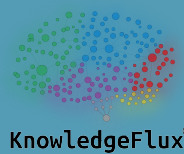


# Data Driven Disruption: A road to Collective Intelligence?



KnowledgeFlux®



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<renato@knowledgeflux.com>

Visiting Professor, The University of Hong Kong

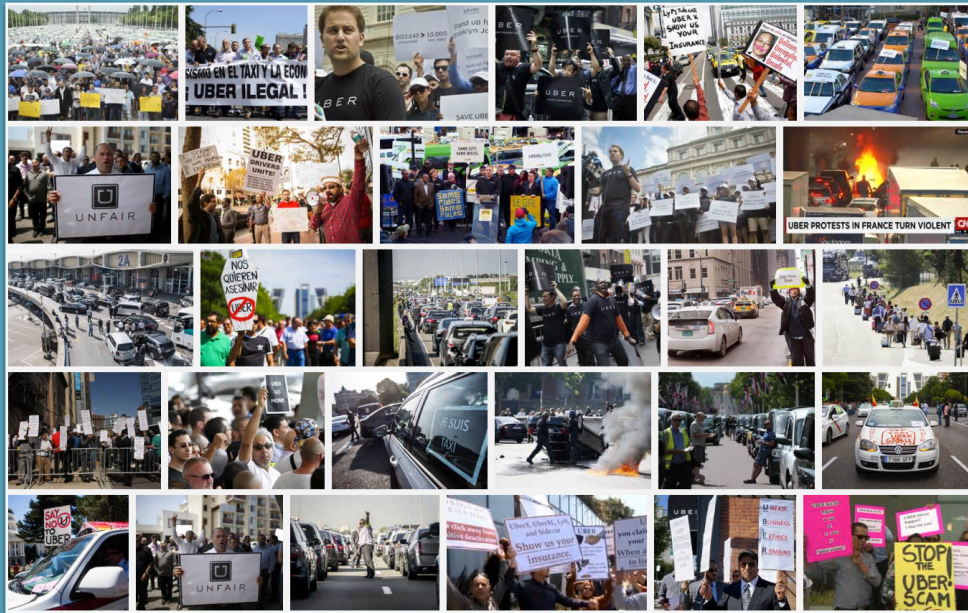
<renato@hku.hk>

**Imagine starting a Taxi  
company with no vehicles?**

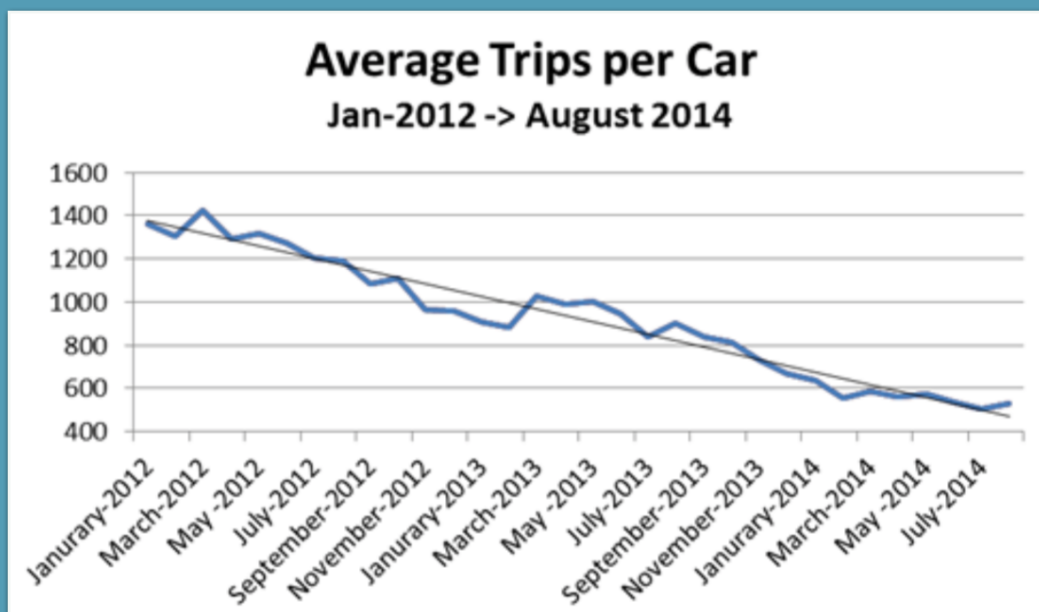
**Imagine starting a hotel with  
no rooms...ever ?**

**Imagine if you already  
operated a traditional taxi or  
hotel service...**

Fight them...



...or Join them?



**Hilton**  
**90+ Years**  
**610K Rooms**  
**88 Countries**

**AirBnB**  
**4+ Years**  
**650K Rooms**  
**192 Countries**  
**No Inventory**

**Why did these "disruptive"  
services start?**

**Frustration?**  
**Business Opportunity?**  
**Technology enablers?**

**Does technology always do this?**

Technology does not  
add a fixed benefit...

...instead, it  
amplifies underlying  
human forces

Free speech in  
USA



Spread  
misinformation in  
Russia

Amplification reaffirms human  
agency to cause meaningful change

Kentaro Toyama, The Guardian 19/6/15

Amplification reaffirms human  
agency to cause meaningful change



**SHARED ACCESS**

Reimagine the ways customers can access the benefits of a product or service without having to own it outright.



**DIRECT**

Reinvent ways to enable people to connect directly to what or whom they need.



**SIMPLICITY**

Refine products or services to their simplest and most transparent forms.



**EMPOWERMENT**

Redesign the customer experience to enable people to form communities and empower each other.



**EFFICIENCY**

Re-evaluate the ways all kinds of assets can be used more efficiently.

Rachel Botsman 2015



## Rethinking value creation

Airbnb allows anyone with a spare mattress or room to run their own BnB, by giving them access and tools to market themselves to a potentially global market.

## Rethinking value consumption

It wasn't common for travellers to stay at strangers' apartment in a new city. AirBnB created a new behaviour and changed the very design of the traditional trip.

## Rethinking quality control

Hotels are known for their service quality and the reliability of the customer experience. AirBnB, on the other hand relies on a peer curation mechanism to ensure quality and reliability.

## Rethinking scale

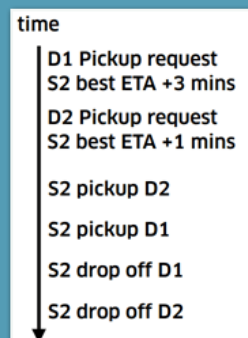
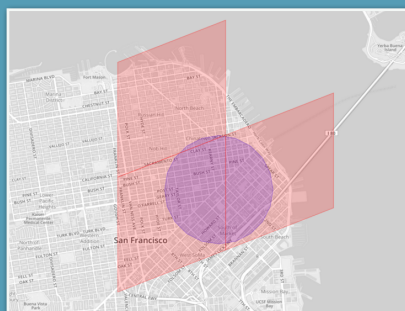
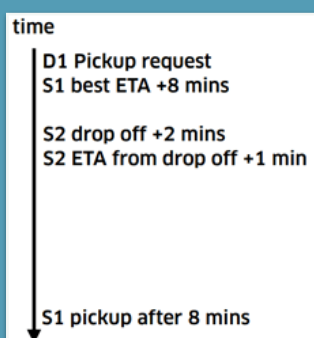
Traditional hotels would scale by adding more rooms through new properties. Airbnb doesn't own inventory. Instead, it scales by improving its ability to match users, leveraging better data.

Sangeet Paul Choudary, 2015

## Better Data - Better Matching

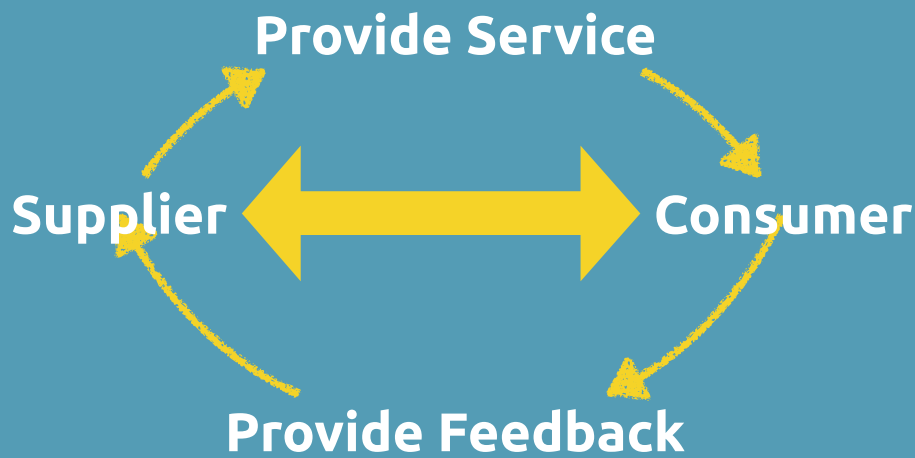


Uber's DISCO is able to consider supplies that are currently in-flight and project their route into the future and take that into the matching process, and supports vehicle pooling




Uber breaks up the earth into tiny cells (like in Google Maps) and each is given a unique ID. Using the Google S2 library, you can identify cells that will completely cover a shape you've supplied

# Quality Control




Better Trust...Reputation?

## AirBNB Information



\$119 AUD Per Night



Luca

Amazing view 1 min from metro!

Central, Hong Kong Island, Hong Kong ★★★★★ (37)

Private room

1 Guest

1 Bed

37 Reviews ★★★★★

Summary

Accuracy ★★★★★

Communication ★★★★★

Cleanliness ★★★★★

Location ★★★★★

Check In ★★★★★


Value ★★★★★

### About this listing

top location in the heart of HK!  
the location is quiet and all the facilities are just outside of the building!  
this is the new Soho area of HK!  
walk distance to central.  
the flat is lovely and quiet and, last but not least, extremely CLEAN!

[Contact Host](#)


The Space	Bed type: <b>Real Bed</b> Property type: <b>Apartment</b> Accommodates: 1	Bedrooms: 1 Bathrooms: 1 Beds: 1
Amenities	Kitchen Internet TV	Essentials Shampoo <a href="#">+ More</a>
Prices	Cancellation: <b>Moderate</b>	
Description	<b>The Space</b>  My place is small and cosy, located in the best area of HK.  it's a 2 bedrooms apartment with 1 toilet to share and a lovely little kitchen. the wood floor makes the place warmer and nicer!  you will have your own room (tiny as typical HK style) with AC. the pictures that you see in the ad are the view from your bedroom!	



Don

Luca's spare room was everything necessary for a short stay in Hong Kong. It is located on a busy street with plenty of food options and a magnificent nighttime view of the HK skyline. Luca was welcoming and friendly (and very strict about his house rules). Recommended for those who don't mind closer quarters and want to be in the heart of the city.


August 2015



**Response from Luca:**  
Thanks Don and it was again a pleasure to have you!

I don't think I was "very strict" on my house rules. I did what I always do, when my guest check in I remind them the house rules that are clearly stated in the listing online. Anyway, we had a short good time together and Don was a great guest and very respectful! :)


August 2015



Shaun

Luca was a great host - responsive, and communicative; he was able to accommodate my last minute request very nicely. As many reviews describe, the location is excellently accessible, and the apartment is clean and comfortable.

March 2015




Lei

Luca's place is clean and close to everything. Walkable to train tram and the peak, good exercise! Luca was very helpful to provide information for me to enjoy the short trip. He was away the I got the whole place for myself, and his friend Tommy helped me with check in and out. Very reliable! Plus, Beautiful view and comfortable bed, what more can you ask!

February 2015

# AirBNB Information



## Hey, I'm Shaun!

San Francisco, California, United States · Member since February 2011

Hello, AirBnB! We are makers of positive change that are into creating collaborative and community-oriented spaces. We love the concept of opening our doors to SF transplants, vacationers, or those simply interested in living to live!

What do I do? I'm an engineerin', community-buildin', firespinnin', beer-brewin', rock-climbin', Tim Ferriss wannabe who'll serenade you with Rachmaninoff if you ask nicely. Makes the best Thai this side of the Pacific. I also tend to travel when the time finds me. I also have a reputation for eating anything I'm given - a reputation I've only regretted having once or twice.

As hosts, we've welcomed people from all walks of life, and from five continents. We see the foundation for an enriching and memorable experience lies in an effortless blend of good food, good drink, good music, and good conversation. Whether or not we're actively hosting on AirBnB, come share your SF experience with us!

Verified ID

✓

Email Address

Verified

✓

Phone Number

91

✓

Facebook

1544 Friends

✓

LinkedIn

Validated

✓

Reviewed

35 Reviews

✓

Offline ID

Personal Info

34

Reviews

2


References

✓

Verified ID

### Reviews (34)


Reviews From Guests



The reservation was canceled 2 days before arrival. This is an automated posting.

From Midlothian, VA · May 2014


Matt



Shaun and Jon (and Nikon!) are some of the best hosts I've had the pleasure of staying with! The community at the Chateau is amazing... everyone is super friendly and working on interesting projects. The building is also AMAZING! Really gorgeous new furnishings, sweet backyard, and a rooftop view to die for. I'm now staying in a single-bedroom place, and sorely miss having several people wish me well before heading off to work every morning. I hope to be back very soon!

From Stanford, CA · April 2014

Katie



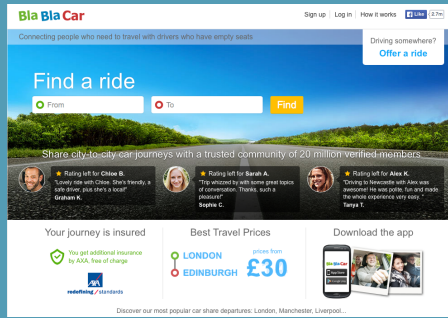
I had a great time there. All guys in the house were incredibly nice and helpful. Surely will

# Reputation

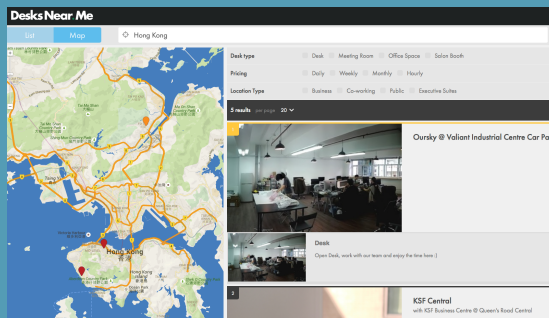
Reputation is the measurement of how much a community trusts you

Reputation is the new currency?





Can your reputation be recognised across services?



Smart Amalgamation?

Higher Education Disruption?



Rethinking value creation  
Rethinking value consumption  
Rethinking quality control  
Rethinking scale

The Knowledge Economy

"We define the knowledge economy as production and services based on knowledge-intensive activities that contribute to an accelerated pace of technical and scientific advance, as well as rapid obsolescence. The key component of a knowledge economy is a greater reliance on intellectual capabilities than on physical inputs or natural resources"

*Powell & Snellman, 2004*

Economist Intelligence Unit



Economic, industry and corporate trends

**Which of the following types of role will be most valuable to your organisation as a source of competitive advantage in 2020?**  
(% respondents)

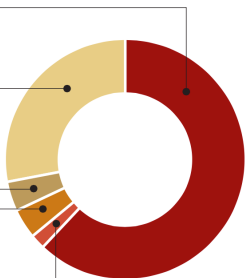
Complex knowledge-based roles that are primarily outward-facing and require developed communication and judgement skills **62**

Complex knowledge-based roles that are primarily inward-looking and require developed communication and judgement skills **28**

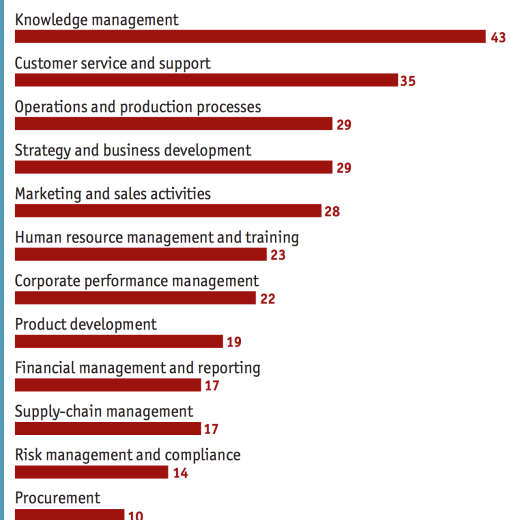
Simple knowledge-based roles that are rules-based, outward-facing and do not require developed communication and judgement skills **4**

Simple knowledge-based roles that are rules-based, inward-looking and do not require developed communication and judgement skills **4**

Production roles directly related to manufacturing or production processes **2**



**Which of the following areas of activity offer the greatest potential for productivity gains over the next 15 years?**  
Select up to three activities.  
(% respondents)



2006

## Asia Uniquely Positioned to Lead Global Knowledge Economy - ADB

News Release | 12 September 2014

FACEBOOK TWITTER LINKEDIN PRINT BOOKMARK

MANILA, PHILIPPINES (12 September 2014) – Asian countries have a unique opportunity to transform themselves and leapfrog older technologies to lead the global knowledge-based economy of the future, says a new report from the Asian Development Bank (ADB).

"Asia has a youthful population and large middle-class market. Its strong position in information technology-enabled services and creative goods should allow it to quickly build its knowledge-based economy, benefitting both rich and poor," said Bindu N. Lohani, Vice-President for Knowledge Management and Sustainable Development at ADB.

### Media Contact

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External Relations Specialist

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+63 920 938 6487

E-mail: [contact form](#)

# Finland as a Knowledge Economy 2.0

For the past few years, Nokia's phone business had been declining rapidly due to the growing importance of the smartphone segment, where competitors like Apple and Samsung caught Nokia by surprise. In summer 2013 Nokia sold its mobile phone business to Microsoft at a significantly lower price than its value only a few years prior. At this point, many questions were raised about what would happen to Finland's knowledge economy and whether Finnish policies had been too focused on a few leading industrial sectors.

World Bank Report, 2014, <http://dx.doi.org/10.1596/978-1-4648-0194-5>

## Knowledge Continuum

### Knowledge Management

focuses on multiplying the impact of people, their tacit and explicit knowledge, and the shared knowledge available inside and outside the enterprise

### Enterprise Information Architecture

focuses on eliminating silos of information, increasing transparency, and on leveraging the value of stored digital information

### Knowledge Economy

focuses on treating knowledge and education as a business product ("knowledge worker"), as innovative intellectual products and services, that can be exported for a high value



### Knowledge Management

tacit  
leverage  
social  
informal  
qualitative  
internal/external

### Enterprise Information Architecture

explicit  
consistency  
technology-driven  
formal  
quantitative  
internal

## Valuing Information

### Knowledge Economy

globalisation  
intensity  
connectivity  
innovation  
education

## The meaning of data?



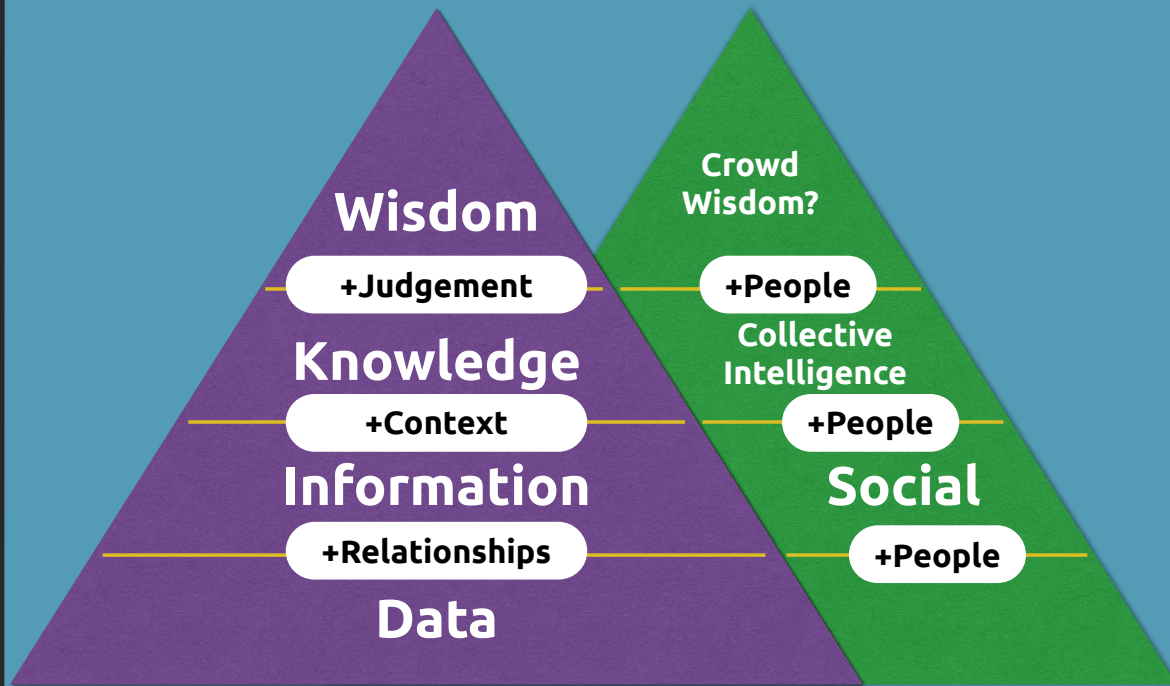
 **SCHOOL OF PUBLIC HEALTH**  
**THE UNIVERSITY OF HONG KONG**  
香港大學公共衛生學院

**HONG KONG PUBLIC HEALTH FORUM 2015**

***Extracting Meaning from Data :  
Cohorts and Deep Analytics***

**24 October 2015 | 1400 - 1820**  
Cheung Kung Hai Conference Centre, Li Ka Shing Faculty of  
Medicine Building, 21 Sassoon Road, Pokfulam, Hong Kong





## Collective Intelligence

Collective intelligence is shared or group intelligence that emerges from the collaboration, collective efforts, and competition of many individuals and appears in consensus decision making

Collective intelligence strongly contributes to the shift of knowledge and power from the individual to the collective

**Wikipedia**

**Reputation on AirBnB is  
Collective Intelligence**

**"How well does Shaun run a BnB"**

## CI to improve Business

"You can't manage what you can't measure"

### Knowledge Metrics

#### Core Competencies

what are the strategic organisational competencies

track

exploit

detect gaps

#### Social Collaboration

value

## CI to improve Business Process

FOR ENTERPRISE ARCHITECTURE PROFESSIONALS

NOVEMBER 6, 2014

### Predictions 2015: The Age Of The Customer Is Set To Disrupt The BPM Market

Predictions: The Business Process Management Playbook

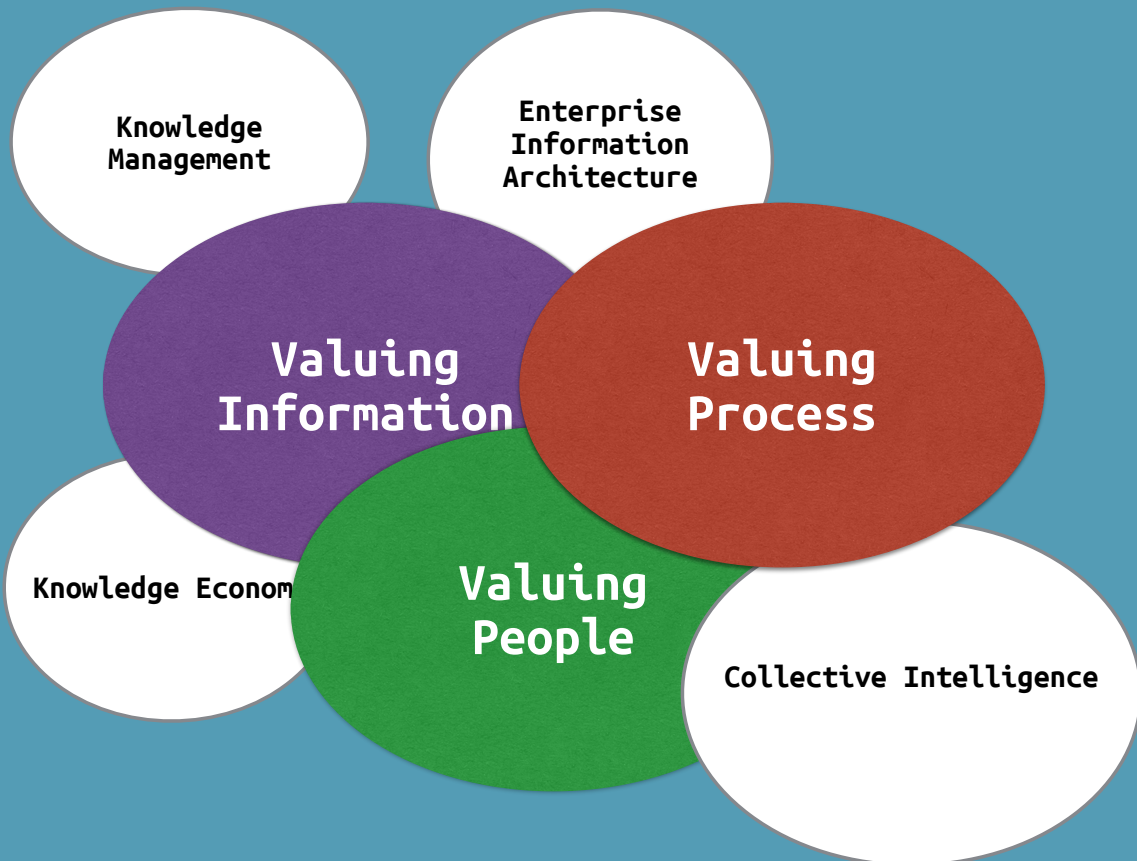
FORRESTER®

### Knowledge Workforce

formal and informal processes

capturing patterns of informal business processes (deviations)

change the formal (efficiencies)



## Data-Driven Disruption

### Builds and adds Value

Knowledge Management  
Enterprise Information Architecture  
Knowledge Economy

Collective Intelligence will build value  
across the complete ecosystem

content+people+process+social

improved consumption of services  
collective quality

### Capability Improvement

**Thank You**

**DATA**  
is  
the  
new  
**BLACK**