

# The Third Industrial Revolution

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Leveraging social media for new  
value creation activities



Photo: Lundholm, Metro

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November 2010  
[www.sse.edu](http://www.sse.edu)

[www.knowledgenetworking.org](http://www.knowledgenetworking.org)  
[www.slideshare.net/eteigland](http://www.slideshare.net/eteigland)

"...when the rate of change  
outside an organization is  
greater than the change inside,  
the end is near...."

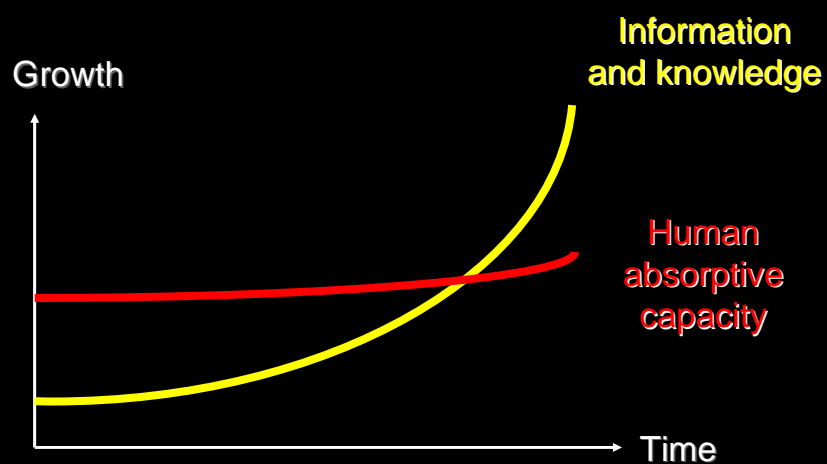
Jack Welch...

Did You Know: Shift Happens  
[http://www.youtube.com/watch?v=cL9Wu2k  
WwSY](http://www.youtube.com/watch?v=cL9Wu2kWwSY)

➤ How are these trends impacting you  
and your organization?

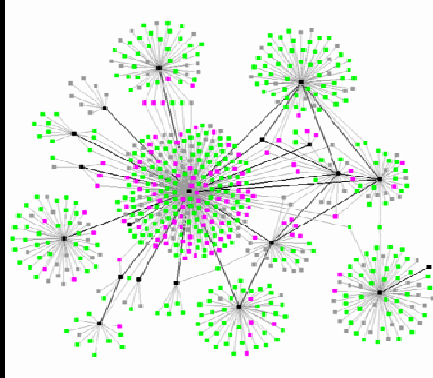
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Human capacity cannot keep up...



Adapted from Cohen & Levinthal 1989

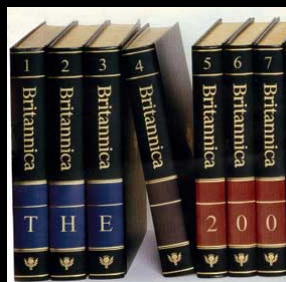
"No one knows everything,  
everyone knows something,  
all knowledge resides in networks."



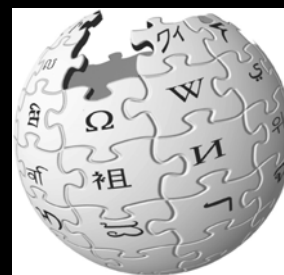
Six degrees of  
separation  
- Milgram, 1967

Adapted from Lévy 1997

## The wisdom of the crowd



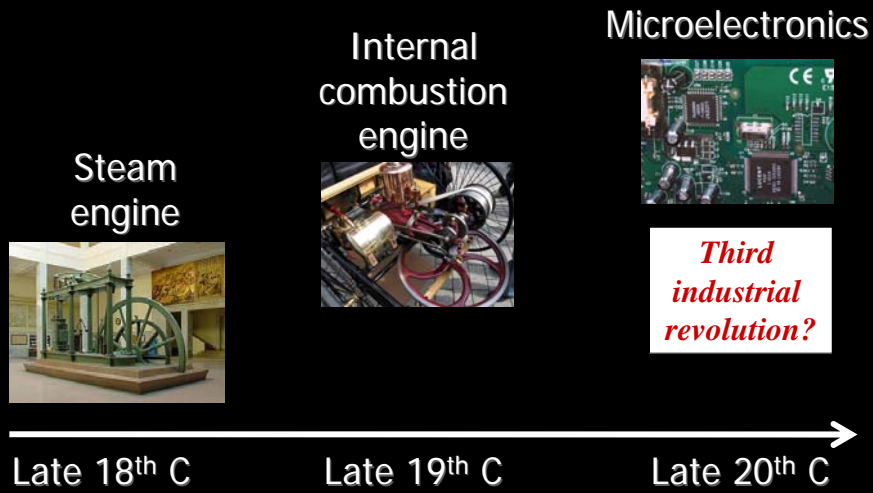
Closed  
Expensive  
Complex  
Accurate



Open  
Inexpensive  
Simple  
~~Close enough~~  
Accurate

Hinton 2007

History tends to repeat itself....  
Innovation, financial crisis, industrial revolution, ...



Schön 2008

Threadless:  
What came first –  
the community or  
the company?



# Creating value through external conversations

The collage consists of four screenshots:

- IBMers' blogs:** A screenshot of the IBM website's 'IBMers' blogs' section, featuring a header with the IBM logo and a sub-header 'A menu of expertise and insight from a passionate crowd'. It includes a 'How To Subscribe' sidebar and a main content area with a photo of colorful pens.
- my Starbucks Idea:** A screenshot of the Starbucks Idea website, showing a search bar, a 'SHARE. VOTE. DISCUSS. SEE.' section, and a list of 'Ideas so far' and 'Most Recent Ideas'.
- twitter.zappos.com:** A screenshot of the Zappos Twitter feed, showing various tweets from users discussing Zappos, including mentions of the company's culture and services.
- Zappos Public Mentions:** A screenshot of a Zappos public mention on Twitter, showing a tweet from a user mentioning Zappos and the company's response.

"You are always on...."



# Management cannot mandate social relationships

My company has blocked my computer from accessing most of the social media sites. But I feel so cut off from my network. So, now I just connect through my phone.

## Empower and trust employees

The screenshot shows the IBM website's 'w3 The Blogline' section. The main heading is 'IBM blogging policy and guidelines'. Below it is an 'Introduction' section with the following text:

Responsible engagement in innovation and dialogue  
Whether or not an IBMer chooses to create or participate in a blog or a wiki or another form of online publishing or discussion is his or her own decision. However, it is very much in IBM's interest – and, we believe, in each IBMer's own – to be aware of this sphere of information, interaction and idea exchange:

**To learn:** As an innovation-based company, we believe in the importance of open exchange and learning – between IBM and its clients, and among the many constituents of our emerging business and societal ecosystem. The rapidly growing phenomenon of blogging and online dialogue are emerging important arenas for that kind of engagement and learning.

**To contribute:** IBM – as a business, as an innovator and as a corporate citizen – makes important contributions to the world, to the future of business and technology, and to public dialogue on a broad range of societal issues. As our business activities increasingly focus on the provision of transformational insight and high-value innovation – whether to business clients or those in the public, educational or health sectors – it becomes increasingly important for IBM and IBMers to share with the world the exciting things we're doing learning and doing, and to learn from others.

In 1997, IBM recommended that its employees get out onto the Net – at a time when many companies were seeking to restrict their employees' Internet access. We continue to advocate IBMers' responsible involvement today in this new, rapidly growing space of relationship, learning and collaboration.

**Guidelines for IBM bloggers: executive summary**

1. Know and follow IBM's Business Conduct Guidelines.
2. Blogs, wikis and other forms of online discourse are individual interactions, not corporate communications. IBMers are personally responsible for their posts. Be mindful that what you write will be public for a long time—protect your privacy.
3. Identify yourself – name and, when relevant, role at IBM – when you blog about IBM or IBM-related matters. And write in the first person. You must make it clear that you are speaking for yourself and not on behalf of IBM.
4. If you publish a blog or post to a blog outside of IBM and it has something to do with work you do or subjects associated with IBM, use a disclaimer such as this: "The postings on this site are my own and don't necessarily represent IBM's positions, strategies or opinions."
5. Respect copyright, fair use and financial disclosure laws.
6. Don't provide IBM's or another's confidential or other proprietary information. Ask permission to publish or report on conversations that are meant to be private or internal to IBM.
7. Don't cite or reference clients, partners or suppliers without their approval.
8. Respect your audience. Don't use ethnic slurs, personal insults, obscenity, etc., and show proper consideration for others' privacy and for topics that may be considered objectionable or inflammatory – such as politics and religion.
9. Find out who else is blogging on the topic, and cite them.
10. Don't pick fights, be the first to correct your own mistakes, and don't alter previous posts without indicating that you have done so.
11. Try to add value. Provide worthwhile information and perspective.

**Guidelines for IBM bloggers: detailed discussion**

1. The IBM Business Conduct Guidelines and laws provide the foundation for IBM's policies and guidelines on Web logs (blogs).

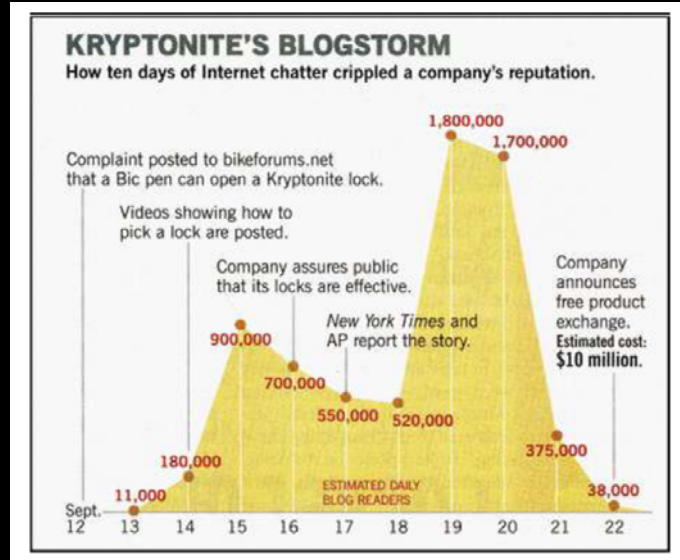
**Policies written by IBM employees based on IBM's Business Conduct Guidelines**

**Apply internally and externally**

**Available on [ibm.com](http://ibm.com) "blogging guidelines"**

Adapted from Poole 2008

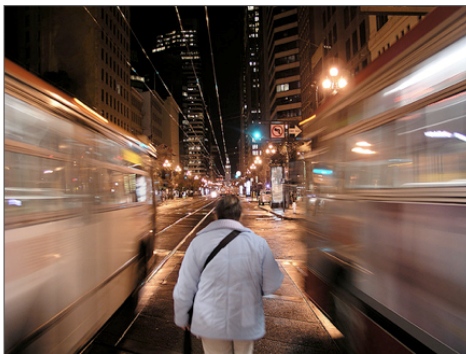
## Transparency: There is nowhere to hide...



<http://www.youtube.com/watch?v=t8XxcOj3Seo>

Fortune, Rey 2008

### Why I love public transportation and hate HP



David Spark

We all complain about public transportation. It's slow. It's crowded. It's delayed. It's boring. Public transportation can be miserable, but for me it's not anymore. It's not because San Francisco MUNI and BART got any cleaner or faster, but because they provided me with some information. They told me when the next bus is coming.

Using the [NextMUNI](#) or the [Transit.511.org](#) service, I can find information about when to expect the next bus. While it may be very costly or impossible

It's everyone's responsibility!

<http://www.socialmedia.biz/2009/11/02/why-i-love-public-transportation-and-hate-hp/>

# Using twitter as a leadership tool



<http://twitter.com/#!/zappos>

# Experiment with new media



Integrating the users  
in the development  
process in Second Life

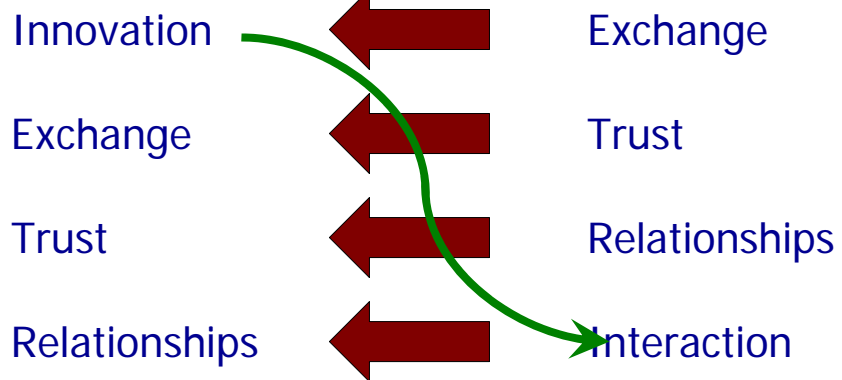
Teigland et al. 2010

## Exploring VW affordances



Nonaka & Toyama 2003, Teigland et al 2010

## Some things do not change



*"E-connection is processed in the brain like an in-person connection."*

Neuroeconomist Paul Zak:

**Social networking affects the brain like falling in love.**

*"Companies that can connect with us and raise our oxytocin levels should prosper. Those that can't, won't."*

<http://www.fastcompany.com/magazine/147/doctor-love.html>

<http://slideshare.net/missrogue>

***If you love knowledge, set it free...***



Photo: Lindholm, Metro

Thanks and see you in world!

*Karinda Rhode*

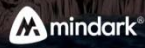
aka Robin Teigland  
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[www.knowledgenetworking.org](http://www.knowledgenetworking.org)  
[www.slideshare.net/eteigland](http://www.slideshare.net/eteigland)

Interested in learning more  
about Virtual Worlds?

# Nordic VW Network

[www.nordicworlds.net](http://www.nordicworlds.net)

#NVWN



UNIVERSITY OF AGDER

TUMMI YLIOPISTO

Silver



nordica  
Nordic Innovation Centre

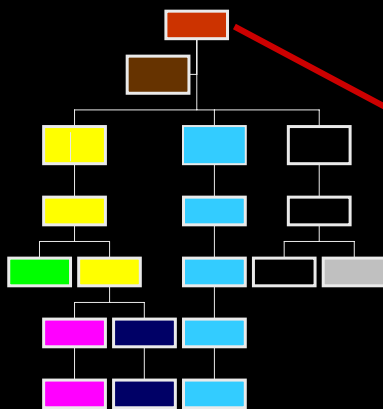
Rostkilde Universitet



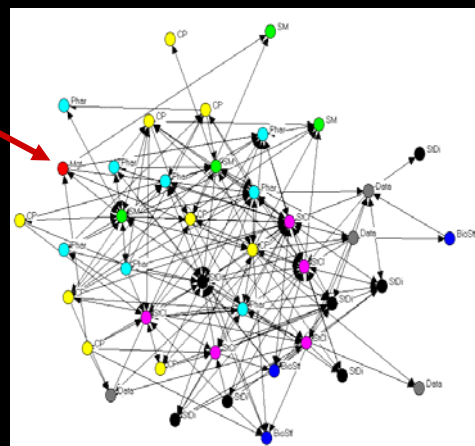
UPPSALA  
UNIVERSITET

## Increasing pressure on "traditional" organizations

Formal organization/  
Hierarchy



Social organization /  
Heterarchy



Teigland et al. 2005