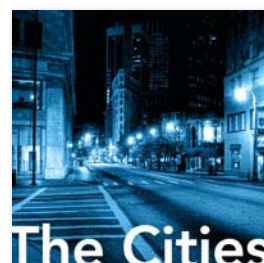
[Comments \(2,399\)](#) | [Financial Crisis](#)

# A Turning Point in History: Rebooting Our Institutions





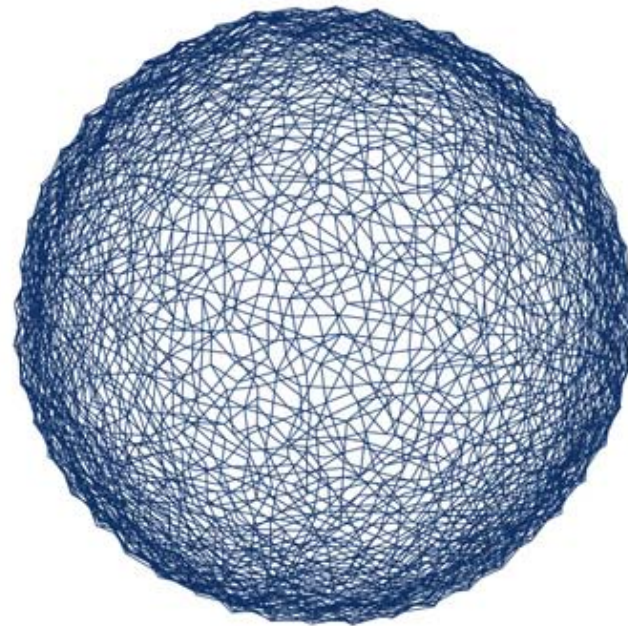
# A Turning Point in History: Rebooting Our Institutions







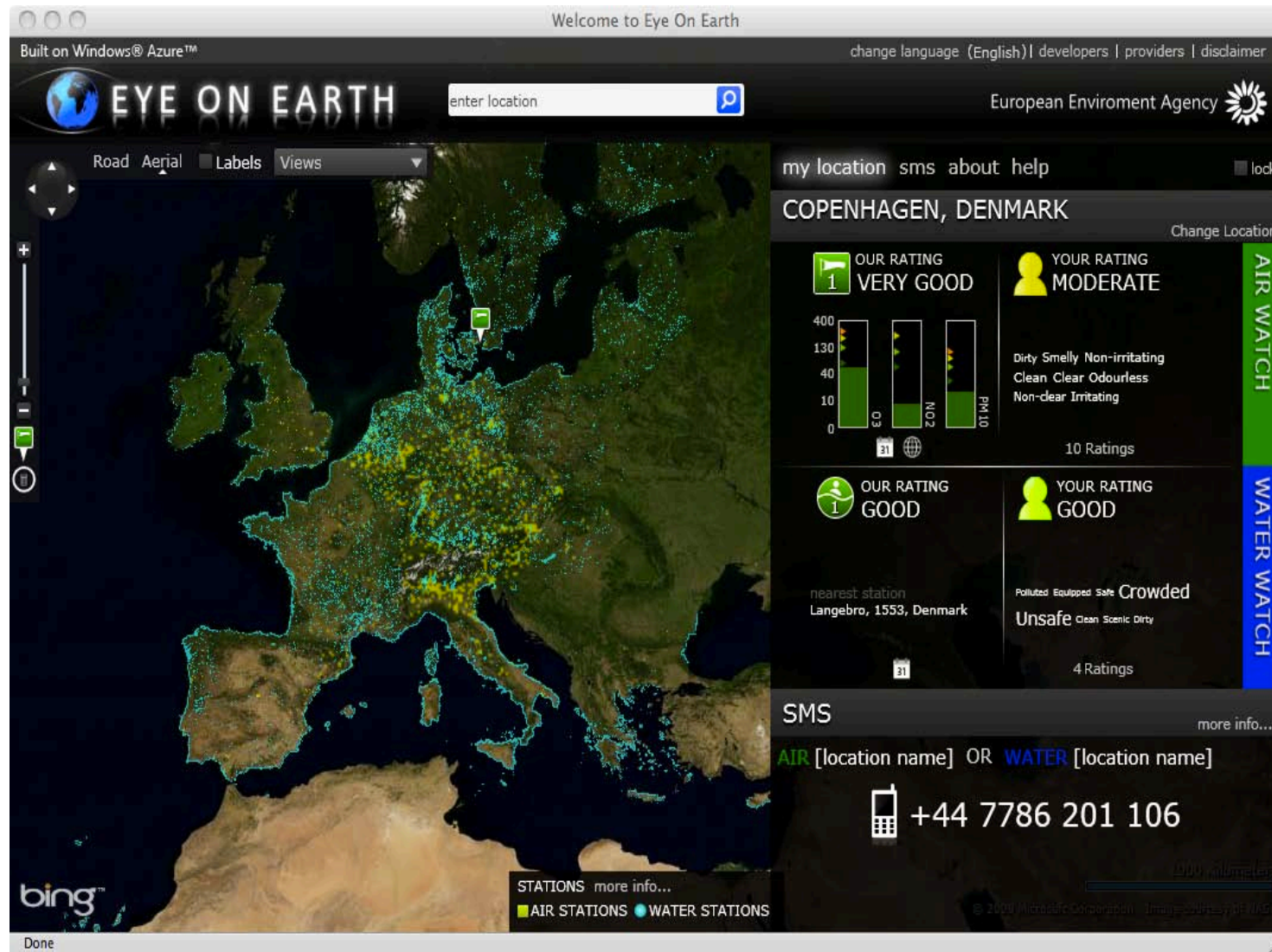
# OLD: United Nations Climate Change Conference 2009



COP15  
COPENHAGEN  
UNITED NATIONS CLIMATE CHANGE CONFERENCE 2009



# NEW: Platforms for Learning & Action





# NEW: Crowdsourcing Crisis Information

The screenshot shows the Ushahidi website with a navigation bar (HOME, ABOUT, THE PLATFORM, JOIN US, BLOG) and a main content area. The main area includes a 'Support Disaster Relief in Haiti' section with 'Donate Now' and 'Haiti Live' buttons, a 'What is Ushahidi?' section with a video player, a 'Download Ushahidi' section with a 'VERSION 1.0 - "MOGADISHU"' button, and a 'Deployments' section with a 'Sudan Vote Monitor' deployment. A 'Join up!' section describes the project as a free and open source project with developers from Kenya, Ghana, South Africa, Malawi, Netherlands and the USA. A 'What it does?' section explains that the platform allows anyone to gather distributed data via SMS, email or web and visualize it on a map or timeline. The bottom of the page features a colorful illustration of a savanna landscape with a large tree, a giraffe, a zebra, a lion, a crocodile, and a small boat on a river.

**Ushahidi**

HOME ABOUT THE PLATFORM JOIN US BLOG

### Support Disaster Relief in Haiti

Get involved in the relief effort in Haiti, track information in real-time and volunteer.

**Donate Now** or **Haiti Live**

### What is Ushahidi?

Watch The Video

### Download Ushahidi

VERSION 1.0 - "MOGADISHU"

### Deployments

 **Sudan Vote Monitor**  
Using SMS to monitor elections in the Sudan

More deployments here

### Join up!

Ushahidi is a free and open source project with developers hailing from Kenya, Ghana, South Africa, Malawi, Netherlands and the USA working on it. There are some significant technological challenges and we are always looking for help.

**JOIN**

### What it does?

The Ushahidi Platform allows anyone to gather distributed data via SMS, email or web and visualize it on a map or timeline. Our goal is to create the simplest way of aggregating information from the public for use in crisis response.

**MORE**





# NEW: Loans that Save Lives

[Home](#) | [Kiva Gifts](#) | [Login](#) | [Register](#) | [Do More](#) | [My Basket](#) | [Help Center](#)



loans that change lives

LEND

ABOUT

COMMUNITY

JOURNALS

MY PORTFOLIO

Lenders



Kiva connects people through  
lending to alleviate poverty.

[Learn how Kiva works >>](#)

Entrepreneurs



## Impact This Week

3,292 entrepreneurs funded.

## Recent Activity



**Mahamadou Diabaté's Loan**  
9 people shared this.



**Angela Karina Panezo  
Dominguez's Loan**  
5 people shared this.



**Meet Kiva's Newest Partner  
in Honduras!**  
4 people shared this.



**María Alicia Del Carmen  
Bonilla De Mejía's Loan**  
5 people shared this.



**Kiva Lending Team: Roger  
Williams University**  
4 people shared this.

Facebook social plugin

## Featured Entrepreneurs

[View All Entrepreneurs >>](#)



**Srey-em Soy**

Cambodia

Grocery Store

Mrs. Srey-em Soy (in the photo) and her husband, Mr. Sam Sok, have been married since 2005. They have one son and one...  
[more >>](#)

\$25 **LEND NOW**

\$1,000


67% raised

## More Featured Entrepreneurs





# NEW: WEF's Global Redesign Initiative



SEARCH

COMMUNITIESEVENTSINITIATIVESMEDIABOUT USKNOWLEDGE NAVIGATORLOG IN

Home > Initiatives > Global Redesign Initiative > Timeline

Print

## Global Redesign Initiative

- Thematic Framework
- Process
- Timeline
- Country Hearings

[Return](#)

### The Timeline

**Phase I: Input (April to November 2009)**

- Interaction within over fifty Global Agenda Councils and among all stakeholders with aim of identifying and addressing major deficiencies in international cooperation.

**Phase II: Feedback and Review (December 2009 to February 2010)**

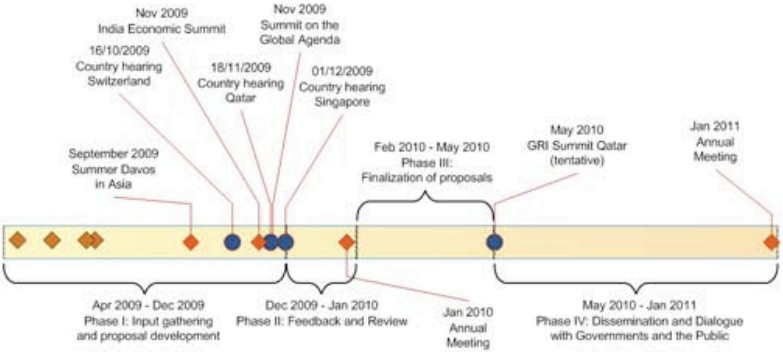
- All World Economic Forum communities will be integrated to comment on the ideas and proposals emerging from the Global Agenda Councils.

**Phase III: Finalization of recommendations (February to April 2010)**

- Based on the feedback from these communities, the Forum and its individual Global Agenda Councils will elaborate a final report of systemic and issue-specific recommendations.

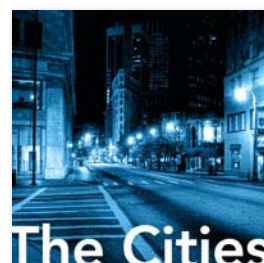
**Phase IV: May 2010 and beyond**

- Leveraging modern communication processes, the public and governments around the world will be invited to engage in a discussion about how to raise the ambition level for reform. All stakeholder communities involved, particularly the Global Agenda Councils, will continue to monitor implementation and refine of the proposals.



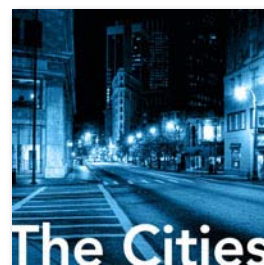


# A Turning Point in History: Rebooting Our Institutions

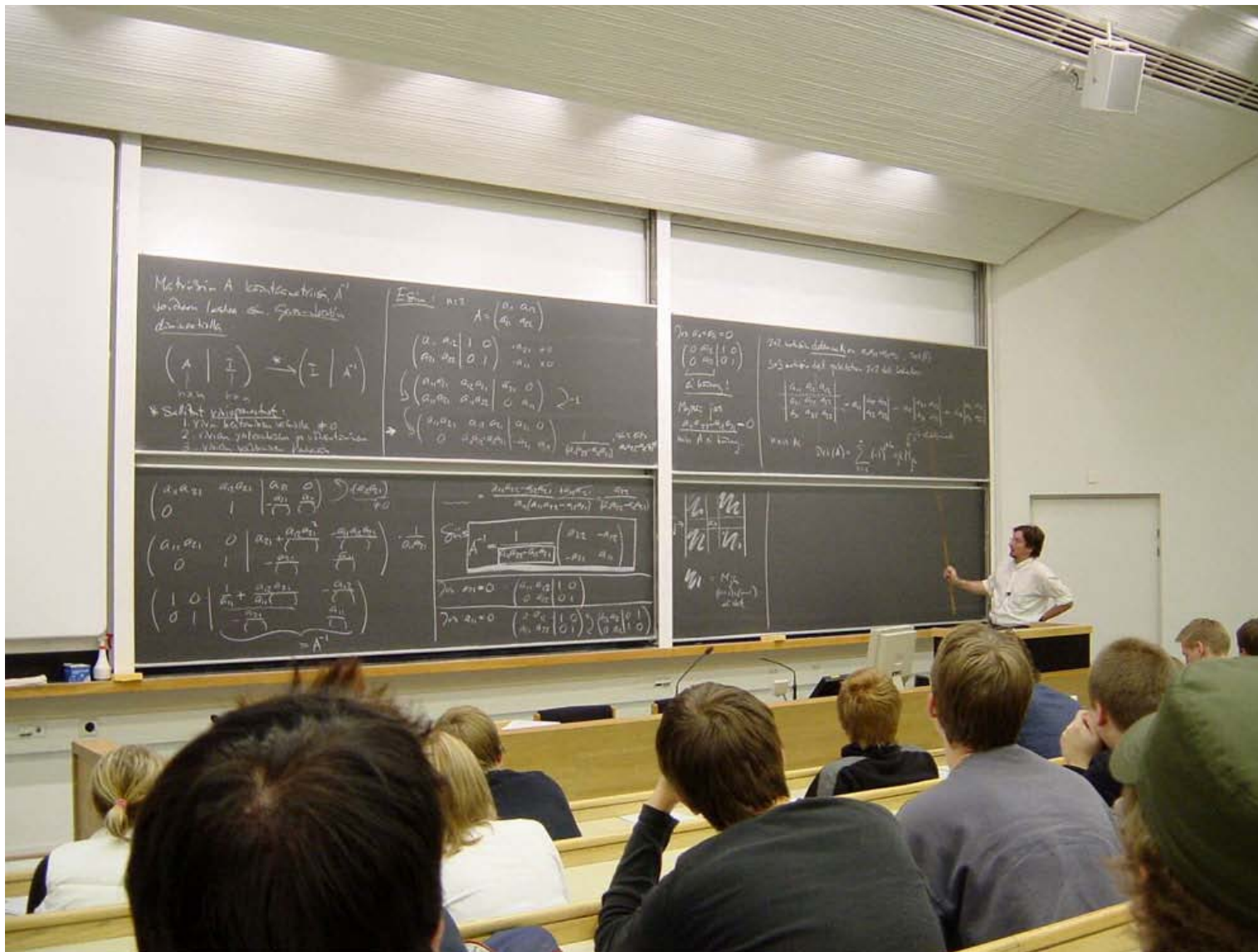




# A Turning Point in History: Rebooting Our Institutions



# OLD: 'One Size Fits All' Lectures







# The Model of Pedagogy: The Reinvention of Education

## OLD



**Teacher focused**  
**One-way**  
**One size fits all**  
**Student Isolated**

## NEW



**Student focused**  
**Multi-way**  
**Customized**  
**Collaborative**





## NEW: The 'Meta-University'



“ With the growing open access movement we are seeing the early emergence of a meta-university – a transcendent, accessible, empowering, dynamic, communally constructed framework of open materials and platforms on which much of higher education worldwide can be constructed or enhanced. ”

-- Charles M. Vest, President Emeritus, MIT



# NEW: The 'Meta-University': OpenCourseWare

Unlocking Knowledge,  
Empowering Minds.

Free lecture notes, exams,  
and videos from MIT.  
No registration required.

> Learn more

"I was amazed that a  
university such as MIT  
would freely give  
access to its educational  
information."

**Triatno Yudo Harjoko**  
Educator  
Indonesia

> Read more



username  
password  
☐ Remember Me [Forgot Login](#)

**Become  
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Find a Learning Resource or Search the Site

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## The Global Education & Learning Community

We believe that access to  
knowledge and learning tools is a  
basic right for every child. Our  
goal is to make curricula and  
learning resources available to  
everyone.

[Read More ...](#)

**CURRIKI ANNOUNCES TWO NEW PROGRAMS**

[Volunteer with Curriki](#)

### 'Curriki Master Units' Grants Program

Do you want to contribute your ideas to the broader education community? Work with us to distribute your best practices to a national and international audience. This month we announce a new grant program—Curriki Master Units: The Best in Open Source Curriculum. [Learn More](#)

### Become a Reviewer for the Curriki Review System

We are soliciting reviewers for the Curriki Review System, soon to debut on this site. [Learn more about this opportunity on the Volunteer Page.](#) [Learn More](#)

**FEATURED RESOURCES**

[Go to Featured Resources](#)

[Elementary Booklists](#) | [Elementary and Middle School Life Science](#)

**FEATURED MEMBERS**



**Anne Eardley**  
(United Kingdom)  
Hello friends! I am  
the deputy  
headteacher in a large junior (ages 7  
to 11) school in Cambridgeshire,  
England.

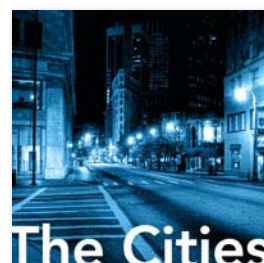
About Christmas time 2006, we were  
introduced to Curriki by the  
Department of Education for England.  
We are working with ...



# eTwinning

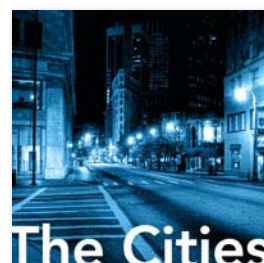


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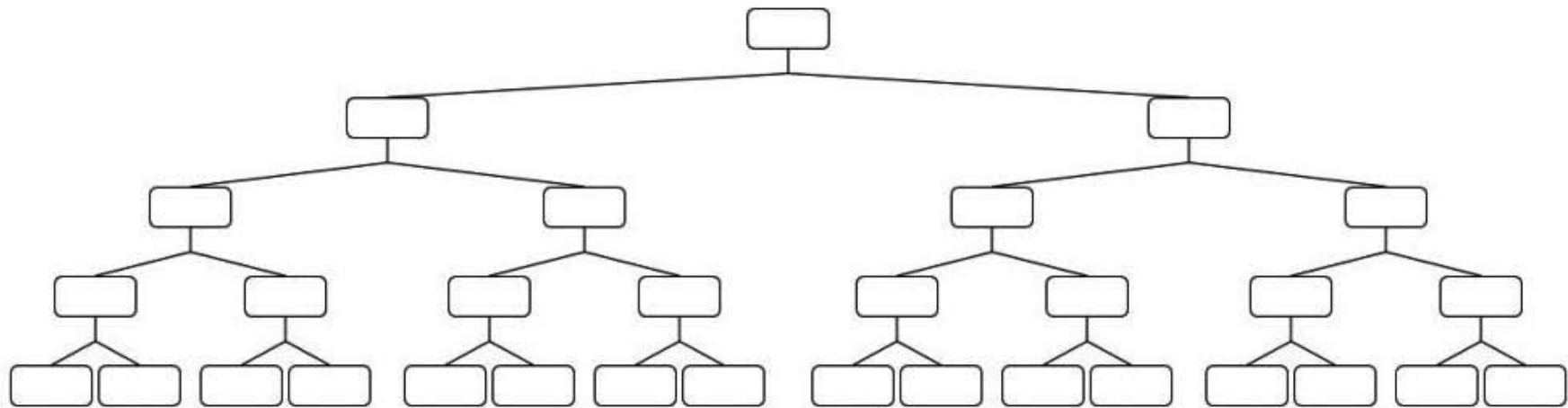
# A Turning Point in History: Rebooting Our Institutions





# OLD: 20<sup>th</sup> Century Institutional Models

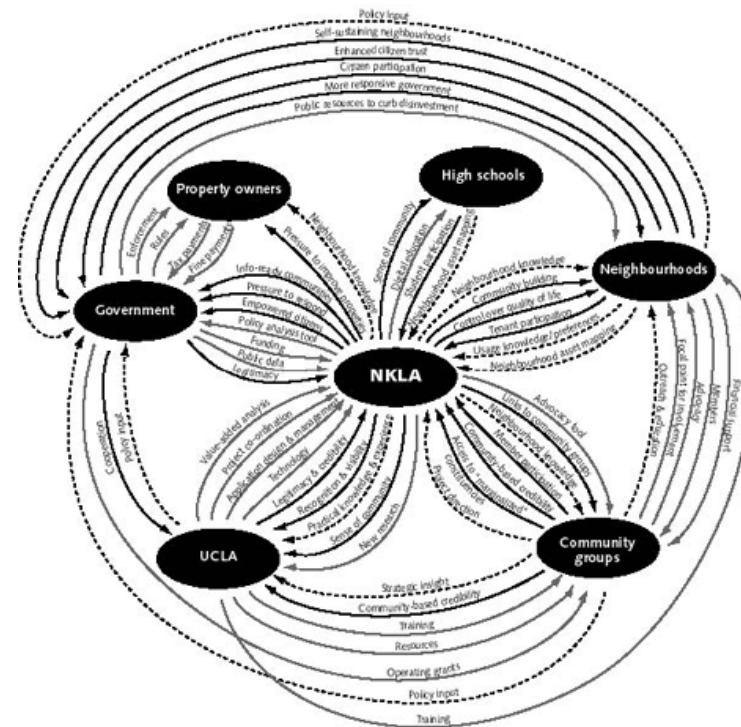
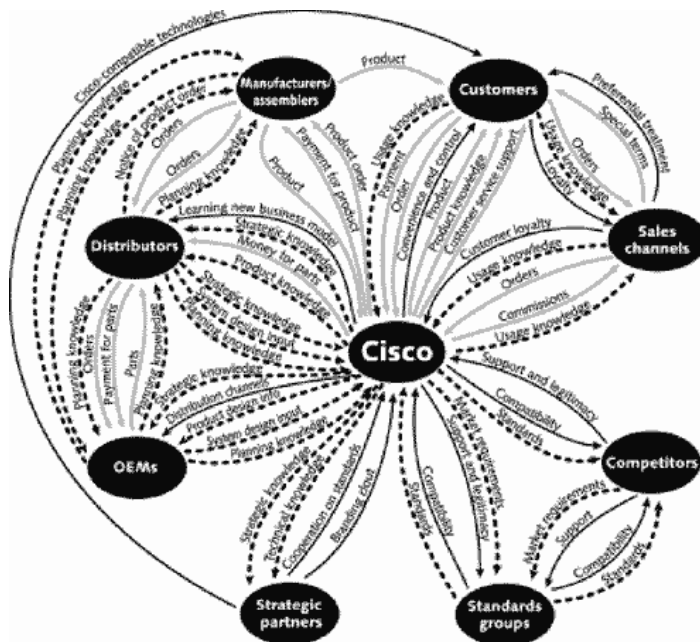
# Vertically Integrated Hierarchical Corporation



# Industrial Age Government Bureaucracy



# NEW: 21<sup>st</sup> Century Networks



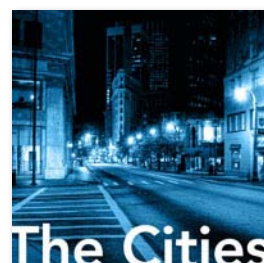




# NEW: Co-Innovating New Services with Citizens

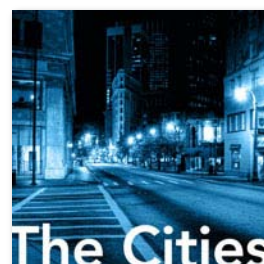
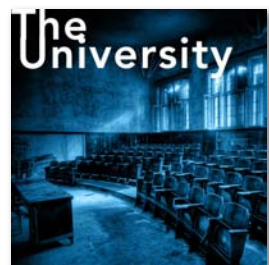


# A Turning Point in History: Rebooting Our Institutions





# A Turning Point in History: Rebooting Our Institutions







# OLD: Smear Campaigns and Marketing



## "...Leitzell is not ready."

"...denial of the foremost challenge facing the next mayor and City Hall." - DAYTON DAILY NEWS, 10/18/09

"...there is a disconnect between him and the real-world problems of a city hall." - DAYTON DAILY NEWS, 10/18/09

"He is a stay-at-home father who paints miniature figurines to add to the family income." - DAYTON DAILY NEWS, 10/18/09

"...nothing in his background suggests readiness to be mayor..." - DAYTON DAILY NEWS, 10/18/09

**Say No to the Republicans' Leitzell.**  
No experience. Bad judgment. All WRONG for Dayton.

**Leitzell**  
All **WRONG**  
For Dayton

Labour

HOME | LABOUR IN GOVERNMENT | NEWS | CAMPAIGN | SUPPORT | TO



You Wouldn't Hire Someone Who Said.

"The worse thing that could happen ... is that I get elected, because then I would have to do the job."

Gary Leitzell <http://thisoldcrackhouse.blogspot.com/2008/12/big-announcement.html>

You **Shouldn't Elect** Leitzell Either!

Say No to Republicans' Candidate Gary Leitzell.  
No experience.  
Bad judgment.  
All wrong for Dayton.



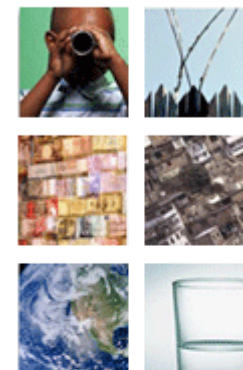


# NEW: Models of Citizen Engagement

Habitatjam



Habitatjam



An unprecedented  
online global  
conversation  
about what matters  
most to you

December 1-3, 2005





# NEW: Models of Citizen Engagement

Sign in or [register](#) for a new account.

Login

Forgot Password

## Open Innovation Portal

Join our online community and help bring Innovation to Education!

### Collaborate



Contribute your ideas

Collaborate on solutions

Find partners and resources

Register Now!

### Investing in Innovation



#### James H. Shelton III, Assistant Deputy Secretary for Innovation and Improvement

In February 2009, President Obama stood before a joint session of Congress and announced that by 2020 the United States would once again have the highest percentage of college-educated adults in the world.

We need new solutions to achieve that ambitious goal, and as a nation we cannot afford to fail. Soon, the Department of Education will request applications to the Investing in Innovation (i3) fund, which will support the development of path-breaking new ideas, the validation of approaches that have demonstrated promise, and the scale-up of our nation's most successful and proven education innovations.

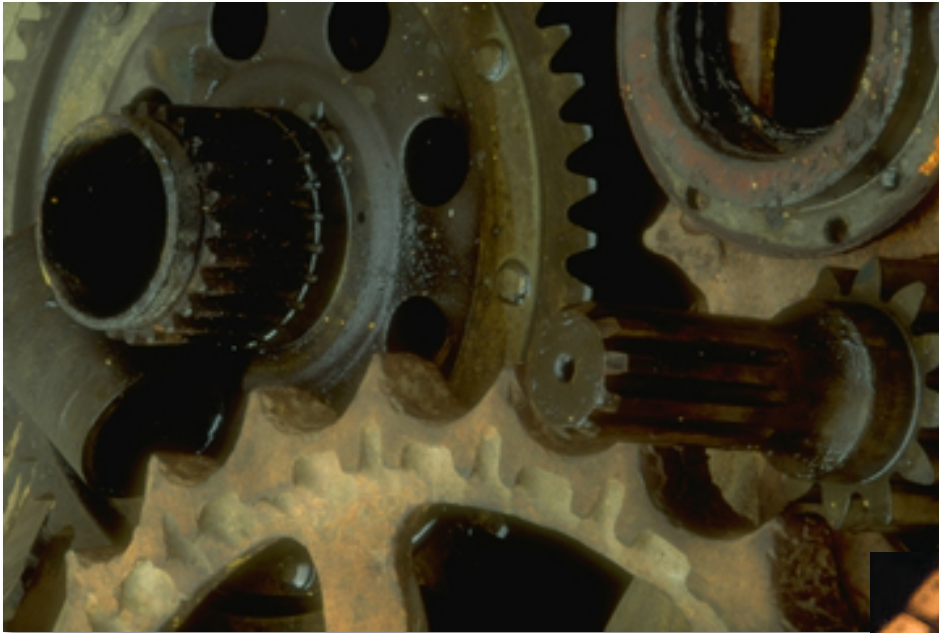


OPEN INNOVATION  
PORTAL





## NEW: A Second Wave of Democracy



If the first wave of democracy established elected and accountable institutions of governance, but with a weak public mandate and an inert citizenry ...

... the second wave will be characterized by strong representation and a new culture of public deliberation built on active citizenship

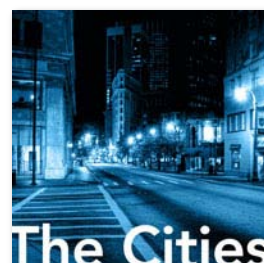




# NEW: Citizen Engagement Initiatives

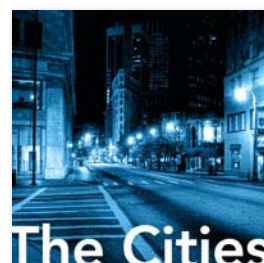
IDEA ZONE	<ul style="list-style-type: none"><li>• Moderated brainstorming</li><li>• Workshops</li><li>• Focus groups</li><li>• Policy networks</li><li>• Challenges</li></ul>
EDUCATION ZONE	<ul style="list-style-type: none"><li>• Policy portals</li><li>• Targeted communications</li></ul>
RECOMMENDATION ZONE	<ul style="list-style-type: none"><li>• Citizen juries</li><li>• Commissions</li><li>• Question periods</li><li>• Town halls</li><li>• Solicited Feedback</li><li>• Deliberative Polling</li><li>• Polling</li></ul>
DECISION ZONE	<ul style="list-style-type: none"><li>• Elections</li><li>• Referenda</li></ul>

# A Turning Point in History: Rebooting Our Institutions



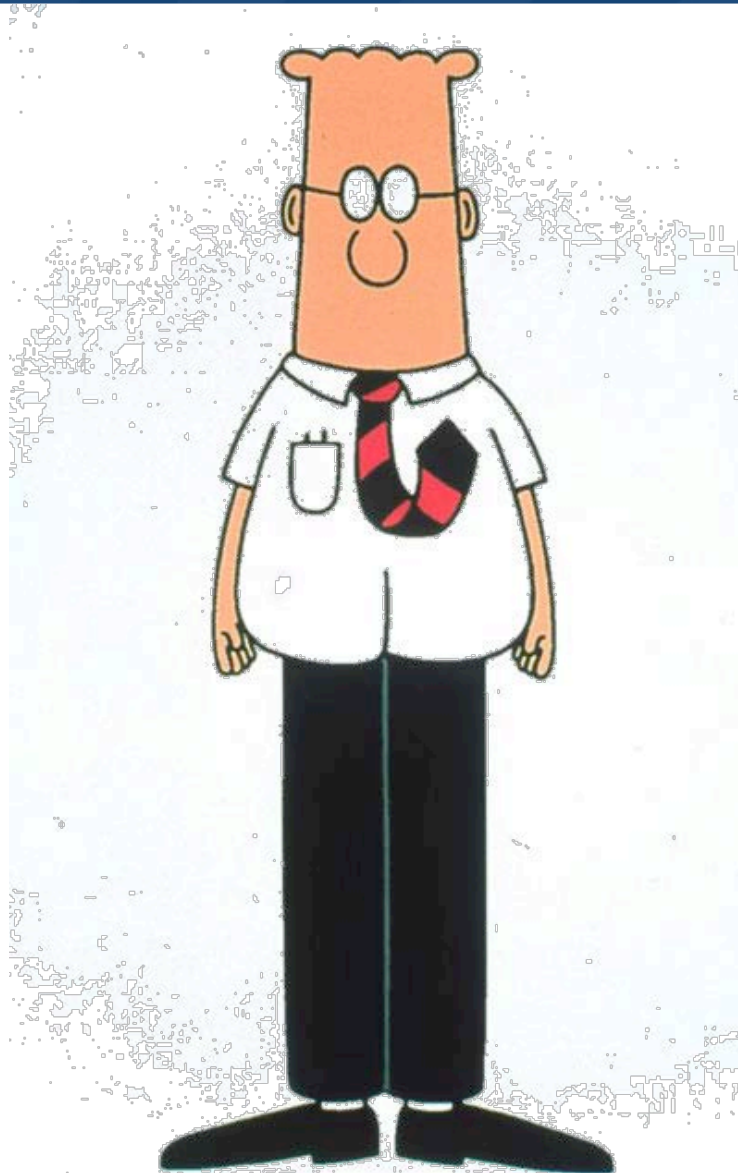


# A Turning Point in History: Rebooting Our Institutions





# OLD: Dilbert



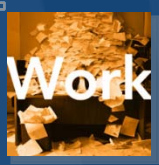


# **NEW: A New Operating Platform to Power the Collaborative Enterprise**

- 1. Personal Profiles (based on people)**
- 2. Industrial Strength Social Networking**
- 3. Blogging and Microblogging**
- 4. Wikis and Document Co-creation**
- 5. Ideastorms**
- 6. Team Project Tools**
- 7. Deliberation-Decision Making**
- 8. New Generation Knowledge Management**
- 9. IT Integration and Administration**







# NEW: A New Operating Platform to Power the Collaborative Enterprise





# NEW: Collaborative Working Spaces

Michael Townsend is giving a demo to 300 people in New York

Spaces  
Employee Engagement™

Home People Groups Clients Tools

Search


People > Employees > Michael Townsend

Edit this Page Add a Page

## Michael Townsend

is giving a demo to 300 people in New York • 2 days ago • 8 3

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### Current Project Workload

16	23	30	6	13	20	27	4	12	19	26	2
November						December					

### The Short Story

**Me in a Sentence**  
I like to build stuff that is really cool and take photos.

**My Work**  
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi ipsum nunc, accumsan id interdum eget, vulputate ac sapien. Etiam consequat tempus massa, et facilisis dui tempor quis. Vivamus quis eleifend odio.

**My Experience**  
Sed fringilla auctor purus. Phasellus dignissim congue hendrerit. Vestibulum vitae ante quis quam porttitor pharetra. Proin pulvinar gravida ante uilamcorper tristique. Vivamus risus ante, placerat non eleifend eget, pharetra vel lectus.

### Completed Projects

Michael Townsend liked **Tales from the road**  
September 01, 2010


Michael Townsend added **Document**  
August 25, 2010


More

### Badges


Commentator

### Client Relationships


 The World Bank  
5 total Projects




**Ryan Stephenson**  
Mountain View, CA Inside Sales



**James Kearney**  
Mountain View, California Inside Sales

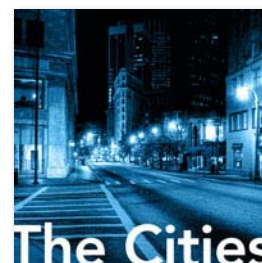
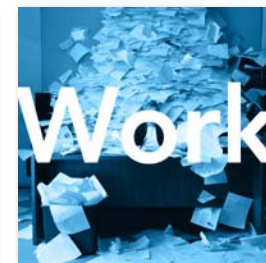


**Patrick Malley**  
Mountain View Sales



**Kate Swanson**  
Mountain View, CA Field Sales

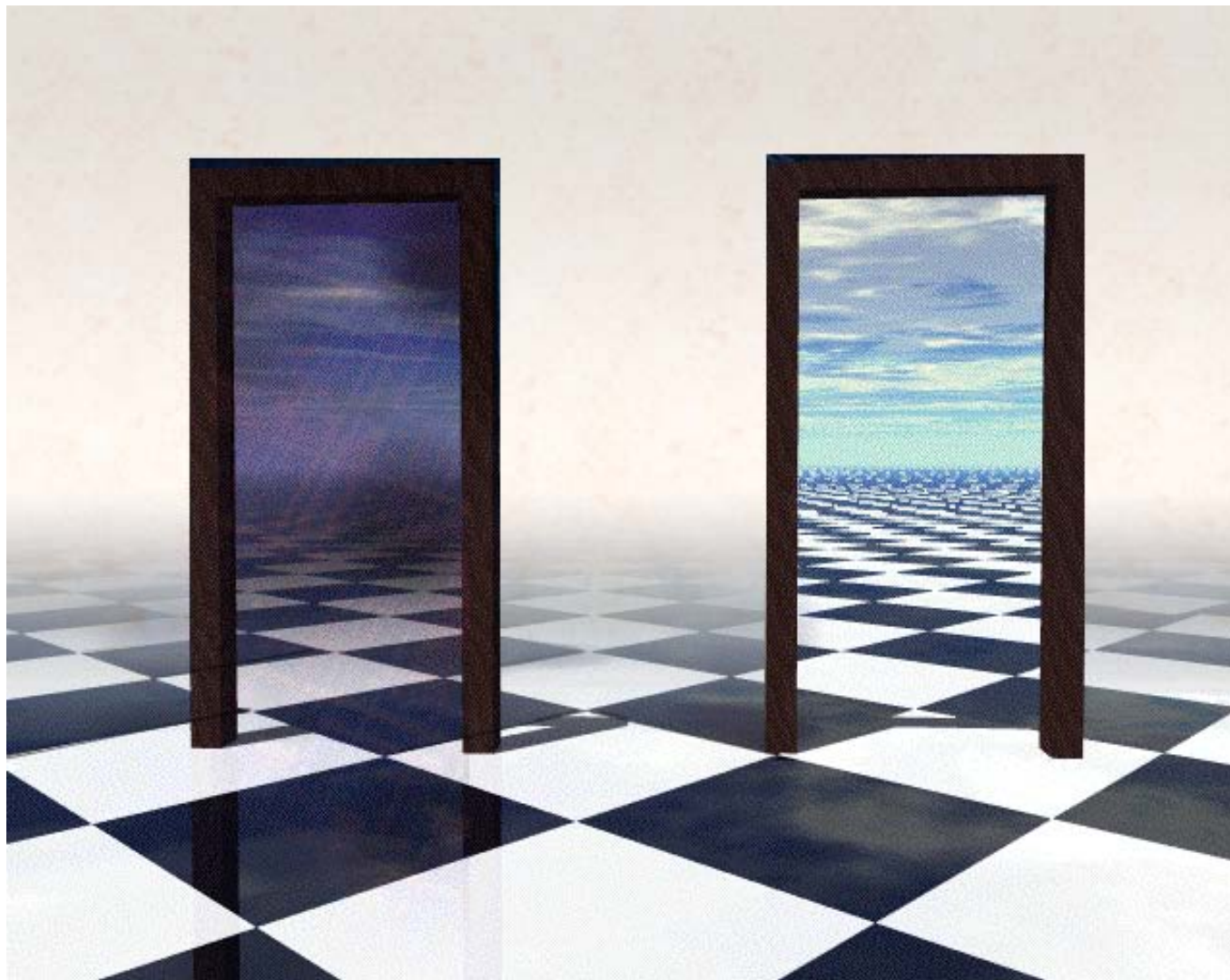
# A Turning Point in History: Rebooting Our Institutions





# Crisis of Leadership

Paradigm shifts involve **dislocation, conflict, confusion, uncertainty**. New paradigms are nearly always received with **coolness, even mockery or hostility**. Those with vested interests fight the change. The shift demands such a **different view** of things that **established leaders** are often **last to be won over, if at all**.



"A masterpiece. An iconic and defining book for our time. *Macrowikinomics* shows us a future ready to be shaped (and saved) by a global network of extracurricular thinkers. Take heart and take heed. Technology has shrunk the world so we can grow it anew. And the seeds are all in here." —MARK PARKER, CEO, Nike Inc.

# MACROWIKINOMICS

## REBOOTING BUSINESS AND THE WORLD

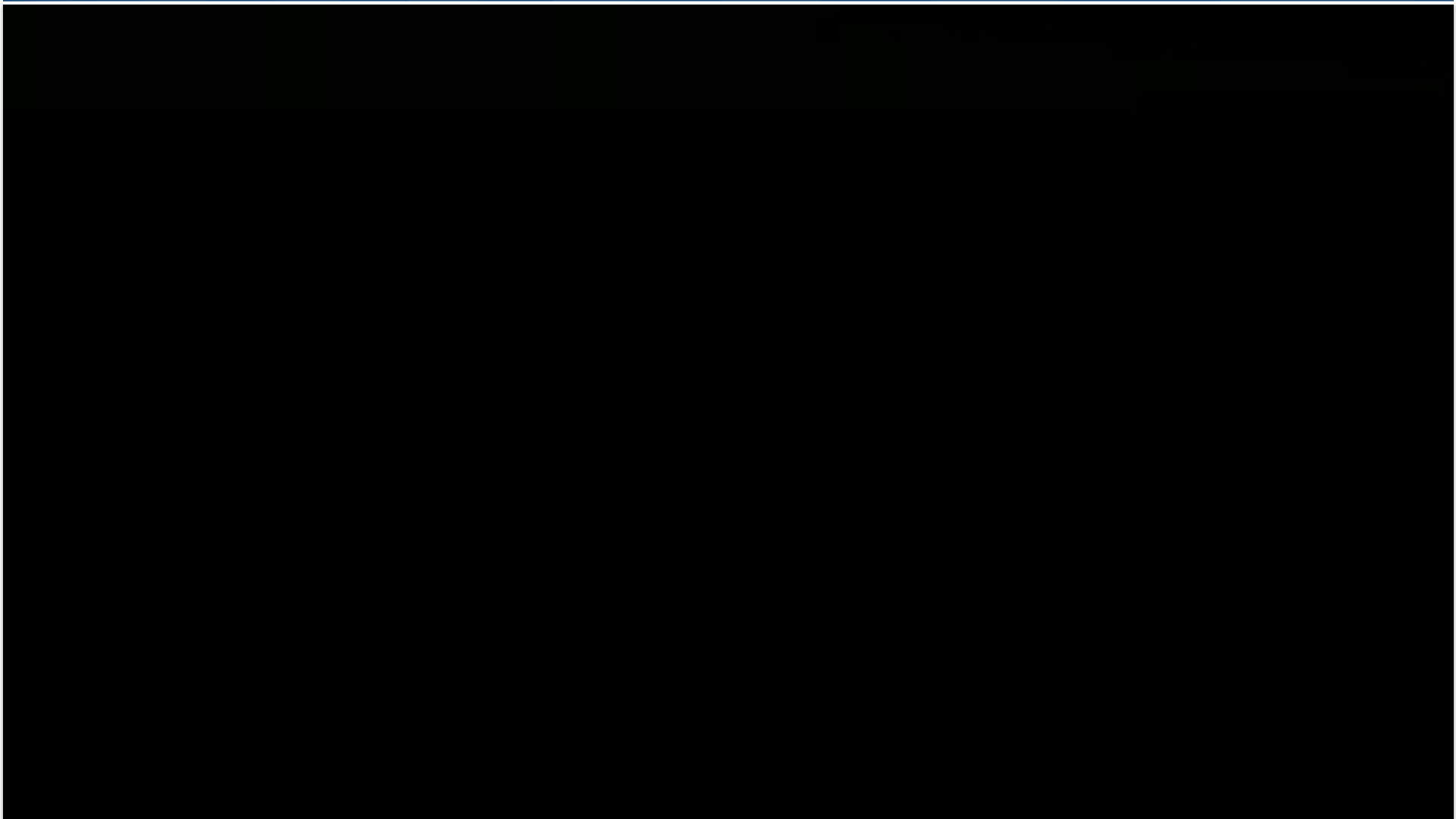


DON TAPSCOTT and  
ANTHONY D. WILLIAMS

*Bestselling authors of Wikinomics*



# The Age of Networked Intelligence





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