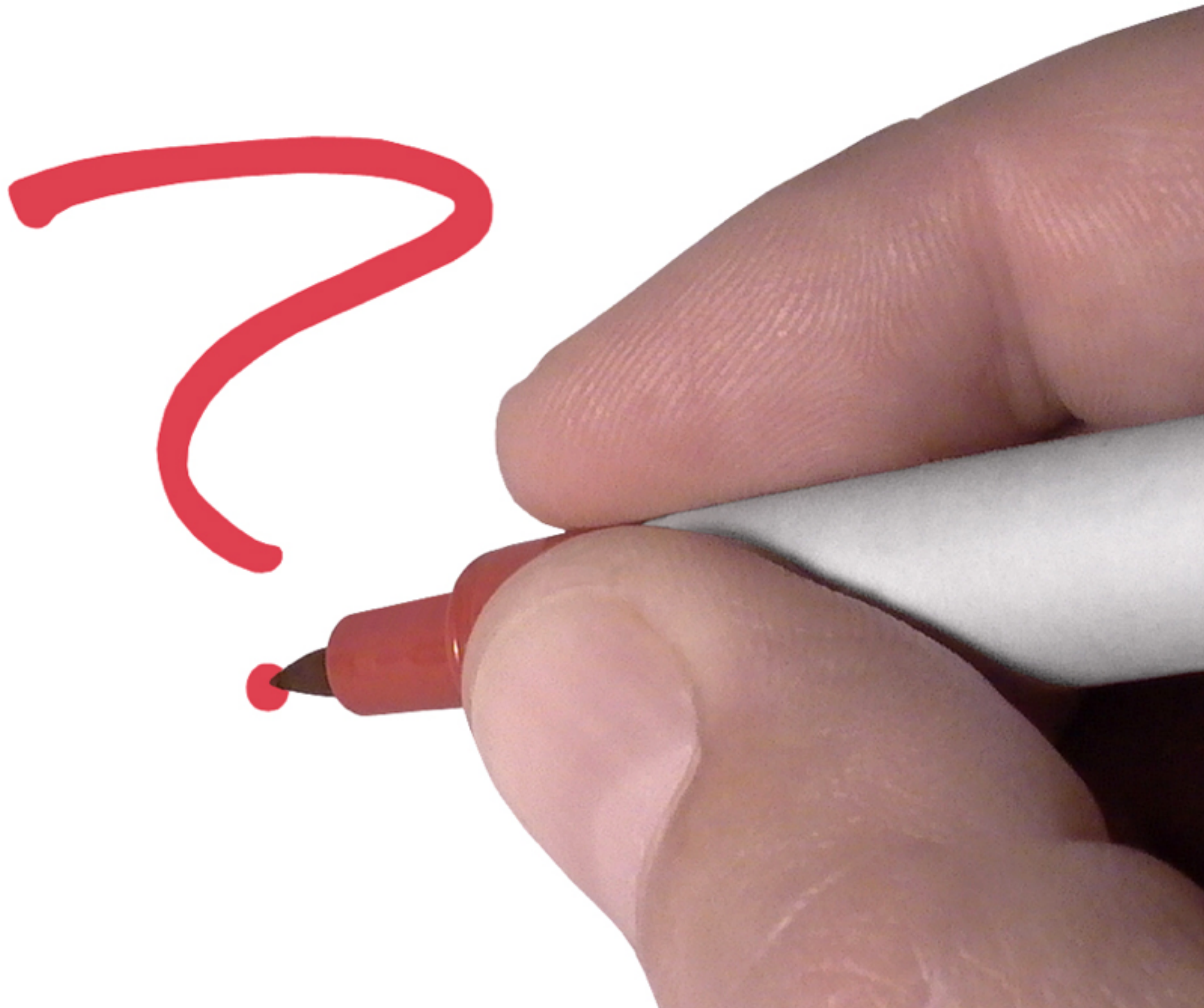


Estrategias de innovación y desarrollo en la web social



Enrique Dans
<http://www.enriquedans.com>

Valencia, 23 de mayo de 2013





WIRE-PAJIM

IDEAS TECHNOLOGY DESIGN BUSINESS

WIRED

UK EDITION

THE NEW INDUSTRIAL REVOLUTION
by Chris Anderson
p.138

DAVID BYRNE EXPLAINS HOW MUSIC WORKS
p.83

REGROUP

THE GENIUS CHEF FROM EL BULLI
FERRAN ADRIÀ ON HOW TO

STAY CREATIVE

27 WAYS TO BE AN INNOVATOR
FROM TEAM-BUILDING TO TASTEMAKING

REINVENT

REMIX

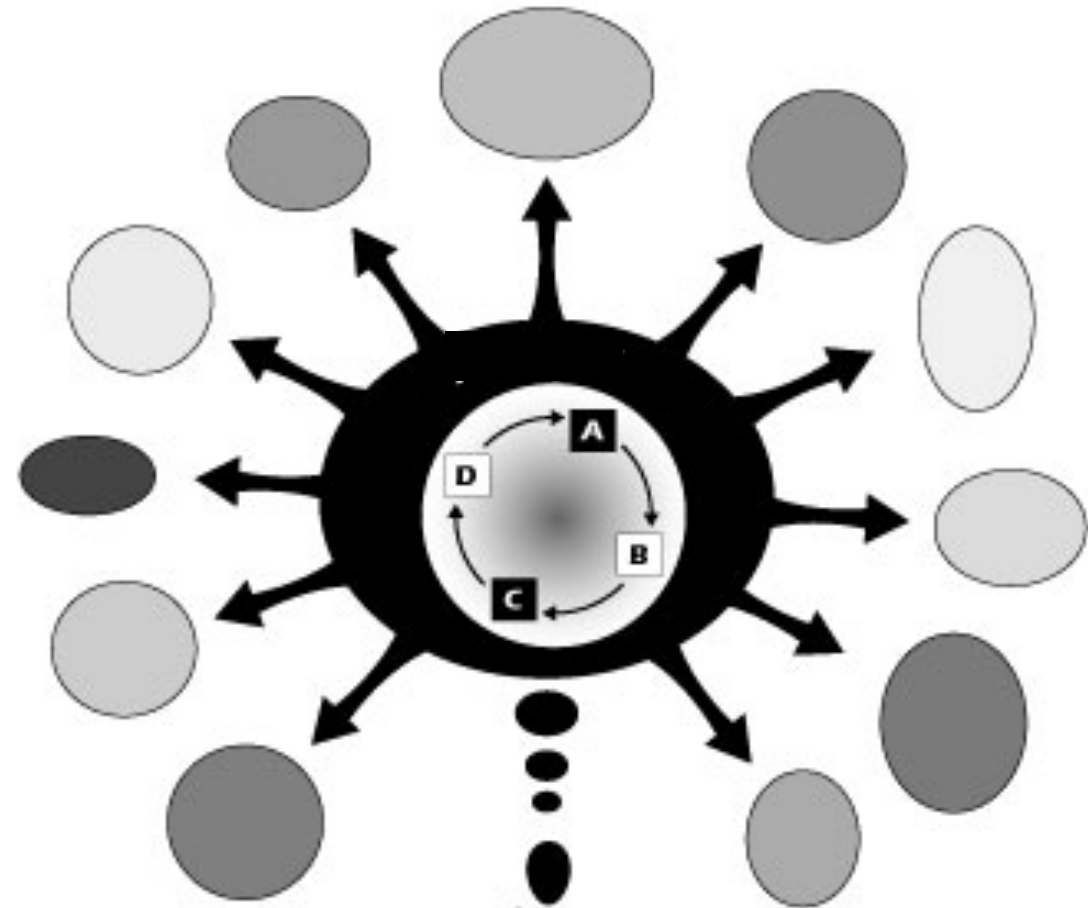
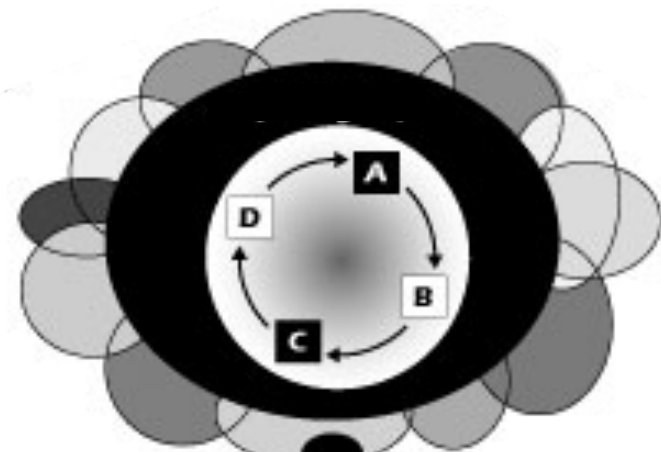
THE FUTURE IS FLAT!
FOLDABLE-TECH SPECIAL
p.55

Plus!
SCIENCE'S STRANGEST SUBSTANCES
p.118

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THE FUTURE AS IT HAPPENS







THE SCIENTIFIC METHOD

HERE ARE THE FACTS. WHAT CONCLUSIONS CAN WE DRAW FROM THEM?



THE CREATIONIST METHOD

HERE'S THE CONCLUSION. WHAT FACTS CAN WE FIND TO SUPPORT IT?





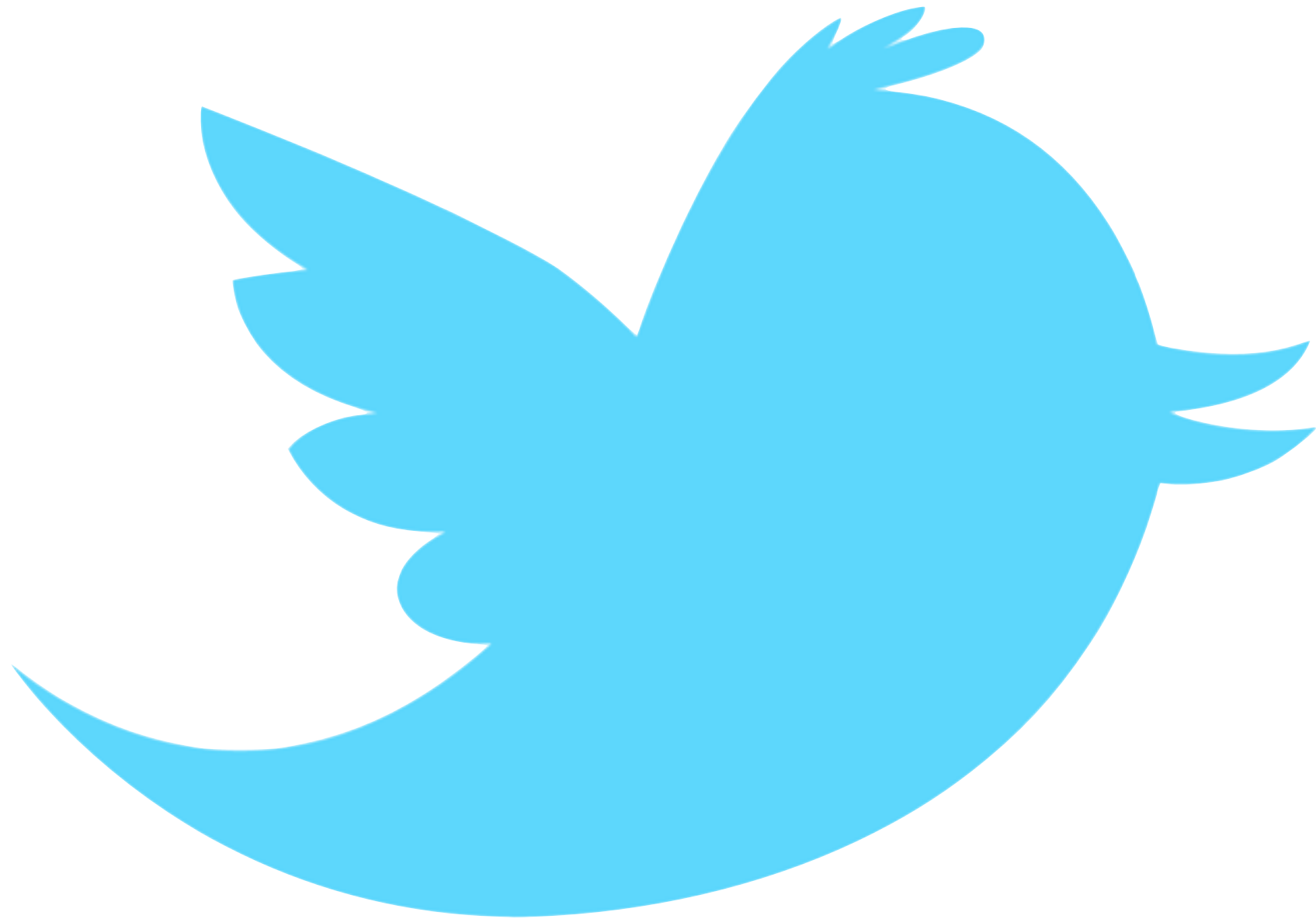
1993



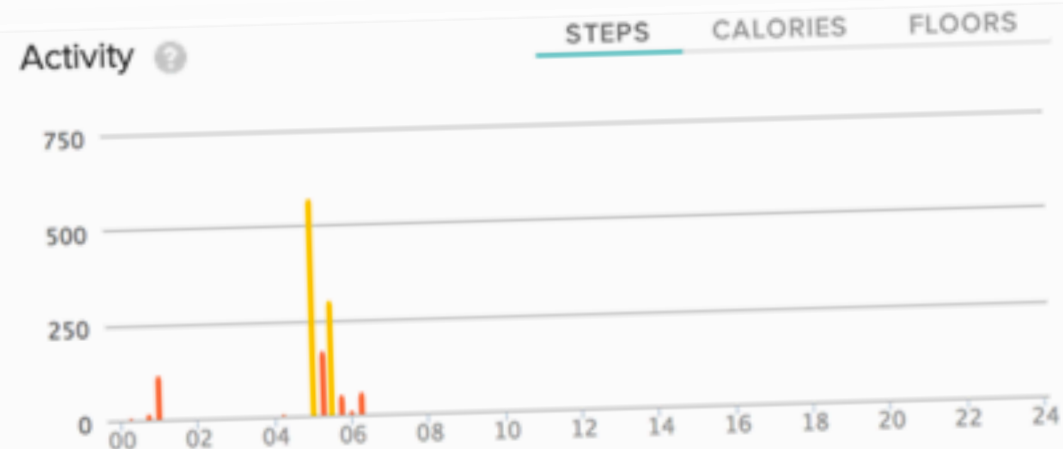
2012







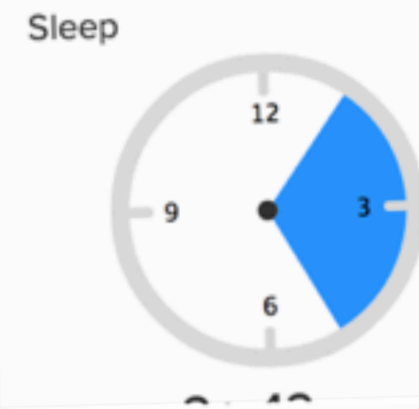
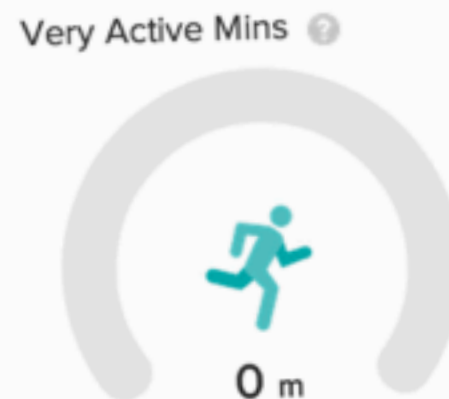
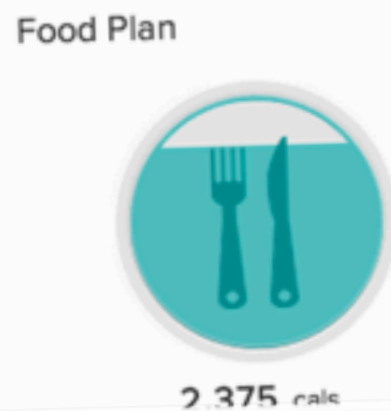
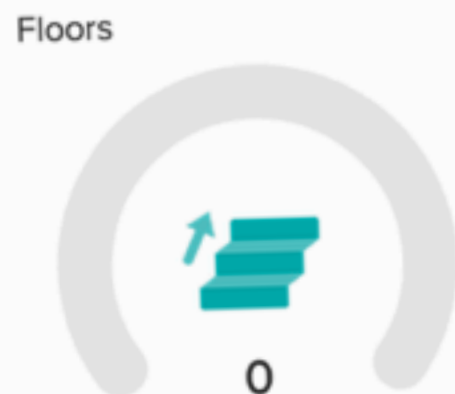
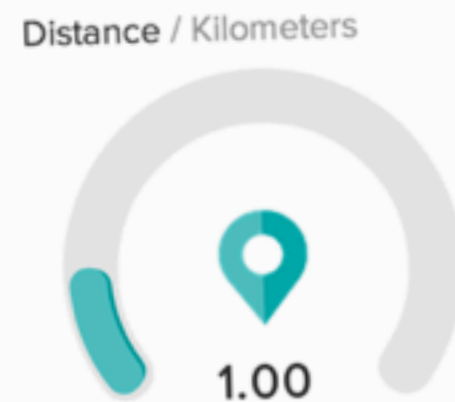
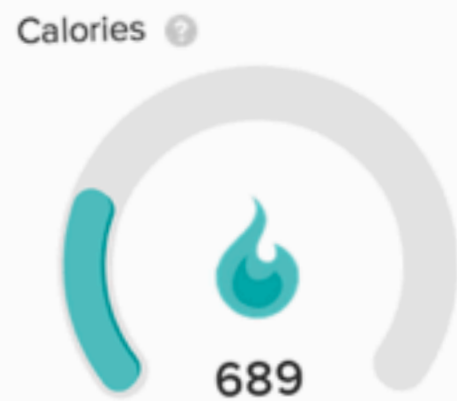




Friends

	adelgado	89,823	1
	fotomaf	83,990	2
	solenoid	68,022	3
	You	61,423	4
	Alvy	61,264	5
	marilink	53,295	6
	Antonio O.	50,851	7

Rankings based on 7 day step total



How Gamification Is
Changing The Web

Louisa Mellor looks at how tricks of the gaming trade are being
used to get us to do things we wouldn't normally consider

HOW GAMIFICATION IS CHANGING THE WEB



Life would be a lot easier for web and software designers if human beings weren't so complex. Getting people to keep returning to your website or use your application would be child's play if there was only a switch you could flip in people's heads to make them do just that.

Just imagine it: a switch that, when activated, turns potential customers from cynical tightwads into happy, receptive consumers of stuff. Visitors would be drawn to your site time and again. The switch would make them want to tell their friends about it, which in turn would activate their switches. Page views rocket, web traffic gushes by, advertisers see pound signs and you're well on the way to becoming the next Mark Zuckerberg. The thing is, us humans? Not so complex after all. We may not have a switch exactly, but we do have psychological buttons, and now there's supposedly a hot new way to push them: gamification.

As technology's extroverts, websites and applications need attention to survive. If nobody looks at them, web pages may as well not exist, which is why designers are always on the lookout for new ways of getting your eyeballs on their work. Only now, eyeballs aren't quite enough. Developers and advertisers don't just want

Enrique Dans

Organize // Prefs // Logout

Today

Saved For Later

Add Content

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IMBA0

My Monitor0

Uncategorized388

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Today

126 featured articles

FEATURED

Adobe's Creative Suite is dead, long live the Creative Cloud

Adobe's Creative Cloud, once optional, is now the only way to get access to the latest versions of the company's software. Adobe Adobe's

1K♥ Ars Technica / 4h

Senate OKs Internet Sales Tax With Overwhelming Bipartisan Support

The United States Senate overwhelmingly supported a tax on Internet sales today, voting 69-27 in

1K♥ TechCrunch / 4h

Senate OKs Internet sales taxes, bill goes to House

Tim Devaney / Washington Times: Senate OKs Internet sales taxes, bill goes to House — The Senate on Monday voted to allow states to

500+♥ Techmeme / 4h

IN MY FEEDLY

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MIT TECH REVIEW

Startup taps quantum encryption for cybersecurity

GridCom Technologies says quantum cryptography can work to make the electricity grid control systems secure. The notion of harnessing the physics of quantum mechanics for a massive leap in computing power is firmly in the

62♥ MIT Tech Review / 12h

A Simple Algorithm That Might Prevent Financial Disaster

How to monitor an incredibly complicated, increasingly automated system that

Enrique Dans

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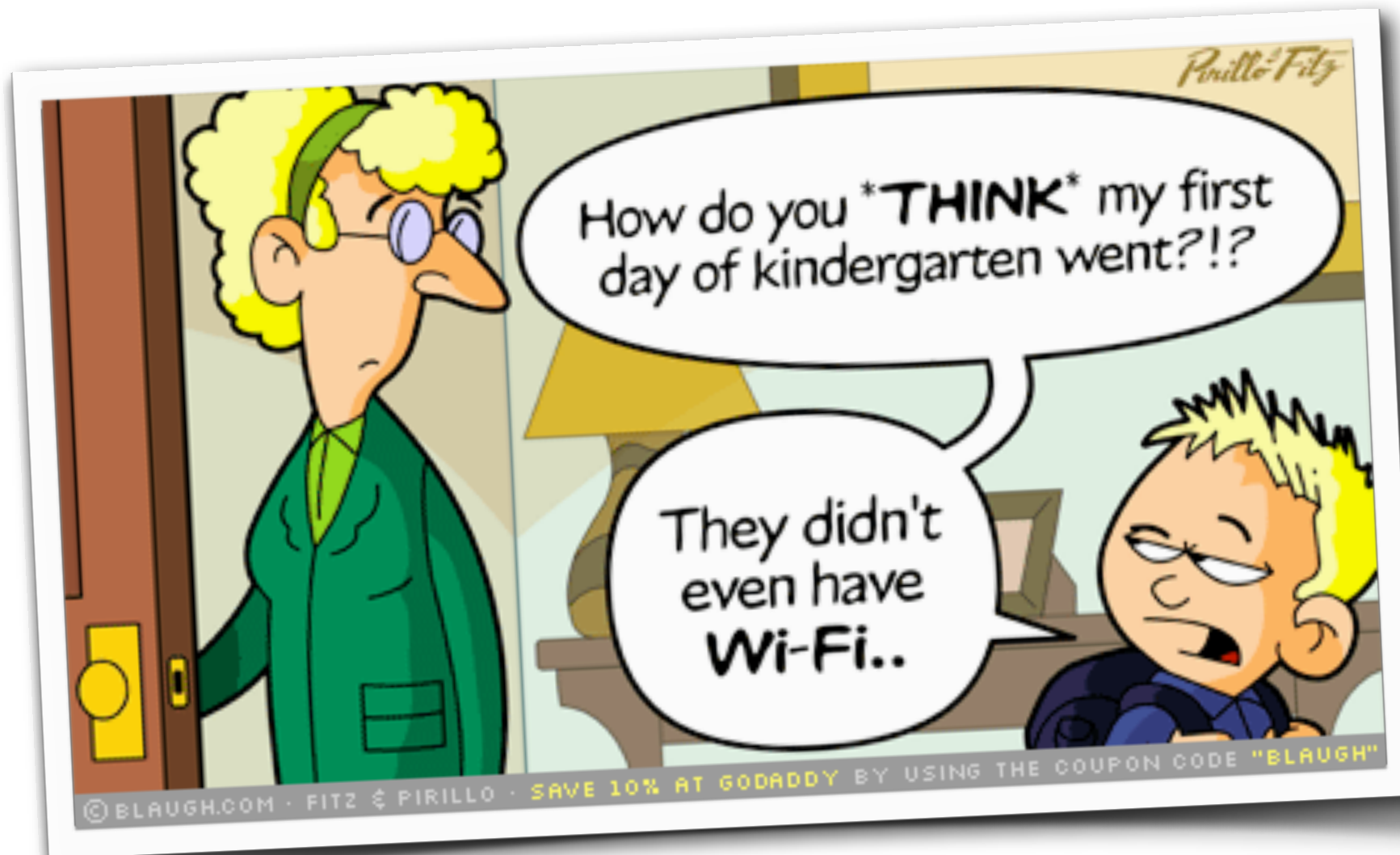
What Happens in an Internet Minute?



And Future Growth is Staggering



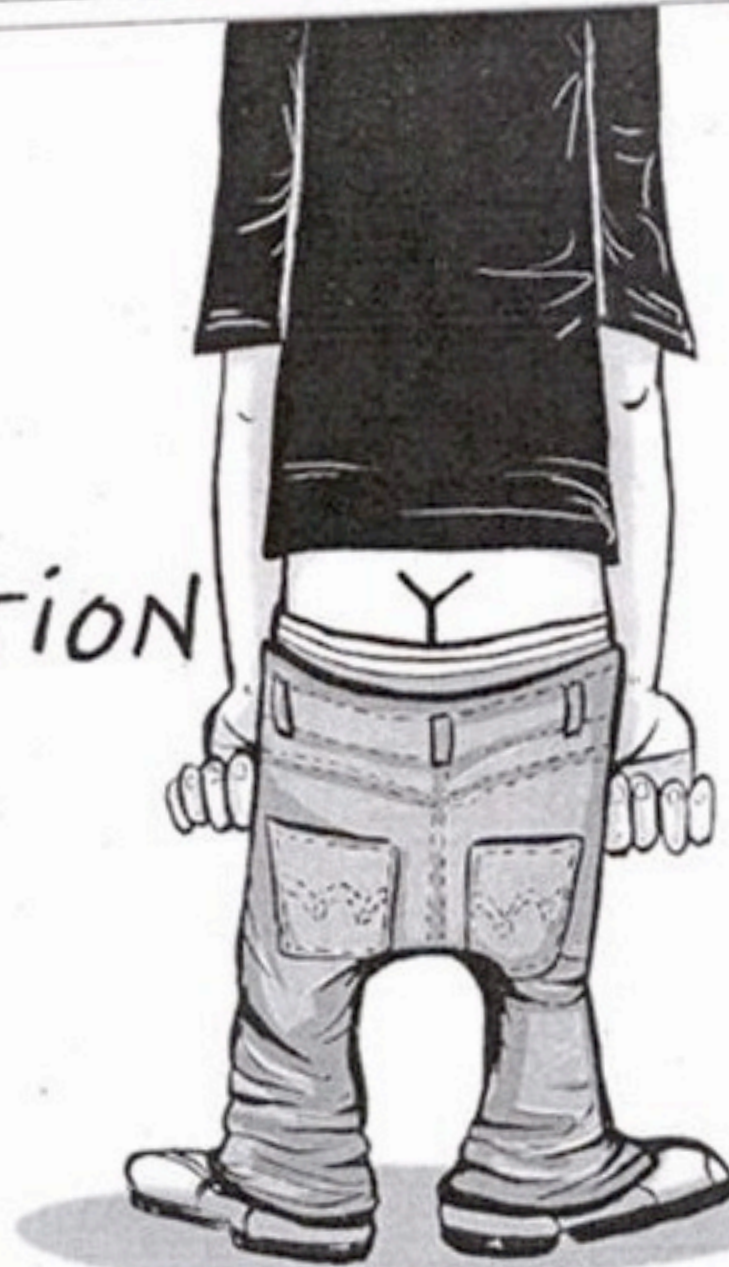






JOURNAL DE QUÉBEC | MARDI 22 JANVIER 2008

GÉNÉRATION







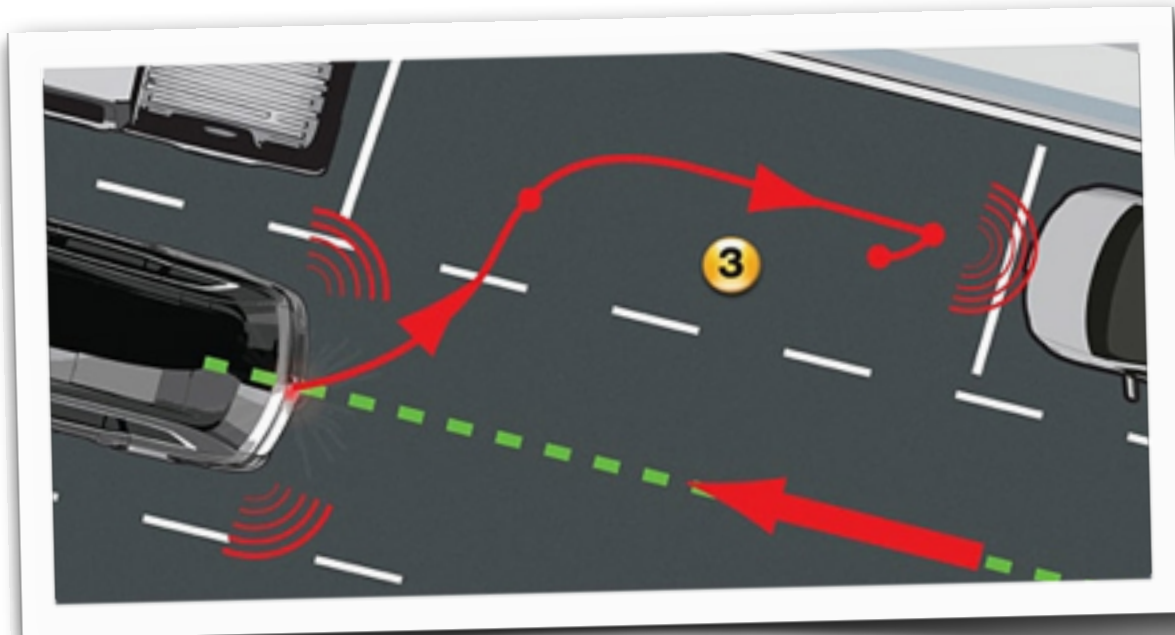
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self-driving car

California
6TNB644

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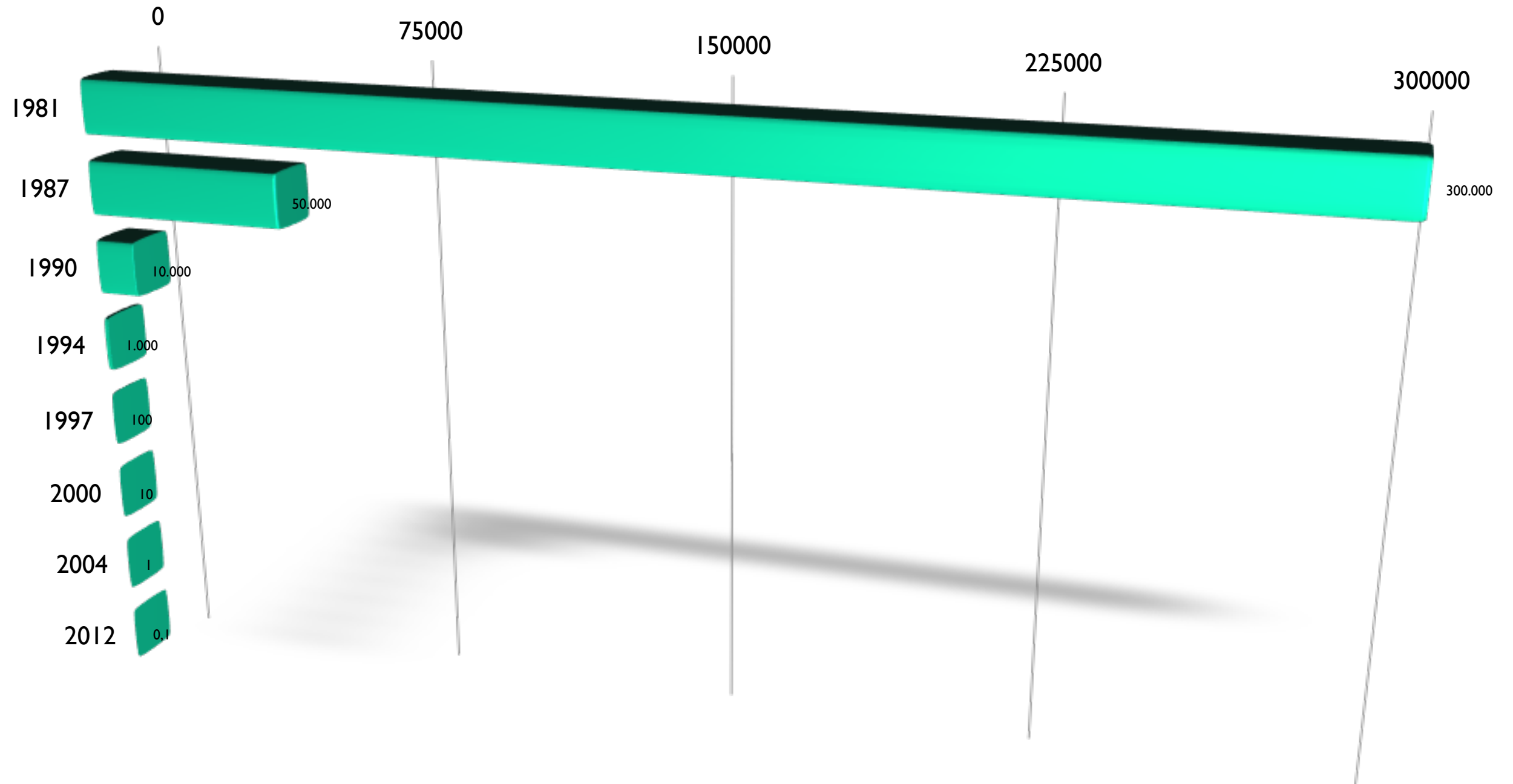
OUTSMARTING TRAFFIC, TOGETHER





tumblr.

Cost of storing a megabyte





The Cathedral and the Bazaar

by Eric S. Raymond

I anatomize a successful open-source project, fetchmail, that was run as a deliberate test of some surprising theories about software engineering suggested by the history of Linux. I discuss these theories in terms of two fundamentally different development styles, the "cathedral" model of most of the commercial world versus the "bazaar" model of the Linux world. I show that these models derive from opposing assumptions about the nature of the software-debugging task. I then make a sustained argument from the Linux experience for the proposition that "Given enough eyeballs, all bugs are shallow", suggest productive analogies with other self-correcting systems of selfish agents, and conclude with some exploration of the implications of this insight for the future of software.



The meaning of open

Monday, December 21, 2009 at 4:57 PM ET

Posted by Jonathan Rosenberg, Senior Vice President, Product Management

Last week I sent an email to Googlers about the meaning of "open" as it relates to the Internet, Google, and our users. In the spirit of openness, I thought it would be appropriate to share these thoughts with those outside of Google as well.

At Google we believe that open systems win. They lead to more innovation, value, and freedom of choice for consumers, and a vibrant, profitable, and competitive ecosystem for businesses. Many companies will claim roughly the same thing since they know that declaring themselves to be open is both good for their brand and completely without risk. After all, in our industry there is no clear definition of what open really means. It is a [Rashomon](#)-like term: highly subjective and vitally important.

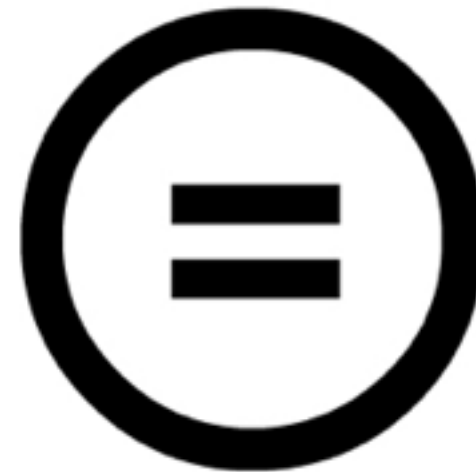
<http://googlepublicpolicy.blogspot.com.es/2009/12/meaning-of-open.html>

Don't re-invent
the **wheel**





LAUNCH



[← Back to Connect](#)[Tweeting](#)[Replies & mentions](#)[Following](#)

FAQs about Retweets

[Tweet](#)

What is a retweet?

- A retweet is a re-posting of someone else's Tweet. Twitter's retweet feature helps you and others quickly share that Tweet with all of your followers.
- Sometimes people type RT at the beginning of a Tweet to indicate that they are re-posting someone else's content. This isn't an official Twitter command or feature, but signifies that they are quoting another user's Tweet.

What does a retweet look like?

- Retweets look like normal Tweets with the author's name and username next to it, but are **distinguished by the retweet icon** and the name of the user who retweeted the Tweet. If you see a message from a stranger in your timeline, look for **retweeted by** info in the Tweet — the retweeter should be someone you follow.

Note: Retweets may appear differently in third-party applications, and will show up in apps only if they are using Twitter's retweet API. Many apps have built in their own version of retweeting — those Tweets are not treated as official retweets on Twitter. To test, try retweeting from your favorite app, then check your profile on the web.

Where do retweets appear?

Tweets retweeted by other people:

- You can see retweets your followers have retweeted in your **home timeline**.
- Retweets, like regular Tweets, will **not** show up from people you've blocked.

Tweets you have retweeted:

- If you retweet **someone you follow**, it will be visible on your **profile timeline**.
- If you retweet **someone you do not follow**, it will be visible on both your **home and profile timelines**.

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Open Source and Standards

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Open Source and Standards

Frequently Asked Questions

Have questions about Open Source at IBM? Find your answers to the most common questions about Open Source and how IBM can help integrate Open Source into your business.

Frequently asked questions (FAQ)

[↓ What are specifications?](#)[↓ What are standards?](#)[↓ What are open standards?](#)[↓ What is open source?](#)

A:Open source in IT is software whose source code is published and made available to the public, enabling anyone to copy, modify and redistribute the source code without paying royalties or fees. Open source software (OSS) usually evolves through community developers composed of individual programmers, as well as very large companies. Some examples of open source initiatives are Linux, Eclipse, Apache, Mozilla, Globus Alliance and various projects hosted on SourceForge.net, a developer portal for the hosting of open source projects.

Open source software is offered under a license agreement which allows recipients to freely copy, modify and distribute the program source code without paying a royalty or fee. The Open Source Initiative (OSI) is a non-profit corporation dedicated to managing and promoting the Open Source Definition for the good of the community, specifically through the OSI Certified Open Source Software certification mark and program. There are a variety of different open source licenses approved by the OSI.

Open source software promotes standards and leverages community development and collaborative innovation. It also typically is produced through a development methodology which uses a community approach and peer review to develop software.

[↔ Refer to OSI site for further details](#)

I.B.M. to Give Free Access to 500 Patents

By STEVE LOHR

Published: January 11, 2005

I.B.M. plans to announce today that it is making 500 of its software patents freely available to anyone working on open-source projects, like the popular Linux operating system, on which programmers collaborate and share code.

The new model for I.B.M., analysts say, represents a shift away from the traditional corporate approach to protecting ownership of ideas through patents, copyrights, trademark and trade-secret laws. The conventional practice is to amass as many patents as possible and then charge anyone who wants access to them. I.B.M. has long been the champion of that formula. The company, analysts estimate, collected \$1 billion or more last year from licensing its inventions.

The move comes after a lengthy internal review by I.B.M., the world's largest patent holder, of its strategy toward intellectual property. I.B.M. executives said the patent donation today would be the first of several such steps.

John Kelly, the senior vice president for technology and intellectual property, called the patent contribution "the beginning of a new era in how I.B.M. will manage intellectual property."

**"GIVEN ENOUGH EYEBALLS,
ALL BUGS ARE SHALLOW"**

LINUS LAW

by Eric S. Raymond in "The Cathedral and the Bazaar"

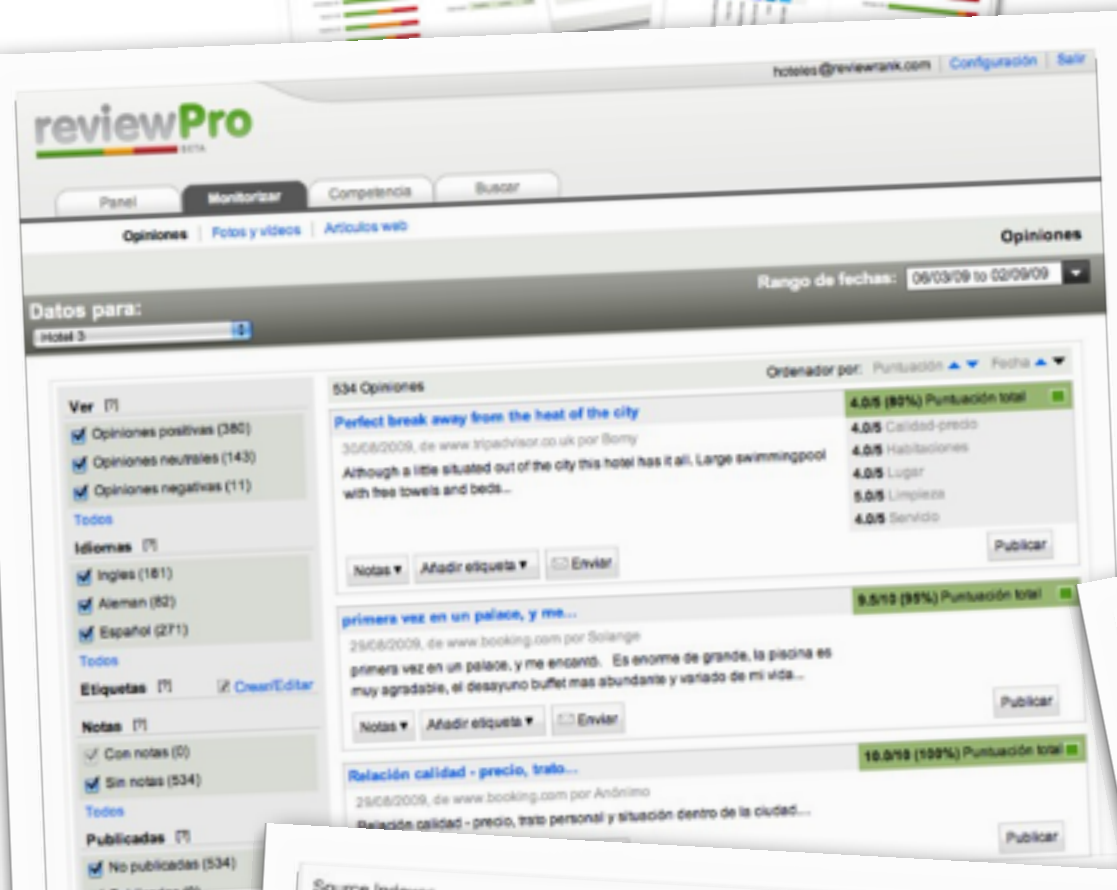






reviewPro

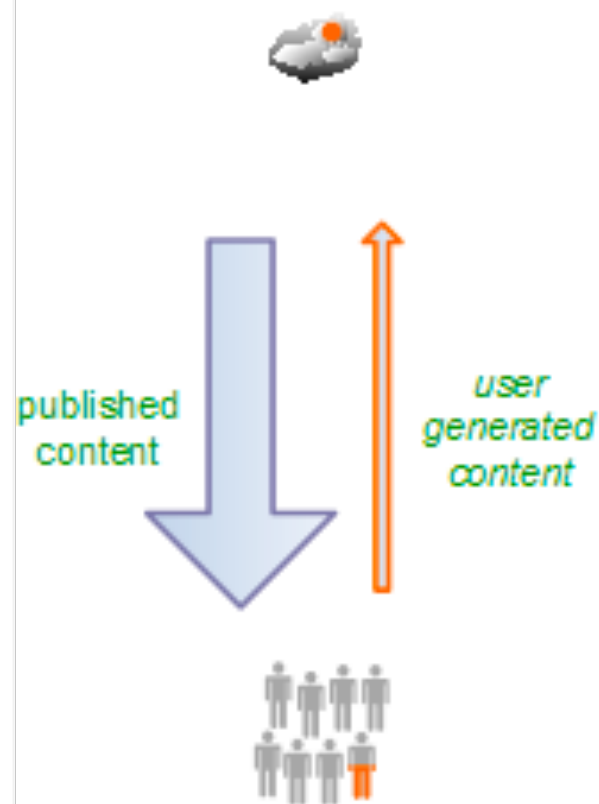
Hotel Reputation Management



Web 1.0

"the mostly read-only Web"

250,000 sites



45 million global users

1996

twitter

Blogger™

YouTube

WordPress

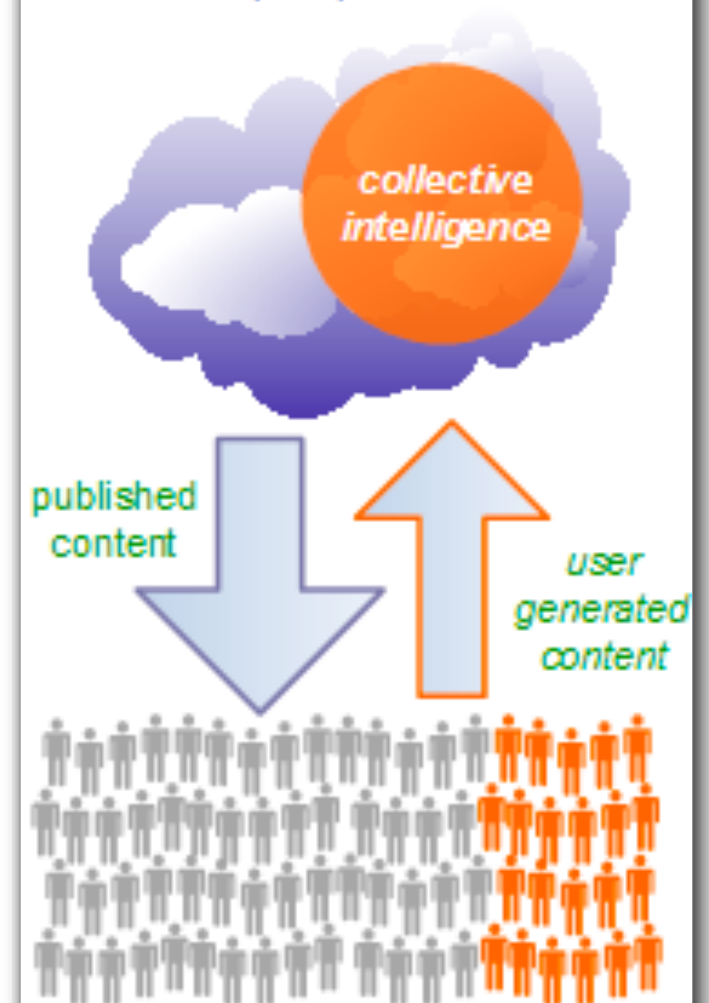
facebook®

flickr™

Web 2.0

"the wildly read-write Web"

80,000,000 sites



1 billion+ global users

2006



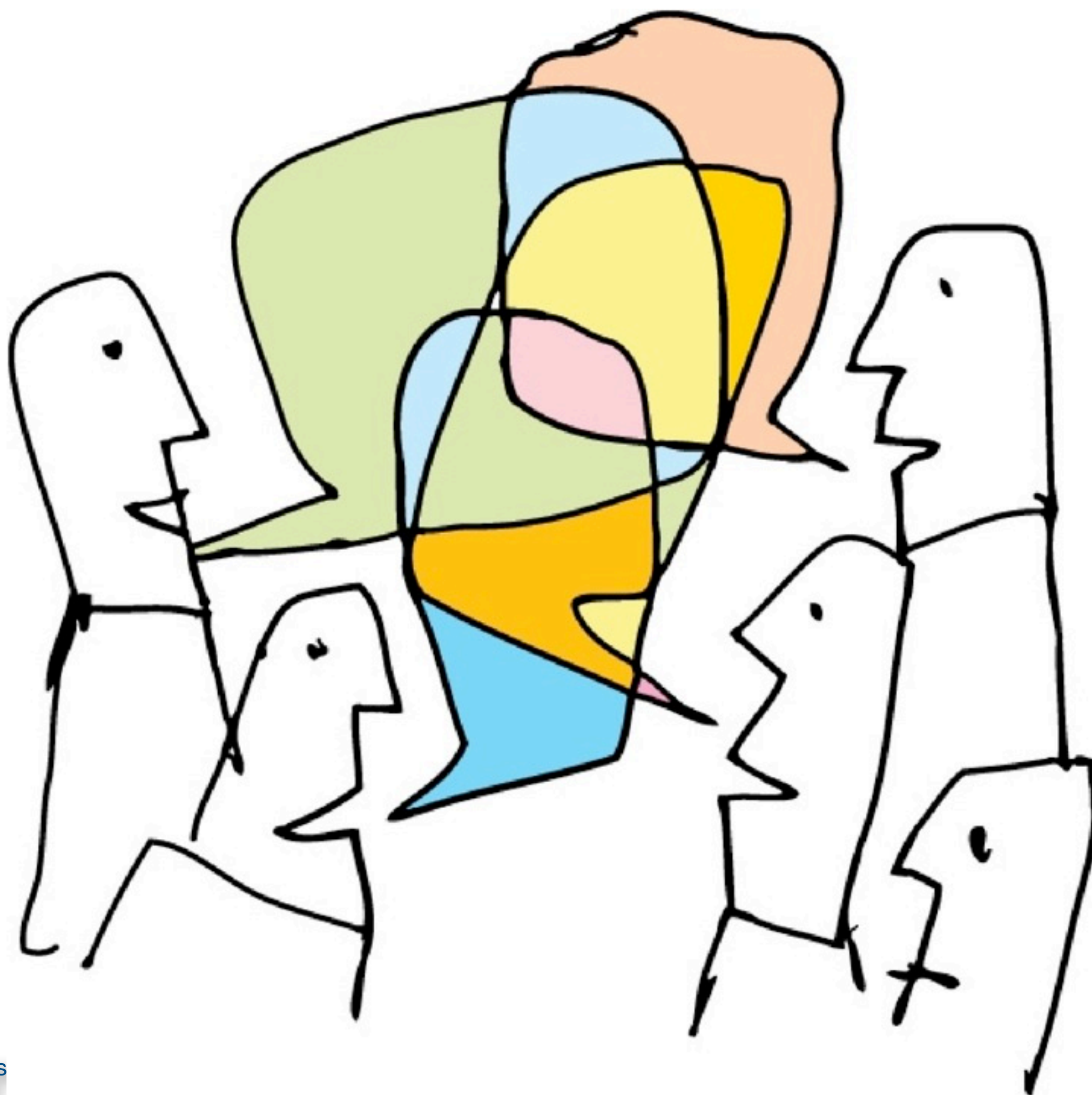
TIME

PERSON OF THE YEAR

You.



Yes, you.
You control the Information Age.
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As of Thursday, June 23, 2005

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Today's Newspaper

My Online Journal

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WSJ THE WALL STREET JOURNAL

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ADVERTISING

Marketers Scan Blogs For Brand Insights

By WILLIAM M. BULKELEY
Staff Reporter of THE WALL STREET JOURNAL
June 23, 2005

Many marketers suspect there are probably some valuable insights contained in the Web logs produced by the estimated 12 million online diarists. But in the cacophony of trivia, vitriol and bombast that fills the blogosphere, useful nuggets have been hard to find.

Now, a growing number of marketers are using new technology to analyze blogs and other "consumer-generated media" -- a category that includes chat groups, message boards and electronic forums -- to hear what is being said online about new products, old ad campaigns and aging brands. Purveyors of the new methodology and their clients say blog-watching can be cheaper, faster and less biased than such staples of consumer research as focus groups and surveys.

Blog watching helped advertising giant **WPP Group** PLC craft a new promotion aimed at teenagers for its Chicago-based client **U.S. Cellular** Corp., says Bethany Harris, senior vice president of WPP's G Whiz Entertainment unit. Using technology from Umbria Communications, a Boulder, Colo., company that aims to identify demographic groups online based on their speech patterns and discussion topics, G Whiz concluded that teens were "really anxious" about exceeding their cellular minutes, often because parents make them pay if they talk too much. The teens also resented being "ambushed" by incoming calls that pushed their minutes up. Ms. Harris says that led U.S. Cellular to offer unlimited "cell mail"



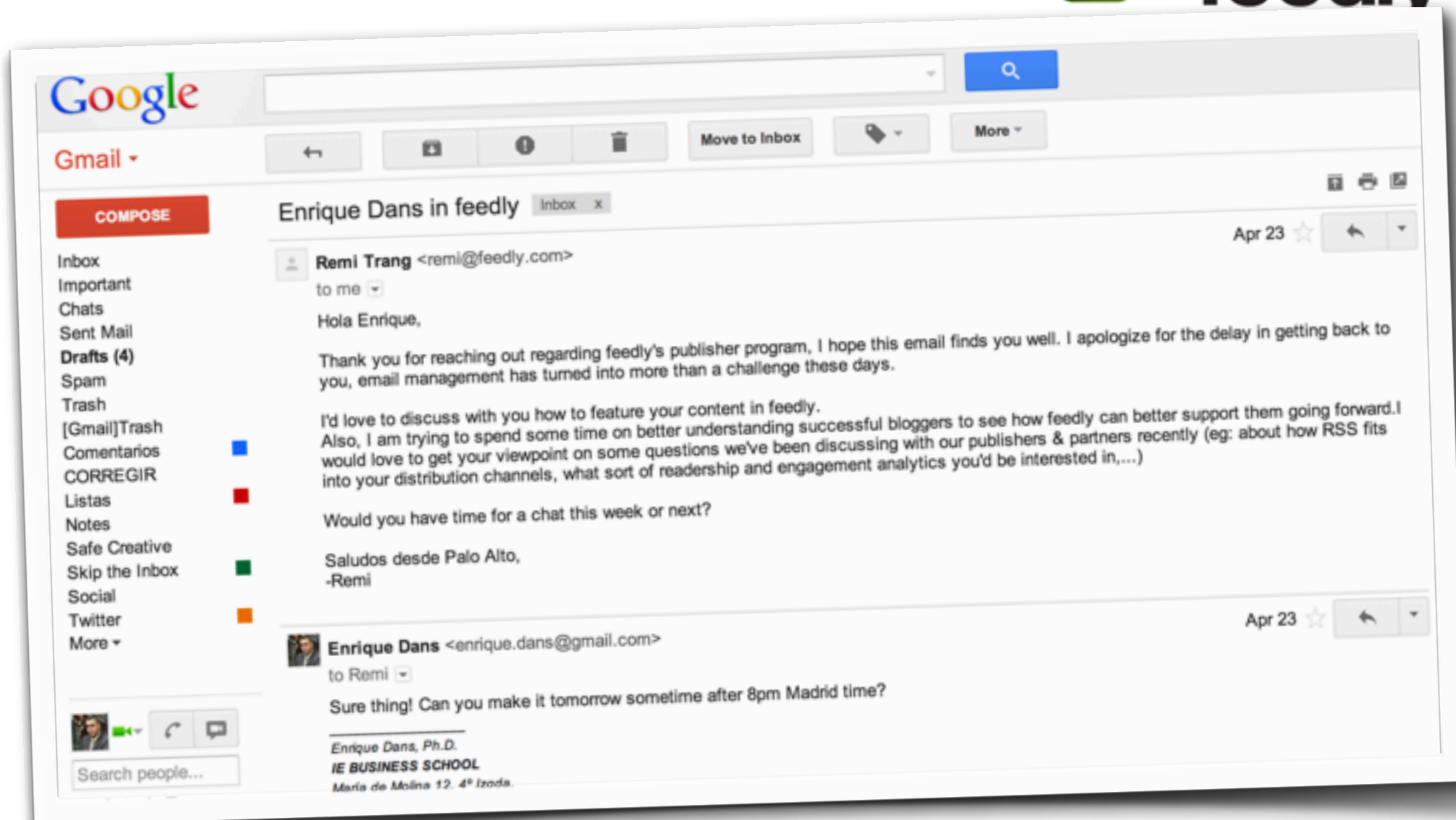
What is JAB?

IE University's Junior Advisory Board brings together an annually selected group of talented high school junior students from across the globe, all of whom share a dedication to leadership and an interest in the improvement of higher education. Those selected will embark on an all-expenses-paid four day trip to the heart of Spain where they will participate in a collaborative summer conference on IE University's undergraduate campuses in the cities of Segovia and Madrid.

The summit culminates with a member-led presentation to IE University's Board of Directors based upon the participants' experience at high school in their respective countries following different curricula.

The JAB was founded with the idea of bringing fresh and bright young minds whose valuable input could bring a close up firsthand perspective to university policy while





"Probablemente el libro que más veces he recomendado
en mis cursos y conferencias"

Enrique Dans / enriquedans.com

El Manifiesto Cluetrain

El ocaso de la empresa convencional

RICK LEVINE, CHRISTOPHER LOCKE,
DOC SEARLS, DAVID WEINBERGER

DEUSTO

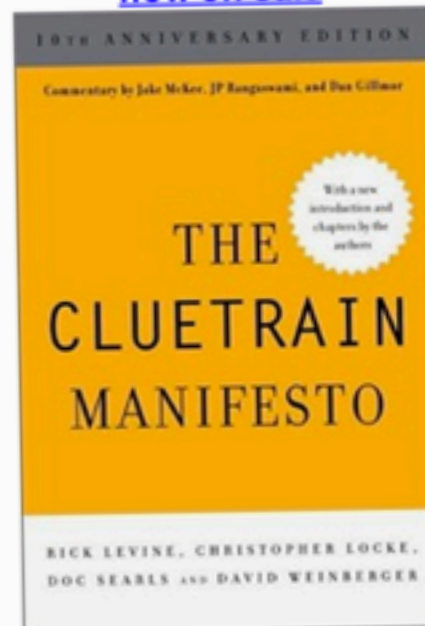
This Site Declared A Read-Only Landmark

Cluetrain.com went live in April, 1999. This is the site as it existed then.

To catch up with the site's creators: [Chris Locke](#), [Doc Searls](#), [David Weinberger](#), [Rick Levine](#)

[Read the entire original book online for free.](#)

NEW [Cluetrain+10 pages](#)
2009 Tenth Anniversary Edition
[now on sale](#)



people of earth...

[La gente se reconoce como tal
por el sonido de esta voz.](#)

[Les gens se reconnaissent entre eux grâce
au son même d'une telle voix.](#)

[Menschen erkennen einander am Klang
ihrer Stimme.](#)

[Le persone si riconoscono tra loro come tali
dal suono di questa voce.](#)

[Mensen herkennen elkaar als zodanig aan de klank van hun
stem.](#)

[As pessoas se reconhecem como tal
pelo som desta voz.](#)

[Folk genkender hinanden på stemmens lyd.](#)

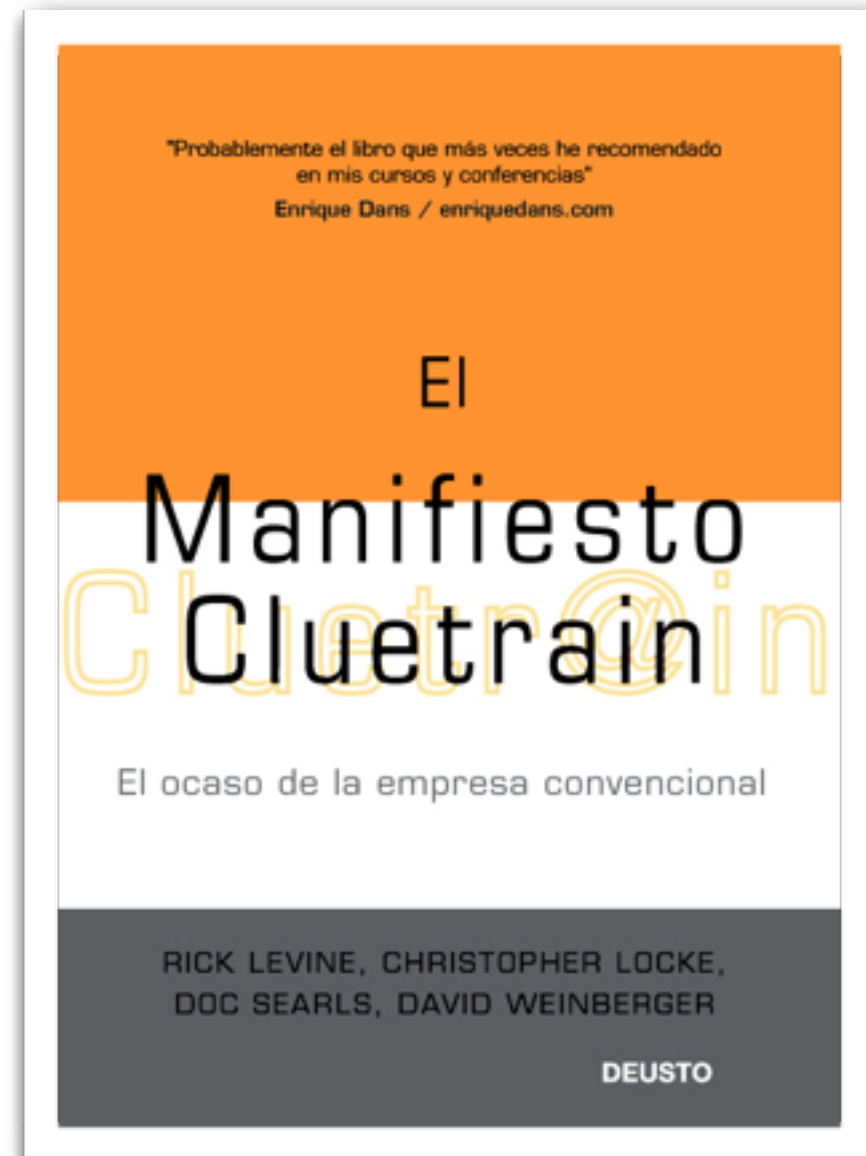
[Mennesker gjenkjenner hverandre som mennesker
ved lyden av en slik stemme.](#)

[Människor känner igen andra människor
genom ljudet av deras röster](#)

[Ljudi, kak pravilo, uznajut drug druga po golosu.](#)

[אנשים מזהים את בני מינם
כשהם שומעים אותם מדברים.](#)

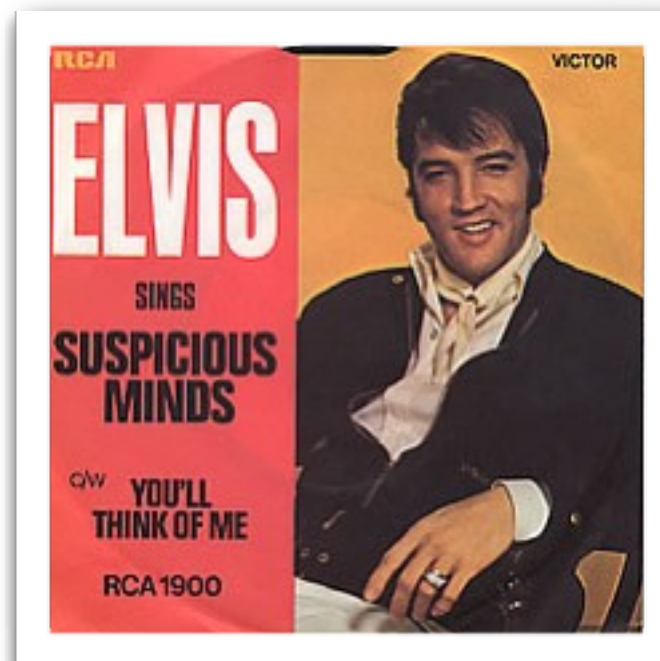
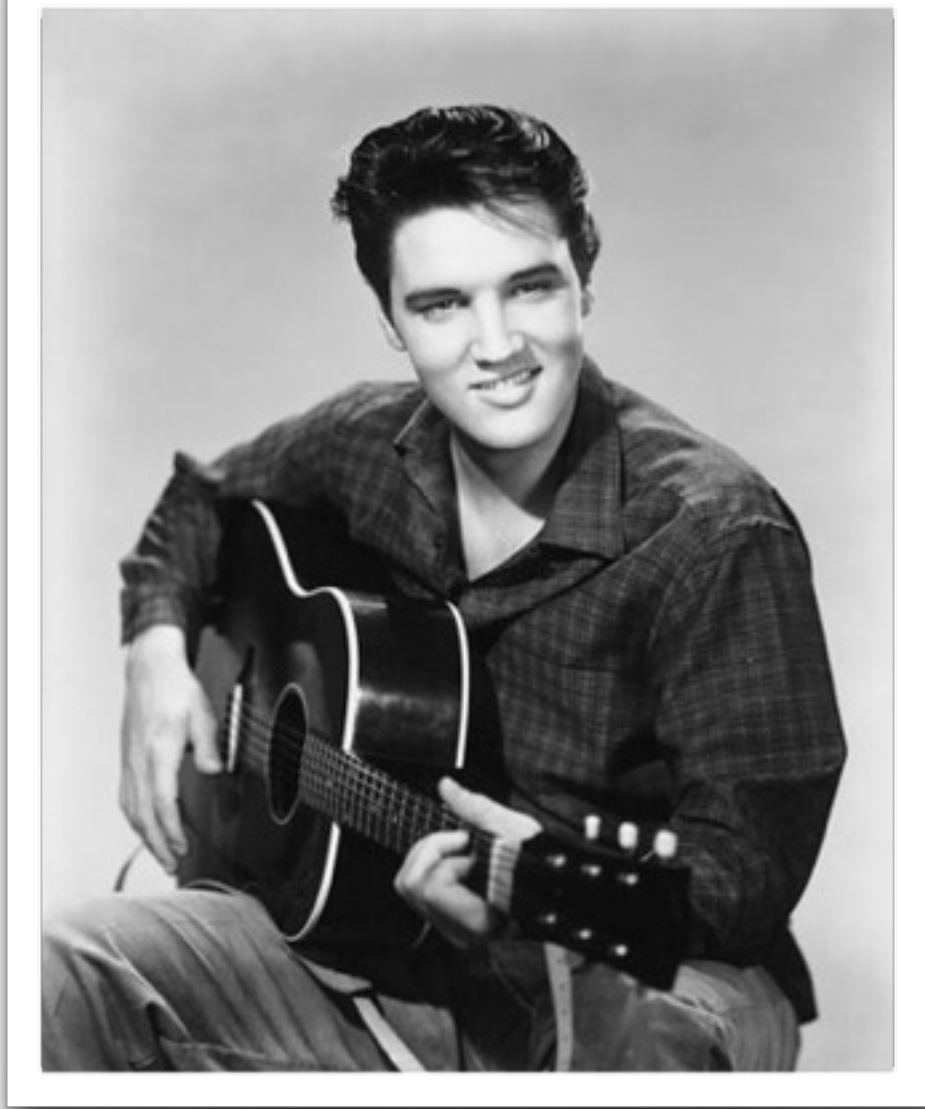
“En sólo unos pocos años, la actual ‘voz’ homogenizada del mundo de los negocios - el sonido de misiones corporativas y folletos oficiales - parecerá tan rebuscada y artificial como el lenguaje de la corte francesa en el siglo XVIII”



The Cluetrain Manifesto (1999)

<http://www.cluetrain.com>

“We can't go
on together,
with suspicious
minds”



Elvis Presley

Google, Apple, GE, Nintendo THE 2007 WIRED 40

WIRED

Why Exposing
Yourself Is
The Future of
Business

Local and Global | April 2007

Local and Global | April 2007

...Rule the World
**Get
Naked
and...**

Jesse Porter
on The Office
and the
Power of
Transparency



EXPERIENCE THE FESTIVAL
**ROBERT
RODRIGUEZ
+QUENTIN
TARANTINO**

THE NEW DEPARTMENT
**ALBERT
EINSTEIN'S
CREATIVE
GENIUS**

CLASS REPORT
**WORST
PRACTICES
FROM
THE OFFICE**



...**Rule the World**

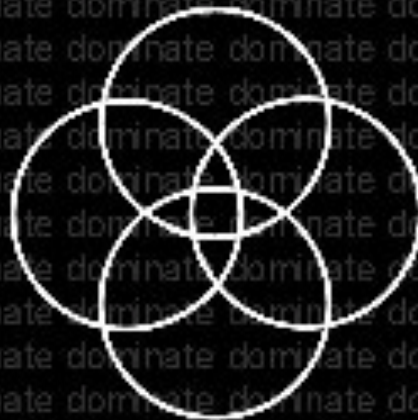
Smart companies are sharing secrets with rivals, blogging about products in their pipeline, even admitting to their failures. The name of this new game is **RADICAL TRANSPARENCY**, and it's sweeping boardrooms across the nation. Even those *Office* drones at Dunder Mifflin get it. So strip down and learn how to have it all by baring it all.

A man in a white shirt and tie is holding a white sign in front of his face. The sign has handwritten text in black ink. The man's face is blurred in the background.

Transparency
is The New
Green.

Communities Dominate Brands

Business and
Marketing
Challenges for
the 21st Century



Tomi T. Ahonen + Alan Moore









Dharmesh Shah ✓
@dharmesh



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"Social media is the new 800 number. Make sure you're answering those calls."

[@alexbard](#) [#df12](#)

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12
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2:10 AM - 20 Sep 12 · Embed this Tweet

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How Businesses Can Thrive in the
New Global Neighborhoods



SHEL ISRAEL

Co-author of *Naked Conversations*

Foreword by Charlene Li

@contafisca ¿Nos pasas un DM con tus datos a ver si podemos averiguar qué ha pasado? Saludos

6:26 PM May 21st via HootSuite



movistar_es
Movistar España

@anab83 hola, en que podemos ayudarte? Gracias.

about 15 hours ago via TweetDeck in reply to anab83



movistar_es
Movistar España

@oriolcortes Hola, danos tu numero por DM y te excluimos de cualquier llamada comercial si quieres. Gracias

4:27 PM May 27th via HootSuite in reply to oriolcortes



movistar_es
Movistar España



@dem3nte
Fabian Garzon

flying for 18 hours, wait at destination almost 45 min and your baggage never arrives. @AviancaAirlines @Iberia #burnthis

9 Dec via yoono ☆ Favorite ↗ Retweet ↻ Reply



@Iberia
Iberia Airlines

@dem3nte Hola Fabián, ¿podemos ayudarte? Un saludo

10 Dec via HootSuite ☆ Favorite ↗ Retweet ↻ Reply



@yeraydiaz_
Yeray Díaz

@Iberia he perdido mi tarjeta iberiaplus, donde puedo llamar para pedir otra?

10 Dec via Echofon ☆ Favorite ↗ Retweet ↻ Reply



@Iberia
Iberia Airlines

@yeraydiaz_ Yeray, has de enviar un email a ibplus@iberia.com y en el asunto solo poner las cifras de tu tarjeta. Y te enviarán un duplicado

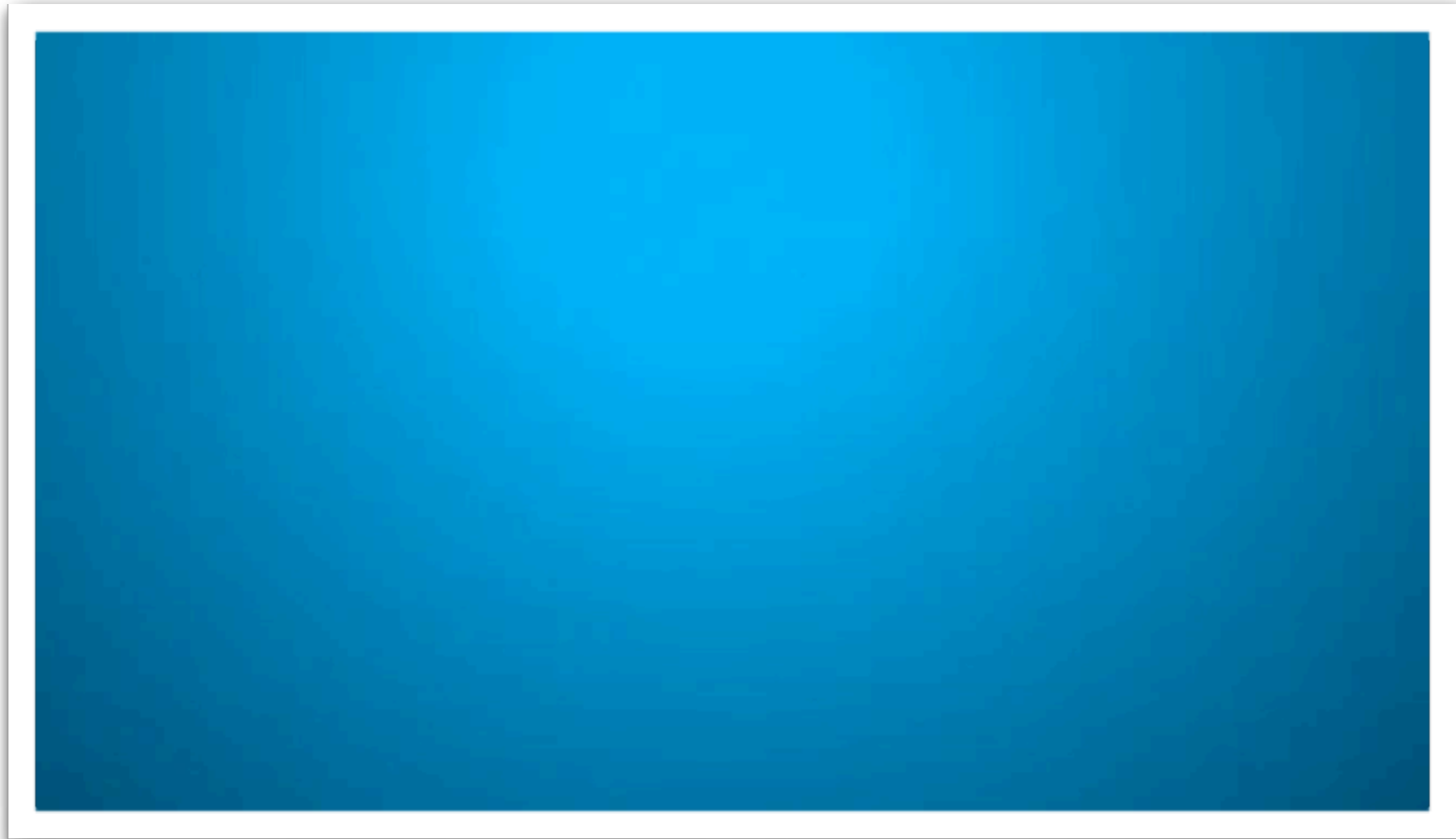
↗ Retweet ↻ Reply



@Iberia
Iberia Airlines

@yeraydiaz_ De forma provisional, si quieres, puedes imprimir la imagen de tu tarjeta a través de la Web accediendo desde tu área personal.

10 Dec via HootSuite ☆ Favorite ↗ Retweet ↻ Reply





housekeeper, and wrote to a friend asking her to look out for a new employ for her; the man cook had walked off the day before just at dinnertime; the kitchen-maid and the coachman had given warning. Two days after the quarrel, Prince Stepan Arkadyevich Oblonsky - Stiva, as he was called in the fashionable world - woke up at his usual hour, that is, at eight o'clock in the morning, not in his wife's bedroom, but on the leather-covered sofa in his study. He turned over his stout, well-cared-for person on the springy sofa, as though he would sink into a long sleep; again; he vigorously embraced the pillow on its other side and buried his face in it; but all at once he jumped up, sat up on the sofa, and opened his eyes. "Yes, yes, how was it now?" he thought, going over his dream. "Yes, how was it?"

Everything was in confusion in the Oblonsky's house. The wife had discovered that the husband was carrying on an intrigue with a French girl, who had been a governess in their family, and she had announced to her husband that she could not go on living in the same house with him. This position of affairs had now lasted two days, and not only the husband and wife themselves, but all the members of their family and the household, were painfully conscious of it. All the members of the family and the household felt that there was no sense in their living together, and that even stray people brought together by chance in any inn had more in common with one another than they, the members of the family and the household of the Oblonskys. The wife did not leave her own apartments; the husband had not been home for two days. The children ran wild all over the house; the English governess quarreled with the

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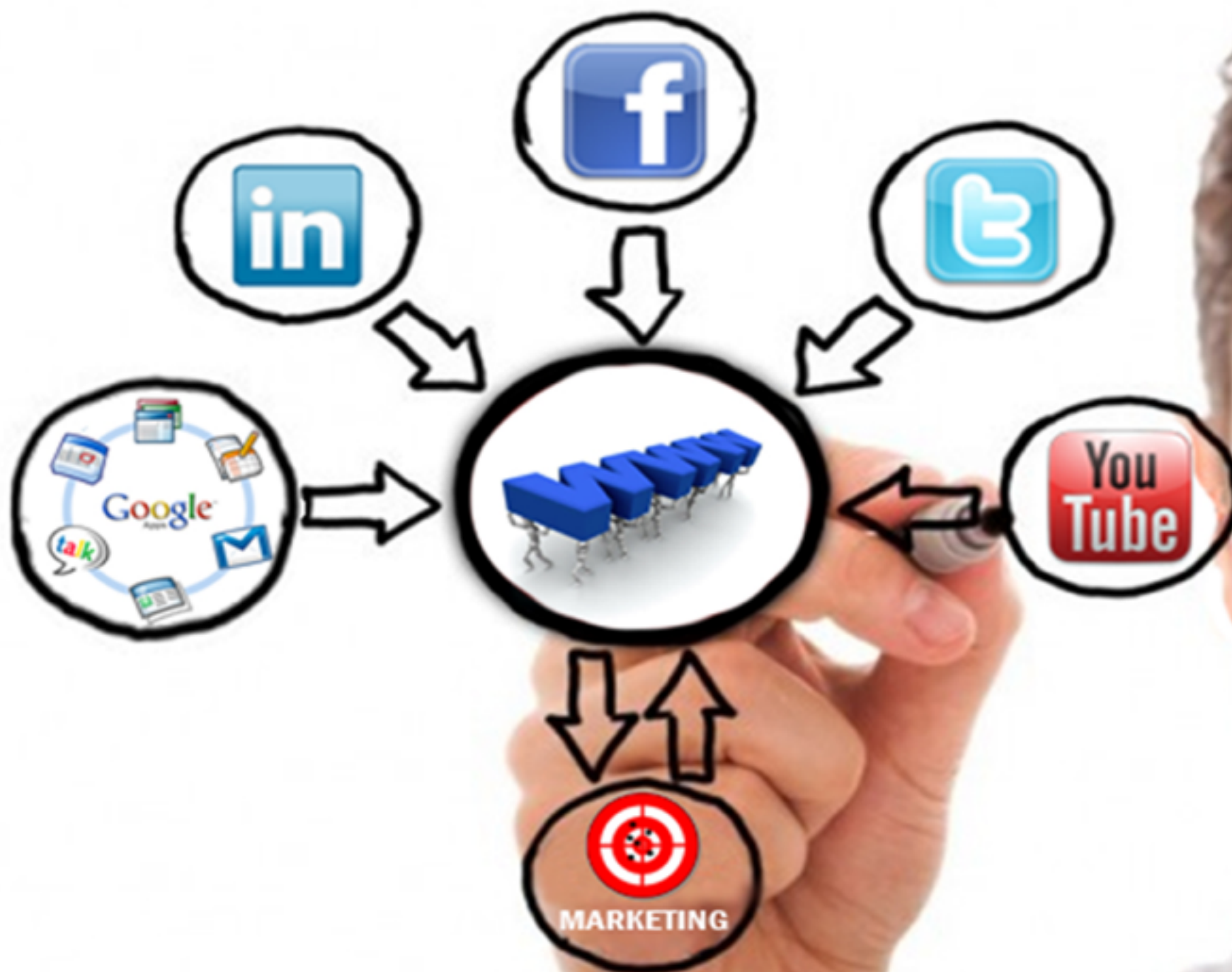


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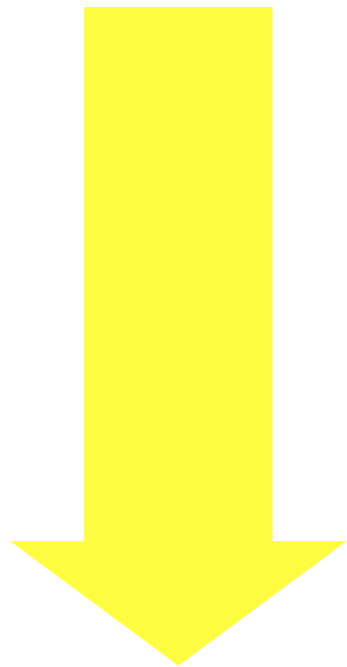
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