
How Your Organization Will Benefit From Web 2.0

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Conclusions

- ✓ Web 2.0 is a major implementation trend among emerging Web-based businesses, but only a major investigatory trend among traditional enterprises.
- ✓ Web 2.0 is more than rich-client technologies and consumer tagging. The next phase to affect organizations will include Web platforms and those associated with the Semantic Web.
- ✓ Enterprises are beginning to understand that, like service-oriented architecture, Web 2.0 and Web-oriented architecture are not technologies one buys but design principles that one applies; and Web design principles are gaining momentum.
- ✓ Community empowerment inside and outside the enterprise is key for Web 2.0 success.
- ✓ Web 2.0 will affect new and traditional business models in unexpected ways. Most will not be recognized in time.

Gartner

Key Issues

1. Which Web 2.0 strategies will be the most profitable for organizations through 2012?
2. How can organizations leverage Web 2.0 communities, both real and virtual?
3. How will Web 2.0 change business models through 2012, and how can organizations plan for change?

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Key Issue: Which Web 2.0 strategies will be the most profitable for organizations through 2012?

Web 2.0 Affects Every Organization

Web 2.0 Anchor Points

- Established and new technologies
 - Web-oriented architecture and Web platforms
- Build new forms of online community
 - Dynamics around social networks and other personal content models, wikis and other collaborative content models
- Empower next-generation business models
 - Web-services-enabled business models, mashup/remix applications



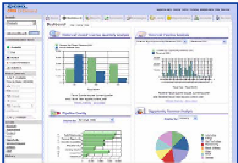
The direction of technology and technology investments was driven predominantly by enterprise requirements. With the exception of PCs, nearly everything from microprocessors to hardware devices to software and applications took hold in the business or government space before trickling down to consumers. We are now seeing technology move up to enterprises more often as part of a trend we refer to as the "consumerization of IT." Growing familiarity with PCs, and a seamless merging of work and home experience means that most users no longer differentiate between the two environments. A second Internet revolution is under way, and the Internet is becoming a pervasive infrastructure similar to the voice telephone system. Increasing numbers of individuals are working for free collaborative tools (such as Wikipedia) in new peer-based global communities. Personal Web sites, instant messaging (IM), and the rise of blogging and podcasting enable individuals to share their personal knowledge and views without the constraints of the commercial environment. In Web 2.0, numerous forms of increased consumer power are being applied in the business world: 1) Erosion of broadcast advertising expenditure as sellers shift to narrowcast and, increasingly, to viral marketing techniques. 2) Creation of powerful customer communities, temporary (such as the iPod nano action group) and more permanent (such as MySpace), that exert pressure swiftly. 3) Consumer content creation beginning to rival commercial content in volume and immediacy as demonstrated by flickr and the explosive growth in blogs and podcasts. 4) Consumer application development through mashups and tools/applications, such as Ning. *Action Item: Familiarize yourself with Web 2.0 developments and consider how to use concepts from the consumer world in the commercial world.*

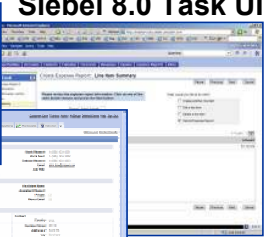
Strategic Planning Assumption: By 2010, Web mashups will be the dominant model for creating composite enterprise applications (0.7 probability).

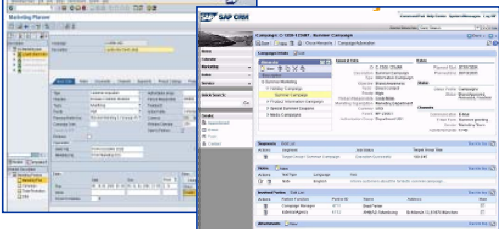
Tactical Guideline: Web 2.0 requires that organizations manage the introduction and use of multiple user interfaces during the next few years.

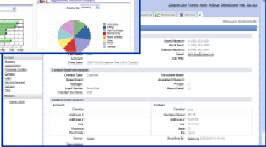
Prepare for a Proliferation of User Interfaces on Emerging Web Platforms


Due to Change — Evolution of the UI

Siebel 7.x


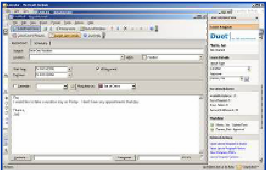
Siebel 8.0 Task UI


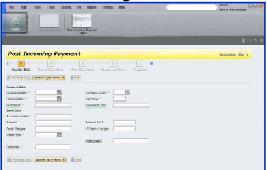
SAP CRM portal-based UI



Siebel OnDemand UI


SAP CRM 2006s and CRM on-demand UI


Due to Choice — Rich Internet Applications

SAP and Microsoft Duet


SAP Project Muse


Mobile UIs


Source: Oracle-Siebel and SAP

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There are advantages in getting easier-to-use user interfaces (UIs) or enabling users to access applications from their familiar workplace applications; however, there are costs and complexities in maintaining multiple UIs, and there will be change-management implications when changing UIs. Sometimes, proliferation occurs because of an acquisition. Oracle has to support diverse UIs for its JD Edwards, Oracle E-Business Suite, PeopleSoft and Siebel CRM applications and Fusion. CRM applications should offer a converged UI, so far unspecified. Even within one product family, there is diversity. Siebel moved from its v.6 thick client to a v. 7 smart, browser-based client; with v.8, it is introducing a task-based UI. It also has the simpler Siebel OnDemand UI that was going to be the basis of the Siebel Component Assembly application's UI. SAP also is getting in on UI proliferation. Initially there was the SAP GUI, then the portal-based UI. With mySAP CRM 2006 and SAP CRM On-Demand, SAP is standardizing on the Web interaction center client in an attempt to provide a more competitive UI to Siebel. Meanwhile, mySAP ERP 2005 users will use the portal-based UI. PCUI is written in .NET for mobile PC applications. UIs are also proliferating in an attempt to provide users with choice. This includes the provision of rich Internet applications (RIAs) and enabling less-frequent users of CRM or ERP applications access to CRM or ERP processes from within their normal Microsoft Office environment. With this in mind, SAP and Microsoft have introduced Duet (formerly known as Project Mendocino) initially with the ERP applications and later with the CRM applications. *Action Item: Trade off the benefits of gaining increased user adoption due to the new UIs with the increased support costs from having multiple UIs.*

Strategic Imperative: Manage consumer information overload, whether or not the consumer of information is at the workplace or a potential customer at home.



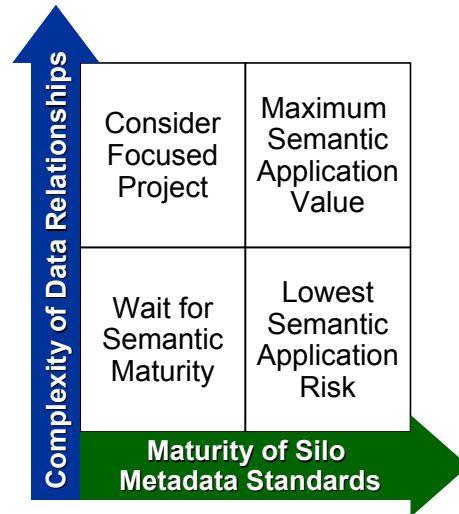
One key challenge for Web 2.0 is to penetrate consumer information overload, whether or not these consumers are knowledge workers in enterprises. The choice that the consumer has in accessing this information continues to increase at a rapid pace. With half of the U.S. population able to access (but may not choose) the Internet on a mobile phone, and usage increasing, the capability to access new and emerging content format increases. The benefits might seem clear to people in the computer or communications industry, but they aren't necessarily as clear to consumers. They may fear that they will be subject to invasive communications, despite the promised benefits of pervasive communications. Consumers at home and at the workplace who feel that they have interaction overload are likely to install interactive barriers rather than gatekeepers, which will hamper several business and transaction models.

Web 2.0 communities fill a need in responding to ever-increasing amounts of information. These communities should be viewed not just as "sites to share user-generated content," but as places where consumers turn for peer and expert advice as they try to make sense of too much information on too many subjects.

Strategic Planning Assumption: Through year-end 2010, the majority of organizations will experience semantic benefits from community-based processes and appropriate governance, rather than the deployment of a particular technology (0.7 probability).

Web 2.0 Semantics Will be Built From Top-Down and Bottom-Up Approaches

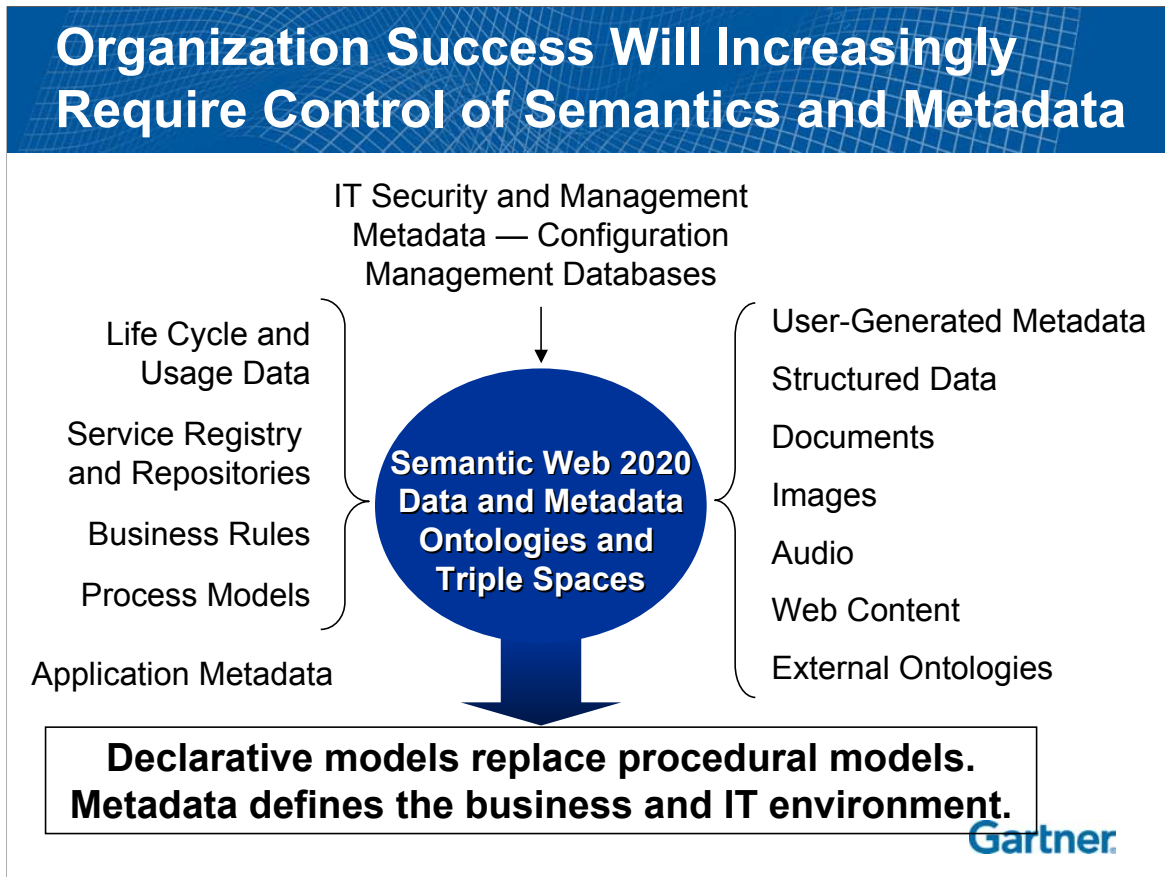
- Decision factors
 - Clear problem or opportunity
 - Lots of data links across areas
 - Motivated to address the issue
 - Willing to adopt emerging technologies
 - Showcase to other
- Key industries with opportunity
 - Life sciences, healthcare, library, defense, government, energy (oil industry), financial services
- Semantic Web behind the scenes
 - Adobe Photoshop XMP
- "Killer applications" driven by semantic interoperability



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Web 2.0 also connotes the emerging Semantic Web, and semantic information structures in business. This Semantic Web will not replace the current Web. Maybe this was never communicated well enough. Instead, the Web will evolve — and many of its parts will enjoy increasing "semantification." This is already happening with product search, location-based search, Really Simple Syndication (RSS), the categorization using wikis and the increasing number of semantic tags on blog software platforms. Semantics have an impact on business knowledge that is distributed and hard-coded throughout the application infrastructure. Many startups attempt to offer access to a larger set of data in a more-comprehensive way. Their goal is to achieve this through advanced conceptual modeling that embraces ontology schema languages, such as the Web Ontology Language (OWL). The aim is to turn different data sources into one coherent business information layer in which a common business language would replace each system's specific data language. Changes in the business application architecture would only need to occur in one place rather than in dozens of places. Gartner is moderately optimistic about this approach. Conceptual modeling has been difficult, and there have been no technology breakthroughs. Changing benefit-to-cost ratios may be another reason for success. Although organizations have so many more data assets and applications connected than they did a decade ago, they also have begun to put processes and technologies based on key factors, including semantics, to manage this. As a result, the enormous cost of data layer consolidation is becoming easier to justify.

Tactical Guideline: Many roadblocks, not the least of which are human nature and culture, exist; and a fully unified world of semantics will not occur for 15 years, if ever. However, important internal gains can be had by using these two technologies.



The creation, maintenance and use of metadata is a key part of many initiatives that cross the IT landscape. On the information front, creating semantically rich metadata for structured and unstructured documents of all types and linking this metadata to the Web and other external metadata sources is crucial. On the development front, service-oriented architecture (SOA) initiatives are increasingly finding it necessary to establish service registries and repositories that store detailed metadata about the business services and their life cycles. IT security and management initiatives also manage metadata in the form of configuration management databases, directories and asset management systems (IT and physical assets).

The vision of the business process platform calls for establishing a business service repository, which is a logical view of all the services, information and associated metadata that define business systems.

The vision of the Semantic Web is the creation of a universal information space where all the content and capabilities of the Web are enumerated as a series of semantic assertions. These semantic assertions create a universal medium for information exchange and an environment in which machines can understand and act upon information on the Web as well as people.

These two visions are similar. The market is moving inexorably toward greater integration of metadata strategies across businesses, IT and the Web.

Key Issue: How can organizations leverage Web 2.0 communities, both real and virtual?

Strategic Planning Assumption: By 2010, 70% of the population in developed nations will spend 10 times longer per day interacting with people in the e-world than in the physical one (0.6 probability).

Community Becomes Core Competency



- Collective Intelligence**
 - Open-source, Wikipedia
 - Prediction markets
 - Content communities
 - Tagging
 - Social networks
- New Marketplaces**
 - Scientific discovery: *InnoCentive*
 - Financial services: *Prosper*
 - Product design: *Threadless*
 - Microservices: *Amazon Mechanical Turk*

Extend your organization by using, or being, the new marketplace

Leverage **implicit** contributions: buying, linking, clicking, searching

Use the **power of scale** to solve old problems in new ways

Leverage **lead users** to help drive innovation

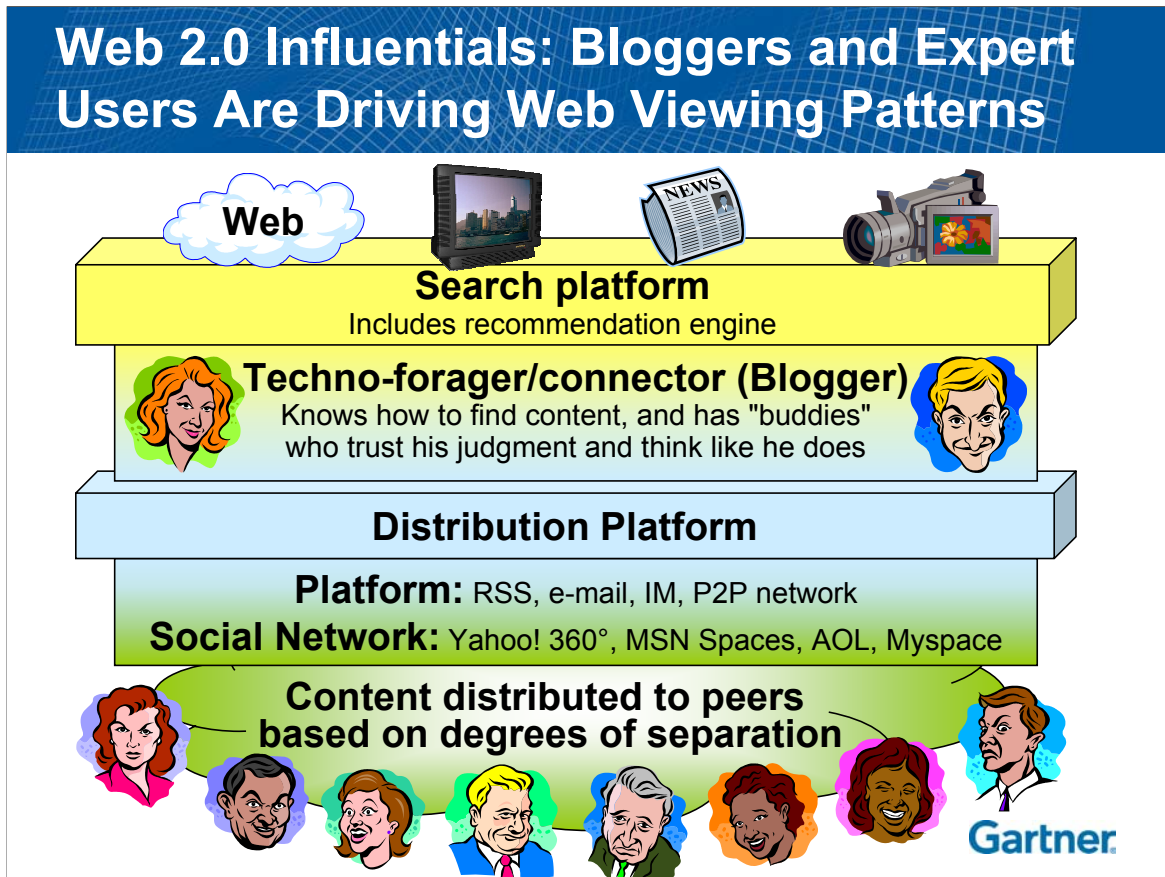
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Web 2.0 technologies have enabled many new types of communities, as well as new ways for communities to collaborate, which in turn have created new sources of information and new styles of creation. Organizations can take advantage of technology-enabled communities by:

- Extending their enterprise boundaries to new sources of talent, even for their core competencies — for example, through "bounty" sites, such as InnoCentive and TopCoder
- Using networked collective intelligence to leverage small contributions from a broad community of motivated, self-selecting contributors
- Taking advantage of the massive scale of worldwide network connectivity to trigger new approaches to difficult problems
- Identifying and leveraging "lead users" (see "Democratizing Innovation" by Eric von Hippel) who can contribute in a major way to design innovation

Action Item: Communities are a key part of Web 2.0. Take advantage of new types of community interaction that can extend your enterprise and its creative processes, and yield direct benefits to your organization's core competencies that serve as a competitive differentiating factor.

Strategic Imperative: Target network-connected opinion leaders who have emerged as trusted recommendation engines for the majority of Web users.



The new networked information model is based on content "techno-foragers" (experts) who act as gatekeepers passing information to peers, who then pass it along to others in their circles of interest. Crucial to this new network are robust platforms, such as Yahoo!360, for vital sharing of information based on "social networks" and degrees of separation. This enables an individual to maintain a degree of trust with individuals who are closely connected (two to three degrees of separation). Networked models based on communities of interest enable one individual to maintain a degree of trust with individuals who are closely connected (two to three degrees of separation). They help mitigate the overload and mistrust of pure peer-to-peer (P2P) networks. Consumers seek out experts and opinion leaders within their circle of friends and within their friends' circles. They look to these community leaders for advice. The new network model magnifies the effect of communities because dynamic networks are formed and dissolved rapidly and can be major drivers and inhibitors for product acceptance and brand image. The model here shows why a company such as News Corporation recently formed a new Internet business unit and bought MySpace.com. *Action Item: Examine your company's market and determine how to use Web 2.0-enabled network-connected opinion leaders to help guide product development and to launch your products into the target communities. Word-of-mouth marketing and buzz metrics will need to be monitored and managed to the extent possible.*

Strategic Planning Assumption: By 2010, 80% of Internet-connected individuals will knowingly or unknowingly participate in some networked collective intelligence activity (0.7 probability).

Communities Enable a Different Kind of Problem Solving: Networked Collective Intelligence

Domain	NCI Technique
Content creation (e.g., Wikipedia.org)	Unrestricted editorial access using a wiki
Directories (e.g., Open Directory Project)	User-created Web-wide directory
P2P networks (e.g., Skype, BitTorrent)	Shared infrastructure
Spam-filtering network (Razor)	Collaborative spam detection and filtering
eBay, Epinions, Yahoo ...	Seller/buyer/product ratings
Folksonomies	Label blogs, bookmarks, pictures ...
Search results relevance (Google)	Use hyperlinks as ratings
Prediction markets	Rate, buy/sell ideas/opinions
Expert syndication	Locate, buy, rate experts
Shopping recommendation engines	Popularity-based ratings; collaborative filtering

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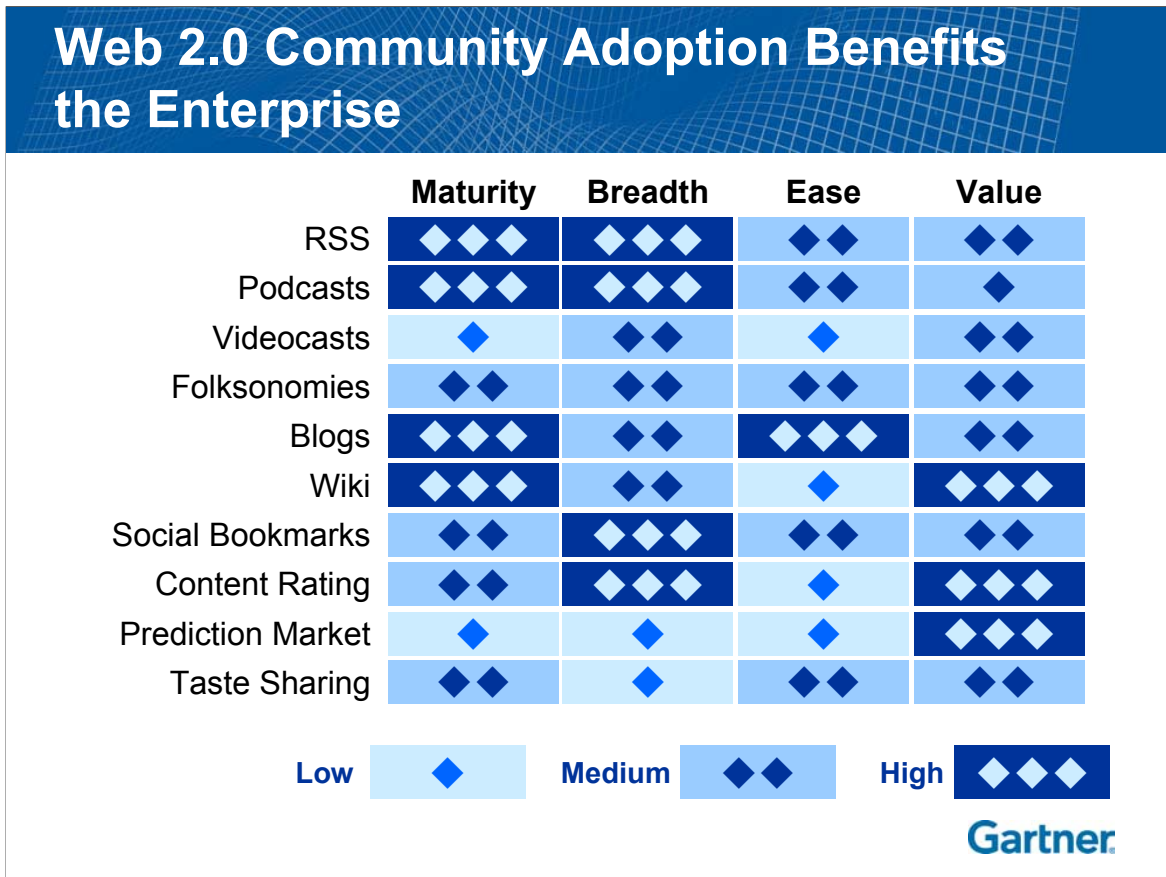
Communities are the basis of society and work. Traditional communities tended to be based on relatively long-lived social groupings, such as families, employment or team membership. However, technology has enabled many new types of communities, as well as new ways for communities to collaborate. Organizations can take advantage of technology-enabled communities and collaboration, for example, by:

- Extending their enterprise boundaries to new sources of talent, even for their core competencies (for example, through "bounty" sites, such as InnoCentive and TopCoder)
- Looking for implicit patterns and information in data created as a side effect of networked interactions, such as Google's link analysis, to determine Web site quality
- Identifying relevant contributors in real time (for example, through expertise location)

During the next decade, collaboration will rise above the radar screen for many corporations, which will observe, manage, monitor and measure, and archive collaboration as a corporate resource.

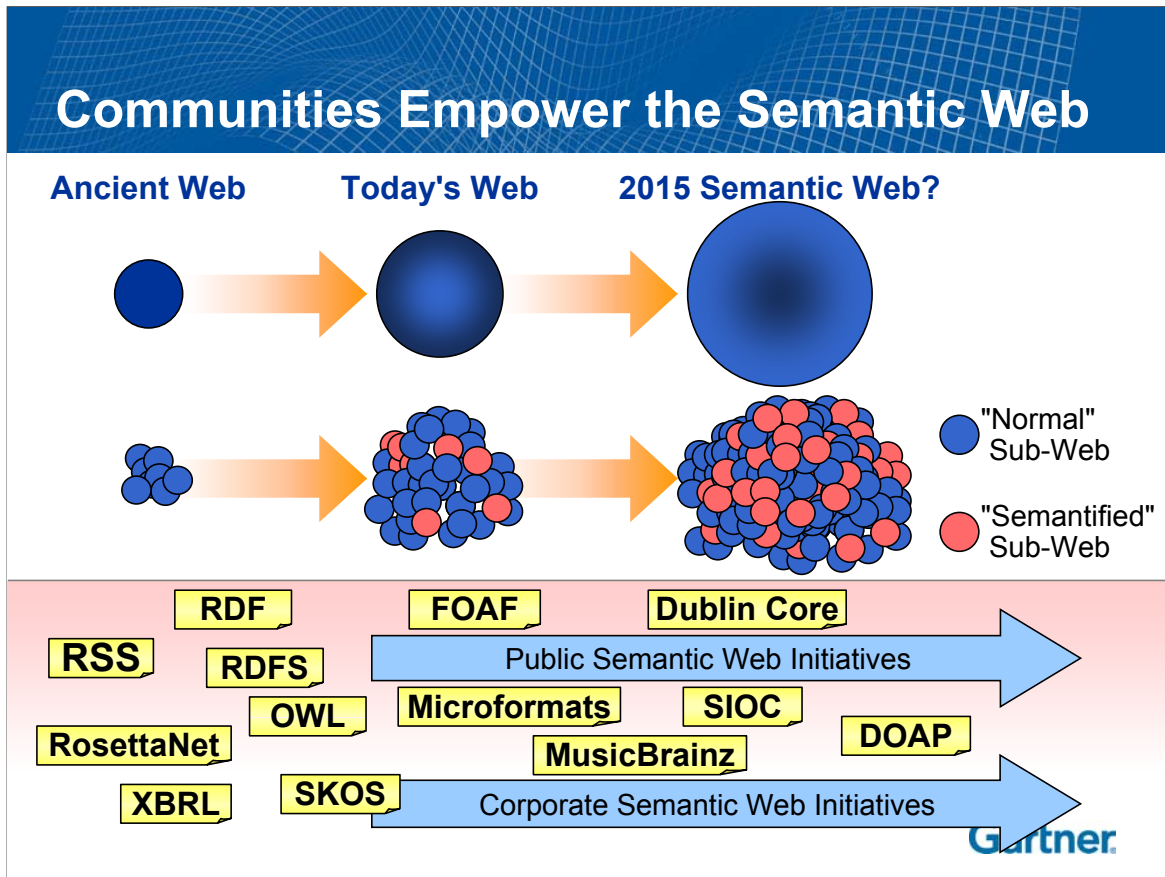
Action Item: Look for opportunities not just to support collaboration and in-house communities, but also to exploit broader communities enabled or identified by technology.

Strategic Imperative: Experiment with the benefits that Web 2.0 technologies offer the enterprise for next-generation community building.



All factors are focused on use of the target applications within the enterprise as opposed to use on the public Web. **Maturity:** The extent to which the tools and applications are mature enough for safe and effective use within the enterprise. Highest marks are provided where the capability integrates or interoperates with existing enterprise systems (e.g., enterprise content management) and security models. Lowest marks are given to external hosted services (e.g., an external Web site providing hosted wiki services) that do not provide explicit capabilities to isolate, protect and manage corporate data separately. General market maturity factors (e.g., tool stability and capability, vendor viability) are also considered. **Breadth of Impact:** This refers to the number of people in an organization likely to be affected by a particular application. It mainly looks at the number of people who would use the capability explicitly or as an embedded and hidden capability in an enterprise system. **Ease:** The ease of deployment and use of the applications and the ease with which the application can be integrated into an enterprise environment. This includes technical integration (e.g., links to content management systems, access security models) and cultural integration (e.g., enabling or supporting user adoption and use). **Value:** The potential impact the application will have on business activity. This includes improved productivity and decision support for task or knowledge workers. Value that is indirect or of little economic value generates a low rating. Value that is clear and direct but of moderate economic value generates a medium rating. High impact is value that is clear, direct and of significant economic impact. The ratings reflect an overall evaluation.

Strategic Imperative: Semantic communities must be built before the Semantic Web emerges, estimated after 2010. Observe semantic standards that will be relevant to your surrounding environment.



The Semantic Web needs to be differentiated into two settings: a wider context of a Semantic Web as envisioned by Tim Berners-Lee of the World Wide Web Consortium (W3C), and a narrower context of corporate data management and specific online communities. The Semantic Web is still a long-term vision, one that will not happen overnight. The vision is that the Web would be a more-productive and interesting place if machines could better understand what's going on in terms of composite applications and in terms of search by enabling users to search for things in a more-precise fashion than keyword search allows today (for example, "give me all books about Shakespeare" as opposed to by "Shakespeare"). Friend of a friend (FOAF) defines a vocabulary for describing people, the links between them and the things they create and do. Simple Knowledge Organisation System (SKOS) is a model and Resource Description Framework (RDF) vocabulary for expressing the basic structure and content of concept schemes such as thesauri, classification schemes, subject heading lists, taxonomies, folksonomies, other types of controlled vocabulary, and concept schemes embedded in glossaries and terminologies. Semantically interconnected online communities (SIOC) is an ontology and method for interconnecting discussion methods such as blogs, forums and mailing lists to each other. Description of a Project (DOAP) is a project to create an RDF vocabulary to describe open-source projects. The Dublin Core metadata provides a vocabulary for cross-domain information resource description. It is widely used to describe digital materials such as video, sound, image, text and composite media, such as Web pages.

Key Issue: How will Web 2.0 change business models through 2012, and how can organizations plan for change?

Three Key Web 2.0 Business Models Will Affect the Enterprise

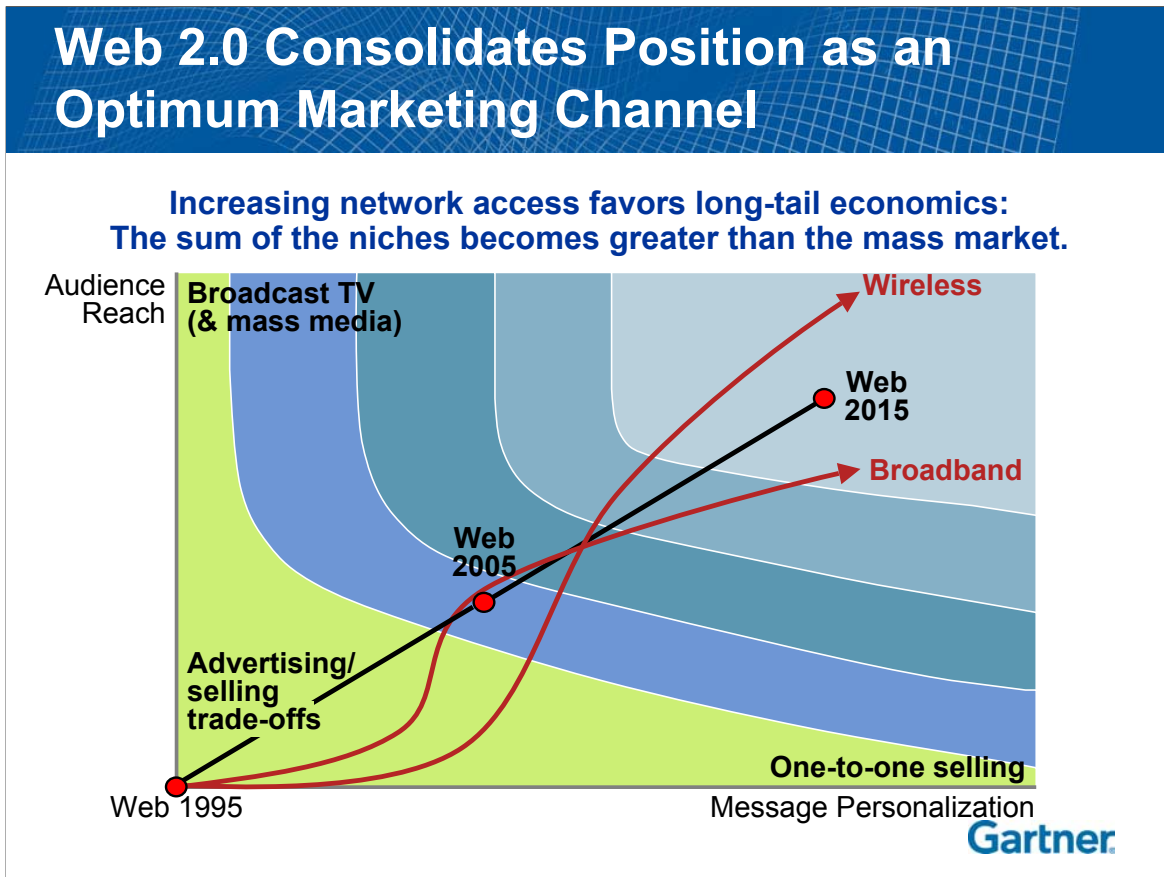
- "Ecosystem" Models
 - Syndication of capabilities (via mashups), viral marketing
- Process Models
 - Community product/service development, community customer service
 - Business process
- Value Models
 - Pricing models
 - Usage (business side of software as a service)
 - Subscription, commission, micropayments
 - Long-tail economics
 - Advertising
 - Shift of content target to intent target
 - "Advertising Paradox"

Gartner

The impact of Web 2.0 on organizational business models focuses on the Web's business processes and creates a fundamental shift in how businesses are delivering value. It is distinguished by empowering third parties and consumers to re-purpose content and services in new and unique ways. It relies on an open and extensible business ecosystem (embracing greater reliance on and collaboration with externalities), and it embraces new legal structures for IP (for example, open software licensing) and new economic models (for example, advertising, usage, subscription-derivative revenue models and revenue sharing). Web business models will enable new nimble competitors and challenge enterprises to adapt in order to survive. **Business ecosystem** — In the Web world, it is truly an ecosystem, with a variety of ways in which participants in the ecosystem (customers, suppliers, employees, partners) interact, directly or indirectly. In an ecosystem, you assume that your customers, partners and even, potentially, your competitors will have access to your capabilities, which they can incorporate as they see fit into their business models. Likewise, you will have access to the capabilities of your suppliers, partners, competitors and even customers, which can be incorporated as you see fit into your business model.

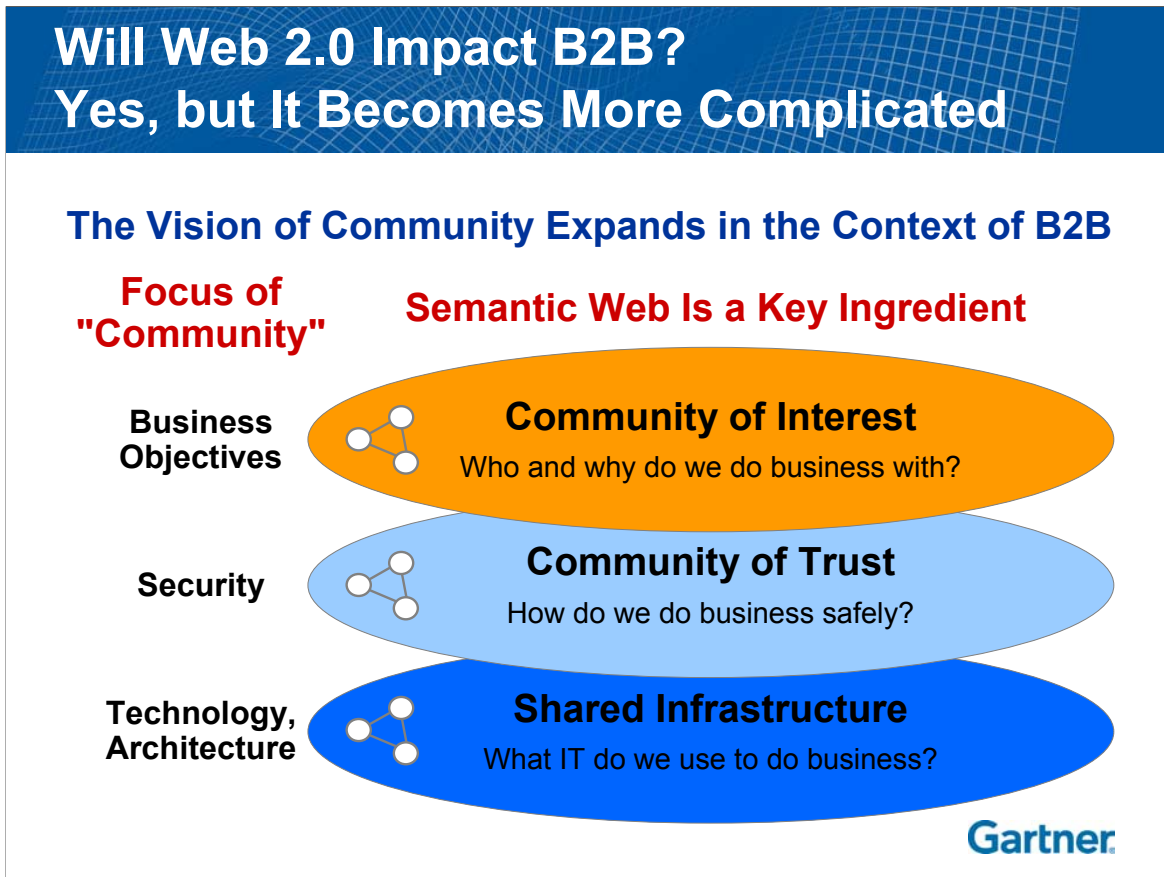
Action Item: Information providers, and those that rely on information produced by others to generate Web viewing, should realize that free access does not mean no-charge access. With this continuous and fluid remixing of application logic, process and content, there will arise new models to charge for the access.

Strategic Planning Assumption: By 2010, new measurements will show that the most effective advertising in the industrialized world is placed on the Web through traditional PC and nontraditional interactive access modes (0.7 probability).



The economics of broadcast media, with its high fixed costs, required economies of scale to reach a mass audience. This necessitated trade-offs between reach and personalization. High levels of reach necessitated low levels of personalization. The advent of the Internet for distribution and broadband PCs and wireless third-generation handsets for access creates an entirely new set of trade-offs, moving the trade-off curve up and to the right — a potentially golden opportunity to reach mass scale with personalized messaging. Emerging Web 2.0 content markets lead the way with audio and video titles that cannot easily be found anywhere else. TotalVid.com provides one example of specialty catalog content distributed via broadband. Scripps recently announced a major broadband distribution effort around kitchen remodeling. There are two keys to this market: 1) any place, any time access; and 2) long-tail economics in which the sum of the small markets eventually exceeds the size/value of the big markets. For proof, consider the decline of the major U.S. broadcasters against the cable networks. None of cable networks is bigger than ABC, NBC or CBS, but ESPN, HBO and Discovery grew based on long-tail economics (addressing narrow markets by historical standards); and those brands are worth billions. These changes take time, but five years has already passed while Rip Van Winkle was sleeping in the trough. *Action Item: Consider Web-based advertising as a primary marketing channel, unless mitigating factors indicate otherwise. Although marketing decisions are not in the domain of the IT organization, the high levels of personalization will require new integration points across many enterprise systems, including the need for external data flows to track overall market activity.*

Strategic Imperative: Web 2.0 requires that your strategy for collaborating with external business partners begins by understanding that external interactions are driven by a community of interest, a community of trust and a shared infrastructure.



The impact of Web 2.0 on external business-to-business (B2B) trading activities is complex. To understand this, we must understand transactional complexity. A chain is only as strong as its weakest link, but when you walk up to a shelf in your local store and buy a bottle of your favorite drink, do you ever stop to think about the impact of that transaction on the store's competitors and the suppliers of competitors' drinks? All business is made up of overlapping networks (or value chains) of partners. Sometimes, the relationships between companies in these networks is intimate; sometimes it's casual. Regardless, the whole economy is driven by these networks. By looking at how these networks form, operate and exist, any single enterprise can take advantage of opportunities that exist in and across those networks. To begin, first you have to understand what drives the formation of such communities of interest. The highest-level driver is a business-driven objective (such as product design, product launch or business plan development). To participate, you have to support a level of security that enables the formation of a community of trust that may overlap, but is never alone, to create a community of interest. Enabling the community of trust to form is the shared infrastructure — the collected set of tools and technologies that begin with the enterprise but then expand outside the firewall and four walls to include all forms of interaction styles and composite business processes. *Action Item: Understanding all three community domains will enable you to determine when and where to join in multienterprise integration to generate shared value.*

Strategic Planning Assumption: With the exception of information-intensive industries — such as media, recruiting and IT — the transformation effects of Web 2.0 applications, technologies and communities will be undervalued through year-end 2008 (0.7 probability).

Three or More Positive Responses to These Questions Point to High Web 2.0 Impact

- Has there been a major impact of Web 1.0 on the organization to date?
- Is the organization's product highly personalized or customized?
- Does the organization have a short product life cycle?
- Are products information-based?
- Does the organization employ a widely dispersed workforce?
- Do you employ young knowledge workers?
- Can customers and suppliers turn into competitors?
- Can procurement models be affected by Web 2.0 applications?
- Can P2P impact your product distribution model?
- Will the impact of semantics affect the competitive environment through 2012?

Gartner

Aside from vertical industries — such as IT, new and traditional media, advertising and book publishing — that are obviously affected by Web 2.0, claims of massive industry impact are bound to be viewed with suspicion. Billions of dollars spent by organizations and venture capitalists in the late 1990s during the dot-com boom on acquisitions and poorly thought out business models for new Web ventures resulted in e-business products falling into the Trough of Disillusionment on the Hype Cycle. This resulted in massive market devaluations for Web 1.0 pioneers, which did not recover until the 2004/2005 time frame, a period that Gartner calls the beginning of the second Internet revolution. Many organizations may well view transformation model' technologies associated with Web 2.0, such as Ajax or RSS, with even more suspicion because they are primarily consumer-facing.

However, the questions above illustrate that Web 2.0 will affect almost all enterprises in ways they may not now be thinking of. Development of a strategic plan taking these key variables into account is an imperative.

Action Item: Although the widespread impact of Web 2.0 in terms of entire industry transformations is not being touted as aggressively as that of Web 1.0 was during the dot-com boom, organizations that do not take transformation of key variables into account do so at their own risk.

Strategic Planning Assumption: By year-end 2007, more than 30% of large companies will have some form of Web 2.0-enabled business initiative under way (0.8 probability).

Building Your Organization's Response to Web 2.0

- **Realize:** Convince yourself that your business colleagues do not yet understand the real significance of Web 2.0.
- **Allocate Resources:** A small team of business-oriented IT department colleagues considers Web 2.0 industry implications.
- **Review:** Discretely circulate the white paper to influential trusted senior business colleagues who are strategic thinkers.
- **Research:** The working party researches the subject more deeply, perhaps engaging external business consulting support services.
- **Strategize:** The working party should take three months to develop what might happen within the industry and propose actions to address the challenge.
- **Tactics are next:** The proactive IT leader completes the initial task of ensuring that the business has been properly alerted to what lies ahead.

Gartner

The characteristics of Web 2.0 will often be challenging to the status quo; but in industries significantly affected by the change, CEOs will be compelled to act. The "white corpuscles" of the organization are likely to be so antagonistic in many cases that new divisions, subsidiaries or spin-out business units will be formed to protect and incubate the necessary change. Your business leaders likely do not yet realize the effect Web 2.0 will have. In some sectors, it will be more like an aftershock — not as big as the first, but potentially quite disruptive nonetheless. For other sectors, its impact may actually be greater than the e-commerce wave. Either way, it is a characteristically very different paradigm that will seriously challenge mind-sets. Under these conditions, it is unsafe to assume that your business colleagues are better placed to understand the coming nature of the business change, at least in the early stages. IT-literate people will see much of it first, as they encounter the changes taking place within the technology industry and because they tend to adopt technology-based change relatively early. They will then see how the key dimensions of change might map across your industry context. In this instance, you are in the crow's nest for the firm, and it is your job to call "iceberg ahead!" *Action Item: When planning a Web 2.0 strategy in large businesses, shouting often doesn't get you heard. Therefore, an alternative strategy is needed to gently but firmly move the corporate mind-set forward.*

Recommendations

- ✓ Plan for Web platforms and rich-client technologies transforming your core enterprise applications.
- ✓ Next-generation Web platforms will be key to your overall procurement and sales strategies.
- ✓ Web 2.0 collaborative technologies should be leveraged within the enterprise.
- ✓ Semantic participation is key to Web 2.0 B2B success.
- ✓ If you have a young and highly dispersed workforce, then you should leverage Web 2.0 technologies for hiring and retention.
- ✓ Web 2.0 communities should be used for new product feedback.
- ✓ Your publicity is as good as the bloggers that you reach.
- ✓ Web-based marketing should be the exception rather than the rule.
- ✓ Leverage Web 2.0 to formulate changes in your core competencies.

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