

InfluencerCon Presents

FutureMark

Transcendent Ideas of the Near Future



Dream Inspire Innovate



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Credits



Philip L. McKenzie

Writer

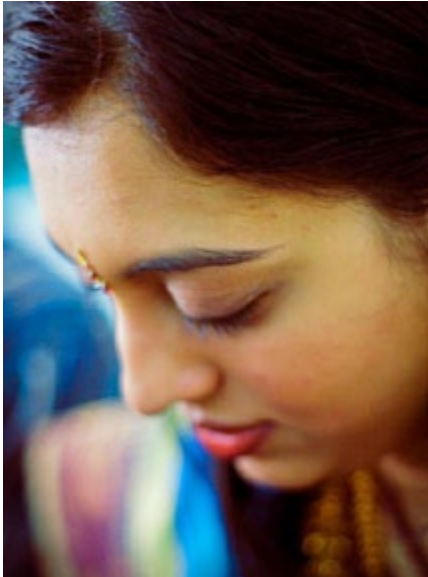
Founder & Global Curator, Influencer Conference

Philip L. McKenzie is the Founder and Global Curator of Influencer Conference. Influencer Conference is a global content platform that brings together tastemakers in the arts, entrepreneurship, philanthropy and technology to discuss the current and future state of influencer culture. From its beginnings in 2010 in NYC, InfluencerCon has grown to include London, Berlin, Brussels, Detroit, Sao Paulo, Mumbai and Tel Aviv. Prior to that he was the Managing Partner of FREE DMC, an influencer marketing agency that specializes in integrated marketing strategy, digital content creation, and experiential events.

After completing his MBA at Duke University's Fuqua School of Business, Philip joined Goldman, Sachs & Co where he worked in Domestic Equity Trading. His first trading responsibilities were in the Healthcare sector followed by a role in Consumer Products where he traded companies such as Coca-Cola, Pepsi, Proctor & Gamble and McDonalds to name a few.

Philip is a passionate supporter of the arts. He has been a Supporting Partner of the Alvin Ailey American Dance Theatre since 1999. He is formerly a Junior Associate of the Museum of Modern Art and a member of the Apollo Circle of the Metropolitan Museum of Art. He is a rabid music fan and spends his summers attending as many Dave Matthews Band concerts as humanly possible.

Prior to his Duke MBA, Philip earned a bachelor of business administration from Howard University majoring in finance with a minor concentration in philosophy. Philip resides in Brooklyn but travels extensively wherever the wind takes him. He is working on a book entitled Smashing Silos: How to Identify Talent & Create Value.



Maitreyi Doshi-Joshi

Designer

Founder & Principal Designer, Maitri Designs

Maitreyi Doshi-Joshi is a Graphic Designer and a Community Artist with 7+ years of design experience. She has worked with the World Wide Workshop New York as a Special Project's Coordinator. She has worked as the Outreach and Marketing Coordinator with the Creative Alliance, Baltimore.

She moved back to India after living and working in the US for 6 years. She worked with Elephant Design as a Designer.

Maitreyi, was one of the delegates representing India at the Junior Summit held by MIT Media Lab, USA. She was part of the youth caucus that lobbied for youth participation at the UN World Summit on Information Society. She has published several articles on design, information and communication technologies. Her activism gave her a chance to travel extensively at a young age.

Maitreyi has graduated from Concord University in rural West Virginia, USA with a degree in Graphic Design, Studio Art and Political Science. Maitreyi's desires to use art, and graphic design as a tool for social change lead her to pursue a Masters degree in Community Arts from the Maryland Institute College of Art, Baltimore USA.

She currently has started her own design studio called "Maitri Designs" which works on all kinds of Design such as print, web, UI/UX, packaging and new media design. She is also working on several Community Arts and Public Art projects in and around Pune City.



Yves Louis-Jacques

Editor

Strategy/Public Policy

Yves played a pivotal role in the production of the Influencer Conference. He now serves as a global advisor and strategist. Prior to InfluencerCon, Yves led business development and brand strategy at FREE DMC, an experiential marketing agency. He also worked as a Management Consulting Executive at Accenture where he led technology implementation and strategy projects. He provided his expertise to several clients in the firm's Public Service and Media and Entertainment practices.

An entrepreneur at heart, Yves co-founded and managed One Design, a visual communications company after graduating from college. He devised and delivered solutions for client such as Nike/Jordan, Grey Group's Wing, and the Office of the Mayor of DC.

A native of Haiti, Yves is often invited to participate in think tanks and panel discussions about his country. He has contributed to the National Public Radio (NPR) on the state of affairs in Haiti since the 2010 earthquake. Yves graduated with Honors from the prestigious Howard University. He's currently concentrating on global policy and infrastructure development at France's elite Sciences Po. He recently founded the New Social Republic, a non-profit organization that focuses on education, healthcare, and skills development initiatives in developing countries.

Is Ownership Obsolete?

When Sharing Is Not Enough

The concept of ownership as we know it has been a keystone of industrial age capitalism. The idea that the possession of property (physical or intellectual) can be transferred via legal right is a basic construct that is now taken for granted among a majority of industrialized nations.

Over the centuries we have seen an evolution of the concept of ownership from its most abhorrent form where humans were considered property to the more subtle distinction of copyrighting life's basic genetic building blocks. Our accepted ideas around ownership affect our personal, interpersonal, business and political relationships. Recent events, most notably the global financial crisis which culminated in the subprime issue, bankruptcy and government bailouts, have provided a backdrop to begin questioning the core principle

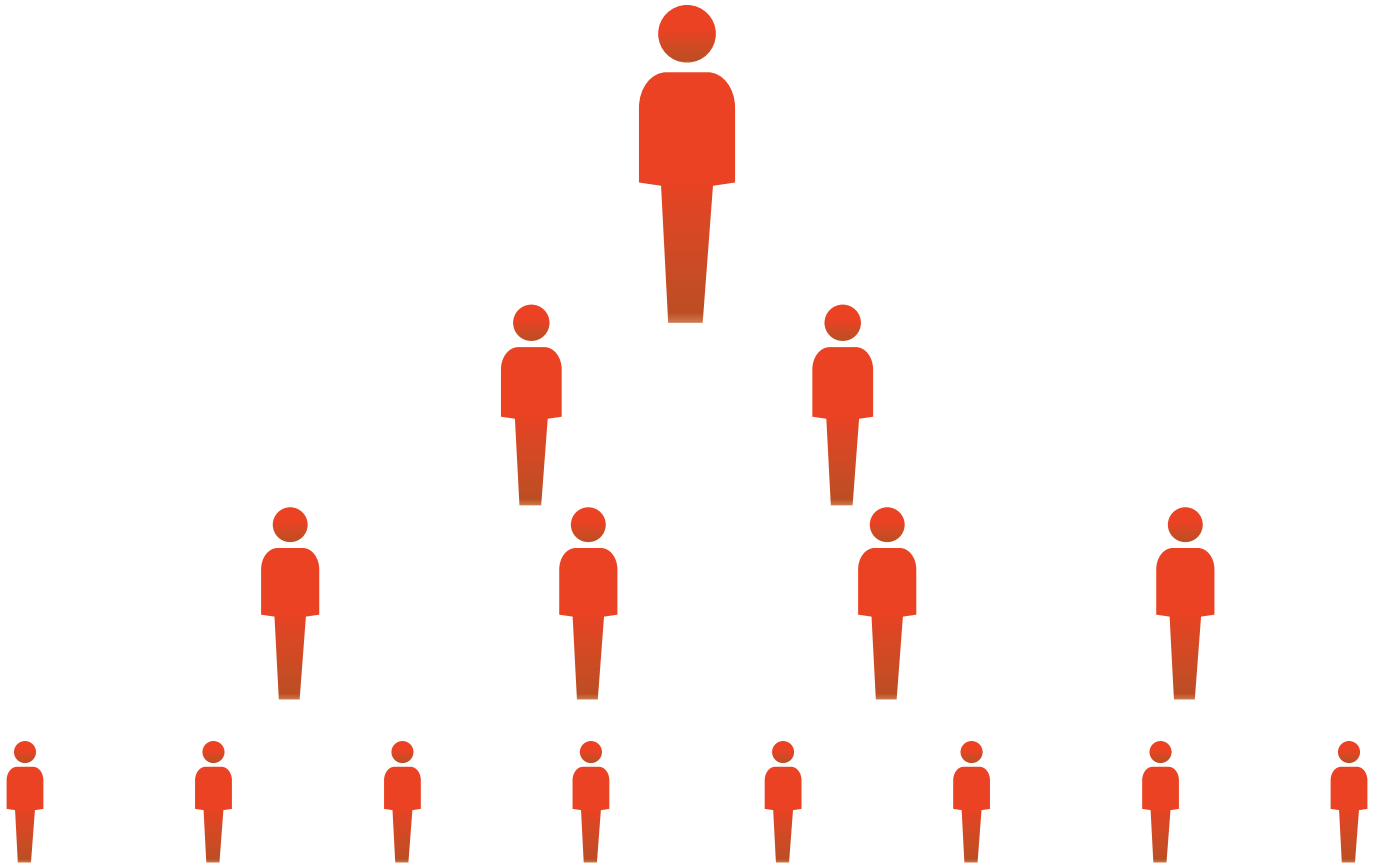
of ownership. Unconventional political movements like Occupy Wall Street championed alternative values within our financial system that shed doubt on the validity of the status quo. New businesses such as [Airbnb](#), [SnapGoods](#), [Zipcar](#) and others have provided a basis for an economic reality that encourages the shared use of resources rather than outright ownership. Many may dismiss these developments as fringe; however, there has been an equally powerful undercurrent questioning ownership as a lasting principle of a future economy. We beg to ask the question, is ownership obsolete? If so, what shall replace it as an anchor principle of our economy? The popular notion of "shared economy" scratches the surface of an alternative economic system but it does not create an alternative value construct to serve as a counterpoint to the traditional

ownership. The necessary alternative value construct is Stewardship.

Stewardship is defined as the shared responsibility of a society to oversee, protect and pass on its critical resources over the course of generations.

Both traditional ownership and stewardship contain core attributes that directly lead to particular end results. In essence, our acceptance of one system versus another means we are aligning ourselves with a set of values that correlate with what we produce (physically and psychologically) on the other side. Our report will explore the varying opinions around ownership and stewardship from a professional and personal perspective.

We'll examine the present day impact of these concepts as well as their role in the "near future."

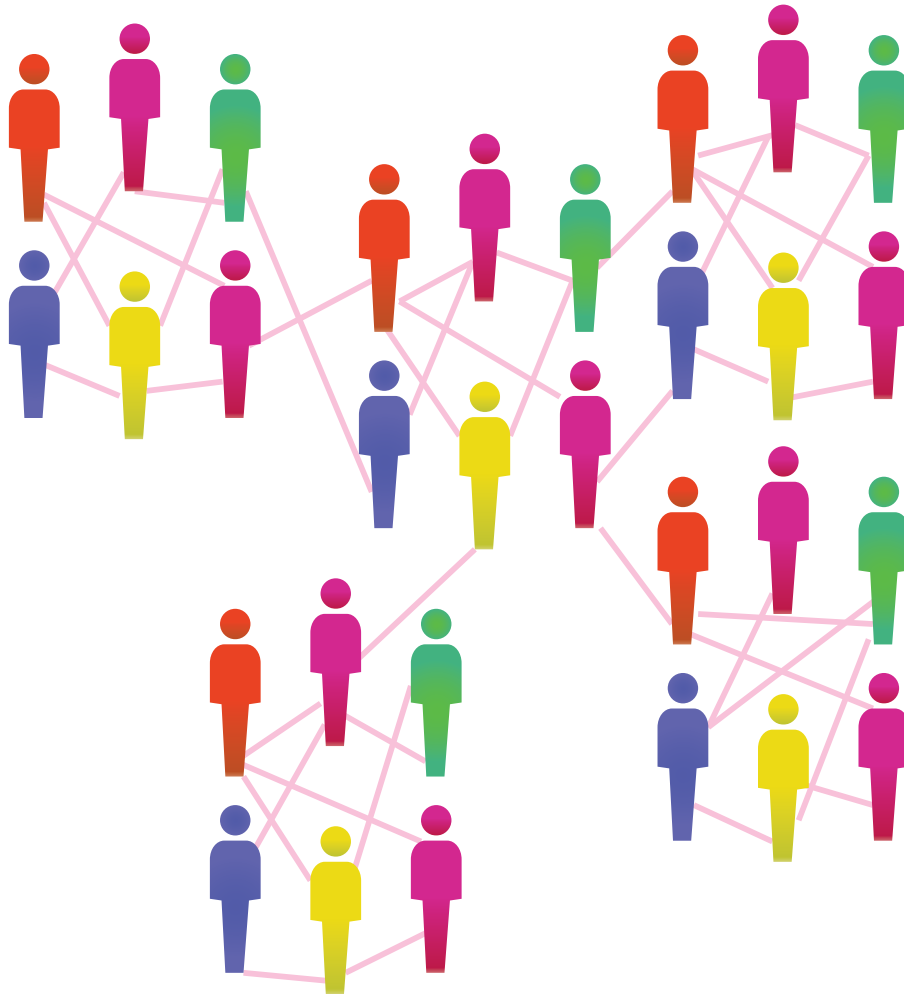


Ownership:

Control,
Vertical hierarchy (self centered),
Conformity,
Entitlement,
Zero sum,
Skeptical

Results:

Exploitation,
Mismanagement of Resources,
Wealth Disparity,
Less Psychological Well-Being,
Short-Term Strategic Thinking,
Unquestionable Authority



Stewardship:

A "Matrixed" Network,
Collaborative,
Non-Zero Sum,
Inquisitive,
Trust,
Transparent

Results:

Long Term Strategic Thinking,
Efficient Use Of Resources,
Psychologically Supportive,
Cooperative Solutions,
Efficient Wealth Creation

How Did We Arrive?

Ownership in Review

Before we can examine a counter value to Ownership it is important to define exactly what the term means. Ownership is not only an abstract economic principle but also carries psychological weight as it can determine how we view our relationship with others and the world around us. How do we view the term “own” within the popular lexicon? To “own” is the activity pertaining to or belonging to oneself.

It is the interest or relation to possessing something that indicates you are the sole agent. This definition extends not only to the individual but also to institutions whether they are private

(large multinational corporations), public (local, national, international governments), or social (religious, academic, philanthropic, cultural). It is a critical theme that separates possessions and assets in the hands of those who control them (owners) versus those who do not.

In the early stage of civilization, the popular perception was that there existed a communal ownership of possessions. The assets (though likely not referred to as such) of the community were best utilized if their rewards were employed for the good of the community. No one owned because everyone owned. Addition-

ally, the most important part of society, arguably the land itself, could not be owned. The land existed for us to stake a claim, reap a bounty but not to possess in the classical sense. Vocational specialization, creation of corporate structure and a fiat currency created a shift away from a communal ownership into our current ownership model. The advent of neo-classical economic structure that reinforced corporate hegemony soon dominated the landscape in much of the western world. Correspondingly our legal, political, and social structures developed to support an ownership model in the strictest sense.

From Crisis Something New

The global financial crisis of 2007 – 2008 (some would say present day) plunged the world into a risk scenario that we have not seen since the days of the Great Depression. Financial services, manufacturing and housing were all on the precipice of collapse and only massive government bailouts were able to forestall this threat to our financial system. As a result, for the first time in generations people began to question whether or not the way we were “conducting business” was actually working. The wealth gap, poor global job market (particularly for youth), and collapse of faith in the economic system as a whole forced many to determine new methodologies in order to create new opportunities. There are several organizations that have done an excellent job of the spirit of a new way forward and we briefly highlight them below. Industries represented are lodging, transportation and professional incubation/work space.

Airbnb

Founded in 2008, by Brian Chesky, Joe Gebbia and Nathan Blechcharczyk and based in San Francisco, California, Airbnb is a trusted community marketplace for people to list, discover, and book unique accommodations around the world — online or from a mobile phone. Airbnb connects people to unique travel experiences, at any price point, in more than 33,000 cities and 192 countries whether they are looking for an apartment for a night, a castle for a week, or a villa for a month. And with world-class customer service and a growing community of users, Airbnb is the easiest way for people to monetize their extra space and showcase it to an audience of millions.

The growth of Airbnb has made it one of the most celebrated additions to the “shared economy”. It is a revolutionary concept to open one’s home (or a portion of it) to a person that likely was a stranger prior to that visit. The tenants of trust and openness are essential if this system is to work and thrive. Both host and guest review one another, which provides quick peer-to-peer feedback thus increasing its overall value to the community. The founders made a bet when they

started Airbnb that there would indeed be a marketplace for those who were seeking alternative to hotels when they were traveling. Validation comes in the exponential growth of their community. Of the 4 million guests they have served; 3 million of them were in 2012 alone. Additionally there are 300,000 properties, up from 120,000 from the top of 2012.

Exponential growth of this nature is a testament not only to a service but also to a community that has resonated deeply with those who participate. It’s easy to think of the shared experience being about a particular property. In reality, Airbnb is about not only properties but also about a shared knowledge and curation of the travel experience. In reality, Airbnb hosts are both sharing space and their accumulated knowledge of their neighborhoods. This sounds very fanciful but a study conducted by HR&A Advisors on the economic impact of Airbnb in the San Francisco area is very telling. What is narrowly defined as a “shared economy” has become something more by building the elements of stewardship into their business model and by a natural extension its community.

The efficient use of resources is obvious as 90% of the prospective host properties are primary residences. Hosts, who are overwhelming middle income (60%) are using the extra income for everyday expenses (rent/mortgage payments) to the tune of 42%. Guests, in turn benefit from this efficiency by having more affordable accommodations, which lead to longer visits and more money actually spent (\$1100 vs. \$840) than hotel guests. Due to the earlier referenced, *accumulated knowledge*, guests are staying in neighborhoods not typically covered by the traditional hotel footprint. This leads to a rise in spending in those neighborhoods and a direct benefit to the local economies. This is the *matrix-ed network* of stewardship at work. Connecting disparate neighborhoods and more importantly places where traditional guests would venture less frequently raises the economic level across the city.

Ex. Airbnb brings the impact of tourism to many neighborhoods where visitors would not be able to stay. Seventy-two percent of Airbnb properties are located outside the six central zip codes where most hotels are located. Airbnb guests spends substantial amounts in

these neighborhoods – 60% of their spending through their trips is spent in the neighborhoods where they stay. Airbnb guests also visit many more neighborhoods because of where they are staying and their preferences for off-the-beaten-path experiences. While only 18% of hotel guest visit the Mission, 52% of Airbnb guest do. And while hotel guests visit an average of 4 neighborhoods, Airbnb guests visit 6. Airbnb guests also spend significant amounts of money at local businesses in these outer neighborhoods.

The traditional ownership model relies on a static exchange of goods and services. By building in stewardship values Airbnb has created a community of mutual benefit between hosts, guest and local businesses.

Carpooling.com

Carpooling.com connects people in over 40 countries so they can share their rides. Originally founded by 3 German MBA students, the carpooling team now comprises 60 people across its different markets. Carpooling.com wants to make carpooling easy, safe and accessible to all. With just a few clicks, drivers can offer available seats and passengers can book a ride. People choose whom they want to ride with, how much space and comfort they need, where they want to meet and what they are willing to pay. Similar to Airbnb, Carpooling.com taps into an *efficient use of resources*, as drivers who are

already taking a trip can find passengers for the extra space. The economics of sharing a ride are obvious (gas, tolls)-think an organized college road trip model-but there are also environmental benefits. The carbon efficiencies produced by sharing trips take a long-term view on the environment. Carpooling.com is *“non-silo-ed”* & *intergenerational* in its design.

Ex. No borders across social backgrounds or generations with carpooling.com, people from all walks of life share rides: students and grandparents, commuters and tourists, single people, mums and dads, teachers and business men, sales people and doctors, music and sport fans, urban hipsters and country lovers.

Collaborative Space

Collaborative Space – There has been a significant rise in the use of collaborative spaces over the last decade. Pioneers in this sector such as [Hub Culture](#) and [Centre for Social Innovation](#) have been joined by newer participants [Green Spaces](#), [WeCreate/TheCube](#), and [General Assembly](#) to name a few. The mission and exact purpose of these various spaces vary but they all seek to bring people/organizations together in a collaborative environment. Three notable factors have precipitated this growth:

1. The cost of office space for less mature businesses is often too high a hurdle particularly in dense urban

areas like NYC, London, and San Francisco. As a result, having a more affordable option will be attractive to those who are looking for a place to work beyond their local coffee shop of choice.

2. A desire to leave behind the cubicle environment while not losing the day-to-day interaction that results in working among other like-minded people.

3. Since startups have become a more recognized career track, it makes sense to be in a collaborative environment where those in your co-working space can help fill the gaps in your organizational or personal skill set can be augmented. This again is an *efficient use of resources* as multiple parties can benefit by proximity and expertise. Collaboration relies on trust and the ability to be open (which is the flipside of vulnerability). When spaces infuse a spirit of collaboration into their DNA they are encouraging those values. The values of trust and openness are critical elements of stewardship. Ownership seeks to keep us “silo-ed” employing either legal or emotional means. Our thought process within this system leans toward zero-sum outcomes. In order for me to “win” you must “lose”. The nature of this arrangement discourages collaboration, sharing and an open exchange of resources. The collaborative work environment encourages *non-zero outcomes*. A non-zero environment where the participants feel empowered to engage in mutually beneficial behavior supports stewardship.

Stewardship -

Community on Steroids

A “Sharing Economy” is a positive step in the right direction but it is limited by definition and scope. It is critical to establish definition and understand our relationship to these words as we interact with them within a framework that carries cultural weight. Sharing is a value we are taught from our childhood. Our first foray into sharing is usually with our siblings (if we have any) and then it is reinforced when we enter primary school education. We learn the virtues of sharing our possessions with our peers and the subsequent psychological benefits that are transferred from these virtues. As we grow older, however the benefits of sharing are diminished. Instead, our individuality as personified by our possessions (i.e. what we own) are celebrated. Psychologically, sharing

is good but up to a limit or within certain parameters. It is well within the domain of children but less so for adults. This is also the case with many businesses that are part of the sharing economy. There is a time limit placed on their viability or at the very least our perceived willingness to use their services. Collaborative spaces are great for startups i.e. new businesses, but once a business matures the expectation is that they have their own space. The message, in essence is what works for a startup won’t work for Apple or Google. Sharing is for the young/startups not for those who are older/mature. Stewardship takes the beliefs of the shared economy further. It is community on steroids. Wider in its scope and deeper in its intention, steward-

ship gives us a framework to leave behind (or at least expand) the sharing paradigm. By actively engaging the replacement of an old value system (ownership) with a new one (stewardship) the conversation can change completely and we can begin to question how we alter our current institutions or tear them down and build new ones. This is not an argument against shared economy but rather a desire to take the progress that has been made via a shared economy and stretch it into something markedly different. The reality is that the principles and values of traditional ownership are alive and well within a shared economy paradigm. Only by confronting these systems from a value-based perspective do we have a chance for stewardship to flourish.

The Way Forward

NOW

Stewardship has been called many things throughout the ages as the values of the system have existed through antiquity. Often credited to earlier societies that are sometimes referred to as tribal or native civilizations it harkens back to a simpler time. Of course, our current economic and societal systems are more complex. The only reason why a community-based economic/societal system worked was because life allowed for ease of transactions via commerce. Is this actually so? Is our relationship with ownership a natural evolution of a more complex world or is it something else entirely? Douglass Rushkoff addresses this in his book [Life, Inc.](#) In that work, he traces the roots of modern day capitalism (in tandem with ownership) back to feudal times when the crown used incorporation to bestow powers from the throne into mercantilism. The creation of fiat currencies or monies sanctioned by the power of the king replaced local currencies and barter. A shift began to occur that eroded the connectivity between craftsman and their wares and parenthetically to their customers. What appears to us as normal activity is actually a carefully constructed system to ensure ownership values prevail in our economic, legal and societal structure. Ownership having now entrenched itself in most of our institutions will naturally co-opt any perceived threat to its hegemony.

The threat of co-option is probably the most significant challenge to the spread of stewardship. In the areas of legal, digital, government/policy there are challenges facing traditional ownership as people seek new ways to build and support their institutions.

Political – Collaboration and transparency are two elements of stewardship. Our political process is often derided as broken for several reasons. Chief among them is a lack of transparency and a top down power structure that rewards lobbyist and corporate interest. This has created a poisonous atmosphere where not only very little is done to advance effective legislation on behalf of our citizens but also many among us have lost faith in government to solve problems. Iceland is a nation that has attempted to use the values of stewardship to course correct its national direction. Iceland was at one time ground zero for the economic crisis in 2008. The country was on the precipice of financial collapse as it was severely overleveraged and unprepared to handle the financial tsunami. In the face of this systemic risk, Iceland went back to the drawing board and revamped its entire constitutional process using the language of the people. A popular referendum was issued with provisions to take into account what citizens wanted in what was termed the first crowd-sourced

constitution. Another critical juncture of Iceland's move toward stewardship was the publication of the manifesto [Dreamland: A Self-Help Manual for a Frightened Nation](#) by author Andri Snær Magnason. This book was a critique of Iceland's willingness to sell the rights to its natural resources to outsiders, who risked ruining the environment for their short-term goals. The book asked for Icelanders to think and do for themselves and do not accept the status quo as the only alternative toward development. Stewardship demands that one takes a long view and develops resources in a responsible manner.

"People found out that they needed collaboration and cross-pollination," Magnason said. "Dreamland was kind of part of that movement. The design people, the tech nerds, the computer geeks, and the tree-huggers kind of teamed up in a kind of movement of creating things out of nothing - music, design, and all sorts of innovation. The political agenda that this was possible to kind of create without destroying everything."

Parliamentarian Lilja Mosesdottir pointed out that Icelanders don't need either the private sector or foreigners to plunder their country. "The constitutional clause will make sure that property rights to the natural resources are

in the hands of the Icelandic people, but they may utilize it completely and destroy it," she said.

Despite these initiatives Iceland continues to face many challenges. Its recent constitutional changes were not ratified, as the outgoing Parliament did not allow a vote on the floor meaning they will have to go back to drawing board. What is important to take away that much like the Occupy Wall Street movement citizens are taking the reins of change in their own hands and radically addressing what is wrong. Despite the attempts to co-opt these movements there does not appear to be a lack of enthusiasm to continue the heavy lifting.

Legal – Copyright and trademark have long served to protect intellectual property. In recent years, there has been criticism as to whether copyright/trademark, as they have been enforced, legally make sense or stifle innovation. Notable legal scholar, Lawrence Lessig has led the charge as an active proponent of Internet freedom and an overhaul of our copyright/trademark system. He is the author of works such as *Free Culture* (2004), [*Remix: Making Art and Commerce Thrive in the Hybrid Economy*](#) (2008) and [*One Way Forward: The Outsider's Guide to Fixing the Republic*](#) (2012). He also sits on the board of the Crea-

tive Commons. Creative Commons is a nonprofit organization that enables the sharing and use of creativity and knowledge through complementary legal tools. Creative Commons clearly asserts how its work impacts the values of stewardship. Their mission states, "Creative Commons develops, supports, and stewards legal and technical infrastructure that maximizes digital creativity, sharing, and innovation." Their vision goes on, "Our vision is nothing less than realizing the full potential of the Internet — universal access to research and education, full participation in culture — to drive a new era of development, growth, and productivity." They and many others recognize that the status quo method of protecting work and condensing it in the hands of a few stakeholders is not the most efficient way of innovating going forward. Fair Use work also challenges the current copyright/trademark system. The Fair Use/Fair Dealing Handbook gives a synopsis of the fair use/fair deal addendums to existing copyright in a number of countries around the world. As they state:

More than 40 countries with over one-third of the world's population have fair use or fair dealing provisions in their copyright laws. These countries are in all regions of the world and at all levels of development. The broad diffusion of fair use and fair dealing

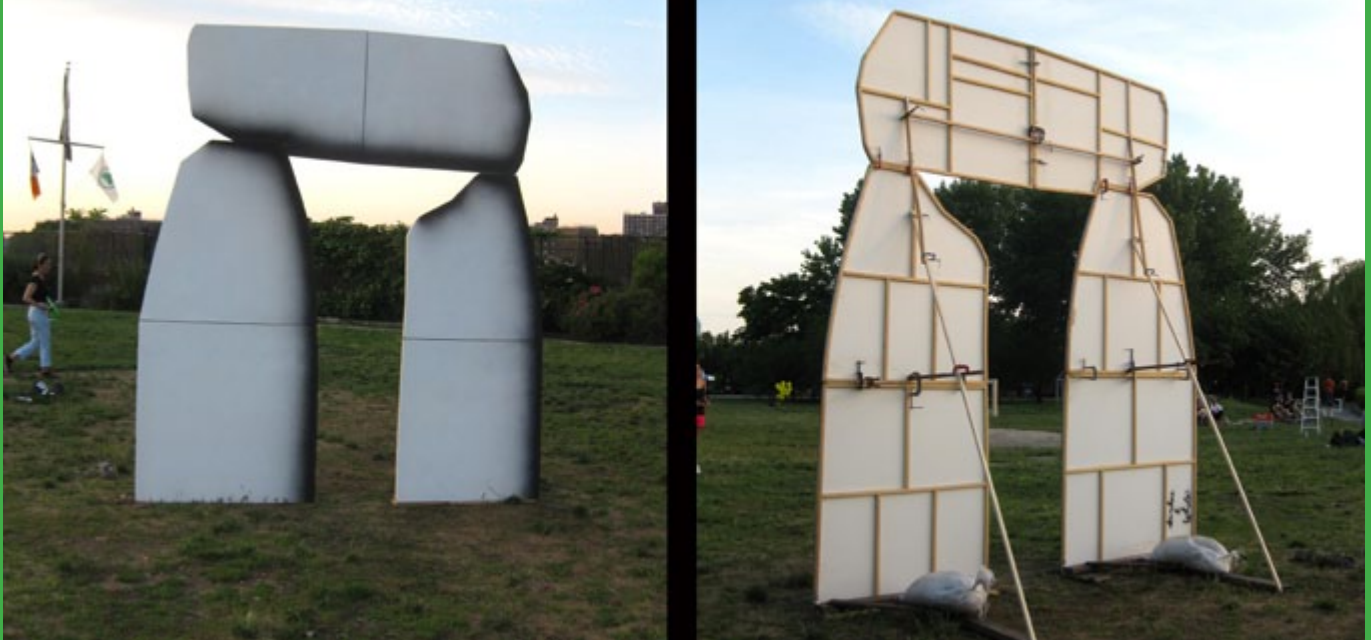
indicates that there is no basis for preventing the more widespread adoption of these doctrines, with the benefits their flexibility brings to authors, publishers, consumers, technology companies, libraries, museums, educational institutions, and governments.

Psychological – Challenging traditional ownership, growing shared economies and adopting stewardship requires a shift in our thinking regarding the type of business and social interactions we desire. It should not take ongoing financial crisis for us to feel that we have power to initiate great change. The included case studies and interviews only scratch the surface on what is a vibrant movement to invigorate our lives with the values of stewardship. We now value access more than we do ownership. The proliferation of subscription models in media as diverse as Spotify, Rdio and the New York Times have changed how we view the necessity for physical items. Industry after industry stands to be disrupted as our economies become more open, peer-to-peer, inclusive and efficient. The old guard will not relinquish control easily but it is clear that stewardship is increasingly the preferred model for business and social interactions.

Interviews

Rafael Sanchez/Kathleen White

Artist



Related:

VisualAids.org

Contact: allupinit.nyc@gmail.com

Photo:

Rafael Sánchez / Kathleen White

Somewhat Portable Dolmen

(recto & verso)

© 2011

Artists Rafael Sánchez (b. Havana, Cuba 1960) and Kathleen White (b. Fall River, Mass. 1960) are partners and collaborators living and working in New York City. They met through their affiliation with Participant Inc where they each had one person exhibitions in 2004. Their TABLE project, an ongoing outdoor book record tape vending project has been featured through various incarnations in a variety of articles and exhibitions including Bouble-Bill at Art in General in 2010. In 2011 their Somewhat Portable Dolmen was a nomadic feature in El Museo del Barrio's biennial The (S) Files. The artists are founders and co-editors of alluPiNiT , the new york city environmental magazine, which was featured in 2012 at the Museum of Modern Art exhibition Millennium Magazines. Mr. Sánchez' Tracings, drawings from the TABLE, will be featured in Visual AIDS' 25th year anniversary exhibition, Not Over in July 2013. Ms. White and Mr Sánchez have referred to their process as "the playful intersection of research, poetry and a private theater revealed through works of urban gardening."

Q. Tell me about your journey as artist?

A. Each artist, if they work collaboratively is an individual. You create objects. You create things. But you have to be comfortable with the idea of letting go. At some point you have to release yourself in the world. In that respect, artists have to be very comfortable with a shifting concept of what ownership means.

Q. Do you feel people are resistant to sharing?

A. I wouldn't say people are resistant I think people like the idea of permission. There is a tug of war as it pertains to ownership and part of that is being asked for the rights to something. In a simple way, it's just nice to be asked whether you can use something that belongs to someone else rather than just taking it.

Q. How does copyright effect artist?

A. Well it's interesting, visual artist lack the ability to copyright in the same way that other type of artist can. A visual artist has to be comfortable with the idea of loss. I have ownership perhaps during the process of creation but after that I have to put it into the world. That's the whole point. At what point is it inspiration and is strictly used for someone's gain. Copyright is a hard line in the sand that doesn't apply in the same way to what we visual artist do.

Q. How do you balance this idea of continuous loss when it comes to your work?

A. Figuring out the balance of living with your creativity in this world is a better way to think of it than loss. The idea of art is similar to a flower... once a flower blossoms and is out in the world...then it is subject to the elements...physical dangers and societal perils....and also the benefit of those things i.e. love....the best thing an artist can hope for is that the work can be shared and taken care of i.e. museums and institutions....most art blossoms in the elements...whether those elements are good or bad they are part of the process.

Q. When you mention the beneficial elements it sounds like you are invoking elements of stewardship.

A. I think I am. The type of benefit that comes from the elements is part of stewardship. Taking care of the work and valuing it for those that come after you. Gaudi's work is a great example of that. He set the wheels in motion for this incredible work of art, this monument. Each year over likely generations artists, builders continue to add to his vision. They change it, alter it, but their contribution serves to protect it in many ways.

Q. Is there an example of this in your current work?

A. Yes, definitely. We have two great examples. One is informal, which is our book project. Every so often we set up a vendor's stand outside our

gallery and sell some really interesting books. Many of them are beautiful and are works of art in their own respect. But we have so many and the goal is not to hoard them but to take from the, chart our time with them and then release them. In many ways we are the stewards of these books. We actually trace images from the books and keep them. So in many ways we have lingering ghosts if you will of these amazing books that serve as a reminder of their time here with us. The other more formal project is our [Somewhat Portable Dolmen](#), which is a moving installation project. We have had the Dolmen in museums, punk concerts and even Times Square and in each environment people respect the Dolmen. Even if they don't understand it there is a curiosity there and they are stewards of our work in the way they interact with it.

Q. Do artists play a special role in the idea of stewardship and ownership?

A. Artists are big influencers in the movement of space and by extension of ownership. Influencers lend their value and there is a high price being paid for influence. It isn't just about participation but it is about the conversation that is being had around these ideas. In many ways the artist being strictly paid for their contribution is the old way of doing things and it is not a reliable model. It is the conversation about the object about the artwork that lasts beyond the physical object itself. It is the conversation that is important

and must be sustained and that is dependent on stewardship. For the artist to be sustained their work must be stewarded from one point to the next at the end of the day the object is merely symbolic.

Marissa Feinberg

Co-Founder, Green Spaces



[Green Spaces](#)

tweet [@marissafeinberg](#)

Hi, I'm Marissa. I'm a lifetime story teller as I've been an actress since age 4. My first part was in Bambi. I played her mother and said, "Oh, Mrs. Rabbit, I would LOVE a cup of coffee."

I've been hooked ever since! From being a publicist to a marketing junkie and entrepreneur, I like to make people think, laugh, and take action to pursue their dreams. My company, Green Spaces (greenspaceshome.com), is NYC's go-to coworking space for do-gooders to work, network and host events... It's a privilege to be in with the coolest companies that change the world.

Our weekly idea bounces lunches are a great stage for sharing and inspiration, accelerating serendipities of life and organized good. I hope you tell me about your work as well (tweet @marissafeinberg). I'm infinitely curious, so it's nice to meet you. Check out my latest venture Flockd (flockd.com), low-tech for your tabletop, powering productivity and connectivity.

Q. Tell us a bit about the evolution of Green Spaces and sharing?

A. When I started producing events what I realized that collaboration was happening more naturally. We started formulating an idea for a permanent space about five years ago and co-working was still a fresh idea. Our focus was on environmental and social good so we were able to carve out a niche for ourselves. We bootstrapped a space in Brooklyn before we moved to Manhattan and much of what we were able to accomplish was due to sharing. Pfizer, was getting rid an entire building so we got furniture from them. NYU & Columbia were also a great source of things we needed. So we started to put together a really

quirky space. We also host events every week with a variety of partners such as The Social Venture Network, Investors Circle, Net Impact and many others. We work hard to make the space a place that fosters collaboration and sharing.

Q. Do you have an example of a success story?

A. Actually we do. I met a woman named Odile Beniflah who works for a company called Carpooling.com, which is based in Europe. She is based here in NYC and started attending our media/press events and getting buzz among organizations like Forbes.com, NPR and some others. She built up a lot of momentum and

used that to raise \$10MM so it shows how someone can enter this scene, works with the space and the owner and generate some real value.

Q. Do you think the attitude has changed as it pertains to a shared workspace relative to when you started?

A. Absolutely, years ago when people walked in they were confused. They didn't understand how one company could work with another one. What about privacy? What about proprietary information? Why do we need to share resources? But over the five years now, co-working has become popular especially for startups. Startups are younger, more flexible...

if you're in a startup situation you are making yourself vulnerable. So the more support you have around you when you do that the better it is and the stronger you're going to be and you are more likely to excel.

Q. What do you think of the idea that co-working spaces are the domain of startups and not "mature" companies? Do you see a future where co-working is the domain of all companies regardless of their size?

A. I actually see that already happening. We have a wide range of organizations from early stage startups to more mature businesses. I think the major shift will happen when organizations like [League of Extraordinary Coworking Spaces](#) organize large corporations particularly those that have consultants spread all over the world and they use that excess slack in their workforce and they begin plugging them into shared work environments. Conversely, they are in a situation where many of their actual environments are less full because their employees are scattered just by the nature of their work. So they also have excess space and they are learning from traditional co-working spaces how they can use that more effectively. So best practices are being shared from one group to another.

Q. What are some important elements that help foster a community?

A. Productivity and Connectivity are critical. They have to feel like they can get things done but we also want to

make sure that people can connect whether that is during the course of the day i.e. conversation zones, laptop zone or with our events that we host/co-host with other organizations.

Q. When you think of owning something what comes to your mind about that particular structure?

A. There's a few way of looking at that. When you come into a space like this you have to be comfortable with giving something up. Obviously, this is designed to not only foster community but also to more evenly distribute and share our resources. When you add in stewardship it takes on another level because now people are taking responsibility. For example, we have management responsibilities but we also have community responsibilities and what we noticed is that people will take on added roles and become "member evangelist". So members are far more willing to take on additional roles as everyone's best interest are tied to our community. You give up the idea of owning everything but in return you gain more than you would lose. This requires trust and a sharing of knowledge, expertise, etc. You have to have a mindset that not everything is going to be perfect. But the benefits of entering into this type of relationship that challenges traditional ownership far outweigh anything that you might lose.

Q. Can you give us a challenge to the shared economy?

A. I think we have to put some thought

into the legal framework that we need to develop. There are liability issues that will rise up as we share more things with one another. Our space is one example but we have shared cars, shared homes and how does one deal with the liability and insurance around these new arrangements. I think the legal arena is one that has to do tremendous work to ensure that people are protected. Even when protection is part of the equation when it comes to exchange of ideas we likely need the opposite. We need to create an environment where there is a free exchange of ideas so we can take advantage of that creative process without feeling like everyone is looking to take absolute credit for every piece of the process.

Odile Beniflah

Corporate Evangelist, [Carpooling.com](https://www.carpooling.com)



Odile Beniflah is the corporate evangelist of carpooling.com. Odile spent her life living car-free between Europe and the U.S. and is an active promoter of ridesharing, car-sharing, city biking and sustainable transportation. Prior to carpooling.com, Odile worked as Director of Product Management of Intershop, helping moms and pop shops set-up an eCommerce presence on the Internet. Odile is passionate about the Peer-to-Peer economy and a strong advocate for making technology available to the masses. She is a believer in the power of communities and tries to create positive change in every place she lives.

Q. Describe to me a bit of the mission of Carpooling.com?

A. Beyond the obvious, which is to provide a ride sharing solution for our community, Carpooling.com is a mobility solutions platform. Quite simply, we believe that everyone should be able to go from Point A to Point B in an easy and affordable way. So beyond the rides themselves, we promote bus and train travel as well. We want to provide a community where these sorts of solutions and partnerships can thrive. Our users want to move and we want to help them do that. In Europe especially, ride sharing has become one of the more reliable means of transportation. It has changed the dynamic of what people think of as ownership and their need to have a car.

Q. What are some of the challenges that you face around ride sharing?

A. We face a few challenges among them being. Scale, how do we attract an optimal amount of available rides (cars) to cover the available or requested routes. Interest, how do we inform potential riders on the service and get them interested in trying it out. Finally, we have to make sure we are reliable, safe and convenient. People have to feel that they are protected and comfortable. There is still some bias against this idea of riding with a stranger. We combat that by emphasizing that this is a community and people really aren't "strangers" in the classical sense.

Q. Taking away the increased connectivity of technology do you think people would have been as interested in something like Carpooling.com 10 years ago? Or do you think we are experiencing a moment where these initiatives are more commonplace?

A. We definitely believe that technology was the enabler that provided a shift in how people are able to connect. Obviously the Smartphone explosion gives us the advantage of convenience. You can easily access the site via our app and find the ride, price and location easily. Social networks give us the community that fosters closeness and ties directly into things like safety so I think the technology clearly gave us a backdrop to build a successful shared economy business.

Q. Is there a shift in the need for people to own things or is access enough?

A. My experience is that sometimes when you get rid of things there is a cycle in people's perception. When I first got rid of my car people felt a strange pity for me. They were concerned as to whether I had enough money and all of these. As the years went by that shifted to envy and they would often remark on how lucky I was to not have to deal with a car. I definitely believe that nowadays, at least in urban environments like NYC, London, Paris, people are more engaged around access whether than owning the physical asset..in this case a car. It is not always convenient and that is what makes you see the opportunity in transportation solutions. You need these mobility options and that will continue to shift your need on actual ownership.

Q. What are some of the values or structures that come to mind when dealing with ownership?

A. I think instantly about ownership as it pertains to housing and how that idea makes people feel. There seems to be quite a bit of pressure when it comes to owning home and I think that pressure drives people to great lengths in order to achieve it. The pressure is tied to this idea of safety and having something tangible for the future. But then one can think of the debt, the lack of health insurance and then it seems like absurd to take on such pressure for an uncertain payoff.

Q. It sounds like there is a holistic approach to your idea of ownership and the importance of physical things?

A. Well yes, I think people are interested in owning beautiful and precious things but if we look around our homes there are plenty of objects that I believe we would not mind sharing. Many of the items we have are not so special that they preclude sharing so I extend those beliefs in regular life. Often we discuss this topic in terms of efficiencies and excess capacity but don't factor in the idea at the end of the day that it's fun. The impact of sharing allows you to tap into the diversity of individuals. We can collectively, via peer to peer, have access to people's talents, interest and passions and that is a unique value proposition.

Q. What do you think about our use of language and definitions?

A. We have no shortage of definitions for all this: sharing economy, collaborative consumption, peer economy and we need to be wary of this. Not everyone wants to share and not everyone can share. We have to be careful to not make it seem that those who don't want to "share" are bad people. We have to make sure that we respect the owners as well. Not all of these things will work for everyone and it's important to position these things as a solution for many owners but it is not the only one. We have to make that ok. I think we're on the edge of such amazing things and changes in terms of how we relate to one another and we have only scratched the surface.

Tony Bacigalupo

Founder, New Work City



Tony Bacigalupo is cofounder and Mayor of New Work City, a coworking space in NYC. He also helps people develop better leadership skills with the Community Builder Masterclass. Tony has been a champion of the global coworking movement since 2007, organizing and hosting Jellies, Meetup groups, and countless other gatherings online and off, while also traveling the world speaking at conferences and other events. In 2009, he co-authored "I'm Outta Here: How coworking is making the office obsolete."

Q. Briefly describe who you are/what you do?

A. See above :)

Q. Can you give us your definition of ownership?

A. Ownership is a legal and cultural construct that's based on the idea that a given thing can be in the exclusive control of an individual.

Q. What comes to mind when you think of the concept of ownership?

A. I think of things that can be wonderful assets but often end up becoming terrible liabilities: houses, cars, etc.

Q. What are the relevant issues when it comes to ownership vs. a shared economy?

A. Ownership is becoming an increasingly outdated notion. We overdosed on ownership in a post-industrial economy last century, basically making it so easy and cheap for anyone to own anything that we filled ourselves to the brim and got ourselves a little sick. Now, we're seeing the merits of not owning things. In reality, our needs change moment to

moment- why commit to owning and maintaining one car when you could have a convertible today and an SUV tomorrow?

Q. What are the shifts in society that make a shared economy possible?

A. Technology's makes it easier for people to manage the shared use of things, and to connect with each other to trade products and services. Culture is shifting as people come of their 20th century materialist hangovers. Credit and finance are shifting as we realize that taking on lots of debt to buy expensive things might be more imprisoning than liberating.

Q. What are the forces aligned (if any) against the idea of shared economy?

A. Stalwarts of the status quo. Taxis are fighting Uber. The hotel industry is fighting Airbnb. This is a normal part of any technological revolution- but, ultimately, the champions of the new technology always eventually win.

Q. Provide two practical examples of the shared economy?

A. Airbnb is replacing hotels and, in some cases, homes. Coworking is

replacing permanent office space. Zipcar is replacing car ownership. That's three, but they're good ones :)

Q. Where are we not doing enough to foster the value system away from traditional ownership?

A. We can always be doing more. Probably more than anything is just educating people as to the sheer power and merits of this new direction- we think these new tools are nifty, but I feel like few of us appreciate just how revolutionary this direction can be.

Q. What is most exciting about the potential of Stewardship?

A. We let go of the bullshit and focus on doing great things together :)

Q. Based on our working definition of stewardship what is the basic reaction?

A. It's awesome and the right direction.

Q. How important are values when it comes to distinguishing between these operating systems (ownership/shared/stewardship)?

A. Hugely so. Values are the fabric that hold us together as a society. We ignore them at our peril.

Inderpaul Johar

Founder, Hub Westminster, 00 (zero,zero)



Indy Johar is a qualified Architect, co-founder of 00:/ [zero zero], Hub Westminster and Hub Venture Laboratory, and is a Director of the Global Hub Association. He has taught at TU Berlin, University of Bath, Architectural Association, LSE and University College London.

Indy is a commissioner on the NLGN Commission for Local Government and the co-author of a new Book on the Civic Economy launched on May 12, 2011. He has written for many national and international journals on the future of design and social practice. He is also a Demos Associate, Fellow of Republica.

00:/ is a London based strategy & design practice. With a foundation in delivering award-winning architecture and commissioned research into the built environment, we are driven by an aspiration to create genuinely sustainable places founded on evidenced social, economic, and environmental principles.

We are currently working with a broad spectrum of clients and collaborators on a range of innovative projects from new civic institutions, neighbourhood development strategies, and self-led housing masterplans to new service delivery infrastructures for healthcare, learning, and creative enterprise, alongside a number of ultra-low-energy private houses.

Q. Can you share a bit of your journey with us?

A. I am trained as an architect and became disillusioned with that field fairly early. I realized that the outcomes of that industry were not aligned with the things that people actually needed. The business models were not aligned

with the social needs and financial needs of most people. Moved on to a think tank, and then established 00 (Zero, Zero) our consultancy that was designed very much in a stewardship model. We took the equity shares and put them in a trust, and established a governance infrastructure where your

share of the company is predicated upon the amount of time that you have spent at 00. We also set up a protocol structure which ratifies that leadership will always be on the “edge” meaning that leadership happens from the bottom up, members have to interact with a minimum network con-

nectivity of at least 2.1 other members besides themselves which creates a natural self governance model. Management as an idea can be bypassed if we create an infrastructure that is economic brand seeking so that is the idea behind it. I was part of the team at Hub King's Cross and then members of Hub Islington and thinking about the structure of making this global and finally we get to Hub Westminster. So that has been in brief the path that has gotten us here.

Q. Let's talk a bit about the shared economy and some of its ramifications?

A. A lot of the conversation around a "shared economy" can be really brought down to what I would call fractional renting. The web has taken the cost of transactional management and made it negligible. So using the power in that it has allowed for Airbnb and others to take advantage of that. When a bigger company, let's use Ford, tries to do the same thing we now are chipping away at the idea of asset ownership. This is effectively taking away the asset base of a society. In the UK this is a movement that we should be increasing the rented sector, the problem with that is if more people remove themselves from owning assets of any type you effectively turn them into a rent living model which can make people very vulnerable. If people have no assets they can't sell those assets in times of crisis. So if we're talking about sharing I am most interested in the Airbnb model where

citizens have an asset and share it with other citizens. Not corporates taking assets and sharing them with citizens because that is just rent.

Q. So let's take that further and talk about potential structures.

A. Democratic asset ownership is far more interesting and you have to set yourself up as an entity in a different way. At the Hub, we're a platform organization, so we have to incorporate in a different manner. Think of the Huffington Post, their platform and most of their content was built from their membership and was free. Arianna Huffington turns around and sells it to AOL for \$300MM and the bloggers turned around and said "hey what about us?" So you have a system where she pockets all the money and those who built the system get nothing. When I started thinking about the Hub, I wanted something where some value is always attributable to your members, i.e. the commons and some that is tied to direct economic investment. So we set up as a community interest company, which means that only a maximum of 30% of any surplus can be shared with shareholders and it can never be more than 20% of the total capital investment of the project so you have a natural lock on what can be taken from the system and the rest has to be used for the mission. So our members become extremely generous because they know it's not a profiteering model...you have to build generosity into your system in order for it to work. Even if you look at the

co-op movement/structure which was very popular in the 19th century in the UK. You could have a medium sized town with thousands of cooperatives, which became very complex and unwieldy. Now when you factor in the lowering of the transaction costs of these structures i.e. it is much easier using technology to set up governance, and management online. The web is starting to help us design social movements and deep collaboration, which is very important.

Q. What are some things we need to learn in order to operate in this system?

A. Many social systems are governed by soft power. We have to adapt what I call "radical openness". Only through being open can we begin to unlock some of the value within the community. So if one looks at the Hub, I can preference certain things to the community. We can choose who to accept or not, etc. What new systems of accountability do we need when the mechanisms are now soft. There are a ton of complexities that play into how we operate in these new systems.

Q. Did the technological/digital environment change first allowing us to do these things or did we develop the technology in such a way to create these things?

A. I think the desire has always existed, so you can reference my earlier point about cooperatives in the 19th/early 20th century. If you think of Ford, whom many regard as

a major innovator in business I look at his contribution in another way. When you are paying people to do the same task over and over the idea is that this can lead to efficiency. The reality is that Ford had incredibly high turnover rates because people became bored. He then said, I'll pay you multiple times more to do this job, which many say was very smart because now people can afford to buy the product they were making. I look at it a different way, he created the art of psychological consumption. People were no longer validated by what they did they were validated by what they were able to buy or consume. Work, became meaningless but you consumed great meaning. So now we have this narrative of personal consumption that drove the next century but hit a brick wall in the financial crisis of 2008. So 2008, was a moment that allowed people to both question the consumption models of the past century and also use production cycles and technology in a way that allowed them to be more effective. So it's a very interesting journey. It's as if Adam Smith and Karl Marx have met again.

Q. What are some challenges to establishing these new models?

A. I would say one of the biggest challenges is financial modeling. Unfortunately, most people only understand the traditional money flow. They don't understand the linkage between money flow and acts of generosity. So one practical example is, at the Hub we have cakes for sale and any

member should be able to cut the slice they want at a predetermined fixed price. The resistance is that those who supply the cake now don't know how to measure the stock levels for each cake. I turned around and explained that's not a problem with my model it's a problem with your management system. I want to create systems of generosity. If we were to find out that people are cutting huge slices of cake then it's a canary in the mineshaft. Under those circumstances the Hub would already be failing. That is where these soft linkages come into play because they are just as important to the Hub being successful as the traditional financial models. We need to figure out how to measure these. Our tools are just mis-structured. So our intelligence is always driven to one thing like an Excel sheet when that is only one part of the value chain.

Q. Let's talk about the "Founder's Complex" you have mentioned and how that impacts ownership.

A. The Founder's Complex is when someone feels they have created all the value and need to be compensated relative to that investment. When we started OO, we were very diligent about addressing this. We put together a time sheet, asked ourselves what our salary was and then placed a standard interest rate on it so everything was quantifiable. So in two years, we were able to pay everyone back and we avoided baking this notion of "ownership" into the company. So you need to do a bunch of small

things to hold yourself accountable, which avoids the power plays that can develop later. There is a different economic model but also a different governance model.

Q. Should there be a responsibility for academic institutions to introduce more of these ideas?

A. I believe they should but unfortunately, most academic institutions are coming from a corporate framework and belief system. So they only understand certain relationships of value and power. These new corporate models have to be more around talent and values than the normative corporate values. We can take this one step further when you think about traditional management systems and the narrative of ownership. We often talk about looking for or creating many leaders but traditional ownership doesn't empower leaders what it has actually created is few "leaders" and a large top down management class that is there to execute. So that works well in predicative models but it works less well in an increasingly uncertain environment, which can be financial, technological and social. We need systems that are "edge" intelligent so you invite a broader spectrum of people into the fold to get a better decision-making base. Classical ownership models want to centralize ownership and if you want it to be widespread you have to build something that is different. There is an adage that underneath the great oak nothing else grows. We have to move

away from the lone oak on the prairie to being a forest of oaks. Intelligence change happens on the edge not in the center.

Q. How does the time horizon factor into your notion of stewardship?

A. It is one of the three things I think about when I am building an enterprise. I think of:

1. How to create an enterprise that is radically open
2. How to think long term vs. short
3. How can you design a structurally social enterprise? So this factors in how you think about your pay structure i.e. banker bonuses. How does investment change with the compensation structure if the payout time horizon is much longer? 70 years? 100 years?

If we are building toward a different relationship with time horizons then our organization needs to answer these questions and it becomes a very interesting exercise.

Q. Finally, how does scale factor into the concept of stewardship?

A. I think we can come back to the idea of Huffington Post we see a platform system operating under the old 20th century ownership model. The creators of the content do not share in the rewards when the business is sold. With the Hub we have not only created economy of scale but we have created economy of scope. So each Hub is locally created, funded and owned and locally reflective of the relationships of the people that seed them.

Simultaneously, they have been able to be part of a global economy and a global conversation. So the scope and intensity are crossing over into scale so we won't have issues with scaling anymore but it will be how this new hybrid works. It will be a lot more about finding new pitch points. You'll have a new wave of globalization but it'll be emergent and connected, less centralized and top down.

Charlie Oliver

CEO, Served Fresh Media



WEBSITES

[Served Fresh Media](#)

[Person Blog](#)

[Brooklyn Venture Community Meetup](#)

[New York Viral Meetup:](#)

SOCIAL MEDIA

Twitter: [@itscomplicated](#)

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Charlie Oliver's years of experience in the trenches of media, marketing and branding include working in advertising at such media goliaths as BBDO Worldwide and Condé Nast, to producing sitcoms and dramas at Sony Pictures Entertainment, Paramount Pictures, Warner Brothers, Dreamworks, to event management at such notable events as The Sundance Film Festival. She segued seamlessly into digital media and technology over six years ago as a web video producer with the launch of her first digital media startup (Art of Talk TV) and as a web developer for small companies and emerging brands.

Currently, she is CEO of Served Fresh Media which provides digital media strategy and social media amplification for live, large-scale events and startups globally. In addition to managing Served Fresh Media's clients and initiatives (including Innovation Unleashed, Brooklyn Ventures Meetup and NY Viral Meetup), Charlie works with web developers and entrepreneurs as an advisor to startups. She also facilitates and moderates discussion and debate on hot-topics on industries, markets and trends at live events.

Q. When you think of the term ownership; what immediately comes to mind?

A. Ownership makes me think of "me, mine, I". At a very young age, even as young as a baby, the child will look to put its stake of ownership on something. Their first words, even if acknowledgement of parents, often comes from a place of possession. I feel as if from the womb we are

hardwired to think of ownership. I think it comes from a desire to leave an impression on the world we live in. A thing is ours until we choose to let it go and I think most people on the planet share that perspective. Ownership also implies value because there is also the desire for the things we own to actually increase in value as time goes on.

Q. How does the idea of ownership translate to business?

A. I think many people, entrepreneurs and more traditional corporates are having a hard time defining ownership. It's both scary and exciting. I think entrepreneurs have an opportunity to take back some of the power that had seemingly rested in the hands of big corporates but we have to define what that means. In my business,

I routinely work with brands to craft stories and shape a message for them and their participants at a particular event. Once that story is created, who owns the content? In many cases, the content is coming from both directions. The event organizer and the participants so in that sense it is a very open environment. I think years ago, that sort of shared content creation wouldn't have been possible but the final arbiter for who owns it has yet to be written.

Q. Is it possible to co-own content?

A. This is something that brands wrestle with as they are productive of their brands and fear any sort of backlash that might come from any negative comments. So it's a common question as to who even owns the brand? Is it the company? And if so, is it in the same way that it used to be. Is it the consumers, as they become more comfortable with the idea of two-way conversations and assuming more control.

Q. "Control" is an interesting word. Do you link the idea of ownership with the idea of control?

A. Absolutely. I think it's ego driven and perhaps not correct but control is an essential part of the ownership paradigm. I think we have a need in humanity to control our circumstances or our destiny. It's an inner struggle, just in our regular lives much less how we interact with business and by extension the things we own within that business. So that control ties back to

our legacy. When you tie all of those things together you see how important it is. The way we perceive ownership is often going to be about how we see our own ego and ourselves.

Q. What are the shifts you have seen toward a shared economy?

A. I think these shifts are more like a pendulum. So it goes in one direction and then works its way back toward the other. Maybe one can say we "overshare" in today's society. But in a direct reference to incubation spaces, co-working spaces I think those are good but there is also a need to have your own space as well. Perhaps that is why we see companies spread their wings and launch their own spaces once the resources are there for them to do that. Again, we are fighting perhaps some of our own instincts. Even as we create things in a shared environment we still want to stake our claim as to what we contributed and what is actually ours. So can we "co-own" or is that utopian? It's possible but that is the first change we have to make.

Q. Is there a difference in physical ownership of an asset or an idea?

A. I think it's impossible to actually own an idea. As much as we think our ideas are original I think that's a tall order. The idea is just the beginning and I am sure as original as we believe them to be there are probably people all around the world who share the same idea. I think that's the beauty of a shared media. We can

people's ideas everywhere, but it takes resources and execution to make those ideas actually physical. I think that's the next step in our evolution to realize that ideas by their nature are shared and the benefit is in getting them out there so they can become fully realized and grow.

Q. Knowing the definition of stewardship where do you see that fitting into this paradigm?

A. The first thing I am struck by is that these principles sound like the things we have been doing from the beginning of time. We have moved away from these ideas but perhaps now is the time that we shift back. Like I said the pendulum shifts both ways. I think it helps us to look back and see what lessons we can glean from other societies and get an idea of how we handled these ideas before. We can't downplay technology here. Technology is the enabler. It allows you to communicate your values, your needs, etc. So now we can gather people together and actually create an environment that lives by and promotes the values of stewardship. We need something that is more balanced and technology can help us find that sort of balance because we can find others like us. As human beings we create what we need to get us where we need to go. So if we are heading toward a stewardship model all the systems we create should be designed to get us there.

Gitamba Salia-Ngita

Chief Innovation Officer, Deft Collective



Gitamba has collaborated and produced work for Odopod, Evolution Bureau, Stage Two Consulting, Apple, globalWORKS and Tribal DDB. Gitamba has an education in design, years of experience in brand cultivation, and a passion for picking complex strategic locks by leveraging big culturally-centric data. <http://thedeftcollective.com/>

Q. What do you think of when you hear the word ownership?

A. Right now I am constantly being told what I think I own I don't own. My activity and my identity online for example fit right into that. I create this footprint with all of my movements but there are other entities like Facebook and Google that ultimately have control and ownership. So it is mine but these entities are in the business of "you" so that information is what they want to control and ultimately own. I am realizing that I don't own much of what is happening to me online. So data is something I didn't really think a lot about until I realized I didn't own much of it. So there is the physical me and the digital me. The intangible digital things I use or do each day is not owned by me. At one point my ownership was transactional in nature. I bought a CD and I paid for that experience with the music but now I stream my music from Rdio and I don't physically own it.

Q. Do you think digital has changed your relationship with the concept of ownership?

A. It definitely has. Digital has lowered the barrier for creation and for collaboration. We can now meet people and share knowledge in an incredibly easy fashion. You can look at OWS, where they went online shared their ideology and can find other like-minded people around the world. Back in the day, you would have needed a Johnny Appleseed type of person going from place to place and teaching everyone. So digital has allowed for us to share quicker and find each other. Now we all have the ability to grab the mic and lend our voice to the conversation. So digital not only challenges ownership but it challenges all of the preexisting dogmas of what we're supposed to do with all of this stuff.

Q. Do you think ownership by the virtue of its principles ties into ownership?

A. Yes, I do. I think ownership of an idea, of a thing, of a portal implies that you have a right to change that

thing. I think too much control however can stifle innovation. The early internet is a good example, when we first started there was little control and people did more of what they want. Later organizations control their source code; the government taxes our transactions via Amazon, etc. Once people can see there are vast amounts of money at stake they became more interested in controlling things.

Q. Is it possible to own an idea?

A. It's interesting because I think it's stupid to think that ideas don't have value or don't have meaning I don't think ideas should be hoarding. So if you look at open source in exchange for access to the power of computing or resources there is a quid pro quo that some of that forward momentum should be returned back to the original source.

Q. What is your reaction to stewardship?

A. I think the element that sticks out is shared responsibility. Even though we might have different areas and different agendas it should be a goal to move forward collectively. It's

incredibly necessary at this point. We all want to live healthier lives, we all want to be learning and have access to technology that allows us to do these things. So stewardship feels like a promise between you and everyone else even though you don't know everyone else that we're all moving forward collectively. It also elevates the conversation toward higher purpose, which is clearly different than ownership.

Q. What are the challenges you face as an entrepreneur in a stewardship vs. ownership environment?

A. It's tough because we think that collaboration is the new competition. Doing things together is better than doing things apart. So for us, we try to enter into partnership with our clients. We want to grow with them and make sure their success is our success so we're moving away from a direct ROI model. Ideas are infectious and we want them to spread so it's critical that we think of how to incorporate these ideas into our business model.

Q. Can you share a bit about your life philosophy and how it pertains to stewardship?

A. I basically had to rethink my entire life in order to love in a mobile fashion and what are the things I need in order to create. My phone and laptop allow me to do interesting work. Basically, having "things" meant I had to be an active participant in finding those things and they had to be well made. So the things I end up keeping

or owning had to be literally physical remnants of knowledge. So the devices I have were the things that could do multiple things, fit in multiple settings and blend into my lifestyle.

Q. So it sounds like experience is more important than things?

A. Yes, I would. People are our work and we're always looking for new people to interact with. So it's an empathic type of skill that we are building and that only enhances the type of experiences that we're capable of building. Almost everything I do is connected to work in the sense that when I have great experiences I think about all of the elements that went into making me feel the way I feel. So in that sense it's essential to how I view the world.

Q. Can an experience be owned?

A. In many ways it can be. Apple recently patented the way that an Apple Store looks so when one walks into that store they are participating in a particular experience. It becomes interesting when experiences become part of design and they become owned by certain institutions. It precludes smaller players that might not have the distribution channels or the ability to replicate these types of experiences. So then you can only get that experience from one particular place that actually owns it. Control is directly linked to this idea of ownership and I think that is why we are so comfortable with it because we believe we can control the wild parts of our lives. If I "own" my busi-

ness I can control when I go into work. If I "own" my clothes I control how I look. Control of experience is directly connected to how we think of ownership and eventually stewardship. In my past life, working for Apple because I came from a place where the mentality was to own everything. Now I feel like that probably isn't the best way to go. Ideas are inside people's head and it probably isn't best if those are all "owned" by a few entities.

Lina Srivastava

**Social Innovation Strategist,
Lina Srivastava Consulting LLC**



Lina Srivastava is a social innovation strategist, working at the intersection of social action, transmedia storytelling, and creative media. Lina has been involved in social engagement campaigns for several documentaries, including Oscar-winning *Born into Brothels*, Emmy-nominated *The Devil Came on Horseback*, Oscar-winning *Inocente*, and Sundance-award winning *Who Is Dayani Cristal?*. The former Executive Director of Kids with Cameras, and the Association of Video and Filmmakers, she is the strategist for VODO, 3Generations, and Lakou Mizik. She has taught design and social entrepreneurship at Parsons, The New School of Design, and will be on faculty in the Masters of Fine Arts Program in Design and Social Innovation at the School of Visual Arts, where she will teach on media, engagement, activism and transmedia. Lina has been an advisor to MobileActive, the Safer Mobile Project, Global Grassroots, and Donor Direct Action, and has provided strategic project design to a group of social impact organizations, including UNICEF, the World Bank, and UNESCO.

Q. Tell us a bit about your background, how you came to this topic and why you are conflicted about ownership?

A. My background as an attorney was in copyright and trademark. Initially I didn't really think a lot about it. I reflected on it merely as a system. Once I left that world, and started to learn more about the creative commons license, piracy and shared economies I came around to have a belief system more around the sharing of information. I am however generally conflicted about ownership & copyright only because I feel some of this has been

manipulated away from the original author. So if you think of the rights to a film, piece of music, piece of art the way the rights are bundled doesn't benefit the original author. On the flipside, free to share doesn't benefit the original author either. Then there is the ownership of concepts. You create something, and send it out in the world even with a creative commons license and you don't see proper attribution that is very annoying. When I see that, my inner attorney kicks in and if I were in my old setting there would be potential recourse. So part of the process is seeing how much of that

you let go. So you have this notion of protecting your space, which leaves a bad taste in my mouth. But then again not having my work attributed to me also leaves a bad taste in my mouth so we have conflict there.

Q. So where does this conflict lead us?

A. We have an interesting paradox because many believe that those are creators, the actual creative force behind something with their energy and talent don't deserve to be compensated for it. Or if you're doing something for the greater good or a social

project then you shouldn't get money for it. The other issue is that if things are being led in a way then they can get lost in the shuffle. You don't want gatekeepers but you want curators. So you don't want a protected space but you do need a space so you want a notion of ownership as a validation of who you are as a person. You want to be able to say, "I own this, I made this" without saying "I own this, you can't have it"

Q. Is there a difference between "owning something" and "making something"?

A. Definitely, I think the most obvious example is visual arts. We know a Picasso painting because he created it and actually made it so that gives it value. Picasso doesn't own all of his work. In a way, we have a shared ownership. There is content and then there is access to the content. So new distribution models from Louis C.K and Andrew Sullivan are testing ways to get their work out there and in the hands of their audience.

Q. As we move toward a more creative class is it possible to own ideas?

A. When you think of a concept or idea in the classic sense i.e. copyright then no you can't copyright that. You can copyright the expression of an idea. So if we're at a party and I tell you I have an idea for a drink and I share that with you and later on that the same party you say it was your idea then we're facing an issue of attribution. I haven't made anything

as yet but the concept and the credit is not being properly attributed. I feel that this happens to women in business a lot.

Q. Let's think about that more, do you think what women face is more a function of lack of attribution or lack of attention?

A. I think it is probably a bit of both. I have spoken to many women, who face these challenges. For example, you could be in a discussion and make a point and it's completely passed over but then a man will say something and everyone nods and gives the affirmation. It's frustrating but commonplace. I think it's something that needs to be addressed particularly if we're increasingly in the sphere of ideas. So we have to acknowledge that there is a gender perspective when it comes to these issues. If we are discussing ownership in a creative context and the attributes of a shared economy and the democratic notion of how ideas are shared we need to assess who is carving out these spaces. That means we'll need not only shared economies but we'll need shared support systems which can help push these new agendas. We have to be wary of silo-ed behavior but we should recognize support is necessary if we're going to advance different agendas whether that is gender or something else. Figuring out all of these interwoven issues is critical to the way we think about ownership and who is actually participating. We have to figure out how we're going

to make this equitable across region, culture, gender, etc. The fact that we can share across these boundaries changes the notion of who your collaborators are and directly impacts ownership.

Mike Mann

Founder and Chairman of Grassroots.org



Three of Mike Mann's companies appeared on the 2012 Inc. 500 list: DomainMarket.com, Phone.com and SEO.com. Mike has quite a history in the domain industry. His story as a serial entrepreneur is a fascinating one that started small with purchase of Menus.com in the late 1990s for \$70. Mike soon sold that domain for \$50,000. Mike realized that buying and selling domain names and creating Internet-based businesses could be lucrative. He has developed several successful companies that he is either operating or has already sold. In 2005, he sold BuyDomain.com for tens of millions of dollars. Mike is one of the most aggressive domainers in the market. A domain-registering spree last year yielded nearly 15,000 domain names in 24 hours. "I'm just really greedy. I want to own the world," Mike said about the event. His companies often exchange resources, talent and technologies as part of Mike's key business philosophies of working with sister companies to build successful businesses. Mike outlined his business strategies in his book "Make Millions & Make Change! Secrets to Business and Personal Success." Other for-profit corporations Mike currently operates include PurePPC.com and PRMarketing.com. But Mike's passion is his various charitable organizations including Grassroots.org, Make Change! Trust and ChangeTheWorld.org. Each charity focuses on creating positive social change through the innovative use of technology. Mike is a colorful and sometimes controversial character. Those who follow Mike on Twitter see regular tweets about his major domain sales. He tweets at @mikemannedotcom. How exactly does someone become successful in the world of Internet domaining? Mann has been able to do it through his own proprietary technology that shifts through Google-friendly keywords, examines traffic potential, filters trademark violators and then ranks and scores names. Mike looks through the names and chooses the best of the bunch. Mike generally purchases about 300 domain names per day. He sells them his company, DomainMarket.com. The business averages about \$400,000 per month in sales.

Q. What motivated you to join the technology world at the early stage that you did?

A. Well my life's work is really about charity. So I build companies in order to fund charity. I then use those resources to build further philanthropic endeavors. So my main goal was to make money, so as I studied and read it seemed like the place to be was the internet as this was very early in the development of the technology. Everything was very vague. I am not a technologist but I try to find the very best people to realize these ambitions.

Q. Have you seen a shift in the concept of owning ideas as we have seen an explosion in digital?

A. Yes, at one point in my life the most important thing to me was my CD collection. I was always worried that something would happen, they would be scratched or stolen. So this was an item that I coveted. Now I realize my relation with these physical items have changed because no one is interested in the actual CDs themselves. People now have the ability to download everything, which has changed the relationship with owning things. I am an author, and in a past construct I would have printed a hard copy book and sold it through traditional means. Now I have it available for free online, which works for me because I am just looking to spread a message but if your goal is to make money selling a book then you have to think differently. We have a completely different relationship with owning items. I claim

ownership but I don't care if people take these things and repurpose them. We have to move away from these obsolete ways to deliver and relate to content and ideas.

Q. When you think of ownership what are some values that instantly come to mind?

A. My main business is that of a domain trader. I buy and sell domain names. Even my company names seo.com, phone.com, etc are fairly generic in the sense that someone can't "own" the word "phone" or "seo" but by setting up a domain name I can at least be the sole registrant which is a layer of ownership. So owning generic words is abstract but owning domain names is more precise. You gain protections with that precision but it's not absolute. So my idea of a value when it comes to ownership has a lot to do with protection.

Q. We're talking about the sharing economy quite a bit. What is the message you wish to share through your work?

A. I am a change the world kind of guy. Our goal, via the team, is to use the powers of scale and efficiency to build great businesses that will directly lead to great charities. So we seek to change the world in a positive manner each day and I think we accomplish that. We want to change the political process and get more open governance. So really we don't have any

limits as we create wealth, we create opportunity to employ people, to provide healthcare. We give to countless charitable organizations. Our revenues lead to a higher tax base. All of these efforts are designed to support one another. As I mentioned, our books are available for free via download, which is our way of sharing this message and our processes. We don't own these ideas in the traditional sense. By giving them away, by sharing we hope to make the world a better place as anyone can engage in life in this manner. It doesn't mean they have to do exactly what we do but they can find their own way. The more open our platform the better it is for sharing our work in a positive way. We serve both sides of the same coin, business and philanthropy.

Q. How does stewardship fit into your paradigm?

A. It's really a function of a long-term strategy. Much of what we have available to people is free as I have mentioned. We encourage some of the best resources, both intellectual capital in the form of people, and actual created technology: mobile apps, etc to stay with the companies that created them. That way we are preparing for a more successful future. We have these touch points started now we want to make them 100x bigger. Right away, we are passing ideas, resources, and cash onto future generations and that seems like it's a principle part of stewardship. This is the long approach to change.

AJ Leon

Founder, Misfit Economy



Website:
Pursuitofoeverything_

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AJ nomads around the world and makes things happen. He is currently traveling around the world in 1,080 days primarily by land and sea. He is a writer, designer, entrepreneur and humanitarian that has initiated social projects in South Sudan, Kenya, Ethiopia, Tanzania, Malawi, The Philippines and England. He is the author of *The Life and Times of a Remarkable Misfit* and publishes weekly articles at Pursuit of Everything about living with intention, doing work that matters and changing the world.

Q. What comes to your mind when you think of traditional ownership?

A. I think traditional ownership feels like a social script that we have inherited that means we have to accumulate more things. We are always looking for more. If I have one TV then I need to get more. If I have one café then I have to scale it to three cafés. If I have a home then I have to have a house in the Hamptons. It's inherently flawed and it forces you out of what matters to you and more into that script. So no matter what you have right now you're never going to be satiated. It's something I personally reject. I used to have a Wall Street career and I know that world very well. I was able to walk away from that and live my own life and make deliberate decisions as to what I really want. So I think that the ideas of traditional ownership and the idea of living a life of purpose and with intention are at odds with one another. In the former you're inheriting a way of life and in the latter you're creating something unique to yourself.

Q. Tell me a bit about becoming more minimal in your life?

A. Five years ago I remember I had these two storage lockers just filled with shit. Some of it was important but much of it was just the things you carry around with you in life. So Melissa and myself just started pairing down and getting rid of things we didn't need and assessing what we actually wanted and what we actually used. So it was a process of stripping away. Eventually we got to the point where we can travel, do the business of Misfit, Inc, employ people full time without being burdened by all of these things. So all of this works but you have to reject all the pillars of convention that were there before.

Q. Is it possible to own ideas?

A. I think it's possible to initiate ideas I don't think it's possible to own them. You can embody ideas but they are meant to be shared.

Q. What do you see if the evolution or structural changes that have allowed you to build your business and life?

A. I think in every society or every epoch you have your revolutions and counter cultures. I think now we're seeing a recalibration away from pure capitalism so in the 80s/Reagan era where the idea of capitalism was never questioned, it helped bring down the Soviet Union, etc. Now in this era we're seeing people like you and I actually questioning this system. We're wondering if trying to squeeze an extra dollar out of the business is the right thing to do. There are a lot of us out here. I just got off the phone with Victor Saad of the Leap Year Project. He has a pact with three friends where they decided to cap their salary and everything they make above that number they will give away. These are revolutionary changes that we are seeing. So things are crazy in the best meaning of that word. So for us, in a world where people are doing the normal things i.e. being driven by greed,

or selfishness we term being a “misfit” as a rejection of those principles. So what you’re calling stewardship is in line with that.

Q. Given your travel, how does the United States compare with other countries as it pertains to stewardship?

A. We did a project in Ethiopia where we were tasked with helping to build a sustainable community infrastructure where this village could support itself over the next five years. As we were arriving, you could hear the residents all singing in jubilation, and they greeted us and led us by the hand out of the jeep. Then we were led to the village tree where all the important community meetings are held. What we were struck by is that although these people have nothing what they have they shared with us. So there is a feeling that they are all in this together. In the western world we are not quite there. These people are connected by geography but what you are seeing online is that communities are sprouting up based on interest. So in our Misfit community people are starting to connect with one another and be there for each other. So that connectivity is coming around values. It’s more evident in the third world as more community centered living but we’re getting there.

Q. How do you keep your organization grounded in your values?

A. Well we’re small and we keep ourselves honest. We’re all equal and so we have the ability to critique and

question what we do. So there is no hierarchy. I don’t know if that scales to a larger organization but if it works for us. On our website In Pursuit of Everything we proclaim what we believe all the time. So we project this all the time, publicly and we’re saying that people should apply these principles in their lives and businesses so that public exchange is a part of being grounded and keeps us honest.

Q. Obviously ownership has scaled can the counter value of stewardship do the same?

A. I am not sure. But I also reject this idea of infinite scale. People will reject ideas just because they seemingly don’t have the ability to scale to infinity. I don’t think that is necessary. I think there are beautiful things in the world that are small. So I think we’re seeing a deliberate move toward things being small. We’re rejecting this idea of merely having a numerical measurement as to the worth of something. So I think if people around the world began rejecting traditional ownership and embracing stewardship then that would be a scaleable action. The more people claim their own way and on their own terms then you can scale through the small.

Phillip Cooley

Founder, PonyRide & Slows BBQ



Phillip Cooley opened Slows Bar B Q and Slows To Go with various partners and is a general contractor with O'Connor Development. Because of Slows success, Cooley has been afforded the opportunity to help residents of Detroit in need. He works on projects ranging from helping others open small businesses, to designing and building public spaces. He is passionate about Detroit because he believes that it is a Democratic city where all are welcome to participate.

Q. It seems like even in your origin story there are the tenants of shared economy?

A. Yeah when Slows BBQ got started it was with myself and two other partners. So already I was empowering everyone to bring their individual talents to the table. I raised the money for the project but everyone's contribution was vital. I would rather have 5% of something that is really special then to have 100% of a hunk of junk. So this has always been about sharing and we continue to operate in that fashion. I also don't personally think any one particular individual is that great. You can compensate people without ownership but I think it's more honest and easier when you include that. I also help other businesses develop, donate services, etc that can help others get started and get open. We're really looking for a community to build around us. That can encompass personal safety, economic security. All of these are vital aspects to making a sustainable community. This

led us to starting Pony Ride, which is a collective workspace, workshop and community space. Pony Ride is a way for us to give back and support other parts of the community. One of the things I saw, as being unsustainable was how so many non-profits relied on grants or other handouts. This is a way as a "regular" citizen for me to be a part of the support system for different community based organizations.

Q. What was the shift that got you thinking about business in the manner than you do?

A. Well I just don't believe in complaining about things. It doesn't make sense to me to complain about the government doing this or that because I just don't think they will. So instead of sitting around and complaining I would rather get together with like-minded folks and see how we can change things. So in a city like Detroit a few wealthy people control much of the land but the poor citizens of the city get blamed for the decay,

specifically African Americans. So it's exactly opposite as these few wealthy people have no interest in the citizens of the city. In fact, they have made it almost impossible to be successful unless you have the resources to overcome all of these infrastructure issues. Being around all of this has just reinforced that we have to do things in a different way in order to combat the malaise that grips Detroit. This type of ownership and control creates an atmosphere that is not conducive for the health and welfare of a majority of citizens of this city so my way of thinking had to change to address these issues.

Q. How does traditional ownership affect Detroit?

A. The old school model definitely plays a role in the under development of Detroit. We have exhaustive economics. Like locusts they gobble up everything. And then there is nothing left for anyone else. Rather than seeing that if the community is doing well we

all make more money. So the short-sighted nature of ownership prevents you from seeing the big picture. Stewardship would at least give us a chance to have a longer view and a more cooperative environment.

Q. What are the macro & micro challenges you face in bringing people together?

A. This is really difficult work and I wouldn't give us an "A" by any means. I could spend all my time building bridges because the grassroots and the traditional powers that be don't trust one another. If you look at the top, you're rarely find the right kind of vision for what we need to progress. We have race tensions, and class tensions and they are way above most of our leader's head. On the flipside, there is real anger and bitterness in some of the grassroots community though admittedly that number is probably very small. The result though is that there can be isolation and there is separation between neighborhoods. So the type of communication you need between communities is especially difficult.

Q. How do you think stewardship applies to Detroit?

A. When I hear the definition it resonates because it is exactly what we haven't done in the past and what we need to do more of if this city is going to thrive. Instead of leaving the city better off caring about the assets of the city, which is obviously, its people we have instead greedily

extracted without thinking of the future. You can say this about many places beyond Detroit. So what we're trying to say is how can we make this model work to be more sustainable socially, economically, ecologically. Old school ownership and its characteristics, mainly greed, have conspired to hold back this city and so many other aspects of our society. I am sure we could have developed alternative to fossil fuels for example had we thought inter-generationally about solar, wind and other methods but that hasn't been the case. We need more examples of companies that are breaking the status quo, like Zipcar, and establishing new models that embrace stewardship. I wish I could name thirty more like that.

Adam Werbach

Co-founder of yerdle



Adam Werbach is the co-founder of yerdle.

A lifelong organizer, at age 23 Werbach was elected the youngest-ever President of the Sierra Club, the oldest and largest environmental organization in the United States. At the Sierra Club Werbach helped pass legislation to create Death Valley National Park, the largest national park in the lower 48 states,

He went on to create the media and strategy company Act Now, which he sold to the Publicis Groupe in 2007, becoming the Chief Sustainability Officer for Saatchi & Saatchi and helping many of the world's largest companies create, launch and market new products and initiatives. He was named to the American Advertising Federation's Hall of Achievement, which he described as, "like Sarah Palin getting an award from the American Grammatical Society."

Adam was recruited by yerdle co-founder Andy Ruben to engage Walmart's 2 million employees, an effort that landed him on the cover of Fast Company Magazine with the headline, "He Sold His Soul to Walmart." He's not looking forward to explaining that to his three young children.

Werbach's most recent book, *Strategy for Sustainability*, was published by Harvard Business School Press and is taught in business schools including Wharton and Stanford.

Twice elected to the International Board of Greenpeace, Werbach is a frequent commentator on sustainable business, serves as the sustainability correspondent for The Atlantic.com and appears on networks including BBC, NPR, and CNN, and shows ranging from the The O'Reilly Factor to Charlie Rose. In 2011 he was named a young global leader by the World Economic Forum. He tweets at @adamwerbach.

Four things you might not know about Adam

He spent ten years creating a feature film on the rise of Indie Rock, entitled This Is Noise Pop! Rolling Stone Magazine called it one of the 7 best music documentaries of 2011. It has only been shown once.

He has seven fingers on his left hand. (Not really.)

He provoked a small constitutional crisis in the city of San Francisco when he was appointed to the city's public utilities commission by a rebellious supervisor serving as acting mayor while Mayor Willie Brown was out of the country.

His six year old daughter Pearl is raising a praying mantis colony in his living room.

Q. What led you to starting Yerdle?

A. I guess I had becoming increasingly frustrated by the pace of change as it pertains to sustainable products. I think when people hear that term they think sustainable products is an oxymoron because in reality we have seen very few truly sustainable products. That's not because the constituent elements are bad. What we haven't tackled is how things are bought, sold and used. So we've gone from product creation to product disposal without thinking of the in between and I wanted Yerdle to look at that part of the chain as it pertains to sustainability.

Q. It sounds like you're taking a longer-term approach to how you view sustainability and the shared economy.

A. Yes, you can say that. Things have definitely shifted in how people think about sustainability. So there is a marked difference in where we were even ten years ago. So as an ecologist I am most concerned with seeing measurable change. So even though people are embracing these ideas we know there has to be more than rhetoric. We know action is happening but we have to ensure that we can measure the impact of that over a longer time horizon. So when you think about products and their use in a shared economy that measurement

over a long period of time becomes very important. It shows us that there is traction and merit in these economies.

Q. You're very concerned with measurement and how it impacts sustainability.

A. Yes, we are. The issue I have with measurement is that the metrics we are employing are often ill equipped to assess the scope of the ecological calamity we are facing. An example of this would be Nike choosing to use a non-synthetic glue in the manufacturing of their shoes it has an immediate impact on the factory and the place where those shoes are put together. So this sounds like a good thing and it is. But what we fail to do is take the

full scope of the process into consideration to determine how we cause less pollution through the entire chain and make the shoes more sustainable. So even though it's a good thing it's not an adequate thing toward the bigger issue.

Q. Tell us more about the ideology of Yerdle and the sharing economy.

A. It starts from a simple insight that many of the things you're considering buying are things that your friends have sitting in a closet and they are thinking of getting rid of. It's easier to find a product brand new, order it and have it delivered to you than to find out that a friend always has it. So this is the advent of social commerce as compared to industrial commerce. Industrial commerce has been in earnest since post-WWII, making it simple to press a button and get an item delivered to your door. Two things happened in that process 1. There is a disconnection from the product and the maker of that product 2. There is an ecological cost since when you need something as the entire mechanism of the creation phase is sparked. So we say you should start looking for the products you need among your friends first.

Q. Barring technology, do you think Yerdle would have been possible ten years?

A. I think that's the interesting question and latches on to an important insight. What we're really asking is how have people's outlook changed from

this industrial style commerce model that makes a community like Yerdle possible. So we have seen shifts in people due to their concern over the environment, wanting to be less wasteful and with their economics. Given an opportunity to do good within their community and save money they are more likely to go down that path. So I definitely think we have a shift in behavior and attitude. Our desire solely for new things has changed. People are also curious about what their friends are doing and how they are interacting so that also feeds the system. We need to be focused on density so people can see how vibrant the community is and it encourages them to be involved. Trust is a big part of what we do. That is another shift of behavior, people are willing to trust and it ties directly to density.

Q. How do you think this idea of stewardship and intergenerational responsibility plays into your personal philosophy?

A. There is a famous line by John Muir that states "if you pick anything up by itself you find it hitched to everything else in the universe" and that really resonated with me. When you pick up an item off of a shelf it is not just one thing but it is connected to the entire process of how it came to be. When I think of business innovations I feel they should be expressions of that same sense of connection. So my challenge is how do you take that very natural level of connection, of experience and apply it to business. So if you take

it a step further we're seeing those generational shifts in how people are changing their aspirations. So they are choosing to own fewer things, not have fewer experiences and less love but they actively making a decision to be less weighed down by items. We are also seeing that status is becoming less dependent on owning a bunch of things. So we're seeing different identities emerge out of these intergenerational shifts. These identities view their world and their relationships to items and ownership. Their interest in sustainability implies they are looking at how their environment is effected beyond themselves. Their ownership choices or lack of those choices directly affect their generations place in the world.

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References

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