Technology and the Recession: how new technology is changing the way we do business

EFMD Meeting for Deans and Directors General
SDA Bocconi
– 29 January 2009, Milan

Ronan Gruenbaum
Technology is a word that describes something that doesn't work yet.

Douglas Adams
Web 2.0

EFMD Meeting for Deans and Directors General
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Ronan Gruenbaum
“Web
What point
Oh?”
Web 2.0 – what is it?

• Everything we’ve known until now could be referred to as Web 1.0 - large organisations like Yahoo!, the BBC, Amazon or the Financial Times talking to us, the users.

• This includes, of course, Business School websites acting as electronic brochures and journals.

• Web 2.0 is, in essence, *us*, talking to each other.
What Is Web 2.0
Design Patterns and Business Models for the Next Generation of Software

by Tim O'Reilly
09/30/2005

The bursting of the dot-com bubble in the fall of 2001 marked a turning point for the web. Many people concluded that the web was overhyped, when in fact bubbles and consequent shakeouts appear to be a common feature of all technological revolutions. Shakeouts typically mark the point at which an ascendant technology is ready to take its place at center stage. The pretenders are given the bum's rush, the real success stories show their strength, and there begins to be an understanding of what separates one from the other.

The concept of "Web 2.0" began with a conference brainstorming session between O'Reilly and MediaLive International. Dale Dougherty, web pioneer and O'Reilly VP, noted that far from having "crashed", the web was more important than ever, with exciting new applications and sites popping up with surprising regularity. What's more, the companies that had survived the collapse seemed to have some things in common. Could it be that the dot-com collapse marked some kind of turning point for the web, such that a call to action such as "Web 2.0" might make sense? We agreed that it did, and so the Web 2.0 Conference was born.

In the year and a half since, the term "Web 2.0" has clearly taken hold, with more than 9.5 million citations in Google. But there's still a huge amount of disagreement about just what Web 2.0 means, with some people decrying it as a meaningless marketing buzzword, and others accepting it as the new conventional wisdom.

This article is an attempt to clarify just what we mean by Web 2.0.

In our initial brainstorming, we formulated our sense of Web 2.0 by example:

<table>
<thead>
<tr>
<th>Web 1.0</th>
<th>Web 2.0</th>
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<tbody>
<tr>
<td>DoubleClick</td>
<td>Google AdSense</td>
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<tr>
<td>Britannica Online</td>
<td>Wikipedia</td>
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</table>
Web 2.0 – what is it?

The term ‘Web 2.0’ was coined by Tim O’Reilly in 2003, which he now defines as:

- Services, not packaged software, with cost-effective scalability
- Control over unique, hard-to-recreate data sources that get richer as more people use them
- Trusting users as co-developers
- Harnessing collective intelligence
- Leveraging the long tail through customer self-service
- Software above the level of a single device
- Lightweight user interfaces, development models, AND business models
The Long Tail
Web 2.0 – what is it?

Wikipedia defines Web 2.0 as:
“a perceived second generation of web-based communities and hosted services — such as social-networking sites, wikis and folksonomies — which aim to facilitate collaboration and sharing between users”
Web 2.0
Web 2.0 – so *what* is it?

- Blogging
- Wikis
- Online collaboration and sharing among users.
- Social networking sites
- Folksonomies (categorising and tagging by users) – social bookmarking
- RIA
- RSS
- Twitter
- Mash-ups
- Podcasting
- Widgets
- Virtual Worlds
Ashridge Business School

Out of Time! Masterclass
Have you ever wondered how you're supposed to do what you have to, given the continuous pressure you're under? Then this new workshop, on 10 May, is for you.

Latest news

New Ashridge research on Food Labelling and Corporate Responsibility
Responding to customer concerns about health, the environment and social issues will present new strategic opportunities for food retailers and manufacturers, according to new research from Ashridge.

Come and see the Ashridge MBA for yourself!
Our 'MBA in a Day' event helps to bring the Ashridge experience alive. The event combines live teaching sessions, a tour of Ashridge and a Q&A panel with faculty, current students and alumni. The next 'MBA in a Day' is on 24 March.

Developing the strategic capability of leaders
How much do leaders need to know about strategy? Is it more important to lead in the right direction than to be a good leader? Ashridge is holding a free strategy event to help companies' strategic capability on 28 March.

... more than a business school
Ashridge Business School offers a combination of learning, consulting, facilitation, coaching and research, directly applied to the realities and challenges faced by organisations.
Hamish Scott, Director of the Senior Executive Programme: Leading Strategy and Change, considers the challenge in light of the current downturn...

"We know what presents plans from turning into practice: it's the overwhelming desire to programme organisations from the top. What this does is straitjacket flexibility, strangle resourcefulness and slow the whole process down. Paradoxically, to get implementation under way you need to let go of the reins. In practice, 'making it up as you go along' can be an effective route.

The most successful firms paint a picture of the target state, chart a course, give people the inspiration and then trust in their teams' ingenuity, providing the space for them to make it happen.

Good implementation seems to be about giving your people just enough so that they can make the plan work. It's a style of leadership that is brave, motivating and very practical. And the good news is that it can be learned."

Read more about the Senior Executive Programme: Leading Strategy and Change.
MBA, MSc and Diploma

MBA & Qualifications

Mark Anderson
2005 - 2007 Executive MBA

"Over 90% of our class are company-sponsored. Their employing organisations have a combined market cap of £400 billion and service over 250 million customers worldwide.

Which programme is right for you?

Ashridge offers seven different qualification programmes - three MBAs, an MSc in Organisation Consulting, an MSc in Executive Coaching, a Diploma in General Management and a Doctorate in Organisation Consulting. Which one is right for you?

One-year Full-time MBA

- You are ready for a major change of industry or role

Two-year Executive MBA

- You want to do an MBA whilst having the security of a full-time job

Two-year European Partnership MBA

- You are an employee of Deutsche Bank, Lufthansa, Merck or Bosch

Ashridge Masters in Organisation Consulting (AMOC)

- You are an experienced consultant or change agent wishing to develop your capabilities
Tailored Programmes

"There is a chain reaction of change sweeping relentlessly across Public Services. Ashridge has responded to that challenge and is having a significant and growing impact on leaders in public service."

Lord Jordan

Whitehall Endorsement

The launch of the Ashridge Public Leadership Centre was celebrated at a reception in the House of Lords on 10 March 2006. Ashridge's talent for developing leaders in the public and voluntary sectors was acknowledged by the host of the event, Ashridge Governor Lord Jordan. Ashridge CEO Kai Peters and guest speakers, Head of the Civil Service, Sir Gus O'Donnell and the Prime Minister's Security and Intelligence Coordinator, Sir Richard Mottram.

To a large audience of clients and faculty, Lord Jordan, Sir Richard and Sir Gus gave a clear account of why Ashridge is playing such a central role in the development of leaders in the public sector. Ashridge teaching focuses on “doing”, directed by good leadership. As Sir Gus commented “Policy is not God,” so Ashridge emphasizes that success is not having the perfect strategy; it’s the ability to implement strategy.
Ashridge Consulting - bringing about change in organisations

- Change
- bringing about real sustainable change
- Leadership
- challenging conventional thinking
- Strategy
- bringing strategy alive in organisations
- Talent management
- aligning strategy with individual choice
- Coaching
Research and Faculty

Ashridge has six Research Centres. Each centre carries out research and provides consultancy services and specialist programmes.

Publications
Sharing what we do and what we are learning is important. We achieve this through a portfolio of publications. Our Faculty Publications database records all published work by Ashridge authors, and our three in-house publications: 1886, the Ashridge Journal, Communicate, our quarterly newsletter, and Conversus, the Ashridge Consulting magazine, report our latest thinking.

Current Research
We believe in a practical and applied approach to discovery. This is demonstrated in our current research projects. Our research process is client-centred and iterative. Clients steer the research agenda and we incorporate research findings into our work.
E-Learning and Resources

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Learning Portals - What are they?
Blended Learning - What is it?
Psychometrics
On-site Learning Resource Centre

Ashridge > E-Learning and Resources > Virtual Learning Resource Centre

"I'm pleased to be able to offer such a solid support tool for our managers"
Sharon Varney,
Group Learning and Development Manager,
Acargy

Imagine what it would be like to have guidance and support on every area of management accessible from your desk top 24 hours a day... that is what the VLRC can provide for you and every member of your organization.

Access via the Internet to quality learning resources developed by a leading business school and designed with your time in mind.

Succinct Learning Guides on key topics such as emotional intelligence, practical ideas for applying what you've learned, self-assessment exercises and summaries of key management books.

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Conference Centre

Conference Centre

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Conference Centre

• Internationally acclaimed conference venue with 15 superbly equipped conference rooms suitable for groups of between 10 and 250. Over 50 syndicate rooms.
• 150 en suite bedrooms with TV, telephone, safe, modern connection and tea/coffee making facilities.
• T-Mobile HotSpots, providing Wi-Fi Internet access, are available throughout Ashridge, including all bedrooms.
• Award winning cuisine served in elegant dining rooms plus

Conference Centre
Tel: +44 (0)1442 841027
Email: conference@ashridge.org.uk

Conference Centre of Excellence
Alumni

Mission statement

The Alumni is a thriving and challenging international network which provides opportunities to build on the relationships begun at Ashridge and to develop networks across a diverse and growing community.

The Alumni, through its commitment to deliver opportunities for continuous lifelong learning, offers a supportive and collegiate way for individuals to continue their development.

List of upcoming events

13/04/2007 Alumni AGM and Dinner
The Ashridge Alumni AGM and Dinner will be held on Friday 13 April 2007.
Statistics – going up?
Imagine the HomePage is the Ashridge building
Mash-up
Mash-Ups

“In technology, a **mashup** is a web application that combines data from more than one source into a single integrated tool; an example is the use of cartographic data from Google Maps to add location information to real-estate data from Craigslist, thereby creating a new and distinct web service that was not originally provided by either source.”

Wikipedia
**The Bishops Avenue**

We are proud to present an exceptional new state of the art freehold mansion set in beautifully landscaped grounds in this world renowned tree lined avenue.

Silverwood is an elegant...

- save to favourites
- view details and images

---

**The Bishops Avenue**

An imposing and substantial residence situated in this world renowned location. The property has been recently refurbished throughout and offers first class family accommodation extending to...

- save to favourites
- view details and images

---

**The Bishops Avenue, London,**

An imposing and substantial residence situated in this world renowned location. The property has been the subject of recent refurbishment throughout offering first class family...

- find a mortgage for £8,750,000
- view details and images
Search Engine Optimisation

• This is about **Optimising** your website for **Search Engines**

• Google, Yahoo!, MSN etc. use complicated algorithms to decide which website is the most valid for that particular search.

• They consider site **infrastructure, content, popularity** etc.
The aim is to rank No.1 when people search for your core topic.
Online Publications

• The great advantage of online publications and newsletters is that they don’t have to show everything at once.

• They can be brief introductions or contents lists:
  – If the reader is interested, they can click through to more information.
  – If they’re not interested, they can move on to the next item.
Alumni E-Newsletter

If your email system has distorted this Ashridge Alumni Update, please view our online version. To make sure Ashridge emails are not blocked by your spam filters, please add the domain @ashridge-news.org.uk to your white list.

Alumni update
March 2008

Alumni / Workshop
Coaching workshop
The first event of the coaching special interest group: Michael Carroll and "Executive Coaching, Creativity and Transformational Learning", at Ashridge on Friday 25 April.

Alumni / First Thursday Club
Networking at Ashridge
Come and join us for a drink at the Ashridge Bar on Thursday 6 March from 18:00, when your host will be Raj Thankaraj.

Alumni / Social
UK Dinner - 14 June 2008
In case you are organising your diary for the summer, please pencil in 14 June for the UK Alumni Social Dinner.

Dear Ronan
We were delighted to have the opportunity to meet all of you who joined us during the Alumni Benelux Dinner at the Hilton Brussels on Friday 25 January 2008.

On arrival, alumni members and guests were greeted by Elaine O'Connor (Alumni Relations Administrator) and Mirjam Schokker (Alumni Council member), with gifts of alumni badges for those members who attended. Everyone had the opportunity to attend the Benelux Dinner, which was a wonderful evening.
Dear Ronan

Being a client of Ashridge is not simply an experience that stops at the end of a programme. At just one of the many opportunities we present for clients to return to Ashridge to refresh their thinking, Phil Hodgson recently shared a taster of his forthcoming research findings, following a two-year exploration of the concept of a European model of leadership. Over 60% of literature on leadership is from the US, based on examples of American leaders working in American organisations.

But what happens when their extolled behaviours and methods are...
Dear Ronan,

We would like to thank you for coming to our Talent Management event on Tuesday 19 February. We hope you enjoyed the day and that it provided you with some valuable insights.

As the topic of Talent Management has generated a great deal of interest, we are hoping to run the event again in the future. Therefore, we would be grateful if you could provide us with some feedback from the day. Do you have any suggestions on how we could improve your experience, either specifically on how we approached and facilitated the subject of Talent Management, or of Ashridge as a whole?

Many people expressed an interest in attending similar events at Ashridge, and we are keen to explore this. One common theme running through such events is that we would like to ensure that the subject matters being explored are tailored and relevant to Learning and Development/HR professionals. We would welcome your views on this and any suggestions on topics which you would be interested in.

We will shortly be uploading further articles and information from the day onto our e-sharing site. For your reference, a podcast of the event and a video clip will be added. We hope you will find this useful as a reference point to revisit the topics that were discussed on the day. I will let you know as soon as this is available.

In the meantime, please feel free to continue using the site. The Executive Summary of the TM Research is still available for you to download, as are the slides from the day, and the Talent Management Survey may provide an interesting view of how your own organisation approaches Talent Management.

Once again, thank you for attending and we hope to speak to you again soon.

Kind regards,

Matt

______________________________

Matthieu Foskett
Business Development Executive
ASHRIDGE

______________________________
Dear [“FIRSTNAME”]

We were delighted to have the opportunity to meet all of you who joined us during the Alumni Benelux Dinner at the Hilton Brussels on Friday 25 January 2008.

On arrival, alumni members and guests were greeted by Elaine O’Connor (Alumni Relations Administrator) and Miriam Scholtes (Alumni Council member), with gifts...
Google Adwords

- Google’s Adwords are the text adverts that appear at the top or on the right of search results:

![Google Adwords Example](image-url)
We are stuck with technology when what we really want is just stuff that works.

Douglas Adams
Cost

- Offline Marketing:
  - ½ page ad in The Economist:
    - £8000
      for one week only
    - Circulation figures: 1.3M worldwide but no knowledge of who is reading or how to follow up.

- Online Marketing:
  - Google Adwords:
    - Over 7000 click-throughs for £8000
    - Over 8 million impressions
    - Highly targeted – you are only seen by those who are searching for you
  - Email Marketing:
    - Send over 1,000,000 direct emails
    - Industry standard open rates: 12%-20%
    - Have data that can be followed up on over 120,000 prospects!
…so what is Web 2.0?
Web 2.0 – so what is it?

- Blogging
- Wikis
- Online collaboration and sharing among users.
- Social networking sites
- Folksonomies (categorising and tagging by users) – social bookmarking
- RSS
- Twitter
- Mash-ups
- Podcasting
- Widgets
- Virtual Worlds
Definition: Blogs

• ‘Web Logs’ – originally online journals that are easy to create and update with no programming knowledge. Regularly updated forums, diaries and news sites can now count as blogs.

• They are not just text entries. They can include photos, videos and audio recordings, and can employ RSS Feeds to allow readers to be notified of all updates.

• **Blogosphere** - the collection of all Blogs on the Internet.

• **Technorati**, the Blog search engine, now claims to be tracking 112.8 million blogs and over 250 million pieces of tagged social media.
Blogs are good

How can Blogs or Web Logs, help?

- On a basic level, they help your **Search Engine Optimisation**.
- Anyone talking about your school or your website is going to help promote it.
- If created within your website:
  1. they show Google the content is fresh, regularly updated and relevant, and it can suggest a complex, well constructed site.
  2. If they’re interesting, people will link to them, thereby building that link equity.
- If created away from your website:
  1. they can link to your site and build the link equity directly.
Blogs can do so much!

• On another level, if a happy MBA graduate talks about how positive the experience was, this can only have a beneficial effect on potential applicants who are still deciding.

• If a faculty member provokes interesting discussions, it might generate more references to your school and, for example, more press.

• It can also lead to speaking opportunities, which will help your organisation (and the faculty member in question)!
Managerialism

I gave a paper on Saturday at the Society for the Study of Christian Ethics’ annual conference at Wycliffe Hall in Oxford. The conference theme was the Ideology of Managerialism in Church, State and Politics. My paper was entitled In Praise of Managerialism. What a very peculiar experience. I found it all rather perplexing. I think these intelligent people may well be slightly confused. I suspect their issue is more with capitalism than management, and that they may be killing the messenger by mistake. There certainly are serious issues arising from the wholesale transfer of management practices from one realm to another, be it private to public, or to the voluntary sector, the professions or the churches. However, to address these issues to me requires clarity over what management actually is, and how it is changing. It also
February 22, 2008

What's Most Important for Success with Enterprise 2.0?

I spoke earlier this week at the FASTForward conference in Orlando, and used the opportunity to toss out some conjectures about the factors that differentiate successful Enterprise 2.0 deployments from unsuccessful ones. These conjectures were not developed from any rigorous or comprehensive research, but instead are the inductive result of my work over the past two years to understand the use of emergent social software platforms in pursuit of business goals. I can't claim that they're complete, 100% correct, or 'better' than anyone else's hypotheses. I present them at this point primarily to get the ideas out there, to stimulate discussion, and perhaps to provide some guidance.

I divide these conjectures into three areas: aspects of the technologies deployed, support for the deployment initiative itself, and the culture of the deploying company. I'll expand on each of these areas and the individual conjectures in later posts. For now I just wanted to list them so that people can react.

In the lists below bold type denotes importance — things that are especially important to get right in order to succeed with E2.0. Italics denote difficulty — aspects of technology, initiatives, and culture that seem to be particularly hard to get right.
LOS RATIOS FINANCIEROS REAFIRMAN A LA MUJER DIRECTIVA

YOLANDA REGODON POBLADOR

Nada mejor que demostrar mediante ratios financieros como los que nos muestran la rentabilidad financiera (ROE) y rentabilidad económica (ROI) de una empresa para reafirmar los resultados de los últimos estudios sobre productividad, que recomiendan la promoción de las mujeres para la dirección empresarial. Volviendo al tema, “La presencia de mujeres en puestos directivos contribuye a la obtención de mejores resultados económicos por las empresas”. La noticia la publicaba ayer 21 de febrero El País y hoy también la recoge Expansión. Esta afirmación se desprende de un estudio “The Bottom Line: Corporate Performance and Women’s Representation on Boards”, realizado por la consultora americana Catalyst, quien ha realizado un estudio entre las compañías del Fortune 500 y quien tomó como variables la rentabilidad sobre recursos propios (ROE), el retorno de la inversión (ROI) y el rendimiento de las ventas (ROS).

Como siempre son los americanos los que vienen a definir las tendencias que más tarde o más temprano importamos en otros continentes. El diagnóstico de los resultados financieros habla por sí solo. No nos engañemos porque entraña más que una interpretación. La competencia es intensa y la administración de las empresas echa mano de modelos diferenciales e incorpora nuevos talentos. Aunque no se
As the world turns... we wait by the lines.

Posted by Melanie on 11 February 2008

Getting a call from "private no." has become the highlight, the climax, of the day. Watching classmates, friends briskly excise themselves from the classroom is the excitement of the day. "Private no. is the HR manager calling to invite one to the next level in the interview process. Banks have been handing out their offers, the golden tickets to a long and prosperous career. Consulting gigs have been a bit more dramatic; the added element of the wait. But thankfully it gives time to prep and decompress... sort of.

I have to agree with Scuba Don’s tips - what I’ve gained the last several weeks, which I hadn’t expected, were friendships solidified by us supporting each other on CV & cover letter reviewing, case cracking, and morale boosting. I may not have had the invitation or offer by so-and-so firm, but at least my friends did. Awesome.

Posted on 11 February 2008 in Career / jobs / work, Posted by Melanie | Permalink | TrackBack (0)

Kyle's Birthday

Posted by Martha on 06 February 2008

Yesterday's was Kyle's birthday. He is an American man with a big smile and charming personality. I remember him most with a beer in his hands, when at the pub, or with glamorous movements, when presenting in class. Stream B (made of 70+ students who shared the classroom during our 1st year) and others were invited to the event. We drank, ate and laughed a lot. Interestingly I did not take a single picture of Kyle but here are some of others.

Posted on 06 February 2008 in Posted by Martha | Permalink | TrackBack (0)

A Tennis Experience at Regent’s Park

Posted by Martha on 13 February 2008
Blogging – beware!

• Your school/organisation might be vicariously liable for what staff say in a blog, whether it is an ‘official’ one or a private blog.

• This includes defamation, unauthorised use of copyright material and divulging confidential information about clients.

• Ashridge has some ‘corporate blogging guidelines’, which outline the pitfalls and things to be aware of, both legally and stylistically, on a blog.
Blogging – is it a corporate blog?

The Final Word

Our blog was about the people we met and the stories they told. As a storyteller, I should have done a better job beginning at the beginning with our tale.

In April 2006, Jon and I hiked the Grand Canyon, Bryce and Zion Canyons in Utah. During our trip, we ended up in Page, Arizona. Not only are we not early risers, we are East Coasters, which means at 5 a.m., we were up and ready to go, although not much else in Page. Except, of course, the Wal-Mart Supercenter. We pulled into the parking lot, and at least a dozen RVs. Not sure what was up, we asked why? We learned Wal-Mart allows RVs to stay in more parking lots overnight. For free. So we headed up Bright Angel Trail from Phantom Ranch to the Grand Canyon a new adventure we love.

I started thinking about all the other amazing things there are to see in this vast country of ours. And then I started thinking about how Wal-Mart — one to every town, practically — sets up parking lots overnight. The idea just sort of came together. We would take vacations from our full-time jobs and drive across the country in a rented RV, from city to city, spending the night in a different Wal-Mart parking lot every night.

And, of course, I'd write an article about it and may be able to sell a story to an RV magazine, with photos, of RVing in America and only staying at Wal-Marts. Given the desperate age we
Blogging – who is writing?

My Dad, Bill Marriott, Sr.
By: Bill Marriott
Posted: September 17, 2007

My father was born 107 years ago today on September 17, 1900 in Ogden, Utah. I think about him often. He was truly a great leader and a great motivator of people. There was an article in Reader’s Digest in the 1940s which said, “Everybody likes to work for Bill Marriott” (that was my father because he was named Bill, too). But I thought a lot about his leadership skills . . .

Continue reading "My Dad, Bill Marriott, Sr."

The Importance of Working Hard and Doing Chores
By: Bill Marriott
Posted: September 4, 2007

From the time when I was a young boy, my father was always very concerned that I would learn how to work. I was born with a silver spoon in my mouth. Our family had a little bit of money when I was growing up and I didn’t need to work, but my father soon fixed that.

So, I did chores around the house and mowed the lawn, swept the driveway, washed the cars and cleaned out the basement. And when it wasn’t done right, I was sent back to do it again. I spent a lot of time in that basement trying to get it right.
Newspaper subsidy? Try this...

January 24th, 2009

Want to subsidize news, newspapers, and journalism? I have an idea I could stand behind. But it's not this: Nicolas Sarkozy has given France's newspapers a €600million subsidy over three years—including a free subscription for every 18-year-old Frenchman—on top of the €280 per year it gives them now. The U.K. is dancing around the topic of government support for regional papers. And the argument over government bailout of papers is simmering in the U.S.

Danger, danger, Wil Robinson. I don't want government interfering with news and speech (he who giveth may taketh away). And I'm not at all sure that it's newspapers that should be the beneficiaries of subsidy; they have not given journalism responsible stewardship in the last decade and a half.

But here's a government subsidy I can get behind: broadband and technology development. An investment there will do more for the future of news than any dollar, euro, or pound given to keep presses rolling.

* If the Obama Administration gets the entire country on broadband, news organizations will have a much larger public to serve online than they have now in print. They will be able to expand coverage through collaboration. They will be free to use rich media for compelling news experiences.

* Advertisers will have no excuse but to go online, when most everyone is there and when it can serve rich media beyond the
**BuzzMachine**

**July 11, 2005**

**Del Hell: Deaf and dumb**

Dell Hell: Deaf and dumb

: One of the great lessons of the cluetrain era is that your customers are your best customer support agents and marketers if only you allow them ... and respect them enough to listen to them. Dell doesn't. As we reported the [otl day](http://otlday.com), Dell shut its general customer forums... which should be the place for customers to help each other. Dwight Silverman found Dell's company line:

    As for the Customer Care board, many of the non-technical issues posted there can only be addressed by authorized Dell representatives with access to customer information - not by peers as the Forum is designed to facilitate. That said, these questions are best handled through other secure online tools.

Or, clueless Dell, your customers can just blog their questions and answers without you. Or should I say, former customers?

Posted by jarvis at 03:27 PM | Comments (112)

**July 09, 2005**

**Del Hell: The Postscript**

Dell Hell: The Postscript

: Houston Chron tech guru Dwight Silverman decided to call Dell and find out what their policy and strategy is reag issues their customers raise in these newfangled blog things. That's whatcha call real reporting.

    I spoke with Jennifer J. Davis, a spokesperson in Dell's consumer products group, who said that Dell does indeed monitor online blogs and discussion forums. She would not say how many people are engaged in doing so.

    However, it's a policy of lock, don't touch -- those monitoring do not respond publicly, nor do they try to make contact pro-actively.
Blogging summary

• Blogging is good. We *like* blogging.
• But:
  – Make it real
  – Update it regularly
  – Be aware of your customers’ blogs
  – Decide how to deal with employees who step over the line in their blogs
  – If you want to encourage your MBA students to blog, are you prepared to take the good with the bad?
WIKI
English

Etymology
Abbreviated from WikiWikiWeb (first wiki software), from Hawaiian wikiwiki (quick) + English web.

Pronunciation
- IPA: /ˈwɪki/ or /ˈwiːki/
- enPR: (wīki) or (wēki)
- Audio (US) Help
- Rhymes: -ki or -ki

Noun
wiki (plural wikis)
1. A collaborative website which can be directly edited by anyone with access to it.

Translations
n. collaborative website

Verb
to wiki (third-person singular simple present wikis, present participle wikling, simple past and past participle wikled)
1. (transitive) To research a topic on Wikipedia or some similar wiki.
   To get an understanding of the topics, he quickly went online and wikied each one.
2. (intransitive) To contribute to a wiki.

Derived terms
- transwiki
- wikify
- wikiholic
- wikilink
- Wikipedia
References


Maori

Proper noun

wiki

1. short for *Wikitoria* (Victoria).

Swahili

Noun

wiki

1. derivation of English *week*.

Swedish

Noun

wiki IPA: vikí, víki, wikí, wiki

1. *wiki*.

Inflection

1. The plurals are not agreed upon, other words for the indefinite plural nominative presently in use include *wikis*, *wiksar*, *wikior*, *wikar*, *wiki* etc.

<table>
<thead>
<tr>
<th>Inflection for wiki</th>
<th>Singular</th>
<th>Plural</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common</td>
<td>wiki</td>
<td>wikin</td>
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<tr>
<td>Indefinite</td>
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WIK

LUGRADIO

ask @run0

~

GenToo

was

riders

here

street

Paul Nash

please

go to

front
desk

magnum

P.I.

please go to hawaii

GALL

COCK

welcome

CRL

Casino

14:30 - Open Source Security Tools

recently

into the sun

Ajax, Apollo

link

000, 000 (1 US

$100) and

Jon's Beach

2001-2006
Most Helpful Customer Reviews

20 of 20 people found the following review helpful:

★★★★★ Large look at the collaborative online world, 23 Feb 2007
By Rolf Dobelli "getabstract.com" (Luzern Switzerland) - See all my reviews

This review is from: Wikinomics: How Mass Collaboration Changes Everything (Hardcover)
Don Tapscott and Anthony D. Williams have written an intriguing, necessary and, in some ways, groundbreaking book, which we recommend to everyone...with some caveats. The authors examine the possibilities of mass collaboration, open-source software and evolutionary business practices. They integrate examples from the arts ("mashups"), scholarship (Wikipedia) and even heavy industry (gold mining) to argue that new forces are reshaping human societies. Some of their examples will be familiar, but others will surprise and educate you. However, the authors are so
Online collaboration and sharing among users
Wikiversity

From Wikipedia, the free encyclopedia

Wikiversity is a Wikimedia Foundation project[3], which supports learning communities, ad hoc teams, their learning materials, and resulting activities. Wikiversity's beta phase officially began on August 15, 2006 with the English language Wikiversity. There are currently five language Wikiversities - English, French, German, Italian and Spanish - and new language Wikiversity projects in other languages are in development at the "beta" multilingual hub.

Contents [hide]
1 Project details
2 References
3 See also
4 External links

Project details

Wikiversity is in development as a center for the creation and use of free learning materials, and the provision of learning activities. Its primary priorities and goals are to:

- Create and host a range of free-content, multilingual learning materials/resources, for all age groups in all languages.
- Host scholarly/learning projects and communities that support these materials[2]

The Wikiversity e-Learning model places emphasis on "learning groups" and "learning by doing". Wikiversity's motto and slogan is "set learning free".[3][4] The idea is that these groups/communities of Wikiversity participants engage in learning projects. Learning is through collaboration on projects that are detailed, outlined, summarized or results reported by Wikiversity pages. Wikiversity learning projects include collections of wiki webpages concerned with the exploration of a particular topic.[5] Wikiversity participants can (and do) express their learning goals and the Wikiversity community collaborates to develop learning activities and projects to accommodate those goals.

Learning resources are developed by an individual or groups, either on their own initiative, or as part of a learning project. Wikiversity resources include teaching aids, lesson plans, curricula, links to off-site resources, course notes, examples, problem sets, computer simulations, reading lists, and other as devised by participants - but do not include final policy textbooks. Texts useful to others are hosted at Wikibooks for update and maintenance.[6] Learning groups with inte
Welcome to Wikiversity

Set learning free

with 6,472 learning resources and growing.

Welcome to Wikiversity, a wiki website where you are invited to explore your learning goals and participate in active learning projects. Everyone is welcome to help create and develop learning resources. If you are not experienced with wikis then you can get started by taking a look at this tutorial. You can also click here to learn about wiki websites. To learn how Wikiversity relates to other Wikimedia Foundation projects such as Wikipedia and Wikibooks, checkout Wikiversity as a Wikimedia sister project. You can get live feedback from the chatroom #wikiversity-en. A guided tour is also available.

Wikiversity is a community for the creation of learning activities and development of free learning materials. Students and teachers are invited to join the project as collaborators in teaching, learning, and research. Wikiversity strives to be an open and vibrant community where you can explore and learn about your personal interests. Wikiversity hosts and develops free learning materials for all age groups. Please participate and help build collaborative learning projects and communities; at Wikiversity we learn by doing, we learn by editing.
Welcome to the Wikiversity learning project for Web 2.0. Participants in the learning project explore tools for creating media such as digital audio files, video files and participating in the creation of internet content.

What is new about Web 2.0? [edit]

During the 1990s, the World Wide Web provided a way for people to use a network of computers to efficiently exchange files. In general, content for the Web was created by a relatively small group of individuals or small "content development groups". Once created, the content (HTML pages and media files) was uploaded to servers and then downloaded by "content consumers" who used a web browser to display webpages. The average person was not involved with creation of Web content.

What is new about Web 2.0 is the gradual and continuing increase in technologies that allow more people to participate in Web content creation. These facilitating
Welcome to Wikiversity Business School

Wikiversity's School of Business is the online community's center of business education, and is committed to teaching and educating the online community in all matters related to business.

The school aims to harness the community in writing Wikibooks, Learning Projects, and Learning Materials related to business.

Departments

Divisions and Departments of the School exist on pages in "topic" namespace. Start the name of departments with the "Topic:" prefix; departments reside in the Topic: namespace. Departments and divisions link to learning materials and learning projects. Divisions can link subdivisions or to departments. For more information on schools, divisions and departments look at the Naming Conventions.

Currently the School of Business is composed of the following areas of studies, modeled after recognized existing universities.

Undergraduate

- Accounting
- Actuarial Science
- Computer and Information Sciences (CIS)
- Decision, Risk and Operations
- Economics
- Entrepreneurship
- Finance
- General Studies of Business Administration
- Pre-Law, Business
- Leadership and Strategy (Merger Proposal Discussion)
- International Business
- Management
  - Human Resource Management
    - Employee Training and Development

Graduate

Masters

- Master of Accounting (M.Acc.)
- Master of Business Administration (MBA)
- Master of Business Taxation (MBT)
- Master of Financial Technical Analysis (MFTA)

Doctoral

- Doctorate in Business Administration DBA
- Accounting Ph.D
- Decision, Risk & Operations Ph.D
- Finance & Economics Ph.D
- Management Ph.D
- Marketing Ph.D
- Organizational Behavior Ph.D
Introduction [edit]

This document will link and organize the information found here on WikiMedia and elsewhere on the internet to provide a comprehensive business education such as one provided by the top business schools in the world.

A Master in Business Administration (MBA) is unlike many other academic programs. While most Master programs provide a further specialization within a particular school or discipline (such as biology), an MBA is typically interdisciplinary, drawing from the fields of psychology, sociology, economics, accounting and finance.

Most of the material found within an MBA program is not unique to business. Rather, an MBA provides exposure to the diverse ideas which are most useful to a person who is interested in succeeding in business within an easy-to-learn two-year bundle. Despite all the drinking and socializing, an MBA can be a lot of work. If you work through all the concept referenced, it should take you a while (probably 2,000+ hours). You're also going to have to get good at Excel.

Let's get started.

Core Learning Projects Explanation [edit]

Some MBA programs have core course requirements in the fields listed below. For examples, please refer to the core requirements of RSM Erasmus, INSEAD, Sciences-Po, Harvard Business School, Wharton Business School, Columbia Business School and Oxford Brookes University Business School.

Many MBA programs also have coursework on advanced topics based on these core subjects. Other diverse subjects (such as psychology) also may be included in an MBA curriculum.
Some MBA programs have core course requirements in the fields listed below. For examples, please refer to the core requirements of RSM Erasmus®️, INSEAD, Sciences-Po, Harvard Business School®, Wharton Business School®, Columbia Business School®, Ashridge Business School®️ and Oxford Brookes University Business School®️.

Many MBA programs also have coursework on advanced topics based on these core subjects. Other diverse subjects (as psychology) also may be included in an MBA curriculum.

This listing of core learning projects attempts to replicate that core curriculum.

**MBA Core Learning Projects** [edit]

- Basic Probability and Statistics
- Financial Accounting
- Managerial Accounting
- Corporate Strategy
- Microeconomics
- Macroeconomics
- Decision Models
- Corporate Finance
- Marketing Strategy
- Marketing Implementation
- Organizational Behavior and Structure
- Leadership
- Operations Management
- Negotiations
- Ethics
- Capital Markets

**External Links** [edit]

**Related Books From Amazon** [edit]

- Personal MBA®️

**Further Reading** [edit]
Make 2008 Your Most Productive Year Ever by Creating a Personal Master Plan

It's the beginning of February. If you're like most people, you probably made a few New Year's resolutions to improve your health, your relationships, your career, or your business.

We're now a month into the New Year. Did you keep your resolutions? If you didn't, don't feel too bad. But you can still make a personal master plan this month. After all, New Year's resolutions aren't just for New Year's Day.

Photo courtesy of *JKint* on *Flickr.com*.

About the Personal MBA

Business schools don't have a monopoly on worldly wisdom. If you're serious about learning advanced business principles, the Personal MBA can help you master business without the baggage of b-school. To get started, read the manifesto.

Popular Features

Check out the most popular content on personalmba.com:

- **The PMBA Manifesto** - Learn what the Personal MBA is all about.
- **Recommended Reading List** - a list of all of the books officially recommended by the Personal MBA.
- **Member Forums** - discuss business concepts with PMBA members from around the world in our free private forum.
Welcome to the VLRC

New user?
Further information on how to use the VLRC

Check out the Latest updates

Overwhelmed with learning resources?
Then try the online Self assessment Questionnaire

Listen up...
New audio book reviews

www.ashridge.org.uk
Wikinomics

HOW MASS
COLLABORATION
CHANGES
EVERYTHING
Goldcorp Inc.

- Goldcorp mining offered $575,000 in prize money to anyone in the world who could successfully identify where undiscovered gold might lie.
- Retired geologists, graduate students and military officers around the world chipped in.
- They recommended 110 targets, half of which Goldcorp hadn't previously identified.
- Four-fifths of them turned out to contain gold.
- Since then, the company's value has rocketed from $100m to $9bn.
The power of many

ABCs of collaborative innovation throughout the extended enterprise
Eli Lilly

- Eli Lilly, faced with the decline in revenues from Prozac, launched “Research without walls” in the mid-90s to create a network of external researchers in biotech, academia and so on.
- Eli Lilly then launched ‘InnoCentive’ to bring problems (from companies) and solutions (from independent scientists) together.
- It now boasts 110,000 solvers in more than 175 countries.
- Eli Lilly has generated almost $2 billion in revenues from projects resulting from its “Research without walls”.

ASHRIDGE
Home
Submitted by esr on Tue, 2007-03-13 19:38. ::

Open source is a development method for software that harnesses the power of distributed peer review and transparency of process. The promise of open source is better quality, higher reliability, more flexibility, lower cost, and an end to predatory vendor lock-in.

The Open Source Initiative (OSI) is a non-profit corporation formed to educate about and advocate for the benefits of open source and to build bridges among different constituencies in the open-source community.

One of our most important activities is as a standards body, maintaining the Open Source Definition for the good of the community. The Open Source Initiative Approved License trademark and program creates a nexus of trust around which developers, users, corporations and governments can organize open-source cooperation.

OSI Top News

- Firefox crosses 500 million download mark | Underexposed - CNET News.com
- Consortium of EU, BR, and CN agencies cooperate on Open Source accord
- 2007 Top Ten Free and Open Source Legal Issues (Law and Life Silicon Valley Blog)
- Give One Get One program extended through Dec 31 2007
- OSI is Hiring!!!
- OSI to crack down on Open Source abusers
- Sri Lanka's Lankan Software Foundation hosts fourth FOSS-ED Conference, speaks out on the true cost of Piracy
**What is Linux?**

Linux is a free Unix-type operating system originally created by Linus Torvalds with the assistance of developers around the world. Developed under the GNU General Public License, the source code for Linux is freely available to everyone. Click on the link below to find out more about the operating system that is causing a revolution in the world of computers.

---

**Linux in the News**

For coverage of the SCO vs. IBM case, consult our SCO section

- [Why falling Flash prices threaten Microsoft](#), Mar 06 2008
- [KDE 4.0.2 Released](#), Mar 06 2008
- [Negroponte Seeks a Laptop CEO](#), Mar 06 2008
- [OLPC computers on their way to Birmingham, Ala](#), Mar 06 2008
- [Red Hat Expands Legal Firepower](#), Mar 06 2008
- [Linux tablet vendor pledges Silverlight support](#), Mar 06 2008
- [NDISwrapper and the GPL](#), Mar 06 2008
- [Linux-based POS system ships](#), Mar 06 2008
- [IBM gets back into PCs](#), Mar 06 2008
- [The Linux car that drives itself](#), Mar 06 2008

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**Featured Book**

Do you have an old PC that you're thinking of parting with? Before you send it to the landfill, you may want to pick up a copy of **The Official Damn Small Linux Book**. In it, you'll find out all you need to know to give your old hardware a new lease on life. For more information, we invite you to read a [review](#) of this definitive book on this popular minimalist version of Linux.
Firefox & Thunderbird
Looking for Firefox or Thunderbird? You'll find them and a whole lot more at Mozilla.com.

Mozilla Foundation
The Mozilla Foundation provides overall support for Mozilla open source software projects.
Learn more about the Foundation...

Mozilla Store
Get Firefox on CD, t-shirts, and more at the new Mozilla Store.

Other Mozilla Software
- SeaMonkey 1.1.8
- Camino 1.5.5
- Lightning 0.7
- Sunbird 0.7
- Bugzilla
- All projects...

Announcements
- Mozilla Foundation announces Directed Giving pr...
- Mozilla Launches Internet Mail and Communicatio...
- Calendar Project Releases Lightning and Sunbird...

mozillaZine News
- Mozilla Firefox 3 Beta 3 Released
- Ten Years Ago Today: Netscape Launches mozilla.org
- Ten Years Ago Today: Netscape Announces Free Co...

Developer News
- Firefox 3 Beta 5 schedule
- about:mozilla - Firefox 3 Beta 4, Thunderbird, ...
- Tree re-opening today for blockers a approved...
Welcome to Moodle!

Moodle is a course management system (CMS) - a free, Open Source software package designed using sound pedagogical principles, to help educators create effective online learning communities. You can download and use it on any computer you have handy (including webhosts), yet it can scale from a single-teacher site to a University with 200,000 students. This site itself is created using Moodle, so check out the Moodle Demonstration Courses or read the latest Moodle Buzz.

Moodle Community

Moodle has a large and diverse user community with over 330,000 registered users on this site alone, speaking over 70 languages in 196 countries (we have more statistics here). The best place to start is Using Moodle, which is where the main international discussions are held in English, but we have a variety of groups discussing other topics and in other languages.

Moodle Development

We have a long list of developers who contribute towards the development of Moodle. Start with our developer information as well as the roadmap, the coding guide and CVS guide to access our source code. Most discussion can be found in Using Moodle,
Elgg is an open source social platform based around choice, flexibility and openness: a system that firmly places individuals at the centre of their activities.

Your users have the freedom to incorporate all their favorite tools within one environment and showcase their content with as many or as few people as they choose, all within a social networking site that you control.

Download Elgg
Ashridge MBA Wikis

Dear student

The Wikis you will find here are aimed at the Ashridge Executive MBA 2006-2008 and the Ashridge Consortium MBA 2006-2008.

On the left hand menu you will see links directly to various Wikis that have been set up to help revision on the Operations module.

There is also a page on Web 2.0 definitions. Please read the page to understand better what Web 2.0 means, but please also improve the page by adding detail to the definitions or creating more links and examples.

I shall be looking at the content of these Wiki pages from time to time, prior to our sessions on Wednesday 27 August, so please ensure you use the Wikis properly. They should help your revision but also increase your understanding of Web 2.0, which we shall discuss further on 27 August.

There are also links at the bottom of the left hand menu so you can find out more about how Wikis work, or even set up your own free Wiki page.

You might be interested, as an introduction, to a recent article in: THE MCKINSEY QUARTERLY...

BUILDING THE WEB 2.0 ENTERPRISE: MCKINSEY GLOBAL SURVEY RESULTS

Companies have adopted more Web 2.0 tools this year than in 2007, sometimes for higher-value purposes, according to McKinsey's second annual survey on the business use of Web 2.0 technologies.

Some 21 percent of the respondents are very satisfied with the way their companies use Web 2.0 tools, which are changing management practices and even organizational structures.

Other companies report that the barriers to adopting Web 2.0 tools include management's inability to grasp their potential financial returns, unresponsive corporate cultures, and less-than-enthusiastic leadership.

http://www.mckinseyquarterly.com/WORT01BAB22A1E1E43D3028CD1E350
Social Networking

Lists of all your contacts, friends and/or family in an online community, where you can gain ‘introductions’ to your contacts’ contacts, your contacts’ contacts’ contacts and so on.
Welcome to the new FT Telecoms, Media & Technology Executive Membership Forum.

This unique new membership service from the Financial Times offers a complete package of networking and information tools. Membership of the FT Telecoms, Media & Technology Executive Membership Forum will enable you to make and maintain contact with peers and luminaries operating within the Digital, New Media, Mobile and Telecoms sectors - and to stay in touch with the key issues facing fellow members and the technology industry as a whole.

**MEMBER BENEFITS INCLUDE:**

- Members-only networking events
- A complimentary conference pass
- Secure online member networking tool
- 20% off all FT conferences - discount applies to you and your colleagues
- Access to speaker presentations and podcasts from any FT conference
- A 12-month premium subscription to FT.com

[Click here for more information on the membership package](#)
From: NV List Server <nv-list-server@etheryl.com>
Subject: [NV@INSEAD] Business Foundations (Analytics) Programme
Date: October 4, 2005 4:31:14 PM CEDT
To: nvINSEAD@etheryl.com
Reply-To: Antonio Fatas <antonio.fatas@insead.edu>

Reference: Message 1023471 from the NV@INSEAD Future Students message board

From: Antonio Fatas
Subject: Business Foundations (Analytics) Programme
Context: Academie

Personal Reply: send an email via NV@INSEAD or simply hit reply
Thread Reply: Follow-up to corresponding forum thread on NetVestibule (selective opt-in mailing)

Dear all,

This year, and for your class, we are launching a new Business Foundations (Analytics) Programme (pre-INSEAD). We have completely revamped the previous version of the pre-INSEAD programme to include a broader set of subjects and to establish a closer link to the materials covered in the quantitative core courses of the first two periods.

You see below a detailed description of the content of the programme. If you have any question, or want to know whether the programme is for you, you can get in touch with the Programme Director, Professor Jake Cohen (Jake.Cohen@insead.edu) or with any of the members of the MBA admissions team.

Regards,

Antonio

Antonio Fatas
Dean of the MBA Programme
This profile is set to private. This user must add you as a friend to see his/her profile.
Facebook launches Mars products shopping service

14-Feb-08

Packaged goods giant Mars will become the first advertiser to sell actual products on Facebook, a move aimed at building the commercial credentials of the social network.

The deal follows the recent backlash around the launch of Facebook's Beacon, an advertising platform that allowed brands to pump ads without user consent. Facebook was forced to change the service to include an opt-in element.

This will be the first time that users on Facebook will be able to purchase actual and not "just virtual" products.

The applications will launch on Valentine's Day. Called Celebrate, the service will enable users to buy actual Mars gifts which can be redeemed at participating stores through the use of a scanable, unique mobile voucher ID.

A user on the Celebrate application will be able to select, for example, a virtual box of Maltesers and send it to a friend on Facebook. When this message is opened, the user will be asked to enter his or her mobile number and an SMS barcode will be sent. That user can then go into a participating store, pick up a box of Maltesers...
I was born in a small town north of Næstved called Herlufsholm. We lived isolated the first sixty years of my life in our family which is normal for families which does not have entirely Danish origins.

It changed when I went to school and I struggled very hard to become a true Dane partly ignoring the importance of preserving the Danish culture. But I finally made it made it and became an accepted member of the society.

I am about 40 years old and have reached all my goals in life. I have just one more ambition left and that is early retirement which would be very difficult to achieve because my family suffers from a heart disease that due to cutbacks in our healthcare system no longer can be cured, when living outside Copenhagen as I do.

I am married and have two children, a girl and a boy and reside in the small town of Ølstykke (12,000 pop).

Music
I do not hear music. I am only regarding it as noise coming from the radio between the news.

Films
Monty python movies.

Sports
Biking, marathons and triathlon.

Scared Of
What would become of my culture in a more globalized world.

Happiest When
Relaying and taking my bike out for a ride.

Where are Carsten also to be found
Danish homepage:
www.carstenovergaard.dk,
Articles at:
www.center-validering.dk and
www.computerworld.dk and in magazines
like www.cykelmotion.dk

Everyday happenings
Wrong number: "This is the answer machine of theinnitus association. We can not be reached at the moment, but you can..."
Isn’t Bebo for Babies?

INTERNET

Bebo takes Google’s top spot of most viewed website

Article Type: News | Author: Will Cooper | Source: nma.co.uk | Published: 14.09.07

Bebo has overtaken search giant Google as the most viewed web site in the UK, according to new research out today. A ComScore report found that social network Bebo attracted 8.6bn page impressions during August, ahead of Google and associated sites with 8.4bn. The news comes in the same week that Bebo signed a deal with Yahoo! that will see the internet giant sell advertising for the social network, integrate Yahoo! answers within its platform and develop a Bebo-branded...

Full Article
Who uses Social Networking?

Press Center
Press Center Home
Press Releases
Data Center
Recent Media Coverage
Word on the Street
Request Interview/Data
Join Our Press List

Press Release

More than Half of MySpace Visitors are Now Age 35 or Older, as the Site’s Demographic Composition Continues to Shift:

comScore Analysis Reveals Demographic Profiles for Selected Social Networking Sites

RESTON, VA, October 5, 2006 – comScore Media Metrix, a leader in digital media measurement, today released an analysis of the users of leading social networking sites, revealing that significant age differences exist between the user bases of these sites.

Visitors to MySpace.com and Friendster.com generally skew older, with people age 25 and older comprising 68 and 71 percent of their user bases, respectively. Meanwhile, Kanga.com has a younger user profile, with 20 percent of its users in the 18-24 age group. By comparison, the total Internet audience is only 12 percent in that age group.

According with one another, our analysis demonstrates an executive vice president of comScore Media Metrix.com has created a niche among the college audience. Kanga.com is most popular among younger teens. There are, but this analysis confirms that the appeal of
Anything that is in the world when you're born is normal and ordinary and is just a natural part of the way the world works.

Anything that's invented between when you're fifteen and thirty-five is new and exciting and revolutionary and you can probably get a career in it.

Anything invented after you're thirty-five is against the natural order of things.

Douglas Adams
Welcome to SlideShare! Your account is ready to use.
Don't forget to check your email and click on the confirmation link to confirm this account. (check both/spam folders if you can't find it.)

Spotlight: BARCAMS (across the world)

The Evolution Of C
1,391 views

Web Development: T
2,029 views

Living On Virtual
2,066 views

Software Testing
1,104 views

What is SlideShare?
SlideShare is the world's largest community for sharing presentations on the web. And it's free.

What's new?

Widgets: Get a cool SlideShare badge to link to your slides or, embed a feed into your blog's sidebar.

Events: introducing EVENTS on SlideShare.

Featured

wifii from v3dub 20 hours ago
71 views, 1 favorite

Classic Design And ED: Missions
from dazhones 19 hours ago
48 views, 0 favorites

A Traves Del Agua
from TheCrossLace 16 hours ago
39 views, 0 favorites

Events

DSE '08 (07 Feb, Porto, Portugal)

BarCamp Bangkok Winter 2009
(27 Jan, India (Bangkok, Thailand))

Customer Service is the New Marketing Summit (06 Feb, San Francisco, California, United States)

BarCampTexas (20 Feb, Bryan, United States)

IGC Debate No. 2 (25 Jan, London, United Kingdom)

INTEROP (30 Jan, Italy)

Groups

web 2.0 tools for effective teaching

Slideshow of the Day

Super Bowl Ticker-tape Parade
Feb 5, 2008, New York City

Super Bowl Ticket-tape Parade In New York City
from Nickfilms 497 views
Web 2.0 will save us

Community technology is great. It is incredibly refreshing to be reminded on a daily basis that, as a developer and technologist, I don't know crap about how everyday people view and use technology.

Two weeks ago I was in Washington, DC for the OTCnet Conference. While there I helped John Lorence of ComputerCenter give a presentation on how Community Technology Centers and nonprofit organizations can use Web 2.0 services and tools like Flickr, del.icio.us, and wikipedia, et cetera, to improve their programs and better fulfill their missions.

At the end we opened the floor to questions and comments. An attendee stood up and said that he had always been worried that with computers and machines growing ever smarter and more powerful, one day they would overthrow mankind. But after seeing these new Web 2.0 tools, he is relieved that humans will always stay one step ahead of the machines. Hallelujah.

I made this drawing using Inkscape, an awesome open source illustration program.

Comments

- sadlindenax 2006-08-16 04:41:24

- User

- Tags

- Web 2.0
- Inkscape
- robots
- webdesign

Additional Information

- 98 8. Some rights reserved.
- Taken on August 16, 2006
- See different sizes
- 12 people call this photo a favorite
- Viewed 1,722 times

- This photo is public
Web 2.0 ... The Machine is Us/ing Us

Digital text is more flexible.

This is a video response to Web 2.0

Share  Favorite  Add to Playlists  Flag

Rate: ★★★★★ ★ Views: 4,760,680

Comments: 661  Favorited: 28,197 times  Honors: 4  Links: 6

Comments & Responses

From: mwesch
Joined: 1 year ago
Videos: 6

About This Video
Final version now available!
http://mwsch.com/ (new)
Added: January 31, 2007

More From: mwesch

Related Videos

Lo que le Quiere a OIr
Watch: 1,515 Views: 51,557,919

Web 2.0
0:47 From: juleitl
Views: 202,424

The Machine is Us/ing Us (Final Version)
0:33 From: mwesch
Views: 526,042

Free Homes Campaign (music by Sick Puppies) from album out
0:39 From: PeaceOnEarth123
Views: 24,300,151

PARIS IN JAIL: The Music Video
0:47 From: animo0"
Folksonomies
Tagging
Social Bookmarks
Folksonomies / Tagging

- [As opposed to standard classification systems, or ‘taxonomy’]
- Folksonomies are the categorisation by users of all kinds of content, using ‘tags’
- Corporate taxonomy can benefit from folksonomy by getting employees or customers to tag products and services, thus making them easier to find for other customers.
Folksonomies / Tagging

• For example, Ashridge calls its programmes, erm, “programmes”. However, most users and clients refer to ‘courses’ and ‘training’.

• Are we preventing our programmes being seen by not using our clients’ language?
Ashridge Full Time MBA

The world of business is not a tidy arrangement of subjects. Managers cannot readily schedule their financial issues for a Tuesday afternoon and their operational ones for Friday. The reality is that issues cut across the business and across functions.

And that is how we approach business courses at Ashridge. The full time MBA degree reflects the realities of business.

Would you learn surgery from a doctor who has never performed an operation? On the Ashridge full time MBA, you will learn from faculty who have earned their living at the sharp end of business. Ashridge conducts research but not for research sake. We are not about theory in isolation. Theory is useless unless it can be applied. We find out what companies are doing, and how they can compete.

There are no lecture theatres at Ashridge, no classes packed with fresh-faced graduates. You will study for your full time MBA degree in a small, interactive group.

At Ashridge there is nowhere to hide! Your fellow participants, like you, will already have at least five years industry experience (average 12 years). View current class profile.

The full time MBA is an accelerated learning experience, particularly suitable for people experiencing or anticipating a significant career transition and/or change in career direction. It is an opportunity to take a year out of work to invest in an international experience that will stretch your thinking and your horizons.
Any user who sees this photo sees a tag to more photos featuring Ashridge Business School by any photographer on Flickr.com.
have prevented Norris from killing.

West Yorkshire Police said that during their investigation more than 7,000 statements had been taken and more than 3,000 exhibits seized.

Speaking outside the court, Det Ch Supt Chris Gregg said: "What has shone through during this investigation and the trial is the absolute professionalism of the medical and nursing staff and the hospitals we've been working in.

"That's with one clear exception - Colin Norris."

"Whilst other people at those hospitals were duly caring for the patients, Colin Norris was doing the opposite.

"He was looking for opportunities to poison them by insulin."

Norris, who was convicted on a majority verdict, will be sentenced on Tuesday.
support people to adapt to such environments.

leading change, managing talent, market choices, portfolio reduction, consolidation of services, and cutting costs without cutting the life out of the organisation...

We help you to make the most of your own resources before we throw in our own expertise, rather than offering "here’s one we thought of before"...

Rather than working in separation, analysing the business situation and then coming back with solutions (which you kind of knew already anyway) we think together with you and support you in finding your own solutions and implementing them. We would help you in opening up your senior team’s thinking to the rest of the organisation to create more transparency and individual accountability and responsibility for outcomes even for people who are negatively affected by those outcomes...

Making the most of this burning platform to do what you have known for a while needs to happen but didn’t quite get around to...

working with the senior team who are making key decisions:
- to be sensitive to the feedback from the market
- to help them to figure out how to face up to constraints of the situation
- to creatively respond to those constraints with an innovative design
- to help them to articulate and face up to the difficult consequences and help them to implement change with bravery and compassion.

How do you transform ourselves properly rather than tinker at the edges?

We help you to do the bold pruning that renews your organisation, rather than clumsy or badly timed cuts or tweaks that allows the organisation to survive or recover with all its old chronic baggage.

Please call us on +44 (0)1442 841380 for a conversation about your challenge and how we can help.

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- Digg
- Fark
- LinkaGoGo
- Magnolia
- Newsvine
- Reddit
- Slashdot
- Technorati
RSS feeds
RSS Feeds

• RSS = Really Simple Syndication
• A system that allows a user to be automatically notified (through the RSS Reader they install on their computer) whenever particular websites (including blogs or podcasts) are updated.
• It avoids the need to visit different websites every day to check the content.
RSS Feeds

Why wait for users to come to you?
Why expect your target audience to come to you?
Allow them to get automatically updated when you have new programmes, new dates for programmes, new research or intellectual capital on your website.
leading change, managing talent, market choices, portfolio reduction, consolidation of services, and cutting costs without cutting the life out of the organisation...

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Cass Business School is one of Europe’s leading providers of business and management education, consultancy and research.

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Monday 25 February 2008
Avoiding a turnaround is no more than a remission
Take a management journey to the heart of restructuring with Professor Jean-Frédéric Mognotti and Richard Latham, Chairman, Cable and Wireless plc.

Tuesday 4 March 2008
Sir David Walker’s recommendations on evidence
One of the key and most innovative recommendations of the Walker Guidelines for Private Equity is the need for better research based evidence to enhance the understanding of the activities and value added by the industry. Will this evidence be a boon or burden to the industry?

More upcoming events ...
Podcasts
Podcasting

• Downloads of audio or video content that can be listened to later on a computer or transferred to an mp3 player (etc.).
• Not to be confused with ‘streaming’ where you listen to the audio/watch the video as it comes directly from the provider’s website and cannot be stored on your own machine.
• However, they are far more complicated than Blogs to set up and don’t generally allow interactivity.
• They can be one-off recordings or a series of episodes, which users can automatically download.
Some business books ask why. Others tell you how. Re-energizing The Corporation, by Jonas Ridderstråle, visiting faculty member at Ashridge and co-author of the international bestseller Funky Business, and Mark Wilcox explains why you must lead change and how to do it. The authors have teamed up to provide their own potent blueprint for re-energising any organisation.

In the book, Jonas Ridderstråle, one of the world’s most influential business gurus, provides a vibrant and energising take on the world of today and tomorrow. Mark Wilcox, backed by 25 years of frontline business experience in some of the world’s best known corporations, offers a uniquely practical approach to turning ideas into action and making change a reality. Together, they blend ideas, cases, models and practical
Leadership and Management Development Designed for 21st Century Organizations

Developing a succession of talented managers and inspiring leaders is at the heart of all successful organizations. Designed for the 21st century, Fifty Lessons has developed a comprehensive and compelling resource of management and leadership lessons from some of the world’s most successful business leaders. In the form of short and powerful videos, we capture these leaders’ most important learning experiences, share their real-world business acumen, and discover the guiding principles behind their most important business decisions and their career progression.

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Peninah Thomson

Executive Coach and author of A Woman’s Place is In The Boardroom, shares the skills and qualities that any candidate pursuing a senior management or board position should cultivate.

Purchase a Subscription to Access More Valuable Special Feature Business Insight

To Sample Fifty Lessons, Watch the Featured Trailers

*Stories have enormous power in terms of recall. If you look at statistics, or at PowerPoint, or at documents, what you discover from all the research is that there is almost no recall. What will be remembered are a few compelling stories that you share.*
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What makes a good leader?

Can leadership be measured or tested for?

Is it possible to test for leadership potential?

Are there any exercises which can be carried out to assess leadership potential?

Can leadership potential be seen from a young age?

Categories

Sales and Marketing

Finance

Aston Business School - Personality Traits of Leaders

What personalities make good leaders, and the difference between managers and leaders.
WIDGETS
Widgets

• Small programs (or interactive virtual tools) that are ‘bolted on’ to existing applications.

• They can be used on your Operating System, on programs such as Google Desktop, or on personalisable websites such as iGoogle and Facebook.

• Widgets tend to be spread through viral networks.

• Create a widget that promotes your school and you can reach hundreds of thousands of prospective students with minimal cost.
Inside the London MBA - Bloggers at London Business School

News and views from the London Business School MBA community. Content is written by current MBA students and members of the Admissions team.

Avg. Rating: ★★★★★ (0) Rate it!
Subscriptions: 50
Date Added: Mar 5, 2007
Developer: londonbs
Tags: london business school, london, mba, business school, business, education, leadership, marketing, students, blidgets
Add To: [Social Sharing Icons]

Widget Settings
Name: Inside the London MBA
Layout: [Options]
Theme: [Themes]
Display: Headlines only
[Show images in posts (if any)]

Preview
Inside the London MBA - Bloggers at London Business School
Recent Posts
As the world turns... we wait by the lines.
Kyle's Birthday
A Tennis Experience at Regent's Park
'Crack-a-Case'
No. 2
Add a Members gadget to your site

Now that you have the required files on your site, you can place Friend Connect gadgets on any of your site pages. We will give you HTML code for each gadget you choose, which you can then paste into your site.

Start by adding the Members gadget. This lets people log in, see other members, and explore members' profiles.

Get code for the Members gadget »

Once the gadget is added, use it to join your site as a visitor would. Then move on to choose other social gadgets!
Recent developments

The FT is renowned for its FT rankings of MBA, EMBA, Executive Education and Masters programs and this is reflected in the traffic these tables drive to FT.com.

Following a ‘refresh’ in September 07, the rankings index pages are now fully interactive allowing users to personalize their search through a number of criteria, as well as to save or print the results as an excel or PDF file.
Moving forward

Although the index pages were made more interactive, the school profile pages remained the same, carrying exactly the same data already available on the index pages and were very static in nature.

Whilst useful, they lacked greater communication opportunities for schools, and lacked audience interaction.
Step 2 of the rankings enhancement project

✓ Upgrade the profile pages through the addition of ‘widgets’ – allow clients to upload their own information

✓ Encourage **greater use** of [www.ft.com/businesseducation](http://www.ft.com/businesseducation) as a learning and research tool.

✓ **Engage** and **interact** more with FT users – give them value from the first moment they think about their education choice

✓ more returning users, higher traffic, **better exposure**
Client content: the ‘widgets’ – what are they?

Online ‘gadgets’, allowing clients to easily add their own, interactive content to their profile page on FT.com, such as:

Videos, slideshows, RSS/newsfeeds, Google location maps, key dates etc.

The possibilities are endless!
Development of School Profile Pages (widgets)

Before…
Development of School Profile Pages (widgets)

After...

Client area featuring file download areas, latest news from the school and location map
1. The users get additional information on the schools they are interested in as opposed to just the rankings statistics.

2. Schools will be able to supply their own content and truly personalize their profile on FT.com.

3. This is a very affordable proposition and a great add-on to other advertising campaigns.
The offer

Fully personalise your school’s profile page for £7,000 p.a., including the following:

- **Video:** e.g. video of an event, or campus tour
- **Images Slideshow:** e.g. pictures from campus or school events.
- **Brochures:** these could be hot linked from the school’s site to ensure they are always up to date.
- **Latest News:** the school would provide an RSS feed.
- **Calendar of events:** allowing the school to maintain and update the feed.
- **Promo text for the school:** e.g. a small introduction to the school and its history.
Further developments

- Creation of a separate platform to host non FT ranked but accredited schools in order to provide greater and more comprehensive coverage for schools and a wider selection for our users.

- Opportunity to extend functionalities such as the events calendar and brochure upload to non FT ranked schools.
Practical aspects

Very simple - schools will need to:
- Send us an embed code for the videos
- Supply us with images for the slideshow
- URL for the RSS/news feeds

We can provide technical advice where necessary

Links and content will be uploaded by the FT online production team and a private URL will be generated and sent to schools for approval.
Virtual Worlds
Virtual Worlds

- Virtual worlds, such as SecondLife.com, There.com and EntropiaUniverse.com, allow real-time interaction with other users.
- You create a virtual person (an ‘avatar’) and can buy and sell property and other products and services.
- SecondLife has 1.6 million regular users, and $1.2 million is spent in the virtual world every day.
- MindArk (the company behind EntropiaUniverse) has agreed to create a Real Cash Economy virtual world for China, allowing 7 million concurrent users and generating over $1 billion annually.
Entropia Universe
Second Life

Copyright 2007, Linden Research, Inc. All Rights Reserved.
Second Life has terrorism

Virtual terror strikes Second Life

by Glenn Chapman
Sat Feb 24, 11:54 AM ET

SAN FRANCISCO (AFP) - In an explosive display, virtual-world banes now mirror the havoc of the real one as terrorists have launched a bombing campaign in Second Life.

People controlling animated avatar members of a self-proclaimed Second Life Liberation Army (SLLA) have set off computer-code versions of atomic bombs at virtual world stores in the past six months -- with their own manifesto.

The SLLA claims to be an "in-world military wing of a national liberation
Second Life wants education

Non-Profits & Education in Second Life

We have a non-profit charity we want to bring into Second Life. Are there any problems with that?

No, you are welcome to construct a presence in Second Life. We have a robust non-profit community we encourage you to join. Info on non-profit Organizations can be found at Education.

What are some other non-profits with a presence in Second Life?

- Global Giving
- Creative Commons
- Friends of the Urban Forest
- The Leukemia & Lymphoma Society
- Make-a-Wish Foundation
- TechSoup
- Centers for Disease Control (CDC)

I want to create a simulation in Second Life (to train people, as part of our business offering). How do I do this?

This can be accomplished like other projects in Second Life.

The good news is you can get started without any help from Linden Lab. You can buy land from the Second Life website. You can find a variety of useful resources about Second Life and developing in Second Life at the Developer Resources page.

You can construct your space yourself, or you can contract out development. Linden Lab does not do development.

If you're doing it yourself, check out the many classes offered in Second Life that are listed under the drop-down category "Education" in Daily Events.
Second Life has education

Educators explore 'Second Life' online

POSTED: 5:45 p.m. EST, November 14, 2006

By Grace Wong
Special to CNN

NEW YORK (CNN) -- The classroom of the future isn't on a college campus. It's in the virtual world of "Second Life."

In "Second Life," virtual residents -- cartoonish-looking characters controlled via keyboard and mouse -- create anything their hearts desire.

Also known as avatars, the residents start up businesses, stage their own concerts, sell real estate and design fashion lines. Reuters news agency even has a correspondent based in the cyber community.

A growing number of educators are getting caught up in the wave. More than 60 schools and educational organizations have set up shop in the virtual world and are exploring ways it can be used to promote learning.

The three-dimensional virtual world makes it possible for students
INSEAD Second Life Campus

Statistics
- Created: 11/02/07
- Last Edited: 11/10/07
- Views: 42
- Appreciations: 5
- Comments: 0

Project Info
- Owners
  - Pixelbreeze
- Tags
  - metaverse, design, architecture, second life

Copyright Info
- Attribution Non-commercial
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Second Life and Executive Education

So what could happen in a virtual campus session? Here are:

1. Professor Piet and project atlas housing
   - A presentation by Professor Piet on the topic of virtual campus sessions and project atlas.
   - Discussion on the benefits of using Second Life for executive education.

2. Professor Piet on project atlas housing
   - A discussion on how Second Life can be used as a platform for collaborative work.
   - Review of the project atlas and its potential impacts on executive education.

3. Any questions?
   - An opportunity for attendees to ask questions and engage in discussion.

Welcome everyone!

Professor Piet

Professor Piet: Miklos, may I say something?
Professor Piet: I think given our capacity constraints
Professor Piet: we need to focus
Professor Piet: we should focus on the followup
Hercules Bury: I agree, this is also where the technology adds most
Hercules Bury: but let's not get pulled into too many directions
Hercules Bury: you also have to ask where INSEAD is weakest in EDP
Hercules Bury: what is in preparation and followup
Lively is shutting down
Rooms and avatars will not be available after December 31st, 2008. Read more »

Ashridge Business School

This is a screenshot of a room!

Download the Windows client!
Lively no more

After careful consideration, we have decided to shut down Lively.

Since Lively's launch, we have been delighted to see the creative ways you've used the product. We enjoyed hanging out in Jen's coffee house, and checking out the Brasil Party room. We got a kick out of the YouTube videos in a variety of languages telling stories about your avatars. And we've been awed by the elaborate rooms that you've constructed, using mosaic tiles and photo gadgets in novel ways.

We will shut down Lively on December 31, 2006. Embedded rooms in blogs and other web pages will continue to show an image, but users will no longer be able to enter Lively rooms and interact.

Between now and the end of the year we encourage you to capture all your hard work by taking videos and screenshots of your rooms. Thank you for sharing this experience with us. We've learned a lot about how users interact in rich social environments, and we hope you've enjoyed your time with Lively.

For more information, please read our blog post.

Here's a shout-out to some of the rooms we particularly enjoyed:

- Café Racer
- Sexy Beats
- Space... The Final Frontier...
Virtual Worlds - questions

• Should we open a virtual contact/sales office so that someone is available during set hours, to answer any queries about our programmes?
• Should we deliver programmes in the virtual world?
• As more companies are concerned with their carbon footprint and sustainability, they are looking for schools that can provide levels of blended learning that cuts down on physically sending their executives abroad for programmes.
World of Warcraft

You Play World of Warcraft? You're Hired!

Why multiplayer games may be the best kind of job training.

By John Seely Brown and Douglas Thomas

In late 2004, Stephen Gillett was in the running for a choice job at Yahoo! - a senior management position in engineering. He was a strong contender. Gillett had been responsible for CNET's backend, and he had helped launch a number of successful startups. But he had an additional qualification his prospective employer wasn't aware of, one that gave him a decisive edge: He was one of the top guild masters in the online role-playing game World of Warcraft.

Gaming tends to be regarded as a harmless diversion at best, a vile corruptor of youth at worst. But the usual critiques fail to recognize its potential for experiential learning. Unlike education acquired through

http://www.wired.com/wired/archive/14.04/learn.html
Twitter

• Twitter is a service for friends, family, and co-workers to communicate and stay connected through the exchange of quick, frequent answers to one simple question: **What are you doing?** Bloggers can use it as a mini-blogging tool. Developers can use the API to make Twitter tools of their own. Possibilities are endless!

• **How do I use it?**
Tell us what you're doing in 140 characters or less! Send your thoughts, observations, and goings-on in your day. Whether you're "eating an apple" or "looking forward to the weekend" or "Heading out of town" it's twitter-worthy.

• **But... what is the point?**
As it turns out, your best friend is probably interested in knowing if you're "loving the new Radiohead album." And yes, your Mom may want to know if you're "skipping breakfast in favor of a latte." You might want to know if your significant other "feels like taking a roadtrip." Find out what your friends are doing; keep each other abreast of your quotidian rituals.

• **Do I need anything special to use Twitter?**
In order to use Twitter you will need one of these things: an internet connection or a mobile phone.
New research on the Bottom of the economic pyramid: http://snurl.com/aj5p1

Places still available at the MBA in a Day event at Ashridge to see what it's all about - Saturday 10 January. http://snurl.com/Smrn9

Winter continues at Ashridge - the snow still hasn't melted! 11:52 PM Jan 7th from BeTwittered

Season's Greetings from Ashridge! http://snurl.com/91fzn 7:00 AM Dec 23rd, 2008 from web

There are 10 types of geek in the world. Those that understand binary and those that don't. 8:24 AM Dec 17th, 2008 from web

Emerging Technologies session now over. A good response. A good audience. I talked too much (as usual)... and ran out of time. But good. 7:15 AM Dec 9th, 2008 from web

Now showing Twitter in action. 4:51 AM Dec 9th, 2008 from txt

Must explore Journal of Virtual Worlds Research 1:16 AM Dec 9th, 2008 from txt

Snowing in Brussels! But not in 2nd Life. Shame 12:04 AM Dec 9th, 2008
What are you doing?

Latest: New research on the Bottom of the economic pyramid: http://snurl.com/aJOp1 3 days ago

FTtechnews A mission to reassure: The veteran head of India’s largest IT outsourcing group is trying to ease his clients'. http://tinyurl.com/bjegtv about 2 hours ago from twitterfeed

FTtechnews Etisalat to invest up to $5bn in Iran: Emirates telecoms operator expects to invest up to $5bn over five years i.e. http://tinyurl.com/d2cCtc about 2 hours ago from twitterfeed

FTtechnews All systems go at the digital hub: A box slightly bigger than a fridge sits in the Docklands offices of Telecit... http://tinyurl.com/e9jey3 about 3 hours ago from twitterfeed

FTtechnews Tobin's philosophy writ large on a meeting room wall: "The Telecity chief executive wanted to ensure that 'people... http://tinyurl.com/dghbyu about 3 hours ago from twitterfeed

jemimakiss Trouved, thanks all. The real CB is at http://twitter.com/charlton... about 3 hours ago from twitterific

jemimakiss Ok - what’s the deal with @charliebrooker? http://twitter.com/charlieb... about 4 hours ago from twitterific

jemimakiss Flight got back at 5am this morning (NEVER FLY DURHAM), so going to crash with a DVD now, Any...
Aung San Suu Kyi

Top Stories

Thailand Hopes Myanmar Referendum Is 'Credible'

BANGKOK (AFP)—Thailand's foreign minister said Monday he hoped Myanmar's upcoming referendum on a new constitution would be 'credible', on the eve of a visit by the country's prime minister. Noppadon Pattama said the neighbors may discuss the referendum, ...

Aung San Suu Kyi claims supporters are being beaten

On April 8, 2008 Myanmar's pro-democracy opposition, which is led by by Nobel Peace Prize winner Aung San Suu Kyi, has claimed supporters are being beaten. The pro-democracy supporters oppose a new constitution which has been proposed by the country's military ...

In Focus

- Nyon Win, Than Shwe, Ibrahim Gambari, ...
- British Broadcasting Corp, Twitter Inc, AstraZeneca PLC, ...
SXSW: Not Much to Twitter About

Plenty has been said about my interview with Mark Zuckerberg. Maybe that’s because there wasn’t much else at the conference to talk about.

by Sarah Lacy

I’m just back from four days in sunny Austin, Tex., where I attended the South by Southwest Interactive Conference and conducted an on-stage keynote interview with Facebook Chief Executive Officer Mark Zuckerberg. You might have read a thing or two about it.

Needless to say, I think the negative response to the interview was, well, overdone. But I don’t intend to rehash the episode here. I’ve done that elsewhere.

With my experience as a backdrop, however, I did come away with a handful of observations about the state of the emerging, consumer-focused Internet we refer to as Web 2.0.

1. **There’s a dearth of innovation online right now.** The Valley typically works in peaks and troughs of creativity. In the early 2000s, the Web 2.0 movement was in a stunning state of breakthrough innovation. This is the period that gave rise to some of today’s most successful sites and companies such as Facebook, Digg, YouTube, and Flickr.

   These days, many of Silicon Valley’s best and brightest are working hard to turn their visions into sustainable businesses, or they’re toiling away within the larger companies like Google (GOOG) and Yahoo (YHOO) that bought them out early on. Before long, many of the folks who built Bebo into the third-largest social network after News Corp.’s (NWS) MySpace and Facebook will be striving to help Time Warner’s (TWX) AOL make good on its $850 million purchase (BusinessWeek.com, 9/13/09) announced Mar. 13.
The only thing worse than being talked about is not being talked about.

Oscar Wilde
I spent time with Sarah Lacy and we talked about...

I'm sure you heard about the infamous Mark Zuckerberg SXSW keynote hosted by well known author, Business Week columnist and Yahoo TechTicker host Sarah Lacy. Just in case you haven't, let's just say that some of the audience wasn't supportive of the casual, conversational format or her style of engaging Zuckerberg in public.
The Business Value of Twitter

I am enthralled by Twitter. That’s cause for both joy and concern. To be enthralled is to be captivated and charmed -- and I do feel that way about Twitter. But it can also mean reduced to slavery, and I have to admit, sometimes I’m a slave. Depending on who’s posting (or “tweeting”) on any given day, I can find it hard to stay away. And believe me, the last thing I need is another distraction.

Twitter sounds silly to the uninitiated. Twitter! Or charming, depending on your frame of reference.

When I first came across it last year, I thought it was a joke. An online spewing of inconsequential details by self-absorbed people with too much time on their hands. But then I started “following” some pretty interesting people (to follow someone is to sign up to receive a feed of that person’s tweets). Mostly these were social media...
http://advice.cio.com/abbie_lundberg/the_business_value_of_twitter

- **jstorerj** twitter/microblogging could fundamentally change corp comm, both within/outside the org. 09:27 AM March 29, 2008 from web
- **astrout** all the A-list bloggers & many Web 2.0 CEOs are on - great way to watch trends 04:02 PM March 28, 2008 from web
- **rhappe** CIOs should check out Twitter because it, very quickly, gives people their social networking 'aha' moment...critical IMO 02:42 PM March 28, 2008 from web
- **yourdon** See "The Awesomeness of Twitter" at [http://tinyurl.com/yum8ga](http://tinyurl.com/yum8ga) 03:13 PM March 28, 2008 from twhirl
- **DougH** CIOs/Twitter? 1- simple tech way to increase network and receive quick outside FB on ideas. 01:35 PM March 28, 2008 from twhirl
- **DougH** Also, b/c people use it for biz ideas & not just idle chat (at best) awareness is needed. Also, are there IT security issues? 01:37 PM March
10 Secrets to Using Twitter to Attract More Followers and Get More Clients

by Donna Gunter
Posted on May 18, 2008

I do wonder at times if some Twitter users have any time to get any work done. Several of the more prolific ones that I follow swear they spend no more than 30 minutes a day on Twitter, but I really find that hard to believe. Many times it seems they are tweeting just to say something, like "Good morning Twitterverse" when they begin their day, give more details than I want to know about what they had for lunch, what their children said to them, or when they take a nap.

I realize that this is part of the "like, know, and trust" process that enables people to get to know each other, but sometimes it's simply too much information. LOL. I'm Twittering primarily to market my business. Consequently, I try and limit my personal twitters to no more than 2 per day. My clients, who create Twitter accounts for marketing, as well, tell me, "I'm signed up. Now what in the world do I Twitter about? How do I market my business with this tool?"
Amazon Elastic Compute Cloud (Amazon EC2) is a web service that provides resizable compute capacity in the cloud. It is designed to make web-scale computing easier for developers.

Amazon EC2’s simple web service interface allows you to obtain and configure capacity with minimal friction. It provides you with complete control of your computing resources and lets you run on Amazon’s proven computing environment. Amazon EC2 reduces the time required to obtain and boot new server instances to minutes, allowing you to quickly scale capacity, both up and down, as your computing requirements change. Amazon EC2 changes the economics of computing by allowing you to pay only for capacity that you actually use. Amazon EC2 provides developers the tools to build failure resilient applications and isolate themselves from common failure scenarios.
So what?
President-Elect Barack Obama Victory Speech

Hosted by admin  On December - 6 - 2008

President-Elect Barack Obama delivers victory speech in Chicago on November 4, 2008.
The Vote: A Victory for Social Media, Too

The '08 election was a triumph for the likes of Facebook, Twitter, YouTube, and Flickr as voters chronicled their experiences in words, photos, and video.

By Arik Hesseldahl, Douglas MacMillan and Olga Kharif

The 2008 contest for the White House may go down in history as the first social media election. How else to explain the unprecedented role the Web played in this year's Presidential contest, an influence scarcely imaginable just four years ago? In 2004 many social networking sites were just getting off the blocks. YouTube, for example, was introduced early the following year. And microblogging sites like Twitter wouldn't emerge until the 2003 Presidential campaign was getting under way.

It's not just that individual voters had access to a wider...
Hello Ronan,

Thank you for your response! On behalf of the entire planning committee, I would like to thank you for accepting our invitation to present at this year’s **Building B-Schools: Development & Communications Conference** in Chicago, March 2008.

We will be finalizing the conference agenda over the next month or so and sending out detailed information packets (with session time and date, conference logistics, and so forth) to all of the confirmed speakers by the second week of December. Should you have any questions/concerns regarding the program before then, please don’t hesitate to contact me.

Have a nice evening,

Kelly Mitchell

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AACSB International advances quality management education worldwide through accreditation and thought leadership.

For detailed conference information and a complete schedule of AACSB International events visit: [www.aacsb.edu/conferences](http://www.aacsb.edu/conferences)
The Raffello Hotel is a completely non-smoking boutique hotel nestled one block east of the Magnificent Mile and one block west of Lake Michigan. Next door is the John Hancock Observatory and Water Tower Place filled with premier retail shopping and restaurants. World class shopping is a block away on Oak Street and Rush Street abounds with world class cuisine.

The Raffello Hotel completed a 20-million-dollar interior renovation that reflects a stylish image while preserving the building’s landmark Mediterranean facade and historic lobby architecture. The best of yesterday and today has found new life at The Raffello. Rates are based on double occupancy. Charges for extra adults may apply and will be due directly to the hotel.
The Raffaello Hotel

Check Rates: Avg. Price $372

Check.in: 3/7/2008
Check.out: 3/9/2008
# of guests: 2

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Description: Intimate 17-story Hotel housed within a restored building dating from 1925, set on quiet street near Magnificent Mile.

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Read 71 reviews for this hotel

Hotel class: ★★★★★
Rooms: 172
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Reviews of The Raffaello Hotel (1-10 of 71)
next 10 »

“Great Value”

Feb 25, 2008

We had a great stay at the Raffaello. This is a small, recently refurbished, boutique hotel with a fantastic location and a great rate for the area (next door to the Water Tower Mall, The 900 Shops, Hancock building, and Michigan Ave.). The hotel was clean, well maintained, and our room was spacious and well outfitted. We had extra towels... more

“ar Faffaello was a great surprise!”

Feb 25, 2008

We had a great stay at the Raffaello. This is a small, recently refurbished, boutique hotel with a fantastic location and a great rate for the area (next door to the Water Tower Mall, The 900 Shops, Hancock building, and Michigan Ave.). The hotel was clean, well maintained, and our room was spacious and well outfitted. We had extra towels... more

Friends who know Chicago

Do your friends have advice about Chicago hotels? Ask them!
“Still dealing w/billing issues 5 months later”

Feb 24, 2008

I enjoyed my stay given that the location was nice and room was nice. However, I am still dealing with billing issues 5 months later due to the fact that they charged over $1000 on my amex for a one night stay. Am not happy about how it is being handled. Book hotel with caution!!!

more

“Great Location All Updated”

Feb 17, 2008

We had a great night downtown. Our room was all new with a plasma tv, slippers and robes and comfy beds and linens. Even though it was the middle of winter we were so close we were able to walk to everything. I would recommend it to anyone who is looking for a great value right next to michigan avenue.

more

“Beware of this hotel!”

Feb 16, 2008

Beware of booking at this hotel. They have an incredibly stringent 72 HOUR cancellation notice, no restaurant in the hotel, and a 4pm check-in, all of which I have never run into at any other hotel.

more
I love deadlines.  
I like the whooshing sound they make as they fly by.

Douglas Adams
The Raffaello Hotel

Hotel class: ★★★★
Rooms: 172

TripAdvisor Traveler Rating: 
TripAdvisor Popularity Index: #47 of 162 hotels in Chicago

Description: Intimate 17-story Hotel housed within a restored building dating from 1925, set on quiet street near Magnificent Mile.

Call now to book: 0871 200 0179 from hotels.com

Check Rates: Avg. Price $372

Check-in: 3/12/2008 mm/dd/yyyy
Check-out: 3/19/2008 mm/dd/yyyy

# of guests: 2

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- 5 thesaurus results

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**Main Entry:** recommendation
**Part of Speech:** noun
**Definition:**
advice, approval
**Synonyms:**
advocacy, approbation, blessing, certificate, character reference, charge, commendation, counsel, direction, endorsement, esteem, eulogy, favorable mention, good word, guidance, injunction, instruction, judgment, letter of support, order, pass, plug*, praise, proposal, proposition, reference, sanction, steer*, suggestion, support, testimonial, tip, tribute, two cents' worth, urging

**Antonyms:**
condemnation, disapproval, discouragement

* = informal/non-formal usage
Feedback

• Isn’t it better to show how ‘transparent’ you are as an organisation, and allow the bad reviews with the good, rather than only showing the positive testimonials (that everyone knows are censored)?

• If there are negative comments, the best thing you can do is address those issues to ensure future participants don’t complain about the same things.
And that is how we approach business courses at Ashridge. The full time MBA degree reflects the realities of business.

Would you learn surgery from a doctor who has never performed an operation? On the Ashridge full time MBA, you will learn from faculty who have earned their living at the sharp end of business. Ashridge conducts research but not for research sake. We are not about theory in isolation. Theory is useless unless it can be applied. We find out what companies are doing, and how they can compete.

There are no lecture theatres at Ashridge, no classes packed with fresh-faced graduates. You will study for your full time MBA degree in a small, interactive group.

At Ashridge there is nowhere to hide! Your fellow participants, like you, will already have at least five years industry experience (average 12+ years). View current class profile.

The full time MBA is an accelerated learning experience, particularly suitable for people experiencing or anticipating a significant career transition and/or change in career direction. It is an opportunity to take a year out of work to invest in an international experience that will stretch your thinking and your horizons.

Feedback on the Ashridge Full Time MBA

Average rating: 4.67 out of 5
No of reviews: 3

Most recent review:
★★★★★  Life-changing
It was both the most challenging and the most enjoyable experience in my life so far. I found the MBA project immensely helpful in honing my experience in strategic consultancy.

Read all reviews

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Feedback on intellectual capital

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Ashridge Management Index 2008: Meeting the Challenges of the 21st Century

Author(s): Viki Holton, Fiona Dent, Jan Rabbetts

Year: 2008

All 2008 documents by Viki Holton
All 2008 documents by Fiona Dent
All 2008 documents by Jan Rabbetts

Type: Articles and Reports

All Articles and Reports by Viki Holton
All Articles and Reports by Fiona Dent
All Articles and Reports by Jan Rabbetts

Subject area: Leadership

All Leadership by Viki Holton
All Leadership by Fiona Dent
All Leadership by Jan Rabbetts

Having a high quality management team and a motivated workforce is vital for a business to succeed and is what often differentiates a good employer from a mediocre or poor employer. The purpose of this year's Ashridge Management Index was to examine the current business environment and to better understand some of the key challenges and opportunities which exist for managers. The research was conducted in autumn 2007 and a questionnaire was distributed. In total 839 responses were received. The majority of respondents are senior and middle managers. Just over half are working in the UK, a smaller number are elsewhere in Europe (23%) or working internationally (26%).


Feedback

Average rating: 4.50 out of 5
No of reviews: 2

Most recent reviews:

🌟🌟🌟🌟🌟 Fascinating insights
A lot of the surveys talk about the economics and coming recession, but there's it's truly useful to see what managers think about their teams, their employers and what they need to progress.

🌟🌟🌟🌟🌟 Surprising what people really think
We always read about the latest fads and trends in business, so it's surprising to see what managers really think about their organisations and themselves. Highly recommended.
Online collaboration and sharing among users
"Our online educational programs prepare future leaders for a more collaborative world, balancing busy careers and active families. We deliver Canadian higher education to people with a passion for lifelong learning."

- Glenn McInnes, President

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ACADEMIC MESSAGE

Business schools must today’s real-world students connect and collaborate, they can be tomorrow’s leaders.

Jean-Louis Malouin
Chair, Academic Advisory

WHAT CEOs SAY

"In these challenging economic times, business leaders need to think about relationships. Managers need to have leadership tools that will enable them to produce real results in a wide variety of business situations."

Elvind Krokmo
Past Group Chief Executive Officer
Agder Energi AS
Norway
Overview of the Report Centre

2. Settings

View (Unit of Time)
- Summary

Date Range
- Last seven days
- 15/01/2008 - 21/01/2008

Campaigns and Ad Groups
- All campaigns and all their ad groups
- Manually select from a list

All Campaigns and Ad Groups
- Beijing Hotels: Active
- Books: Active
- Campaign #2: Deleted
- Chocolate Campaign: Active
- February Clearance: Deleted
- Mountain Bikes: Active
- Snowboards: Paused
- Telemark Skis: Active

Selected Campaigns and Ad Groups
More insight

Before

No insight on where ads appeared given in AdWords account
No overview over performance of ads on the Content Network

Now

Report...
- Showing what sites ads appear on
- Ad performance on respective sites
...so what about the recession?
Social Media Leads the Future of Technology

Published: November 10, 2008
Author: Martha Lagace

Internet-connected televisions, social media, and the power of simplicity were all cited as launch pads for future innovation in technology, according to a panel of experts that convened at Harvard Business School as part of the HBS Centennial Business Summit in October.

And though advertisers love the Internet, to what extent they can capitalize on these transformations remains an open question.

HBS professor David Yoffie moderated the session on "The Technology Revolution and Its Implications for the Future," with panelists James Breyer (HBS MBA ’87), partner of the venture capital firm Accel Partners; Susan L. Dekker (HBS MBA ’86), president of Yahoo! Inc.; and Eric Kim (HBS MBA ’81), senior vice president and general manager of Intel Corporation’s Digital Home Group.

The first computer, the ENIAC, cleared the path for future innovation in the late 1940s, said Yoffie, who set the context for the ensuing discussion. Today, millions of Web users generate free content, and we are witnessing

Executive Summary:

From Facebook to smartphones, advances in technology are changing the way we work and communicate. Professor David Yoffie led three experts in a recent panel discussion on "The Technology Revolution and Its Implications for the Future" at the HBS Centennial Business Summit. Key concepts include:

- A lot of growth potential remains worldwide.
- The sticking point for business is spanning the gap between the physical and digital worlds. For example, it remains difficult to figure out consumers' specific intent on the Web.
- What people want most of all is technology that is simple to use, said one panelist.
CIOs must embrace collaboration tools

Author Don Tapscott gives Angelica Mari his reasons for promoting social networking tools and says transparency is the key to security.

Don Tapscott is a consultant and author of Wikinomics, a hugely influential book that looks at the way in which internet-enabled mass participation is changing the global economy.

He has recently launched his latest volume, Grown-Up Digital, the result of a $4m (£2.6m) private research study which highlights the importance of so-called "digital natives" in shaping the future of business.

Tapscott said attempts by firms to improve productivity by banning tools such as Facebook – for example, budget airline Easyjet barred access to the site and other messaging systems as it was suffering from low bandwidth – are counterproductive, as well as demoralising to staff.

People do all kinds of things when taking a break, so what are we going to ban next – coffee breaks or access to sports sites?

Don Tapscott, author, Wikinomics
Managing IT spending

Many IT organizations will reduce their spending in 2009. A strong management focus can mitigate the pain—and create opportunities.

DECEMBER 2008 • James M. Kaplan and Johnson Sikes

With growth slowing and valuations declining, businesses badly need to extract value from their IT functions. The operative questions are, “How much?” and “How?” As CIOs choose a path, they need to determine whether they can afford to take a “through cycle” perspective, balancing short-term financial improvements and the possible impact on longer-term capabilities. They must also consider the need to act quickly to generate cash, even if such moves prove less attractive once the recession ends.

Almost all IT organizations can and should reduce IT spending in 2009. But this will be difficult. Many companies have built up complex application environments that require ongoing support. Contractual commitments to vendors can be difficult to modify. Adding to the challenge, organizations rarely agree internally on business priorities for IT.

Still, with sufficient management focus, it’s possible to cut costs dramatically and quickly. Companies can trim and rationalize demand for new applications. Existing IT capacity, like servers

Related Thinking

- Learning to love recessions
- Pricing in an inflationary downturn
- How retailers can make the best of a slowdown
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- Managing IT in a downturn: Beyond cost cutting
- Preparing for the next downturn
Is Social Media Good or Bad For Business?

Some Things To Consider

Business owners often struggle with the question of whether or not their employees should be using social media in the workplace. There are obvious reasons why they shouldn't, but there are certainly potential benefits as well, and unfortunately not a lot of clarity to the matter. So let's look at this from several different angles.

Stats

Security company FaceTime Communications has released results from a survey in which it asked over 500 IT managers and employees about their Internet and social media habits at work. The survey revealed that:

- 75% of workers use Facebook, LinkedIn or YouTube at work for business reasons, and of those business reasons, 54% cited professional networking, 52% said research, and 52% said learning about colleagues were what they used them for.

- 82% say they use social media sites for personal reasons

- 51% of workers use social networks at least once a day

- 62% said LinkedIn was their preferred network for business purposes while 55% said they prefer YouTube for personal reasons.
Is Social Media Good or Bad For Business?

Security company *FaceTime Communications* has released results from a survey in which it asked over 500 IT managers and employees about their Internet and social media habits at work. The survey revealed that:

- 79% of workers use Facebook, LinkedIn or YouTube at work for business reasons, and of those business reasons:
  - 54% cited professional networking
  - 52% said research, and
  - 52% said learning about colleagues were what they used them for.
- 82% say they use social media sites for *personal* reasons
- 51% of workers use social networks at least once a day
- 62% said LinkedIn was their preferred network for business purposes while 55% said they prefer YouTube for personal reasons.

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Douglas Adams
Thank You
Thank you

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