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Extra Links March 2011

Welcome to the end of March edition of What's Emerging

Shortly there will be some changes to what we do with the scanning posts that we collect. All subscribers will continue to receive this newsletter as it has always been sent out and it will continue to contain business tips and links to what we are writing about as well as highlighted scanning posts. If all you do is read the newsletter you will see no difference. However from the next edition there will no longer be an extra links document uploaded to the website. If you have been downloading that document and looking at those links then they will all still be available at our [micro-blog site](#) which you can follow by joining Tumblr, or by just going to the site, or adding it via RSS to your news reader of choice. The content on the blog is searchable. From May we will be launching a premium scanning post service which will give you access to a searchable database of all of our public posts, plus scanning material that does not go on the blog site, reports and files that you can download, and regular longer articles on trend updates and foresight insights. This will be free for the first three months of subscription (separate to the newsletter) so that you can try out the site and look at the value it provides. After the first three months expires you will be required to pay an annual fee to maintain access.

Cheers

Paul Higgins, Sandy Teagle, Kim Stewart, Anitha Mendonca, Syed Muqthar, and Samantha Kyle-Little

■ What we are writing about

Thoughts on newsletters versus other ways

Our policy is to put the material out through as many channels as possible and let people choose their own method of accessing what we put up. What this means is that traditional methods of assessing linkages and followers are outdated because so much of what happens is fragmented now because users can choose rather than the producer choosing....

Note: Since this was written on the 15th March we have an additional 86 followers and subscribers. Only one of those is a newsletter sign up. [Read More...](#)

What is that future stuff all about?

Paul Higgins: My response to some of the criticism of futurist Chris Sanderson in The Age last week. Published in the National Times and the Brisbane Times. Let me say first of all that a lot of the criticism thrown at futurists is the fault of futurists themselves. This is in part due to poor communication of what we do, and secondly by the jumped up self-promotion of some so-called futurists who purport to tell people what will happen. The first thing that I say to someone who comes to me and says "we would like a vision of what the future of X industry will look like in 10 years" is: the only thing that I will guarantee you is that it will be

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wrong. This seems like a strange thing for a futurist to say but ignoring reality as not really a business model that I would like to follow..... [Read More...](#)

■ Business Tips

Our business tips are in our main newsletter, please click [here](#).

■ What's Emerging

Avoid traffic jams with Google Maps on Android

The navigation in Google Maps for Android just got better as it will now automatically route you around adverse traffic conditions in areas where traffic conditions are tracked. [Read More...](#)

Metallic glass: The strongest, toughest material yet?

Robert Ritchie, a professor of material science at U.C. Berkeley, has created metallic glass, a material he believes is the strongest and toughest to date. At the school's lab, Ritchie and his students try to break the new material to see if it's resistant to fracture. Ritchie hopes metallic glass could one day be used for airplane engines and large structures such as bridges.

[Read More...](#)

Report predicts online learning explosion by 2015

Market research company predicts major growth in the number of students taking online college courses. [Read More...](#)

Next-gen ultrasound gives MRI-esque skills to your family doc

We're all familiar with ultrasound technology--the arrival of sonograms has changed pregnancy forever. But now a development by scientists in the U.K. could bring incredible MRI-like powers to your family doctor. [Read More...](#)

New DNA robot gets with the program and does as told

A tiny robot made from strands of DNA could pave the way for mini-machines that can dive into the human body to perform surgeries, among other futuristic applications. [Read More...](#)

Who's really scanning all those QR codes?

QR code-focused startup JumpScan was kind enough to send along a graphically organized representation of some data they've gathered about QR codes — who's scanning them, what kinds of devices they're using and what brands are running QR code campaigns. Cooler still, you can scan every QR code in this infographic to get more info, making this Mashable's first interactive infographic. So have your smartphones at the ready, and click the image below if you need to see a larger version. [Read More...](#)

LinkedIn tries to curate the news

Social media is increasingly changing the way individuals discover and consume the news. From Facebook to Twitter, some find that following what their friends and colleagues are liking and tweeting is more than enough to stay informed. Professional social network LinkedIn has in many ways largely been absent from this shift in news discovery and consumption. But that changed yesterday when the soon-to-be publicly traded company launched LinkedIn Today.

[Read More...](#)

Identify trees with your iPhone

A new iPhone app from the Arbor Day Foundation lets you identify trees on the go — and even geo-tag them to start a national tree inventory system. [Read More...](#)

11 predictions for 2030 that may sound outrageous today but will not in 2030

All futurism is speculation. It's time someone made some claims. [Read More...](#)

Japan to build 10,000 EV charging station/vending machine hybrids by 2012

Japan is notorious for its fascination with vending machines -- as of 2008, there were 5.5 million of them across the nation. And these aren't merely the candy bar and soda variety, either -- Japan has vending machines that sell live crabs, grow lettuce, are covered in moss, and dispense smart cars. And by this time next year, it will have 10,000 vending machines that charge electric cars. [Read More...](#)

Free Kindle this November

In October 2009 John Walkenbach noticed that the price of the Kindle was falling at a consistent rate, lowering almost on a schedule. By June 2010, the rate was so unwavering that he could easily forecast the date at which the Kindle would be free: November 2011.

[Read More...](#)

For electric car owners, a way to share juice

First there was music sharing and then car sharing. Now get ready for plug sharing. [Read More...](#)

Building a \$300 house for the poor

Watch Vijay Govindarajan, the Earl C. Daum 1924 Professor of International Business at the Tuck School of Business at Dartmouth, explain why he, along with co-author Christian Sarkar, wants to create scalable, affordable housing to replace slums. Govindarajan talks about what inspired him to propose a \$300 House, why the time is right, and why businesses should want to be part of the solution. [Read More...](#)

Transmissible treatment proposed for HIV could target superspreaders to curb epidemic

Biochemist Leor Weinberger and colleagues at the University of California, San Diego and UCLA have proposed a fundamentally new intervention for the HIV/AIDS epidemic based on engineered, virus-like particles that could subdue HIV infection within individual patients and spread to high-risk populations that are difficult for public health workers to reach. [Read More...](#)

Despite living online, teenagers don't want to "like" your company on Facebook

According to research released by Forrester, only 6% of U.S. consumers aged 12-17 are interested in interacting with brands on Facebook, even though they are active users of the site in general. [Read More...](#)

'Black Swan' events: Some key observations

Paul Higgins: A good post on hard to predict events but how thinking about what happens rather than trying to predict when is useful when they do. It is only mid-March, and already 2011 has brought two shocks to the global economy. The first was the wave of political unrest that swept across the Middle East and North Africa (MENA) from January onwards, toppling the Tunisian and Egyptian presidents and plunging Libya into civil war. The second was of course the devastating Tohoku earthquake that struck Japan on March 11, and the subsequent tsunami and nuclear meltdown. [Read More...](#)

Consumerization of IT: 95% of information workers use self-purchased technology for work

IDC recently conducted a survey of IT consumerization trends on behalf Unisys. The survey found that consumerization is well underway - among the findings is the fact that 95% of the workers who responded have used technology they purchased themselves for work. However, there is a disconnect between employees and employers about how consumer technologies are used in the enterprise. [Read More...](#)

1 in 4 college textbooks will be digital by 2015

Sales of digital textbooks still only account for a small fraction of the U.S. college market. But according to the latest report by the social learning platform Xplana, we have reached the tipping point for e-textbooks, and the company predicts that in the next five years digital textbook sales will surpass 25% of sales for the higher education and career education markets. [Read More...](#)

Your attention is cheap: \$2.50/per hour

Our attention is the only valuable resource we personally produce without training. It is in short supply and everyone wants some of it. Since its production is severely limited while everything else is becoming abundant, this scarcity is the foundation of the new economy. Yet for being so precious, our attention is relatively inexpensive. [Read More...](#)

Report: Google to test mobile payments this spring in NY, SF

Google will test electronic payments using near field communication technology in New York and San Francisco within four months, Bloomberg is reporting. [Read More...](#)

The amazing cell phone that charges in your pocket

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Batteries are included, but the charger's not. The Nokia E-Cu concept phone doesn't need to plug in, it charges from any heat source. Just lay it on top of a radiator and it starts soaking in the energy. [Read More...](#)

Making genome sequencing part of clinical care

Researchers at the Medical College of Wisconsin are taking pioneering steps to make whole-genome sequencing a standard part of diagnostic testing for children with rare inherited disorders not easily diagnosed by traditional methods. [Read More...](#)

Molecular switch could allow for nanoelectronic devices

Nongjian "NJ" Tao, a researcher at the Biodesign Institute at Arizona State University, has demonstrated a clever way of controlling electrical conductance of a single molecule, by exploiting the molecule's mechanical properties. Such control may eventually play a role in the design of ultra-tiny electrical gadgets created to perform myriad useful tasks, from biological and chemical sensing to improving telecommunications and computer memory. [Read More...](#)

Library of the future: Wi-Fi, flat screens, automated book sorting

New high-tech Bolingbrook facility meant to draw young professionals. [Read More...](#)

The media industry is the canary in the coalmine

No matter how bad the last few years have been for your business, you can at least take solace from the fact that you're not in the media industry. (Unless, of course, you are in the media industry.) [Read More...](#)

7 ways ebook apps can help brick-and-mortar bookstores

Book retailers are missing an opportunity to unite the physical and digital worlds. [Read More...](#)

The future of light bulbs is in silicon, startup says

Solid-state lighting startup Bridgelux announced that it achieved a "major breakthrough" by demonstrating a 135 lumens-per-watt LED bulb using gallium nitride-on-silicon as a substrate. [Read More...](#)

Physicists build single atom memory for Quantum information

A single of atom of rubidium sits at the heart of an exotic new quantum memory device. [Read More...](#)

A stretchy sensing tool for surgery

An inflatable catheter covered with stretchy sensors could make cardiac procedures shorter and safer. [Read More...](#)

Facebook for web cash

Warner Brothers became the first major media company to offer a movie for rent on Facebook, a move that could position the social network to become a force in the digital distribution of movies, rivaling services like Netflix and iTunes. [Read More...](#)

Optus targets SMBs with Google Apps suite

Under the deal Optus will offer a range of services from the Google Apps suite including email, instant messaging, videoconferencing and other office collaboration tools, into a market that the nation's No. 2 telco said represents a big revenue opportunity. [Read More...](#)

New media business models: How to make \$2K on \$5m in revenues

Business Insider, the popular news site has revealed its finances. We only did only \$5 million of revenue last year (\$4.8 million, to be precise, of which most came from advertising). And, yes, \$5 million of revenue is pretty puny in general. It's less than a single big network news anchor gets paid in a single year, for example. But \$5 million of revenue is a lot more revenue than we did three years ago (\$39,495)... And did I mention that we were also profitable last year? Not WILDLY profitable, mind you. In fact, the sum total of our year's worth of effort would barely—just barely—buy us a MacBook Pro: We made \$2,127 in 2010. Business Insider has nearly 8 million readers per month, which means that each reader is worth just 62 cents per year in revenues. And to get all those readers Business Insider has to run a lot of erotic content that has nothing to do with business. [Read More...](#)

Robots that talk like cave-dwelling crickets: Using silent puffs of air

Ant trails, airborne chemicals, wood vibrations—scientists have a long history of borrowing clever communication techniques from the animal kingdom. Inspired by the odd social habits of

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a cave-dwelling cricket, scientists have now taught robots to communicate by firing rings of pressurized air at each other. [Read More...](#)

Piracy once again fails to get in way of record box office

The movie business has — yet again — run up record numbers at the box office. In 2010, theaters around the world reported a combined total revenue of \$31.8 billion, up eight percent from 2009. [Read More...](#)

Brain has three layers of working memory, study shows

Researchers from Rice University and Georgia Institute of Technology have found support for the theory that the brain has three concentric layers of working memory where it stores readily available items. Memory researchers have long debated whether there are two or three layers and what the capacity and function of each layer is. [Read More...](#)

Giving children the power to be scientists

Children who are taught how to think and act like scientists develop a clearer understanding of the subject, a study has shown. [Read More...](#)

Most purchases, half of transactions to be mobile by 2015: Google

Two-thirds of all purchases and half of transactions will occur on mobile devices by 2015, Google executives said February 4. Consumer coupons will also transition from their current rate of 80% push to 80% opt-in four years from now, said David Shapiro, Google's director of small business marketing. [Read More...](#)

IBM: Cloud computing to contribute \$7 billion in revenue by 2015

However, are its expectations a bit too optimistic? According to a report published by market research firm In-Stat, by 2014, businesses in the United States will spend more than \$13 billion on cloud computing and managed hosting services. Even if that spend is doubled considering the international market, the market will be around \$30 billion by 2015. [Read More...](#)

CHART OF THE DAY: iPad competition is toast

ChangeWave Research just put out a new report on consumer interest in tablets, and surprise, surprise, the iPad is the number one by a mile. [Read More...](#)

Does Moore's law suddenly matter less?

The RepRap is an open 3D printer design whose goal is to produce a printer that can copy itself. [Read More...](#)

Young migrants changing the face of China's cities

For China, the shift presents a challenge: how to integrate the new arrivals into already overburdened cities. An agrarian society for thousands of years, China is on the cusp of having more urban than rural dwellers for the first time. [Read More...](#)

How do people respond to being touched by a robot?

In the study, researchers looked at how people responded when a robotic nurse, known as Cody, touched and wiped a person's forearm. Although Cody touched the subjects in exactly the same way, they reacted more positively when they believed Cody intended to clean their arm versus when they believed Cody intended to comfort them. [Read More...](#)

Toward a more social sense of place

Such popular location-based services as Foursquare and Gowalla invite people to "check in" at locations using their mobile phones, let their friends know where they are, and collect rewards from businesses in the process. But these apps don't do enough to get people interacting with each other, according to the creators of new location-based services that aim to be much more social—and at least as lucrative. [Read More...](#)

Social tools for businesses

With social tools such as Facebook and Twitter ballooning in both numbers and cultural impact, businesses are looking to adapt these consumer technologies to the security and etiquette needs of the workplace. IBM in particular has experimented with using social software to promote collaboration within its own workforce of 400,000. Now it has distilled the resulting insights to create Lotus Connections. [Read More...](#)

Global private label report: The rise of the value-conscious shopper

Findings from a 2010 Nielsen global online survey of more than 27,000 respondents across 53

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countries show that the private label phenomenon is here to stay. In fact, while more than half of online consumers surveyed said they purchased more private label brands during the economic downturn, fully 91 percent said they will continue to do so when the economy improves. [Read More...](#)

With hacking, music can take control of your car

By adding extra code to a digital music file, they were able to turn a song burned to CD into a Trojan horse. When played on the car's stereo, this song could alter the firmware of the car's stereo system, giving attackers an entry point to change other components on the car.

[Read More...](#)

Mobile payments try to take root in Afghanistan

A study reveals the challenges facing mobile payment systems in Third World countries.

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How to turn bargain hunters into loyal customers

A new service called LevelUp aims to combine several online business trends—game dynamics, social media, and location-based services—not just to win new customers for local businesses but to turn them into regulars. [Read More...](#)

Start-ups are in a rush to bring the chat room to the smartphone

For all the clever things smartphones can do these days — like stream movies and play 3-D games — the latest mobile craze centers on revamping one of the earliest phone applications, the text message. [Read More...](#)

Low-power memory from nanotubes

A rival to flash memory that requires one percent as much power could improve battery life in mobile devices. [Read More...](#)

Turning augmented reality into an open standard

A team at Georgia Tech hopes to make it easier to create and use augmented reality applications. [Read More...](#)

iPad 2: The best tablet for distributed teams just got better

Like the original iPad, the new version is still a tool that allows remote salespeople to all stay on the same page, with current sales and marketing material and an interactive presentation tool they can easily take directly to their customers. And it still allows distributed team members to stay in touch via email, IM, VoIP and online collaboration tools. But now it also offers the power to potentially operate in a greatly expanded creative capacity, the means for advanced video telecommunications, and the ability to act as a plug-and-play mobile workstation. [Read More...](#)

Newspapers: Missed the 2010 media rally

For newspapers, 2010 was comparatively calm after the hair-raising revenue dips of 2008 and 2009. That was cold comfort, however, to an industry still laboring to find a sustainable business model for the future. In a year when most other media businesses rallied, advertising revenues at newspaper organizations continued to fall – roughly 6.4% for the year. That compares to a drop of 26% in 2009. [Read More...](#)

Police warning over Facebook party 'hoax'

Police have warned parents to stop their children advertising parties on social networking sites, after a Sydney teenager's party went viral and thousands of people were invited. The 15-year-old girl from Chatswood in Sydney's northern suburbs posted her address and contact details as part of a party invite on social networking site Facebook. Nearly 200,000 people have said they plan to attend on the Facebook event page. [Read More...](#)

Milestone: The web (finally) surpasses newspapers as source for Americans' news

Although digital technologies have been changing the face of the news for at least the last decade, we have finally reached a important milestone: more people now get their news from online sources than they do from physical newspapers. [Read More...](#)

Hanfree: The world's biggest iPad stand?

The Hanfree is a giant stand. It has a boomerang-shaped base and a long, bent stalk which attaches to an iPad case by way of an articulating joint. Thus ensconced, the iPad can be

suspended in front of you when you're sitting on the couch, standing at the kitchen counter or even — and this is where things get silly — placed under your pillows so that the stalk hangs the iPad above your head. [Read More...](#)

The huge impact of chronic conditions

McKinsey research points to the huge impact of chronic conditions, which now claim at least three-quarters of all health care spending in most developed countries. One government-run health insurer in Germany, for example, has costs totaling more than €6 billion, including €4.9 billion for chronic conditions such as cardiovascular disease (€760 million) and diabetes (€500 million). [Read More...](#)

Michigan CEO: Soul-crushing sprawl killing business

This is the full text of a letter from a business owner on why he might need to leave Michigan. This guy NAILED it, what we have been trying to express on this blog about sprawl and economic vitality. [Read More...](#)

Sci-Fi movie interfaces: Why transparent screens are miserable to use

The panel followed a simple question and answer format, touching on favorite movie interfaces, the elements that shape on-screen graphics and the connections between real-world gadgets and UIs and sci-fi movies. [Read More...](#)

The newspaper business implodes

The newspaper ad business isn't looking any healthier than the recorded music business. Nor is it looking any less delusional. [Read More...](#)

Business schools are not preparing students for information overload

But the case studies and the simulations still lay out neat and tidy chunks of information on which to make decisions. Granted, the information is often incomplete, which is part of the challenge. But most real-life decision makers would kill to have the information they need so neatly packaged and trimmed for their consumption. Where are the twenty useless reports that surround every useful one? Where are the five versions of the report that make finding the single point of truth so elusive? Why is the information in one handy report instead of spread among three different reports with mismatched categorization, columns, and metadata? [Read More...](#)

The digital pileup

The current volume estimate of all electronic information is roughly 1.2 zettabytes, the amount of data that would be generated by everyone in the world posting messages on Twitter continuously for a century. That includes everything from e-mail to YouTube. More stunning: 75 percent of the information is duplicative. By 2020, experts estimate that the volume will be 44 times greater than it was in 2009. [Read More...](#)

Layar: Impactful AR in your everyday life

It was over a year and a half ago when Layar co-founder Maarten Lens-FitzGerald posted a video to his YouTube account revealing details of the world's first augmented reality browser. Today that video has been viewed more than one million times, here is the new one. [Read More...](#)

Second Life can benefit corporation's real life

Some articles on Second life (SL) have been coming lately, highlighting the way companies are using the virtual space in a corporate way. Networking, hosting meetings or conferences and especially when travel is difficult this alternative not only saves time but allows geographical boundaries to disappear. Here is one from the Mayo Clinic. [Read More...](#)

Hong Kong venue for British Council's conference reflects shifting trends in education

Taking place outside of Britain for the first time and devoted to the theme "World Education: the New Powerhouse?," the conference was held in a region and city where major changes are having a profound impact on higher education. Much of the discussion over the event's two days, both in the content of the official program but also in conversations among participants, highlighted the shift of the world's economic and education axes toward Asia. [Read More...](#)

Opera House provides live streaming for mobile phones

USUALLY when patrons attend a performance at Sydney's Opera House, they're politely asked to switch off their mobile phones. But this Sunday, when music lovers converge on the iconic Sydney venue for the 2011 YouTube Symphony Orchestra concert, audience members will be

asked for the first time in the history of the Opera House to turn on their mobile phones and live stream the event worldwide. [Read More...](#)

McDonald's announces sustainability commitment

McDonald's Corp. has announced its Sustainable Land Management Commitment, an effort to make sure its food is sourced from certified sustainable sources. [Read More...](#)

DIGITAL AFRICA

In a continent with few computers and little electricity, a smartphone is not just a phone—it's a potential revolution. J.M. Ledgard reports from Somalia and Kenya. [Read More...](#)

Nanolithography: Flexible patterning of the cellular microenvironment

The ability to place individual cells at defined locations and control their microenvironment has numerous applications in the field of cell biology. Cells respond to their microenvironment and the resulting extracellular signals [1, 2]. The ability to control the cellular microenvironment enables investigation of biochemical and topological cues on various cell behavior, such as cell adhesion, differentiation, and molecular signaling pathways. [Read More...](#)

NAVI hack uses a Kinect to let the blind see, wear awesome headgear (video)

They're getting ever more practical, these Kinect hacks. today it's letting the blind see. Well, not really see, but better navigate through and stay informed about their environment, at least. [Read More...](#)

How do new methane leakage numbers affect the life-cycle comparison between coal and natural gas?

In recent months, several sources have called natural gas's greenhouse gas (GHG) emissions reductions potential over coal into question. [Read More...](#)

Industry to shed 4 billion lbs. of packaging waste

WASHINGTON – Food, beverage and consumer products manufacturers anticipate they will eliminate 4 billion lbs. of packaging waste nationwide from 2005-2020, according to a Grocery Manufacturers Association survey. Since 2005, more than 1.5 billion lbs. have been avoided, and another 2.5 billion lbs. are predicted to be avoided by 2020. [Read More...](#)

BlackBerry PlayBook: Serious iPad 2 competitor?

The PlayBook is a 7-inch tablet that RIM is hoping will stimulate the BlackBerry line into the prominence of old. The company has been pushing the PlayBook for several months at every major geek gathering on the planet. While it is not certain the PlayBook will be a fitting rival for the slate from Cupertino, there are a couple of reasons to think it might do better than many expect. [Read More...](#)

Securing all Androids proves tricky

The variety of devices running Google's mobile OS on different networks makes security more complex. [Read More...](#)

A new approach to treating rheumatoid arthritis

An engineered protein reduces arthritis symptoms in mice. [Read More...](#)

Facing the consequences

Global action is not going to stop climate change. The world needs to look harder at how to live with it - an opinion piece from the Economist from Nov 2010. [Read More...](#)

Dropbox: The hottest startup you've never heard of

Thanks to a lean operation with some 45 employees, Dropbox reportedly experiences well over 10 times year-over-year growth and positive cash flow. Sources say its revenue met internal 2011 sales projections in 2010, and Benioff predicts sales could hit \$100 million this year. [Read More...](#)

17% vs. 26% - Online newspapers gain on print

Print newspapers have seen continued decline in their daily readership – in September 2010, 26% of U.S. adults reported reading a print paper on any given day compared with 38% as recently as 2006. The decline spans all age groups. [Read More...](#)

When failure looks like success: Andrew Zolli and Ann Marie Healy explain

In the April 2011 Harvard Business Review article, Vision Statement: When Failure Looks Like

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Success, PopTech's Andrew Zolli along with Ann Marie Healy unpack the mirage of success associated with a 30+ year project to bring clean water to Bangladesh. [Read More...](#)

HolidayCrowd lets travel agents compete for consumers' business

Holidaymakers are often faced with an overwhelming range of options when searching for their ideal trip, with an endless list of online services promising to deliver the best deals. Aiming to flip this process on its head and deliver even more relevance, HolidayCrowd is a new service that enables travelers to outline their perfect trip and invite competing offers from travel agents. [Read More...](#)

From New Zealand, interactive & educational ebooks for kids

The books — available as ebooks and as apps for the iPhone and iPad — are specifically created for young children, with educational features such as text that highlights and sounds words when touched. This touchable text feature can also spell the highlighted word back to the child letter by letter, or alternatively, the entire story can be read aloud. [Read More...](#)

Yammer gets workers hooked first, then woos bosses

A free business-focused social network lets employees choose how to collaborate. [Read More...](#)

Africa on the brink of a take off

World Bank blog video on Africa's prospects. [Read More...](#)

iPads, Android tablets and smartphones join the military

Shooting turtles or attacking enemy warplanes with game apps on an iPad is child's play compared to the apps two military contractors are planning for use with low-cost, consumer-grade tablets and smartphones. [Read More...](#)

Large Hadron Collider could be world's first time machine

If the latest theory of Tom Weiler and Chui Man Ho is right, the Large Hadron Collider — the world's largest atom smasher that started regular operation last year — could be the first machine capable causing matter to travel backwards in time. [Read More...](#)

Social media strategy learning curve and framework

This high level framework is designed to illustrate the social media learning curve and to help business and non-profit leaders understand how strategy relates to investment, value and culture. [Read More...](#)

26% of mobile application users are fickle — or loyal

In a previous mobile application analytics study, Localytics found that while smartphone and tablet owners are very willing to give applications a try, 26% of the time they never use the same application again. In this study, Localytics found that another 26% of people become very loyal, repeat customers, using a new application more than 10 times. [Read More...](#)

Let's celebrate Dilbert-style management? Huh?

The most popular blog post for the whole of 2010 at Harvard Business Review was Bob Sutton's list of the "12 Things Good Bosses Believe." From one perspective, his list presents an engaging people-centered picture of manager—someone who is sensitive to others' feelings, who listens carefully to those who disagree, someone who strives to be humble as well as confident. The contrast to a dictatorial command-style manager no doubt helped make the post very popular. From another perspective, however, there is one shocking, even mind-boggling, omission from the list: there is no mention of the client or the customer (or the stakeholder). [Read More...](#)

Put on your sunglasses! facial recognition is going social

You're at the grocery store on a crowded day and you accidentally bump your cart into another patron. You apologize profusely and sincerely, but the other person merely glares at you and then snaps your picture with a smart phone. You shake it off, maneuver your cart a bit more cautiously, and go on with your day. What you don't know, however, is that your newfound adversary has used online facial recognition search to uncover a slew of photographs of you online. [Read More...](#)

Euro zone confronts limits of 'one-size-fits-all' policies

The euro had a pretty smooth run for its first decade, defying skeptics who saw political and historical reasons for its creation but economic hurdles to making it work. The past year has revived those worries. [Read More...](#)

A better disc for back repair

Implants grown from living cells could offer better support and flexibility. [Read More...](#)

An on-off switch for anxiety

Researchers discover a brain circuit that can instantly dampen—or exacerbate—anxiety in mice. [Read More...](#)

Taiwan airport introduces world's first ebook library

The e-library, based in Taiwan Taoyuan International Airport, has four hundred titles in its collection — available in English or Chinese, and in ePub or Zinio formats — which can be read in the airport, but not taken away or downloaded onto the user's own device. [Read More...](#)

Future, technology & the next 50 years megatrends / 5deka

7 minute video on technology megatrends . I think the next 50 years is an exaggeration but worth looking at. [Read More...](#)

Visa to offer person-to-person payments

The service, which will compete with PayPal, will become available in the second half of the year. [Read More...](#)

Reverse engineering the brain

Can we really create a computer which can discern complex patterns, recognise facial expressions, decode meaning from speech and even understand our emotions? It's only a matter of time, says a leading researcher. [Read More...](#)

Book publishers need to wake up and smell the disruption

Evidence continues to accumulate that e-books aren't just something established authors with an existing brand can make use of, but are also becoming a real alternative to traditional book contracts for emerging authors as well — all of which should serve as a massive wake-up call for publishers. [Read More...](#)

Skype opens a conference call service

The conference calling service is being done in partnership with Citrix, a software company that already enables online meetings with GoToMeeting. Citrix will integrate some of GoToMeeting's technology into Skype's conferencing service so that people can dial-in by phone and share documents among multiple users. [Read More...](#)

Is business-centric social networking a revolution -- or a ruse?

Programs like Twitter, Facebook and LinkedIn have become a popular way for families and groups of friends (or groups of strangers) to share information and organize their lives. Now corporations are hoping they can tap into those capabilities as a way to improve employee productivity, collaboration and communication on the job -- and a long line of software vendors, such as Cisco, SAP, Oracle, Microsoft, IBM and Salesforce.com, along with upstarts like Yammer, are hoping to position themselves as the platform to integrate social networking and business processes. But will it work? And is it worth it? [Read More...](#)

Nuclear power - green or gangrene?

Paul Higgins: A cost effectiveness piece by my friend Lindsay Leveen comparing nuclear energy costs to gas generations costs. Interesting, analytical and controversial as always: Continuing on the theme started last week on the greenness of geothermal power, this week I will opine on the green or gangrene character of nuclear power. [Read More...](#)

Paywall or no paywall, print is still what pays

The New York Times's model for online charging will no doubt be widely copied. But according to one analyst, print will still be providing 86% of UK newspapers' revenues even in 2017. [Read More...](#)

Q&A with the authors of a new culture of learning

Paul Higgins: A Steve Denning conversation with the authors of this book. I was particularly taken by the part of answers and questions. How our education system is far more interested in answers when finding the right questions is far more critical. [Read More...](#)

Tablets, smartphones forcing upgrades of office Wi-Fi networks

The rising popularity of tablets and smartphones has boosted sales of Wi-Fi equipment to new

highs as companies upgrade their wireless networks, analysts reported earlier this month.

[Read More...](#)

Keep your government open and honest -- share public documents with The Times

Paul Higgins: An interesting piece on journalism and partnerships with the community. In a time when resources to support journalism are falling a partnership between the community and journalists is even more important for democracy and good governance. Partnership of course means a two way street which is what is happening here. [Read More...](#)

iPads, Android tablets and smartphones join the military

Shooting turtles or attacking enemy warplanes with game apps on an iPad is child's play compared to the apps two military contractors are planning for use with low-cost, consumer-grade tablets and smartphones. [Read More...](#)

Smart cities – creating intelligent urban environments

Today's cities can barely handle the burden of their current populations: core services like energy, water, communications, transportation, and public safety are wasteful, inefficient and decrepit. Even though cities only occupy 2% of the landmass of the Earth, they consume over 75% of the Earth's resources. The only way to prevent rapid urbanization from being an environmental disaster is to operate cities in a brand new way: faster, smarter, cleaner.

[Read More...](#)

Thinking cap: "Mynd" is the first dry, iPhone-compatible, portable brain scanner

NeuroFocus, a firm that brings brain research to marketing, has unveiled what it deems "the first dry, wireless headset designed to capture brainwave activity across the full brain." The device, three years in the making, debuted at the 75th Annual Advertising Research Foundation conference in New York. [Read More...](#)



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