

The Idea In Brief

Game-changing *value propositions* and *business models* often emerge even more suddenly than their *enabling technologies*. And, post-recovery internet-based commerce is likely to emerge in patterns even more disruptive than today's progressively participatory "Web 2.0."

Specifically, there are two sets of change agents about to reshape nascent "Web 3.0" dynamics...

Semantic Web Technologies...

≈ everything that we used to call *Artificial Intelligence* (and a few things more) dressed up in new internet clothes.

Complex in practice, but simple in concept, the *semantic web* is all about...

- *Contextual Search & Advocacy*
- *Pervasive Access & Cloud Computing*
- *Decision Support & Modeling*

In short, Web 3.0 will allow end-users to interact in more *natural language* with a web more able to *anticipate* needs and *influence* outcomes.

Converging Communities Commerce...

≈ mass collaboration at **both** ends of the value chain.

Individuals flock to places where they can find more of what interests them. Increasingly, they flock to places where they can find more individuals interested in the same things as well: places where they more regularly engage in discussions on the relative merits of products and services that they're interested in using.

Open Source-built, *Wiki's*, *BLOGS*, *Social Networking* and other Web 2.0 tools have been demonstrably-disruptive as well as phenomenally-popular among these same more engaged individuals. Collaboration among related product/service providers... `not so much. But where *application ecosystems*—*syndicates* of *virtually-confederated vendors*—have formed, profound changes in industry structure and business models have followed.

www.III:Winds of (Web 3.0) War

Constructive conflict for supremacy and survival within converging communities and ecosystems

The Idea in Practice

Understanding Your Position & Potential

"When Apple introduced the iPod, it did something far smarter than wrap a good technology in a snazzy design. It wrapped a good technology in a **great business model!**"
-Clay Christensen

And, as impressive as the iTunes® (and AppStore®) "ecosystem" seems, *all* entertainment businesses combined represent less than 5% of GDP (mobile digital App's far less)! But, what could analogous supply-side *syndicates* mean to the other 95% (e.g., healthcare, finance, hospitality, etc)? More to the point, what could it mean to yours?

Further, as impressive as Apple's not-altogether-cozy syndicates seem, they don't exercise the power accumulating in Web 3.0 as fully as the platforms and services being built by folks like Amazon, IBM and others. But, once again, the key question is who's doing what in your industry?

Charting & Testing Your Own Web 3.0 Waters

"Those that best understand the dynamics of **syndication**—those that can position themselves in the most lucrative nodes of syndication networks—will be the ones that that thrive on the internet."

-Kevin Werbach

There are, at least, three stages of planning and analysis that prudently precede an actual Web 3.0 initiative:

- *Construction of alternative syndicate scenarios, roles, relationships, etc*
- *Determination of relevance to existing and projectable assets and positions*
- *Development of specific experiments and experience building program(s)*

Communication carriers, for example, should look beyond current "application ecosystem" issues to examine larger opportunities and threats: How could larger industries—e.g. healthcare—be disruptively impacted by Web 3.0? Conversely, diverse healthcare product/service providers should develop actionable points-of-view upon where they'll fit—i.e., when the current stall in various *consumer-driven health plans* gives way to next-generation *health advocate* programs and end-users steal the march?.

Most everyone will, eventually, have some interest in the intersection of consumer/vendor communities. Will your company lead, follow, or be left behind?