



University of
Strathclyde
Business
School

PIONEER



**Is online
networking
working for
your business?**

**SOCIAL ENTREPRENEURSHIP YOUNG MARKETEERS
REFRIGERATION HOTS UP ROVING AMBASSADOR**

UP AMONG THE LEADERS

► Once again, welcome to *Pioneer* and the first issue of 2010.

I'm pleased to inform you that, as a business school, we have done well in the various ratings carried out over the past few months. The most recent was in January: the *Financial Times* published its annual ranking of full-time MBA programmes and placed SBS first in Scotland, in the top 10 in the UK, the top 20 in Europe and 51st in the world.

What's more, we were re-accredited by each of AMBA, AACSB and EQUIS in 2009. All three of these assessments entailed visits by assessors and included documentary examination, meetings with staff, students and other stakeholders, as well as observation of teaching and assessment of facilities. We continue to be one of just 40 schools in the world to have triple accreditation.

This issue, *Pioneer* has news of alumna Anne MacColl whose job involves promoting Scotland across Europe, the Middle East and Africa. Towards the end of 2009, her travels brought her to our centres in Switzerland and Dubai. In Zurich, she was involved with our Swiss centre-sponsored event called Doing Business with Scotland.

As well as our nine current centres around the world, we are developing alliances with other institutions – in America, Brazil and India, for example. As with other universities, we have notes of understanding with other institutions, but we are now focusing on building strong strategic alliances encompassing students, staff, research and knowledge exchange.

We continue to set up more links with industry. For undergraduates, our management development programme is a compulsory element which involves students regularly interacting with industry through companies providing mentors or projects; and at both undergraduate and postgraduate level there are projects involving multinational companies as integral parts of the courses, as well as guest speakers, industry visits and industry case studies.

Alumnus Dave Pearson's experience of working with Strathclyde students shows how benefits can be reaped for both business and students and is just one of many such positive examples.



Professor Susan Hart,
Dean, Strathclyde
Business School

STUDENTS REACH FINAL IN MARKETING COMPETITION

A team of Strathclyde undergraduates has made it to the final of a Scotland-wide marketing competition, and is now in contention for the prize trip to New York and the chance of a summer internship with high-profile marketing agency DADA.

DADA, News International and ticketSOUP – who have also provided a year's free tickets to Glasgow's best music gigs for the winners – challenged fourth-year marketing students from Strathclyde to get as many members of the public as possible to sign up to a new free events website, www.itison.com, which is being piloted in Edinburgh and Glasgow.

Twenty-one groups from Strathclyde's Advances in Marketing Communications course were asked to come up with inventive ideas for promotional offers and incentives that would drive footfall and raise awareness of the site.

Just one group, Boom Marketing, made it to the final by impressing the team of experts – Carol Wyper at News International, Dr Eleanor Shaw of Strathclyde University, and S1's head of marketing David Craik – with their



successful marketing campaign.

Boom got almost 300 people to sign up to the website. Their campaign included a YouTube promotional video and even handing out free cakes.

The team – Jenna McLauchlan, Ross Dempsey, Rachel Grant, Yuliya Galimova and Euan Brown – will be competing against students from 15 universities and colleges across Scotland in the final and the winner will be announced in April.

Dr Shaw, lecturer in marketing at Strathclyde, said: "The students are thrilled to have made it to the final. Each team's campaign counts as part of their final grade and all the students have taken the project very seriously. Working on a real-time marketing campaign has been an invaluable experience for them."

Allan MacAskill, head of brand marketing at News International, added: "The standard of entries is exceptionally high and the five finalists from Strathclyde should be very proud of themselves."

DEPARTMENT OF MANAGEMENT BIDS FAREWELL TO TWO FAMILIAR FACES

► Dr Tom Mullen, senior lecturer in the Department of Management, took early retirement at the end of December after 31 years with the university.

Following an early career in industry, Tom originally joined us as a research fellow in Design, Manufacture and Engineering Management.

He progressed through a number of roles, including, for many years, the management of the Technology and Business Studies cross-faculty degree programme. He moved into the Graduate Business School when it opened in the late 1980s and in

recent years has played a central role in the delivery of the Business School's offshore programmes. Professor Chris Huxham will also take

early retirement, in July. Chris, currently head of the Department of Management, joined the Department of Management Science in 1984 and moved to the former Graduate Business School in 1996. Her early career (1979-1984) was as a lecturer in the University of Aston Management Centre.

Known worldwide as an expert in collaborative working, Chris is called on regularly to share her expertise with practitioners and academics alike, at seminars and conferences across the globe. For more than 20 years, her award-winning research has focused on developing a practical understanding of how to manage collaborative ventures between organisations, such as partnerships, alliances and networks, in order to achieve collaborative advantage.

Chris is president of the British Academy of Management. She is a senior fellow of the Advanced Institute of Management Research, a fellow of the British Academy of Management and an academician of the Academy of Social Sciences.



Tom Mullen:
Offshore
programmes

GEM IS VALUABLE INSIGHT INTO BUSINESS COMMUNITY

The latest GEM (Global Entrepreneurship Monitor) report data, co-authored by Dr Jonathan Levie of the Hunter Centre for Entrepreneurship and published in January, covered social entrepreneurship for the first time. It looked at individuals engaged in entrepreneurial activities with a social goal, whether profit or non-profit, public or private.

GEM researchers identified an overlap between business and social entrepreneurship, where businesses were started to meet a social need – often health or educational – by individuals who needed to make a living.

Socially oriented entrepreneurs are found in a variety of areas, though specific issues differ across economic groups. For example, many social entrepreneurs in factor-driven economies provide basic health services, sanitation and fresh water, while many of those in innovation-driven countries focus on recycling, nature protection and providing services for disabled persons.

“Rates of social entrepreneurship may reflect what the state is doing,” said Dr Levie. “A lot of entrepreneurial activity starts because people see needs that aren’t being met by the state or private industry, or around issues that may not seem profitable for private industry.”

Countries with the highest prevalence of social entrepreneurs in the 2009 GEM sample include United Arab Emirates, the US, Iceland and Argentina.

Dr Jonathan Levie:
entrepreneurial activity may start when needs are not met by the state

The report also showed:

- The number of people trying to start businesses with the potential to boost the economy and create new jobs declined 10 per cent in the wealthiest nations during the recent global slowdown.
- Throughout the world, would-be entrepreneurs are having greater difficulty in obtaining financial backing for their start-up activities, especially from informal investors such as families, friends and strangers.
- Countries with strict employment protection regulations have fewer entrepreneurs who have a high potential to create jobs. Strict legislation makes it risky for entrepreneurs to create jobs and for experienced people to quit their job and help build new businesses.
- Factors needed to support entrepreneurship include financial support, supportive government policies and programmes, education and training, and supportive commercial, professional, physical infrastructures and social and cultural norms.

“We’re not saying all entrepreneurship is great, so the more the better,” added Dr Levie, “It’s a matter of relative importance. Governments in factor-driven countries may be disappointed at the returns from, say, subsidies for entrepreneurship if the basic building blocks for growth are not in place. It would make more sense for them to invest in infrastructure first, so that entrepreneurs can get their goods and services to market.”

and...

CAMPUS PLANS

Plans have been approved to transform the university campus to help support world-class research and teaching. Part of the overall plan is to develop four distinct academic quarters for business, engineering, science, and humanities and social science. The investment is designed also to help attract new partners from business and industry to the city. One of the key elements for the business school is a new extension to the Sir William Duncan building, creating a fully integrated SBS by 2013.

GREEN INITIATIVE

Strathclyde Business School has spearheaded the Sustainable Glasgow initiative in partnership with energy groups and Glasgow City Council. It aims to make Glasgow one of Europe’s most sustainable cities within 10 years.

OMAN ALUMNI

A new Oman Strathclyde Alumni Association was formed in January. The association plans to forge links with the active associations in Bahrain and Dubai.

SBS SETS UP JUNIOR ADVISORY BOARD

► Strathclyde Business School has set up a Junior Advisory Board to sound out the views of potential students.

A number of Glasgow schools were invited to participate and a total of 11 fifth and sixth year students took part in the first board meeting on December 16. Chaired by Professor Val Belton, other staff members and SBS student ambassadors acted as facilitators during the group work.

The board meeting looked at why students consider studying business, what attracts students to undergraduate programmes at certain universities, where they find information about courses and what influence different media have in the decision-making process.

SBS Dean, Professor Susan Hart, said: “The first meeting of the Junior Advisory Board went very well, and all those involved from SBS were

impressed and delighted at the levels of maturity, confidence and enthusiasm from the pupils. We were grateful for the insights into their aspirations and expectations.

“We received positive feedback from participating schools, and are glad that the schools and individual pupils found it equally of value.”

The next meeting will take place just before Easter.



DIALOGUE CAN BE PRODUCTIVE

PROFESSOR ALAN WILSON, HEAD OF THE DEPARTMENT OF MARKETING, REPORTS ON NEW RESEARCH INTO THE VALUE OF USER-GENERATED CONTENT ON WEBSITES

Technologies such as Facebook, YouTube, TripAdvisor and Flickr that facilitate the sharing of text, photos, video and opinions continue to grow. As a consequence, the volume of user-generated content (UGC) is rising as well.

The growing willingness to express oneself in public seems to mark a generational shift in attitudes towards privacy and sharing, with digital generations having fewer qualms about revealing their habits, purchases and opinions to everybody.

Social networks and social media channels disrupt the influence of marketing communications when consumers prefer the collective expression of their peers in video clips, blogs and ratings to form opinions of brands and service offerings. Traditional word of mouth, particularly from reference groups, has long served to give orientation points to customers to reduce uncertainty and risk, particularly in high service-content products. However, organisations have struggled to profit from the exploitation of what appears to be free customer advocacy, search engine visibility and the opportunity to harness customer opinion and feedback.

Many companies have developed their own Facebook sites or online feedback sites, although this is frequently done to ape the activities of other companies rather than with any particular strategic objective in mind. There is a need to better understand consumers' use and reactions to user-generated content. Organisations such as Starbucks, H&M and vitaminwater are commended for their Facebook sites and the number of online fans that they have – but what does that mean for the brand's reputation, customer loyalty and sales?

Companies may want to encourage conversations with and between their customers but are unsure as to how they use such conversations as a source of marketing information or as a basis for building customer loyalty. Companies also need guidance on how to

develop engaging campaigns, events or news that will drive consumers to their corporate Facebook site on a regular basis. This is despite a fundamental set of unanswered questions about consumers' attitudes towards corporates intruding in their 'social' space.

A number of researchers in the Marketing Department at Strathclyde Business School are exploring these areas, seeking a better understanding of this phenomenon from both the consumer and corporate perspectives.

For example, the growth in user-generated content raises major issues about the role of the traditional expert. In the past, advice was sought from travel writers, film critics, travel agents, motoring correspondents and other professional product/service reviewers. Now people are willing to trust the views of total strangers when making decisions. This raises particular issues for organisations such as hotels and travel firms, where consumers resort to the instantly available, online, relatively unmanaged information on sites such as TripAdvisor to overcome any perceived risk they have in choosing destinations, accommodation and travel suppliers.

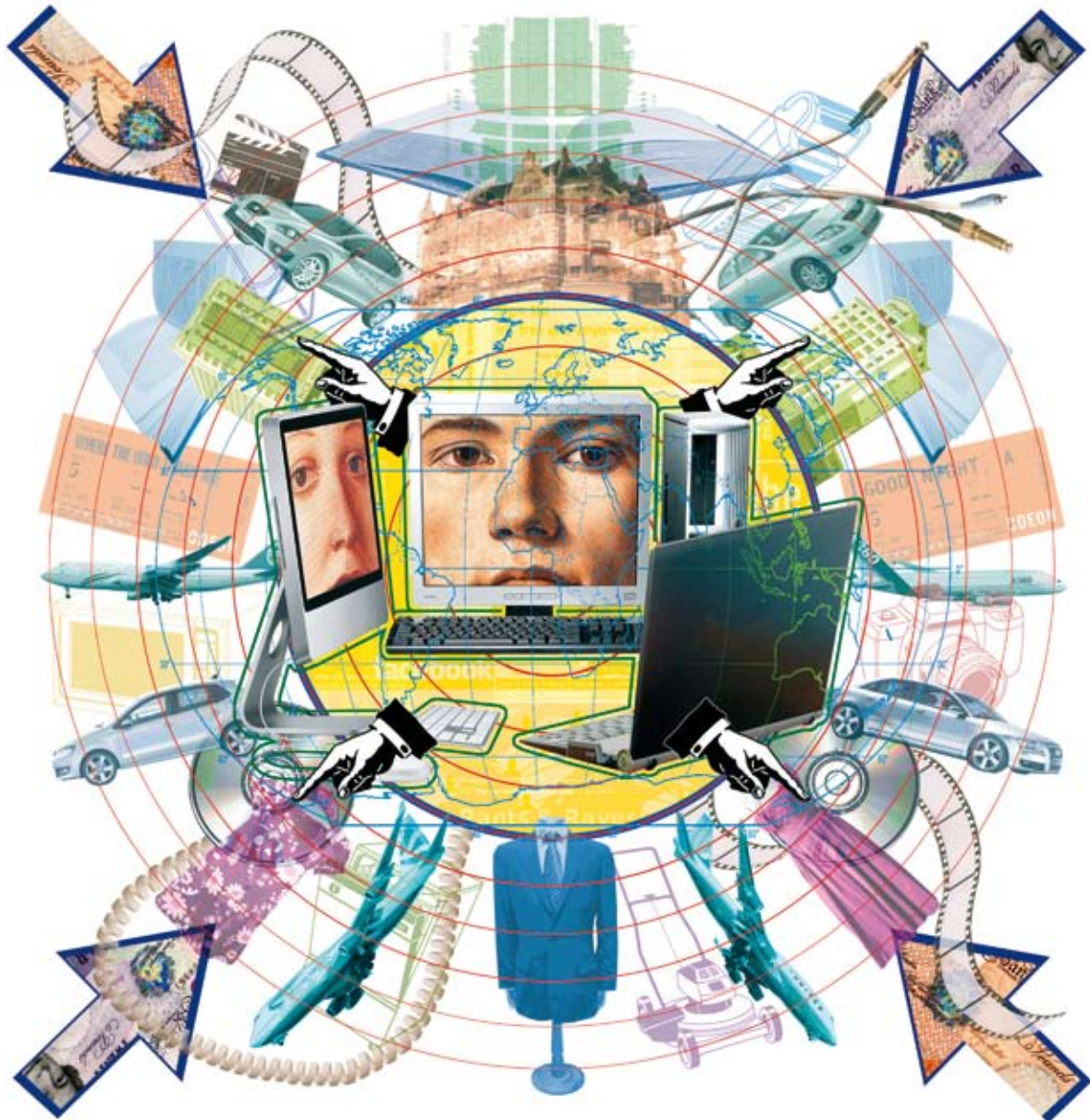
Along with researchers in Switzerland and Spain, I have been examining why, when, where and what type of content consumers share online in the context of a recent 'trip'. Based on samples of respondents within the age range 17 to 37 in Scotland, Spain and Switzerland, it is clear that the 'Generation Y' individuals post their experiences on different sites for different purposes. They post on their own Facebook sites as a form of self-promotion, in comparison with posts being put on TripAdvisor or corporate Facebook sites for more altruistic reasons such as supporting a hotel that has provided a positive experience or warning others of a bad experience. Very few posts are seen as a form of revenge on the hotel or travel company, although there are specific Facebook sites aimed at the frustrated traveller such as the 'I Hate British Airways' page.

Whatever the motive for the comment, a large proportion of the respondents interviewed valued online consumer travel forums (for example, TripAdvisor, ePinions and suchlike) and comments on social networking sites as much as the hotel's own website when selecting accommodation. Trust in these comments increased when the comment was made by someone of the same nationality or where detail or photographs were used to support the comments.

The provision of travel information and advice is therefore becoming a peer-to-peer service that cuts out other forms of intermediary. This is also occurring for restaurants, books, technology and even universities. All of these organisations are finding it more challenging in this connected world to effectively communicate and defend their brand position.

However, there has always been a gap between the brand vision sought by an organisation and the brand perception held by the

“ ‘GENERATION Y’ POST ON THEIR OWN FACEBOOK SITES AS A FORM OF SELF-PROMOTION, IN COMPARISON WITH POSTS BEING PUT ON TRIPADVISOR OR CORPORATE FACEBOOK SITES FOR MORE ALTRUISTIC REASONS.”



consumer. User-generated content can widen this gap: particularly if conflicting or contradictory messages are appearing in the virtual world. Organisations also need to be cautious in responding to these messages, as consumers may be suspicious of ‘seeded activity’ or faked comments, and this may have a more serious impact on brand integrity.

In some hotel chains, managers are given the task of responding to consumer comments on TripAdvisor. If these responses demonstrate a willingness to accept criticism and put it right, it may ensure that the hotel is looked at in a more positive light.

In order to gain a degree of control, some organisations have set up their own review sites. Nevertheless, it can be difficult to get consumers to post to a site if it is not a site they are interested in or use regularly.

Sending reminder emails that directly link to a web page where the review can be posted can greatly increase contribution rates. For example, Amazon asks consumers to review the products they have bought and then embeds these customer reviews into the search pages of other consumers viewing similar products – and this is what consumers want. A number of studies have shown that when consumers are asked what they seek most from commercial websites, the top requirement is user ratings and reviews. This suggests that,

rather than relying on public relations and ‘spin’ machines to cultivate influential media figures and create stories and images about a brand, organisations need to focus on ensuring that they deliver the products and services that will result in positive consumer ‘word of mouse’. Organisations need to be able to trust the consumer to recognise a good brand and positive feedback will only occur if the organisation can be trusted to deliver to the best of its abilities.

There is a need for far more academic research into user-generated content, online reviews and social networking sites. The areas of marketing communications, marketing research, branding and buying behaviour are being significantly reshaped by this Web 2.0 revolution and many organisations are now operating in uncharted territory.

Should companies be visible on social media sites or should they lurk? What is the relative importance of user-generated content in comparison to marketing communications? How do you use social networks for marketing research purposes? How should organisations monitor and measure their performance in social media? What are the cues within reviews that create trust impact on buying behaviour?

These are just some of the questions that researchers in the Marketing Department at Strathclyde Business School are attempting to answer in order to provide direction to the organisations of the future.

ANNE HAS BECOME A ROVING **AMBASSADOR** FOR SCOTLAND

MEET THE STRATHCLYDE MBA WHO HEADS SCOTTISH DEVELOPMENT INTERNATIONAL ACROSS EUROPE, THE MIDDLE EAST AND AFRICA

Taking Scotland to the world and showing the world the way to Scotland broadly summarises Anne MacColl's working life.

Fortunately for Anne, as operations director for Scottish Development International (SDI), she is responsible for just part of the world, albeit a large part – Europe, the Middle East and Africa (EMEA) to be precise. Within that large chunk of the globe is a range of diverse countries and cultures with which the Strathclyde MBA graduate delights in dealing.

There are a number of offices throughout EMEA – in Paris, Dubai, Dusseldorf, Moscow and London – with around 30 staff continually seeking out opportunities for Scottish business. Anne's job is to make sure the teams are supported and help deliver business opportunities back into Scotland.

"We do this in two ways – by helping Scottish companies internationalise and by developing inward investment into Scotland," says Anne.

"In terms of leadership I aim to be supportive. I set the direction for what's important in terms of activity but it's about accelerating the projects onwards and I will target where the office staff think I can best help.

"January is Burns Supper season and I'm going to a few. I don't just go for the whisky and haggis though; it's all about the business opportunities. One of the ways we promote Scotland is through sponsorship and SDI is

sponsoring a Burns Supper in Frankfurt. I was asked to do the Reply for the Lassies and in that I'll be putting the right message across about Scotland. Everything has to be done for Scotland's advantage.

"The second event is in Moscow: there's an amazing tradition of Burns suppers there. Robert Burns is a real hero there and these events attract a lot of attention. It's all about flying the flag, meeting Scottish businesses working in Russia and meeting with Russian companies. We have to make the most of all events like these and shamelessly work them to give Scotland good visibility across the region."

Travel is a large part of Anne's working life and, while it impacts on her family life, it's something she enjoys.

The diversity is something Anne relishes, and she can date this back to her time at Strathclyde doing the MBA.

"It was a really interesting course. One of the most powerful things for me was meeting people and understanding the different business practices of people – it was eye-opening." That, plus her first degree in languages and subsequent work in various European countries, set Anne up to be the perfect candidate for the SDI role.

"I really enjoy the customer contact and the diversity of that contact," she says. "The projects we work on can be so different. I was in the Middle East in October talking to a couple of hotel groups who might be interested in developing hotels in Scotland and then a couple of weeks after that I was speaking to companies in the finance sector in Zurich who have had a couple of knocks with the recession, but there are prospects of doing something in Scotland.

All EMEA regional offices work on a sector-by-sector basis and Anne explains that for Scotland there are seven important sectors: education, life sciences, energy, digital media and enabling technology, food and drink, tourism, and finance.



All areas have been affected by the recession.

"I don't think we're out of the woods yet," Anne observes. "The Scottish economy is still a little bit fragile and the consequence of that for my role is that we have to work harder than ever to establish and maintain customer relationships. Projects may not be going ahead at the moment, but it's even more important to maintain these links in the tough times. We've got to be more proactive in these times and stay on top of what's happening with our customers and respond to their enquiries as we go.

"We've got to be as responsive as possible and look at the financial packages we can offer them, for example. It's all about credibility – we've got to have credible offers to back up what we're promoting."

Despite the recent global economic difficulties, SDI opened a new Dubai office after piloting it for a year.

"During the pilot year we saw that there are opportunities for us," Anne is pleased to note. "We've had someone out there permanently since the beginning of the year. We recognise there have been a lot of difficult times for Dubai recently but in the medium to long term, we're convinced we should be there."

Now based in Paris with her family – husband Jean-Louis and children Olivier and Eloise – Anne is a regular in Scotland both for personal and professional reasons. She returns about once a month.

"Even though I'm regularly updated by the SDI team in Glasgow, professionally, it's important to get back to keep informed of what's happening here," she says.

"Personally, I love coming back and, my son is now at the stage of thinking where he'll study after school, I wouldn't be surprised if he maybe came back to Scotland to study."

It seems that even with her family, Anne can't stop promoting the benefits of Scotland.

Anne MacColl CV

Schooled in Dunblane and a student of French and Hispanic Studies at the University of Glasgow, Anne MacColl gained her MBA at SBS in 1994 before leaving for France in 1999. Periods of work in France and Spain ensued before a move to Paris in 2005 for a role with Scottish Development International as regional manager, international operations, which paved her way to her current position.



Cutting edge: Dave Pearson with a natural refrigeration cooling system

DAVE PLAYS IT COOL WITH REFRIGERATION PROJECTS

A Strathclyde Business School alumnus has proved that the useful learning instilled at Strathclyde can pay dividends with the input of some Strathclyde students helping to win an exciting international tender for Glasgow-based refrigeration company, Star Refrigeration.

While on the MBA programme in 1998 Dave Pearson sat down for a chat over coffee with classmate Jamie Smith. The conversation revealed Jamie's plans for a mountain activity centre, The Ice Factor, featuring the largest indoor ice climbing wall in the world.

Dave, who worked for Star Refrigeration, revealed that he would be able to provide the technical know-how. That gave Jamie the confidence to forge ahead with plans for the Ice Factor, which has gone from strength to strength.

Dave, now director of innovation for Star, is involved in another innovative venture. When Star Refrigeration landed the project, Strathclyde collaboration was again essential to its success.

Star, together with Vilter (USA) and CoolPartners (Denmark), have developed the world's largest natural refrigerant district heating heat pump, which, Dave explained, is "the world's largest heat pump that doesn't rely on HFCs – which are 1,300 times more damaging than CO₂ in terms of effect per kilogram. Instead it uses ammonia, a natural zero warming potential refrigerant and zero ozone-depleting working fluid.

Dave added: "Like the fridge in our homes, a heat pump system takes heat from one place, making it cooler, and delivers it elsewhere. The benefit is that only one-third of the delivered energy comes from the electricity, the other two-thirds comes from the item being cooled. We therefore deliver more heat per unit of electricity and have to use less electricity. Whether sourced from hydropower, nuclear power or wind power, we need one third as much electricity."

"As renewable sources are carbon-free, then – contrasted with burning fossil fuels – we can heat our homes and offices without contributing nearly so much to global warming. We will also save more than 10 per cent of the running cost compared with burning gas."

Dave explains that Star's policy is to try to work in collaboration with similar companies in different areas of the world.

"As part of this process we have to be prepared to share ideas and establish mutual trust."

The collaboration was a success, with Star fighting off competition from companies across the EU to win the tender for the world's largest natural heat pump.

Dave had taken on two Strathclyde students, from mechanical engineering and DMEM, during the summer holidays, but at that point had no idea the project opportunity for the innovative heat pump technology would arise. When it did he diverted both students onto the project as extra help was needed.

"The surprising but satisfying thing for me was that we engaged the students before we had this project opportunity, but when it arose, due to their invaluable skills and efforts, we were able to convert an idea into an innovation. We will definitely be repeating this next year.

"I now hope to build on this early success and engage in some marketing collaboration with postgraduate students in the business school to fully expand the good – and collaborative – work done to date," adds Dave.

“WE DELIVER MORE HEAT PER UNIT OF ELECTRICITY AND HAVE TO USE LESS ELECTRICITY.”

FUZZYWORDS

GET DEFUZZED WITH OUR 12TH STROLL THROUGH THE JARGON ALPHABET

News snackers: People with short attention spans who primarily get their news in short bursts from things like Twitter, RSS feeds, mobile phones. Like most snacks, they're tasty and easy to digest but aren't necessarily good for you in the long run.

Maternal profiling: A form of discrimination. Generally occurs when the boss is making decisions about promotions or new job assignments and factors in whether a woman has children or might possibly have a child sometime in the near future.

Workflower: Someone who blends into the background at work.

Work spasm: The initial spurt of energy you pour into work after returning from holiday or a relaxing weekend, normally wearing off by lunch on Monday.

ONLINE COMMUNITIES PLAY INCREASING ROLE IN BUSINESS

IAIN SMALL, FACULTY IT MANAGER OF STRATHCLYDE BUSINESS SCHOOL, TALKS ABOUT HOW THE BUSINESS SCHOOL IS ENGAGING WITH WEB 2.0 AND WHAT THE FUTURE WILL BRING

WEB 2.0 WITHIN STRATHCLYDE BUSINESS SCHOOL

Wikipedia defines Web 2.0 as "...web-based communities, hosted services, web applications, social networking sites, video-sharing sites, wikis, blogs, mashups, and folksonomies." But what does this mean and how does it relate to education?

Web 2.0 is a term that does not sit comfortably with me: I find that if you use it, the average reader sees this IT term and has switched off before you can start your second sentence. (You're still there? Good.) The simple fact is, if you use the internet these days, you are sure to be using some Web 2.0 technologies whether you like it or not – Facebook, YouTube, Twitter and even the BBC's web pages where users can watch last week's television programmes or comment on today's news.

At Strathclyde Business School and the university in general, we already exploit

many of these sites. Tools such as Twitter and Facebook are used to provide support to prospective students, YouTube is used to host videos to support lecture materials and Wikis are used to provide VLE (virtual learning environment) support to staff and students.

One of our newer initiatives is the use of the social bookmarking site Delicious. Most people are aware of social networking sites such as Facebook, Bebo, and MySpace, where users can share their thoughts and experiences and leave comments on each others' posts. Delicious allows users to share their favourite internet links and then add tags (descriptive keywords) that allow others to search, organise and find relevant sites more quickly than with normal search engines.

SBS is using Delicious to enable our exchange students to gather better information on the places they may choose

to study and make more informed choices as to the overseas institutions they will finally select. Students who have been through the process already or have returned from abroad can add links and tags to assist those students who are still in the planning stage. The beauty of this method – in contrast to a simple staff-generated list – is the more students participate within the site, contributing their experiences, the bigger and better the collection of links will become.

THE FUTURE FOR WEB 2.0 AND SBS

The next generation of students who will consider choosing the university will not only take Web 2.0 and social networking technologies for granted, but will expect to engage with them when first selecting a university and to then use them in their student material whilst they study here.

With the use of university intranets and VLEs, we have already seen the shift from paper-based course work to online and computer-based 'course ware'. In the not-too-distant future, laptops, phones, slates and eBook readers will all be at the heart of student materials, and we will see the shift to 'social course ware' (or 'social coursework'). Students will have the ability to read their notes and materials on the device of their choosing, on or off-line, and be able to interact socially and comment on the work they are reviewing. By sharing comments and asking questions online with students' collective class, we enable materials to become more of a living entity and help students to collaborate and support each other.

That said, the reality is that no one knows for sure where Web 2.0 and social internet technologies are going. But one thing is certain: with more than 300 million active Facebook users sharing 1.5 million items of content per day, and with 28,000 hours of video uploaded onto YouTube every day, Web 2.0 and the social aspects of the internet can no longer be considered a fad. It has become a force to be reckoned with. People want to share and interact with information in new and exciting ways, and education must embrace this to stay ahead.

Written originally using the Web 2.0 site Google Docs

