



**Shamrocks and Nanocorps:
Business Model and Technology
Innovation to Bridge the Digital Divide**

2002 Northern Montana Technology Exposition

23 March 2002

*Keynote Presentation by **Sohodojo****

*** Jim Salmons and Timlynn Babitsky**

Founders and Research Directors

Raleigh, NC USA

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Hello, we are Jim Salmons and Timlynn Babitsky, the founders and Research Directors of Sohodojo.

Today we want to share with you Sohodojo's ideas for business model and software technology innovation that can be applied as an alternative strategy for rural and distressed urban economic development. That is, we'll talk about Shamrocks and Nanocorps, the Small Is Good Business Web business model...



Before we explore what **Sohodojo** and the Small Is Good Business Revolution are about, let's look at the Big Picture.

- What are the primary forces at work in our World that are shaping our lives no matter where we live?



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Nothing happens in a vacuum. We live in a complex world. The challenges of the Digital Divide are a reflection of the dynamics that shape our experience.



There are some significant features of life in the 21st Century that shape our experience.

- Globalization
 - Speed and distance of communication and travel
 - “Shrinking” the world increases competition
- Rapid Change
 - Consumer and investor whimsy
 - Uncertainty in employment
 - Depreciation of knowledge and skills

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Two main drivers of our experience are GLOBALIZATION and RAPID CHANGE.

Globalization is not a new phenomenon. It’s been going on for centuries. As the speed and distance of communication increase and the speed and distance that we can travel increase, we face greater competition. We no longer just compete with the business down the street, we have to compete with businesses around the world.

This increased competition drives change. Product and service innovations are needed to retain or develop new customers.

Communication technologies give customers and investors the ability to change their minds at lightning speed. And the choices available for the “best deal” are ever increasing.

To survive in this rapidly changing world, businesses have had to become more nimble and flexible. The downside of this rapid change is that individual workers face increased uncertainty about the security of their jobs. Knowledge and skills that secured employment last year may not keep you on the payroll this year.



Globalization and rapid change have significant effects on each of us no matter where we live. **In rural areas...**

- Greater influence from things “out there”
 - Invasion of Big Box retailers
 - “Raiding parties” of FedEx and UPS trucks
- Jobs not being created in our communities as fast as they are lost
- Skills gap makes it hard to “break in” to the New Economy

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We see the influence of globalization and rapid change even in small town and rural America.

As we all search for the best deal for our consumer dollars, regional super-stores and on-line shopping drive our Mom and Pop shops, local manufacturing and local service companies out of business.

As local businesses close their doors, the number and diversity of local jobs decrease.

As New Economy jobs become available, local workers’ skills and experience may not be transferable.



Globalization and rapid change have significant effects on each of us no matter where we live. **In urban areas...**

- Hyper-stress and running Life at light speed
- Voluntary “sorting” of economic classes
 - Losing contact with anyone not like yourself
 - Since networking contacts are key, worse gets worse
- Employment uncertainty
 - Those with jobs can lose them at any time
 - Increasing numbers of contract, temporary workers

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The effects of globalization and rapid change do not hit only small town and rural America. Folks in urban communities face challenges as well.

Although the urban challenges may seem foreign today, these influences are already trickling out into our rural communities.

In a world of increased competition, life has to be lived at warp speed to keep in the race for the best jobs and social opportunities.

The Rat Race is not just for adults only. Parents increasingly feel that they must help their kids learn how to get in the race as early as possible to increase their chances for the best jobs and a good life in the future.

In this world of intense competition, social networking is everything. Who you know and how they can help you is the coin of the realm. The result is that we increasing isolate ourselves into gated communities and exclusive membership organizations.

The gap between social classes widens as a result of this voluntary sorting.

The underlying motivation driving this hyperactivity and competitive social networking in urban communities is employment insecurity.

Those with jobs know that they could lose them at any time. Downsizing by companies moves the bulk of workers into contract and temporary employment.



Effects of globalization and rapid change sound terrible. Some of it is. However, we live in the Age of Paradox.

- The dynamics that seem to enslave and rule our lives are the things that have given us an unprecedented standard of living.
- The rich get richer. But even the poor today have things that were considered luxuries just 20-30 years ago. And we are all leading longer and healthier lives.
- No matter how we try, we can't have just the good stuff and not have the bad stuff too...

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No matter how we try, we can't have just the good stuff and not have the bad stuff too...



Why do we feel so bad? Why are we so worried? How do we cope with lives increasingly fast, uncertain and mobile?

- It's worse in urban areas... the lure of the "bright lights, big city" can be out of frying pan, into the fire.
- But we feel it, too, in rural areas and we have our own concerns and challenges
 - Our "window on the World" media threatens our culture
 - Old ways of making a living are disappearing
 - Family farm
 - Mom and Pop retail
 - Local manufacturing and services

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It is only natural to feel the frustrations and challenges of living life in the fast lane in our increasingly global economy. But don't assume that the solution is to run off to the Big City.

No matter where we live today, we all share a need to develop new strategies to deal with the effects of globalization, increased competition and rapid change.

While urban folks deal with their problems, we need to attend to our own unique challenges.

We need to find ways to tap into the foundation of local community values that define our rural culture. Rural life has always been about sustainability and self-reliance.

We need to find news ways to be self-reliant and sustain ourselves as the old ways of making a living disappear. There is no Silver Bullet when it comes to making our way in the New Economy. But we can identify some guidelines to help us chart our course.



How can we emphasize the good parts and reduce the negative? How can we create new opportunities to participate in the New/Network Economy?

- We won't roll back time to the Good Old Days
 - Accept change and actively create our new Good Life
- Secure, full-time, long-term jobs won't be there
 - Plan on a “Portfolio” Life
- “You're on your own, kid.” is more true than ever
 - Make your future, rather than be a victim of it

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How do we take our lemons and make lemonade?

We won't roll back time to the Good Old Days. We'll need to accept change and actively create our new Good Life. We need to do this at an individual level as well as at our local community level.

Secure, full-time, long-term jobs won't be there. We need to plan on a “Portfolio” Life. The business models and examples we'll look at in this presentation are about maximizing the potential of a portfolio approach to personal and family enterprise.

“You're on your own, kid.” is more true than ever. We need to make our future, rather than be a victim of it.



This is what we are about at **Sohodojo** – exploring the power and potential of the individual.

- Maximizing our own unique potential rather than learning to be a cog in the Machine
- Learning how to dynamically work together to achieve our individual and collective goals
- Working as a responsible community of peers to reduce uncertainty through trust and respect, sharing the fruits of creative and effective competition

It won't be business as usual in the 21st Century...

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- * Maximize our own unique potential rather than be a cog in the Machine
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- * Work as a responsible community of peers to reduce uncertainty through trust and respect, sharing the fruits of creative and effective competition

Because it won't be business as usual in the 21st Century...



Sohodojo is the “War College” for the Small is Good Business Revolution and home of the nanocorp.

- An **applied R&D lab** supporting *solo entrepreneurs* and *working families* in rural and distressed urban communities
- Develop business models and associated Open Source software technologies to support **Small is Good Business Webs** (“human scale” yet competitive, network-based, worker-owned businesses)
- 501(C)(3) nonprofit corporation with a research and education mission

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New approaches to personal enterprise require a new approach to the R&D that supports them.

Sohodojo is an applied R&D lab supporting *solo entrepreneurs* (what we call ‘nanocorps’) and *working families* in rural and distressed urban communities.

Sohodojo researches, develops, pilots and diffuses new business models and their associated Open Source software technologies that support the Small Is Good organizing principles and dynamics.

By Small Is Good, we mean “human scale”... not too big to understand, not too big to control. Small enough that trust and empathy are part of the social glue that gives the business its character.

Sohodojo serves its rural and distressed urban constituents as a tax-exempt, non-profit corporation chartered to fulfill this focused research and educational mission.



Our presentation is the start of a dialog with folks interested in joining the Small Is Good Business Revolution.

- Framing The Digital Divide Challenge
- Shamrocks and Nanocorps - Organizational Elements of a Digital Divide 'Bridging' Solution
- How Small Is Good Business Webs Work
- Two Small Is Good Business Web Examples
- **Sohodojo**'s R&D Agenda
- What's Next?

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This will be a 'whirlwind' tour through the BIG IDEAS Sohodojo has about small business. Don't worry about taking notes. At the end of the presentation, we will give you a URL for an on-line copy of this presentation.

We'll start by briefly framing the Digital Divide problem and how we can apply a Small Is Good business solution to it.

We'll look at the organizational model of our Shamrocks and Nanocorps Business Web and see how it addresses the unique challenges of sustainable enterprise as a bridge across the Digital Divide.

Once we understand this organizational model, we will take a look at how Small Is Good Business Webs work. We'll then look at two example Small Is Good Business Webs to understand their similarities and differences.

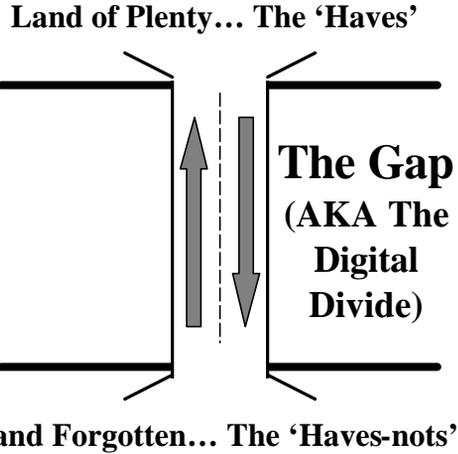
We'll briefly look at the elements of the technology infrastructure, the software platform, needed to support the Small Is Good Business Webs business model.

We'll end the presentation with a quick survey of some Next Steps... where Sohodojo is headed and how you can get involved in helping to shape the Small Is Good Business Revolution.



Most solutions to the Digital Divide are 'rescue missions' to bring folks across the Gap. We need to build bridges, too.

- Connection alone is not the answer.
- Sustainable participation is needed.
- We must connect our local communities to the global economy.



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Too many **big government agencies** and **big businesses** are looking at the challenges of the Digital Divide simply as **market opportunities** to be filled with product and program offerings. They believe solutions are about providing the products and services simply to connect the unconnected. As if connectivity was the Holy Grail of closing the gap between haves and have-nots.

But we've already seen how our world is a world of paradoxes. Too many Big Government and Big Business solutions to the Digital Divide may *hurt* as much as *help* those in need of access and participation in the New Economy.

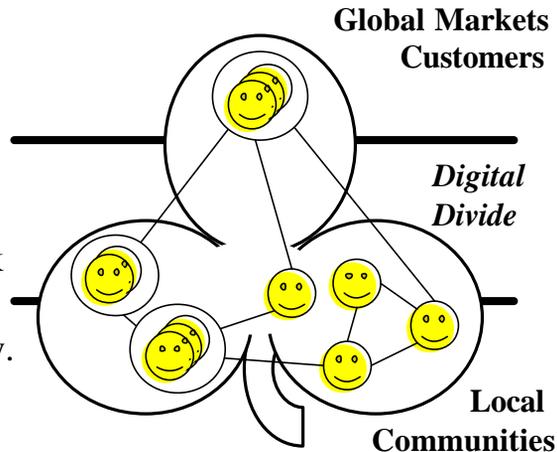
Turning rural and distressed urban neighborhoods into places 'just like the rest of us' ... that is to **urbanize rural areas** and to **suburbanize distressed urban areas** under the assumption that this raises the Quality of Life in these communities is short-sighted.

Such strategies are built on a presumption of **constant and ever-expanding economic growth** which is dangerous to all our futures.

Connectivity is just the first step. We need to think creatively about how to use our connection to the global New Economy.

BIG IDEAS Shamrocks and Nanocorps:
soho Small Is Good Business Webs can
dojo bridge the Digital Divide.
small business

- Nimble **elastic networks** of solo entrepreneurs and collaborating small businesses can work together to compete in the New Economy.



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The challenge of the Digital Divide is not as much about haves and have-nots as it is about access to customers and global markets from our local communities.

Small Is Good Business Webs can help bridge the Digital Divide by providing solo entrepreneurs and working families the opportunity to collaborate on creating products and services that can compete in the global market.

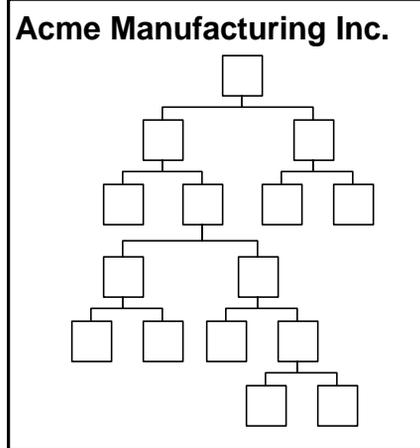
We cannot incent businesses to build a factory or call center in every small town or rural area needing jobs.

Small Is Good Business Webs are intentionally fine-grained and lightweight to draw on the creative strengths of self-reliant rural communities.



Before we can understand Small Is Good Business Webs, we need to remember how organizations used to be.

- During the Industrial Era, organizations were monolithic, huge pyramids of superiors and subordinates.
- Everyone an employee.
- Scale ruled.



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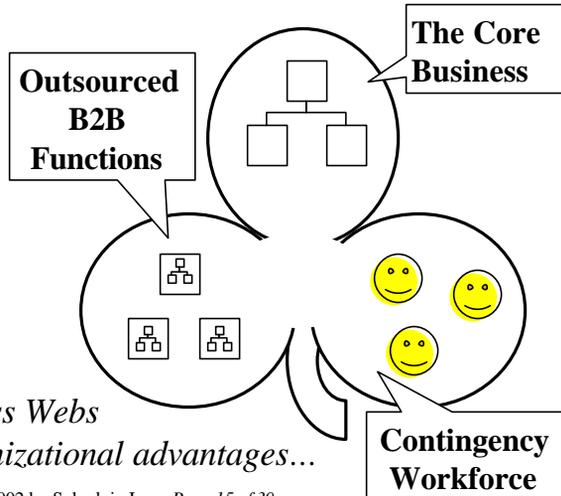
Anyone who lives or has lived in a Company Town recognizes this organization model and knows how it works. Command and control rule. Top-down management is not flexible and has difficulty adapting to increased competition and rapid change in the marketplace.

When these monolithic companies fail, they fail catastrophically. We see the evidence of these failures in the vacant factories and the dying small towns and rural communities that were dependent on them.



Shamrock Organizations: Companies have transformed in response to increased competition and rapid change.

- Fewer permanent employees
- Flexibility to adjust to shifts in economy
- Reduced capital assets



Small Is Good Business Webs need these same organizational advantages...

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To avoid the failure of a large, inflexible organization, companies have had to transform themselves in response to increased competition and rapid change.

The British management theorist and social commentator, Charles Handy, coined a particularly vivid term to describe this new style of business organization. He calls them **Shamrock organizations**.

A Shamrock organization is composed of **three inter-related leaves**. The **core leaf** is the **context-provider**. It defines business strategy. Core leaf employees implement business plans by negotiating and monitoring relationships with business and personnel resources in the other leaves of the Shamrock. The Core company is a 'fewer doing more' culture.

The other two leaves of the Shamrock organization are the **Outsourced Business-to-Business Functions** and the **Contingency Workforce**. Non-core business functions and support services are provided by business-to-business contracts. Janitorial and food services are among the most prevalent examples.

To balance the core company's labor requirements, the Shamrock organization depends on flexible relations with a contingency workforce of 'temps' or what Dan Pink refers to as the citizens of Free Agent Nation.

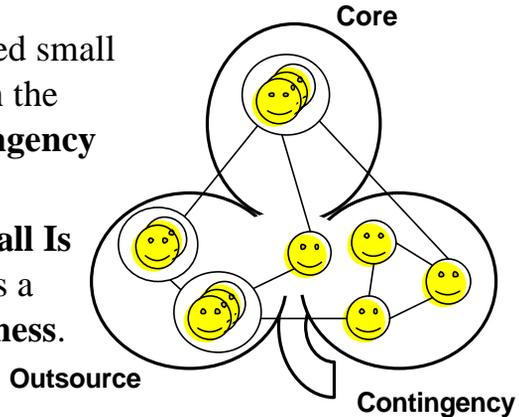
Shamrock organizations can still be huge companies. Ford, IBM and GE are Shamrock organizations. There can be thousands of people in the core company, hundreds of outsourcing business relationships and many thousands of contingency workers.

The key strengths of the Shamrock organization model are a reduced dependency on expensive permanent employees, the flexibility to respond to shifts in the economy by adjusting the number of contingency workers and B2B contracts and a significant reduction in the capital assets of the business. *Small Is Good Business Webs will need these same organizational advantages...*



Small is Good Business Webs are Shamrock organizations built of nanocorps and dejobbed small businesses.

- Nanocorps and dejobbed small businesses are nodes in the **Outsource** and **Contingency Worker** leaves.
- The **Core** leaf of a **Small Is Good Business Web** is a **Dejobbed Small Business**.



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Nanocorps and **dejobbed small businesses** are the basic building blocks of **Small Is Good Business Webs**.

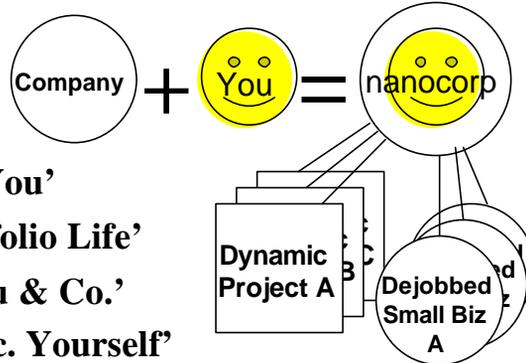
The Core leaf of the Shamrock-based Small Is Good Business Web is the **context provider** that enables the *composition* and *exchanges* among members of the web. It defines business strategy.

The Core leaf implements business plans by negotiating and monitoring relationships with business and personnel resources in the other leaves of the Shamrock. The Core company is a dejobbed small business.



A *nanocorp* is a unary business.
 Nanocorps are the atomic elements of
 Small Is Good Business Webs.

- *Fast Company*, ‘Unit of One’
- Tom Peters, ‘Brand You’
- Charles Handy, ‘Portfolio Life’
- William Bridges, ‘You & Co.’
- Judith McQuown, ‘Inc. Yourself’



Your nanocorp life replaces the concepts of “job” and “career”

Your nanocorp Portfolio

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A **Nanocorp** is a **unary business** where you approach your working life as a company of one. You are in charge. You are responsible for your future. You find and keep your package of fringe benefits. You develop your own safety net for whatever form of retirement you envision. You are the architect of your own portfolio life.

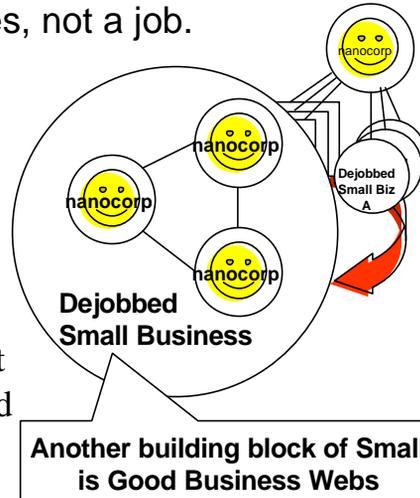
Your worklife portfolio consists of the collection of dynamic projects in which you are engaged as well as the roles you fill in various dejobbed small businesses.

While the *smallest* nanocorp is a **solo entrepreneur**, it is *not limited to this singular fine-grain*. Timlynn and Jim together form **JFS Consulting Inc.**, a North Carolina nanocorp, for example, because we are inseparable. We approach life and participate in it together.



Groups of nanocorps can form *dejobbed small businesses* where a nanocorp fills one or more roles, not a job.

- No employees and no fringe benefits
- Federation of nanocorp owner/operators share profits and responsibilities
- Owner/Operators have first choice for filling role-based work contracts of the business



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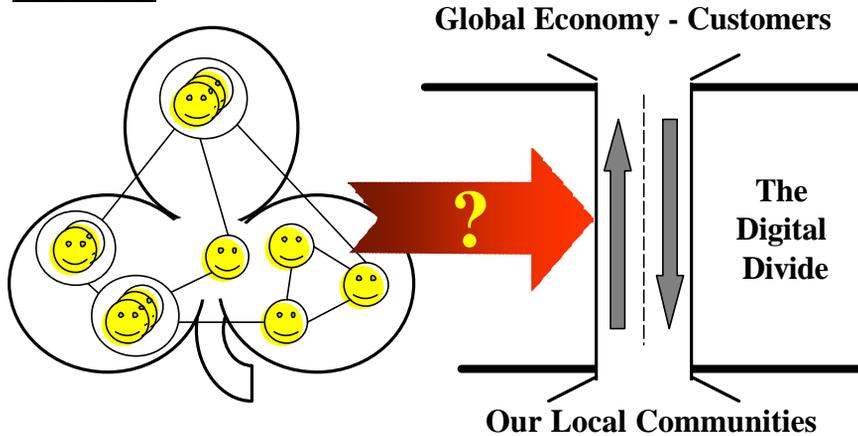
The second element of **Small Is Good Business Webs** are **dejobbed small businesses**. These are *elastic networks of nanocorps*. No employees, no fringe benefits. The **federation of owner/operators** share profits and responsibilities for the persistent activity of the business.

All working relationships between the dejobbed small business and its workers are **temporary project-oriented contracts**.

The **dejobbed small business** is, in effect, the **branding** of an elastic network of entrepreneurs who **trust each other** and **enjoy working together** in a shared problem or solution market space.

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Now... back to the Digital Divide. How do we bridge the Gap with Shamrock-based Small is Good Business Webs?



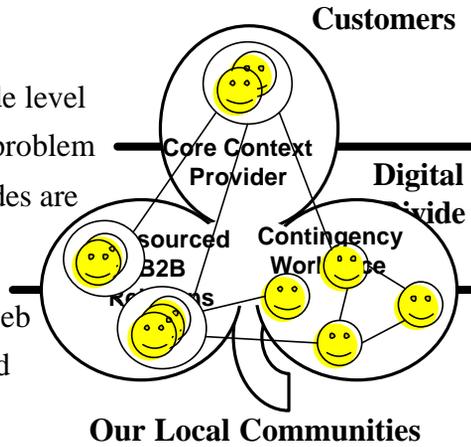
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We have the structure of our business model... a **Shamrock-based Business Web** composed of **nanocorps** and **dejobbed small businesses**. This model is *intentionally fine-grained* to address the unique challenges of **sustainable enterprise to bridge the Digital Divide**.



Shamrock-nanocorp Small is Good
 Business Webs have many of the same
 properties of the Internet itself.

- **Build-able piecemeal** – investment needed only at node level
- **Scalable** – more nodes, no problem
- **Adaptable** – innovative nodes are encouraged, ‘viral’ innovation
- **Resilient** – nodes can come and go without breaking the web
- **Repeatable** – Can be cloned to other products and markets



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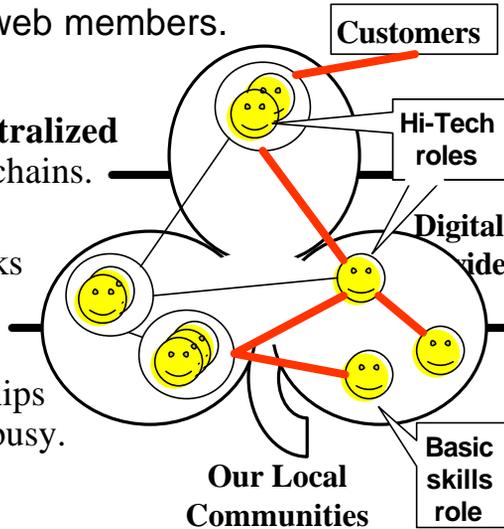
The **design advantages** of the **Small Is Good Business Web** are similar to the **design advantages** of the **Internet** itself. Small Is Good Business Webs are *resilient*, *scalable* and *adaptable*. They can be *built piecemeal* and, most importantly, they are *repeatable* for other products, services and markets.

These characteristics make the Small Is Good Business Web business model a good candidate for sustainable enterprise in rural communities.



Small is Good Business Webs provide participation in the New Economy for even low-tech b-web members.

- SIG B-Webs are **decentralized** and **distributed** value chains.
- **Value chain** paths are producer-consumer links that provide role-based transaction profits.
- Multiple role relationships help to keep members busy.



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Small Is Good Business Webs implement **decentralized** and **distributed** value chains. These value chains are composed of a series of producer-consumer links that provide products and services to meet the needs of customers.

In this simple example, a Customer order has been placed for 100 widgets. The Core company relies on a trusted Order Fulfiller to access a network of widget Builders. In this case, a dejobbed small Widget Builder business agreed to supply 80 widgets and a solo Builder agreed to supply 20 widgets. The dejobbed small business actually produced 70 widgets and relied on a trusted Builder contractor to supply 10 widgets.

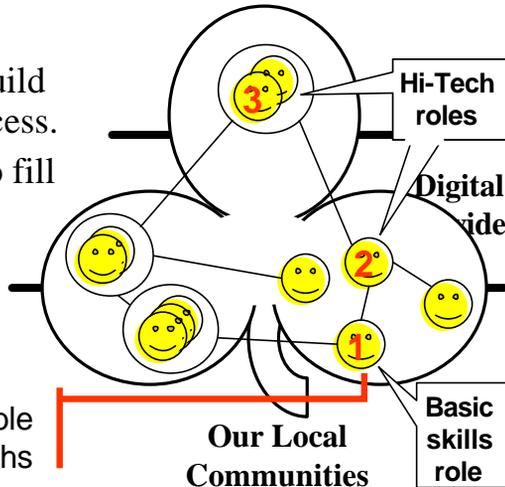
In this way, the decentralized and distributed value chain filled the large customer order.

Multiple role relationships help to keep business web members busy. For additional security, web members can participate in multiple Small Is Good Business Webs in the Small Is Good Business Network.



A nanocorp life “career” path is based on gaining the skills, experience and trusted relationships to fill various roles.

- Mentor relationships build trust and wider web access.
- Training builds skills to fill new roles.
- Certification validates role performance and ensures quality.



One of many possible nanocorp “career” paths

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The equivalent of a career path in the Portfolio Life of a nanocorp is based on gaining the skills, experience and trusted relationships to fill various roles in Small Is Good Business Web value chains.

Mentoring, training and apprenticeships are among the ways a nanocorp can gain the skills and experience to fill new roles. Formal certification can extend role participation opportunities beyond the scope of trusted interpersonal relationships.

In this example, a trusted mentoring relationship between a widget Builder and an Order Fulfiler can lead to the development of new skills and the opportunity to fill a new role in the value chain. Over time, the Order Fulfiler may gain the skills and experience needed to join the Core business.



We've looked at the organization model and role-based member participation in Small Is Good Business Webs.

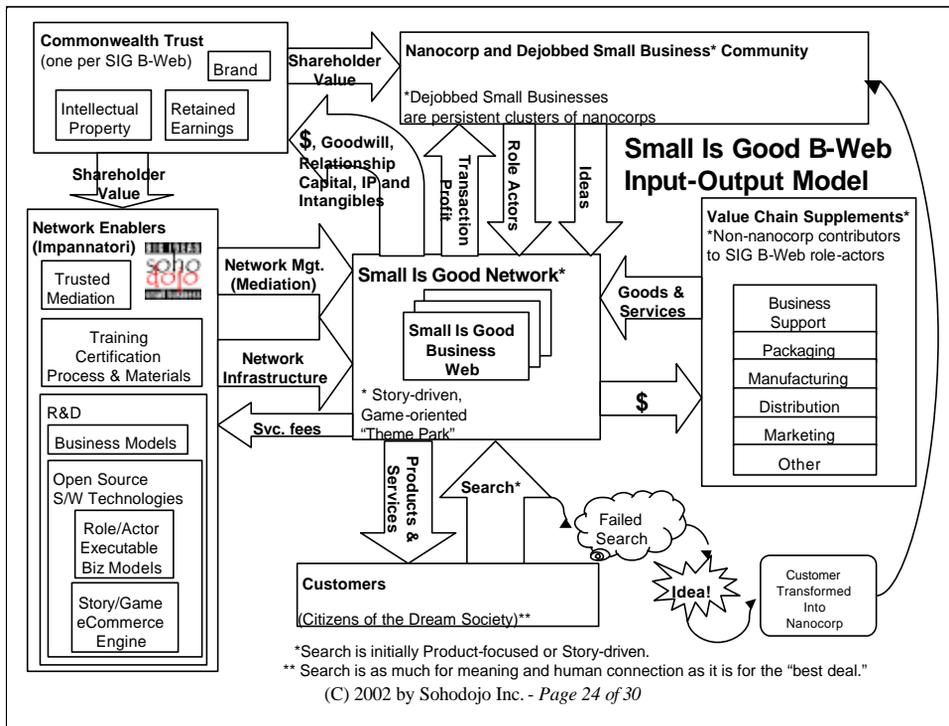
- Let's take a look at an Input-Output Model of how a Small Is Good Business Web works.



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We've looked at the organization model and role-based member participation in Small Is Good Business Webs.

Let's take a look at an Input-Output Model of how a Small Is Good Business Web works.



The **Small Is Good Business Web Input-Output Model** may look a bit daunting at first. As we break it down to examine its interrelated parts, you'll see that it is fairly easy to understand.

At the center, the **Small Is Good Business Network** is a business community composed of all Small Is Good Business Webs. Each Small Is Good Business Web links Customers in the global marketplace to web participants drawn from the Nanocorp and Dejobbed Small Business Community.

The key to this linkage of Customers to participants in the Small Is Good Business Web lies in the eCommerce engine and the network infrastructure that enable implementation of the web's decentralized and distributed value chain.

The eCommerce Engine is represented by the Search and Products & Services delivery functions. This engine will be story-driven and game-oriented. Failed searches may result in a bright Idea and the Customer's transformation into a Nanocorp participant in the Small Is Good Business Web.

Network Infrastructure is implemented as a Role/Actor Executable Business Model.

The role of the Network Enabler, in this case Sohodojo, is to provide the software technologies to implement the eCommerce Engine and the value chain Network Infrastructure. In addition, the Network Enabler provides Network Management through Trusted Mediation, and Process & Materials for Training and Certification.

When the Nanocorp and Dejobbed Small Business Role Actors in the web are not able to supply all the Goods & Services needed, the Network Enabler mediates participation of Non-nanocorp Contributors as supplements to the value chain.

In addition to profit participation by Role Actors in the execution of specific value chain transactions, web members may participate in the Commonwealth Trust of each Small Is Good Business Web.

BIG IDEAS Two Small Is Good Business Webs are
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dojo in the early stages of development at
small business **Sohodojo.**

- **Squirreffeeder.com** – To dominate the squirrel “feedutainment” industry by designing, building, and selling innovative products and services supported by a dynamic, educational and fun-filled web site.
- **3RBuilders.net** – To build affordable housing in rural and distressed urban communities based on the “3Rs” of Green Building – Reduce, Reuse and Recycle – e.g., reusing industrial shipping pallets and recalled/discarded automobile tires.

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Two Small Is Good Business Webs are in the early stages of development at **Sohodojo.**

Squirreffeeder.com is a Small Is Good Business Web that will dominate the squirrel “feedutainment” industry by designing, building, and selling innovative products and services supported by a dynamic, educational and fun-filled web site.

3RBuilders.net is a Small Is Good Business Web that will build affordable housing in rural and distressed urban communities based on the “3Rs” of Green Building – Reduce, Reuse and Recycle – for example, reusing industrial shipping pallets and recalled/discarded automobile tires.



Small Is Good Business Webs have unique characteristics but their basic nature is the same.

	Squirrelfeeders.com	3RBuilders.net
Nature of Product	Commodity, high volume, low price	Capital asset, low volume, high price
Customer Profile	Individuals and retail middlemen	Local municipalities and corporate sponsors
Size of Web	Potentially huge (1,000s)	Large (100s)
Certification Importance	Important	Critical
Nature of Training	One-to-one mentoring	Formal training and apprenticeships
Value Chain Supplements	Relatively rare	Important
Customer into Nanocorp	Desired and frequent	Relatively rare

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The Small Is Good Business Web Input-Output Model that we just looked at shows that all Small Is Good Business Webs share the same basic nature. They link customers to nanocorps and dejobbed small businesses through decentralized and distributed value chains.

Each Small Is Good Business Web also has unique characteristics based on the customer needs they fulfill and the products and services they offer.



Small Is Good Business Webs will capitalize on different aspects of the software infrastructure.

	Squirrelfeeders.com	3RBuilders.net
Network Infrastructure (Role/Actor Executable Business Models)	Important	Vital
eCommerce Engine (Story-driven, game-oriented)	Vital	Helpful

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Small Is Good Business Webs will capitalize on different aspects of the software infrastructure.

All Small Is Good Business Webs will rely on the network infrastructure of a Role/Actor Executable Business Model to implement their decentralized and distributed value chains. However, for the unique demands of housing construction, network infrastructure will be vital to the 3RBuilders.Net Small Is Good Business Web success.

As competitor in a commodity-based marketplace, Squirrelfeeders.com will rely on its story-driven, game-oriented eCommerce engine to achieve significant and sustainable sales levels.

BIG IDEAS **Sohodojo** is researching and developing
soho the software infrastructure to support
dojo Small is Good Business Webs.
small business

- Role/Actor Executable Business Models
 - Flexible, scalable composition of decentralized, distributed value chain business webs
 - Argonne National Labs technology partner
- Story-driven, Game-oriented eCommerce
 - New markets of “**Who, How and Why**” complement and compete with Big Is Good’s traditional “**How much and Where**” markets
 - U. Central Florida Institute for Simulation and Training and CREAT Digital Media Program tech partners

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Sohodojo’s mission is to *create, evolve and maintain* a freely available **Open Source software platform** that delivers breakthrough innovations in two domains; *role/actor executable business model technology* (that is, the ‘back-end’ infrastructure of Small Is Good Business Webs) and *story-driven, game-oriented e-Commerce* (that is, the infrastructure enabling the emergence of “**Who, How and Why**” markets).

We are already making progress on this R&D agenda through our collaborations with world-class academic and research partners.

Our collaboration with the Argonne National Labs at the University of Chicago is giving us access to advanced simulation technologies to apply to the development of our role-actor executable business model platform.

Our story-driven, game-oriented eCommerce Engine development will benefit from our growing involvement with faculty, researchers and students of the Institute for Simulation and Training and the CREAT Digital Media Program at the University of Central Florida in Orlando.

BIG IDEAS What's Next? Join the Small Is Good
soho
dojo Business Revolution!
small business

- *Everyone*, visit the **Sohodojo** web site regularly.
- *Students*, do a web-based internship or practicum.
- *Teachers*, invite us into web-based interactions with your students.
- *Researchers*, collaborate with us on funded business model and software R&D projects.
- *Entrepreneurs*, work with us to build your Small Is Good Business Web.
- *NGOs and local gov't agencies*, help secure funding to develop SIG business webs in your community.

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So what's next? It's time join the Small Is Good Business Revolution.

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NGOs and local government agencies, help secure funding to develop SIG business webs in your community.



Thank you. **Sohodojo** appreciates the opportunity to tell you about the Small Is Good Business Revolution.

- E-mail is welcome, especially creative proposals for technology development collaborations:

mailto:hosts@sohodojo.com

- Visit **Sohodojo** (<http://sohodojo.com>).
- For a PDF of this presentation and related links visit **<http://sohodojo.com/mt-tech-expo.pdf>**
- **More?** Come to our Roundtable Discussion today.

Thank you.

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Sohodojo appreciates the opportunity to tell you about the **Small Is Good Business Revolution**.

We welcome e-mail. We encourage your visits to our web site.

You will find a PDF version of this presentation at **sohodojo.com/mt-tech-expo.pdf**.

For more information or to discuss ways that you would like to get involved in the Small Is Good Business Revolution, join us at our Roundtable Discussion this afternoon.

Thank you for your attention.