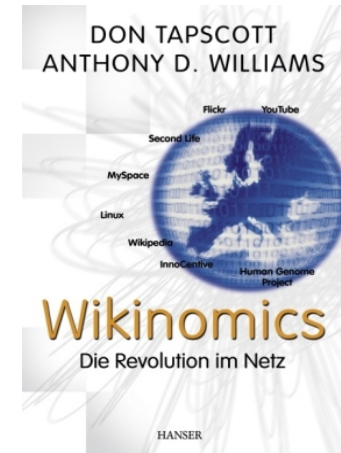
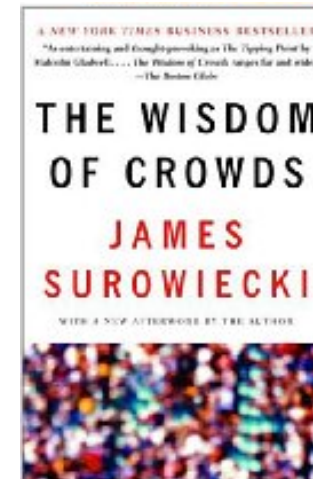




Web-based Open Innovation -

„What's Your Strategy for Creating Knowledge, Products, and Services with Online Communities ?“

Swiss KM Tool Day 2009

Prof. Dr. Andrea Back, HSG
www.business20.ch

Where To Find More: Your Printouts

Web-based Open Innovation - Wie Online-Gemeinschaften Dienstleistungen, Produkte und Wissen mitgestalten

Andrea Back

Universität St. Gallen

Prof. Dr. Andrea Back, Universität St. Gallen, andrea.back@unisg.ch

Abstract: Nach dem Web einen weiteren Entwicklungsschub (Open Source Innovation) aus. Community Lead-User-Konzepte fügen den Online-Prozessen einen Einblick in versch. Bereiche vor und geht schließlich ein.

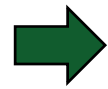
Das Web hat sich als Mitmach-Plattform etabliert, die allen zugänglich ist. Nach der erfolgreichen Open-Source-Bewegung bei Software löst das Web 2.0 einen weiteren Entwicklungsschub bei der Öffnung des Innovationsprozesses aus, der viel weiter reicht als webbasierte Lead-User-Konzepte.

Die Öffnung des Innovationsprozesses für Mitwirkung 2.0

Entwicklungsschub durch Web 2.0

Der 2004 geprägte Begriff Web 2.0 markiert den Anfang einer Entwicklung, die grundlegende

Roadmap for Managers



1 Open Innovation – Nothing New!

2 But Something is New !!

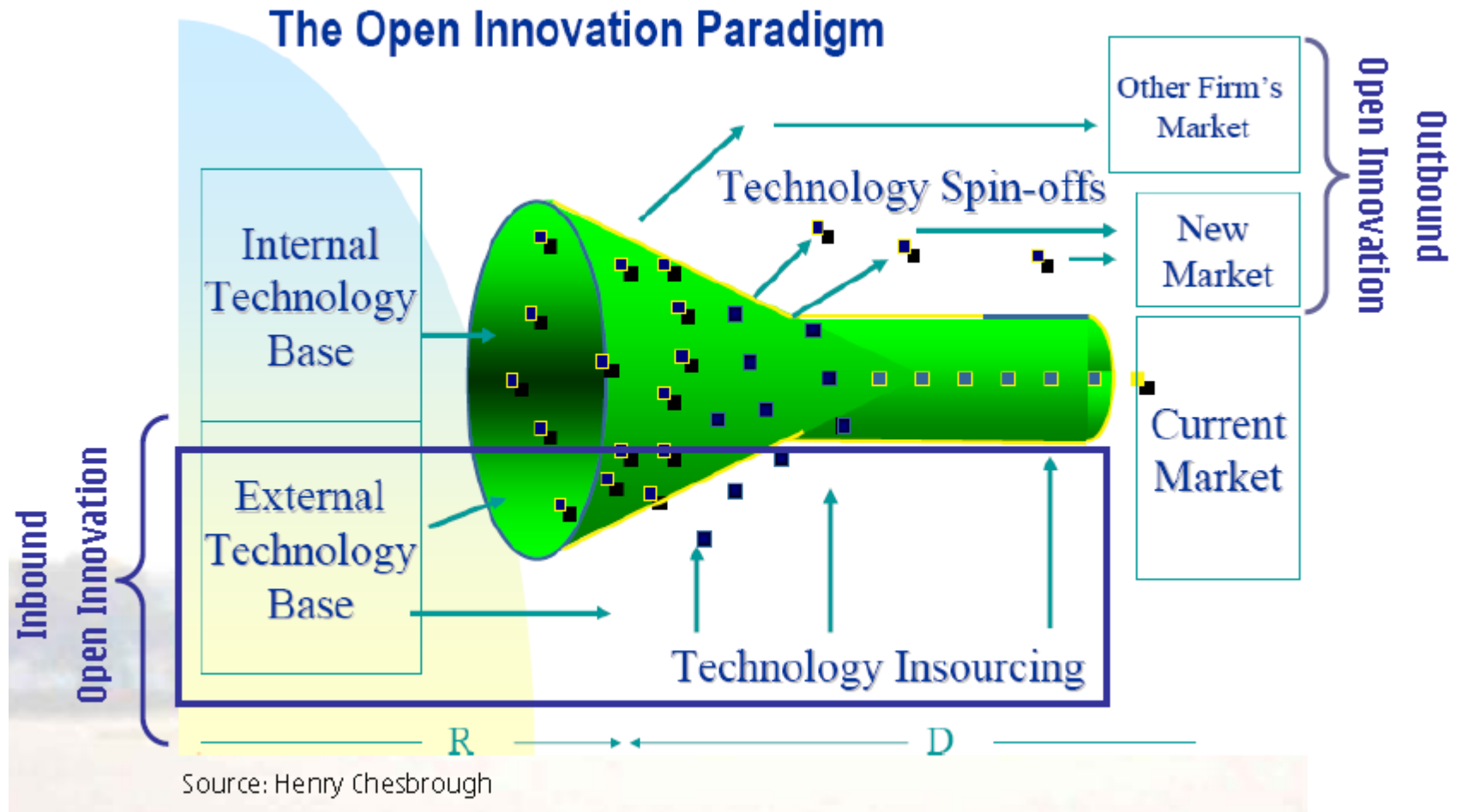
3 Is it Relevant for my Job and my Business?

4 Choosing the Right Strategy

5 How to Make the Right Strategy Work?

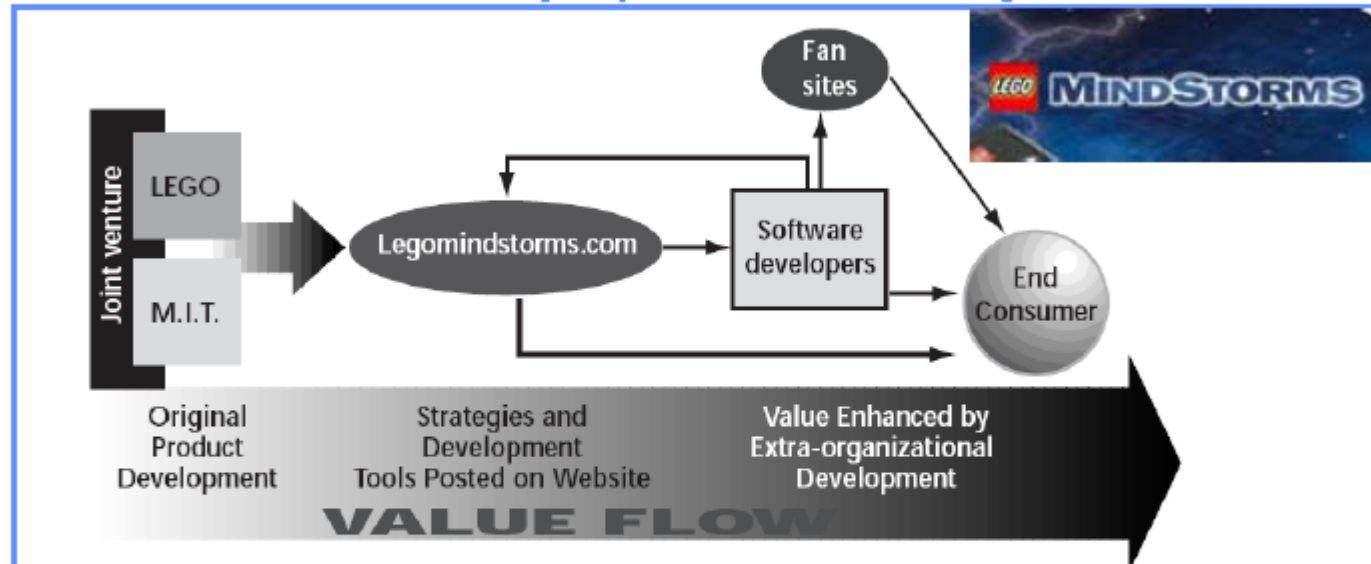
6 Let us do it! - Who Does What?

Open Innovation – Nothing New What Comes to Your Mind?



Open Source Software and Product Development

Lego MindStorms – unlocking innovation in the developer/user community



- JV between MIT faculty and students and Lego creates MindStorms
- 2 weeks after launch hackers decipher part of proprietary code, post it on the internet and start writing advanced new software for their robots and even creating a new operating system
- Despite fears of competitors copying the product, **Lego decided to not sue the hackers** and on the contrary released a developer's kit and incorporated the hackers' best ideas into the 2.0 version

- Lego hackers turned into an **volunteer team of beta testers and product development specialists** who developed MindStorms much beyond what the internal PD team could do and was planning to do

--- The MindStorms open source community has accelerated product innovation and turned Lego MindStorms into a highly profitable product for Lego

Business 2.0 IWI-HSG



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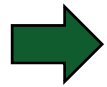
Source: Alliance for Converging Technologies, Business 2.0 October & November 2001
 ©NOKIA



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Roadmap

1 Open Innovation – Nothing New!



2 But Something is New !!

3 Is it Relevant for my Job and my Business?

4 Choosing the Right Strategy

5 How to Make the Right Strategy Work?

6 Who Does What?

Something is New !! A Surprising Success Story And a CEO Who „Get's It“



Fr 1 Aug 2008

"Wie vom Donner gerührt" - vom Wiki-Selbstregelungsmechanismus (Teil 2 von 9)

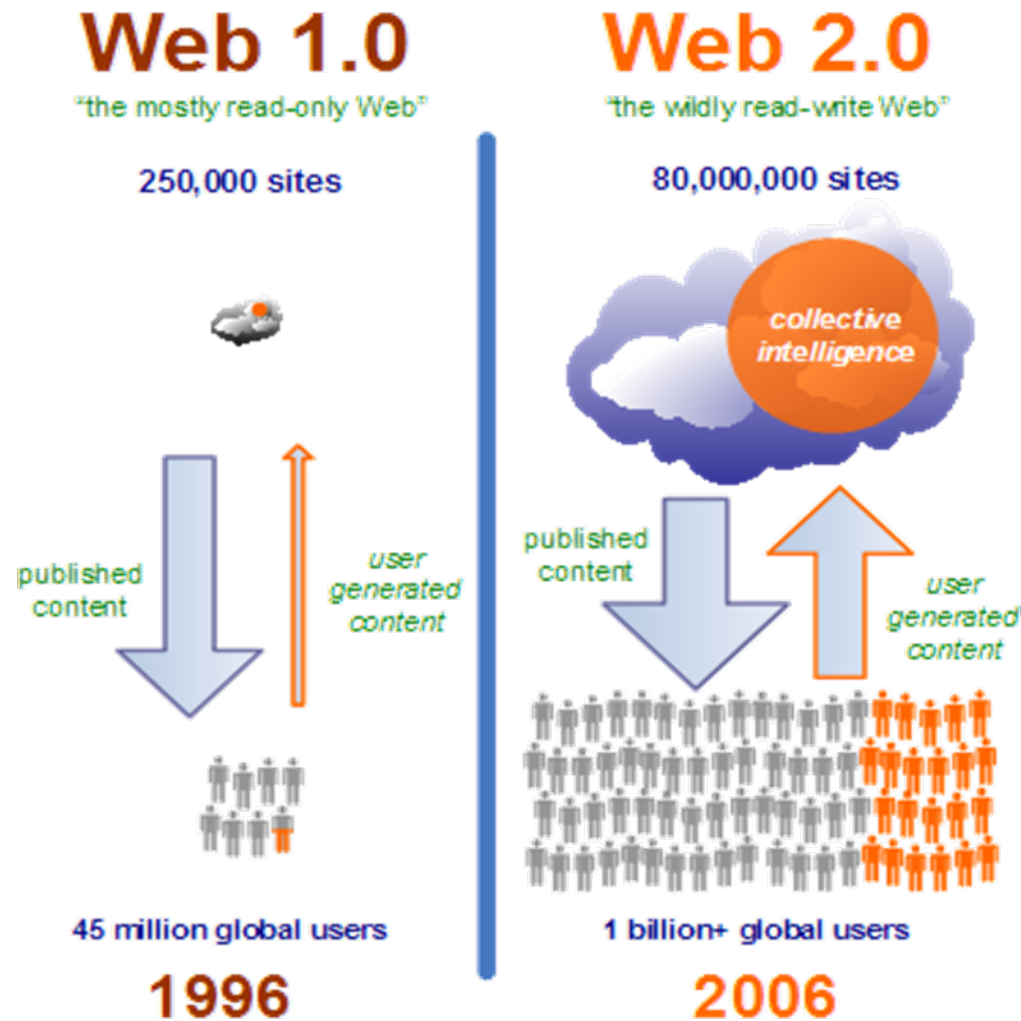
Posted by Andrea Back under Case Friday , Synaxon , Vlogs

Wann waren Sie das letzte Mal vom Donner gerührt? *Frank Roebbers*, CEO der Synaxon AG, hatte dieses Erlebnis als er von *Jimmy Wales* hörte, wie *Wikipedia* funktioniert. Er war sich dann sicher, dass es mit dem Unternehmenswiki bei Synaxon klappen würde.

Wiki-Selbstregulierungsmechanismus: "Wie vom ...

A video player interface showing a man sitting at a desk. The man is wearing a dark jacket and has a large play button overlay on his face. The video player has a progress bar at the bottom showing 0:00 / 2:22, and standard video controls like play, pause, and volume.

Something is New !!



Die DNA des Web der nächsten Evolutionsstufe

Pattern	See also/a.k.a.	Exemplars	Practices	Issues
Harnessing Collective Intelligence	- Architecture of participation - Co-creation - Peer production - Wisdom of crowds	- Google - Wikipedia - Flickr - Amazon - delicious.us	- Pay the user first - Network effects by default - Involve users explicitly and implicitly - Trust your users - Software that improves the more people use it	- Trust - Quality - Walled gardens - Privacy
Software Above the Level of a Single Device	Pervasive computing			
Data Is the Next "Intel Inside"			- Unique source of - erved, not all - ing standards - ore data - r reuse	- Balancing control - Ownership - Copyright
			- s, not just - PIs - ixability - ness model into	- Terms of service - Business models
Leveraging the Long Tail	- service (Sa - Developme		- platform customer - ssability of content	
Rich User Experiences			- est of online and - tions - mplicity first - e personalization	- Overuse - New best practices
Lightweight Models and Cost-Effective Scalability		- Digg - Flickr	- Scale pricing and revenue models - Outsource non-essential functions - Defensible business models	

Web 2.0 Principles and Best Practices (O'Reilly Radar, 2007)



Executives Are Paying Attention to Open Innovation

The McKinsey Quarterly

HIGH TECH

JUNE 2008

The next step in **open innovation**

The creation of knowledge, products, and services by online communities of companies and consumers is still in its earliest stages. Who knows where it will lead?

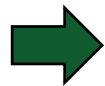


Business 2.0 IWI-HSG

Roadmap

1 Open Innovation – Nothing New!

2 But Something is New !!



3 Is it Relevant for my Job and my Business?

4 Choosing the Right Strategy

5 How to Make the Right Strategy Work?

6 Who Does What?

Business 2.0 IWI-HSG

Roadmap

1 Open Innovation – Nothing New!

2 But Something is New !!

3 Is it Relevant for my Job and my Business?

➔ 4 Choosing the Right Strategy

5 How to Make the Right Strategy Work?

6 Who Does What?

A Portfolio of Strategies – „*B-2.0-HSG-Cube - Beta*“ Let's First See Examples

	Physical Product	Digital Product
Value Chain Element, e.g. Idea Generation		
Design of Final Product		
Business Model		

Aggregation



Market Mech.

Wiki

Forum

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IBM Innovation Jam (2008 IBM WorldJam)



Fig. 16: Thread view with a main post and a comment, Source: Krischan, 2007, p. 9.

Fig. 14: Startpage of the InnovationJam 2006, Source: Krischan, 2007, p. 7.

My Starbucks Ideas

SHARE.
VOTE.
DISCUSS.
SEE.

[Share Your Idea](#) | [View All Ideas](#) | [Ideas In Action](#) | [About This Site](#)

Welcome, Guest

Sign In
to share, vote
& discuss

SIGN IN

search

Help shape the future of Starbucks - with your ideas

You know better than anyone else what you want from Starbucks. So tell us. What's your Starbucks Idea? Revolutionary or simple-we want to hear it. Share your ideas, tell us what you think of other people's ideas and join the discussion. We're here, and we're ready to make ideas happen. Let's get started.

share

Post your Starbucks Idea - from ways we could improve to things we've never even thought of.

vote

Check out other people's ideas and vote on the ones you like best. The community votes. The community decides.

discuss

Talk about ideas with other customers and our Starbucks Idea Partners and help make them even better.

see

This is the proof. See which of your ideas were the most popular and watch as we take action.

CATEGORIES

PRODUCTS

- Coffee & Espresso Drinks 16,144
- Tea & Other Drinks 4,949
- Food 6,875
- Merchandise & Music 2,959
- Starbucks Card 3,786
- Other Product Ideas 4,688

EXPERIENCE

- Ordering, Payment & Pick-Up 4,159
- Atmosphere & Locations 6,993
- Our Partners (Employees) 1,540
- Other Experience Ideas 4,388

INVOLVEMENT

- Building Community 2,063
- Social Responsibility 4,249

MOST RECENT IDEAS

Wind Power in Maryland 11 Second(s) Ago

mini bagels or half a bagel 2 Hour(s) Ago

Serve Real Cuban Coffee Espresso 2 Hour(s) Ago

VOTE

QUESTION OF THE DAY

Which is your favorite low fat muffin flavor?

Business 2.0 IWI-HSG



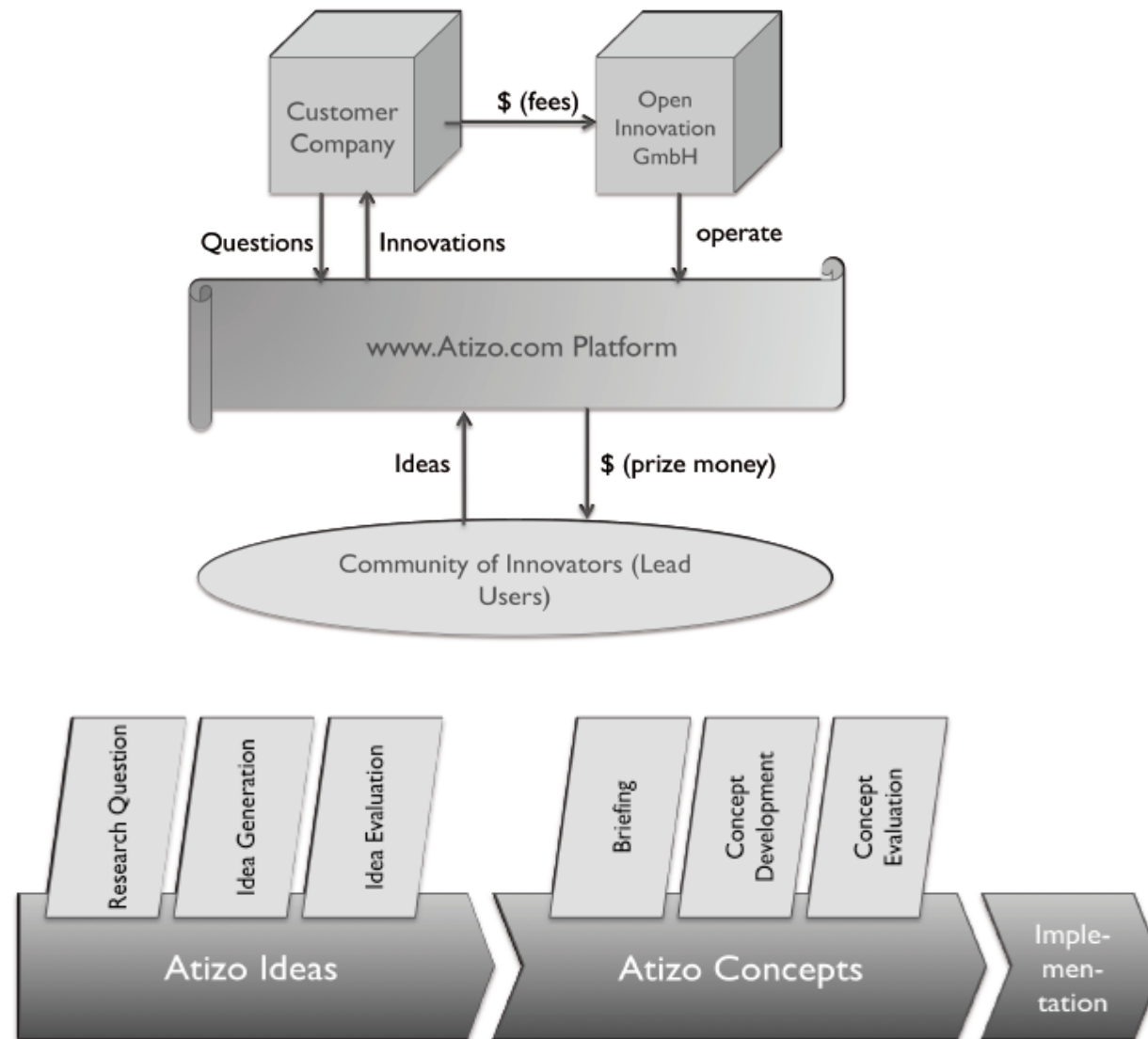


Fig. 12: Two-tier knowledge collaboration process on Atizo.com,
Source: Own figure adapted from Open Innovation GmbH (2008b).

DRS Virus Mx3

The screenshot shows the DRS Virus Mx3 website. At the top left is the DRS logo. Navigation links include 'Radio ein', 'Sendungen', 'Podcasts', 'Themen', 'Meine Meinung', 'Blogs', and 'Spiele'. A left sidebar contains links for 'Über uns:', 'Unternehmen', 'Mitarbeitende', 'Offene Stellen', 'Standorte', 'Mediencorner', 'Medienkontakt', 'Medienmitteilungen', 'Bilddatenbank', 'Logodatenbank', 'Publikationen', 'Sponsoring', and 'Abschaltung Beromünster'. The main content area features a date 'Übersicht Februar 2009' and 'Medienmitteilung vom Fr, 6.2.2009'. The headline is 'Das DRS Virus-Publikum bestimmt das Nacht-Programm'. The sub-headline is '«Mx3» bietet Auswahl für die neue DRS Virus-Sendung «Schweizer Nacht»'. The text states: 'Ab sofort bestimmen die Hörerinnen und Hörer das nächtliche Musikprogramm von DRS Virus. Aus dem Angebot der Schweizer Musikplattform «Mx3» können sie das Programm der neuen DRS Virus-Sendung «Schweizer Nacht» zusammenstellen - montags bis freitags von 22.00 bis 6.00 Uhr, samstags und sonntags ab 24 Uhr auf DRS Virus.' The bottom paragraph mentions: 'Die Schweizer Musikplattform «Mx3» erfreut sich höchster Beliebtheit. Seit ihrer Aufschaltung im September 2006 haben sich über 10'500 Bands mit knapp 33'000 Songs registriert. In der Sendung «Schweizer Nacht» können die Hörerinnen und Hörer von DRS Virus nun eine Auswahl dieses grossen Musik-Angebots nutzen und sich selbst als DJ versuchen. «Wir verstärken unser Engagement für die Schweizer Musik und werden noch interaktiver», freut sich Christoph Aebersold, Leiter DRS Virus.'

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Prediction Markets

HAP11.MAR09 22.0 ▲ +11.0 US.RECESSION.2008 97.0 ▼ -0.2 DOW.09MAR.HIGHER 49.0 ▲ +4.0 DOW.09MAR.-2

intrade™ "Intrade futures market ~ the greatest time-saving invention of this century."
 The Prediction Market

John Tierney The New York Times

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Explanation of Contract Price

Any country currently using the Euro to announce their intention to drop it on/before 31 Dec 2010

Last Price: 27.5

What does this mean?

27.5 means the market's best estimate of the chance that this event will occur.

If you think it is more likely than the market, you should buy.

If you think it is less likely than the market, you should sell.

All markets trade between 0 and 100.

27.5 = \$2.75

Click [here](#) for more information.

Gay Marriage - California Supreme Court and Proposition 8

California Supreme Court to overturn Proposition 8 by 31 Dec 2009

Last Price: 15.0

Closing Price: 18

Searches [Websites](#)

☒ obama ☐ mccain

Search Volume Index

Google Trends

News reference volume

Rank by

Google Trends geben Obama das meiste Interesse (Montag 3. Nov.)

A McCain, Obama clash in debate
Idaho State Journal - Oct 8 2008

B Obama 3, McCain 0
Truthdig - Oct 16 2008

C Obama 3, McCain 0
Truthdig - Oct 16 2008

D Obama goes prime-time; McCain goes after Obama
Jackson News-Tribune - Oct 29 2008

E McCain or Obama?
Syracuse Post Standard - Oct 29 2008

F McCain ad: "Obama praises McCain"
Hot Air - Oct 31 2008

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New tees for MONDAY, MARCH 9



\$18
[The Infinite Struggle](#) by [Ksze Min Ker](#)



\$18
[Saber-toothed Tiger](#) by [Tobias Fonseca](#)



\$18
[Bitter Teeth](#) by [Ibrahim Dilek](#)



\$18
[The Icecreamator](#) by [Heiko Windisch](#)



\$18
[The Meaning of Life](#) by [Aled Lewis](#)

SPECIAL NEWS!



THE 2009 BESTEE OF THE MONTH!

The polls are open! [Vote for your favorite design of February 2009!](#) Most votes wins Bestee of the Month and \$2500! Plus, a big congratulations to January's Bestee of the Month winner "[Her Hair](#)"!

→ [VOTE FOR BESTEE OF THE MONTH!](#)

HUH? THREADLESS?

Threadless is a community-based tee shirt company with an ongoing, open call for design submissions.



IF YOUR DESIGN IS CHOSEN FOR PRINT, GET PAID UP TO
\$2,500+
 \$500 PER REPRINT

Business 2.0 IWI-HSG

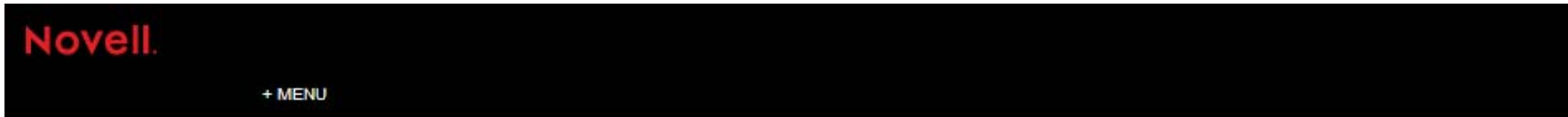


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Novell Cool Solutions



Welcome to Cool Solutions Community

+ Request a Sales Call
+ 800-529-3400

Cool Solutions Home
The Freezer
Novell Forums
Cool Tools
Cool Blogs
Cool Wiki
Job Board
Novell Museum
Knowledge Partners
Subscribe
Rewards
Get Involved >
Other Cool Stuff >
-
Site Help
Talk to Us



[All](#) | [Identity & Security](#) | [SUSE Linux Enterprise](#) | [Workgroup](#) | [ZENworks](#)

Cool Solutions



Pages [1](#) | [2](#) | [3](#) | [4](#) | [5](#) | [6](#) | [7](#) | [8](#) | [9](#) | ... [Next »](#) [Last »](#)



Sneak Preview of SUSE Linux Enterprise 11

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- Duplex
- Paper Trays
- Color
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+ Groups
+ [Cool Solutions](#)
+ Latest images

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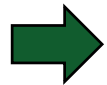
IWI-HSG / Prof. Dr. Back

Roadmap

1 Open Innovation – Nothing New!

2 But Something is New !!

3 Is it Relevant for my Job and my Business?



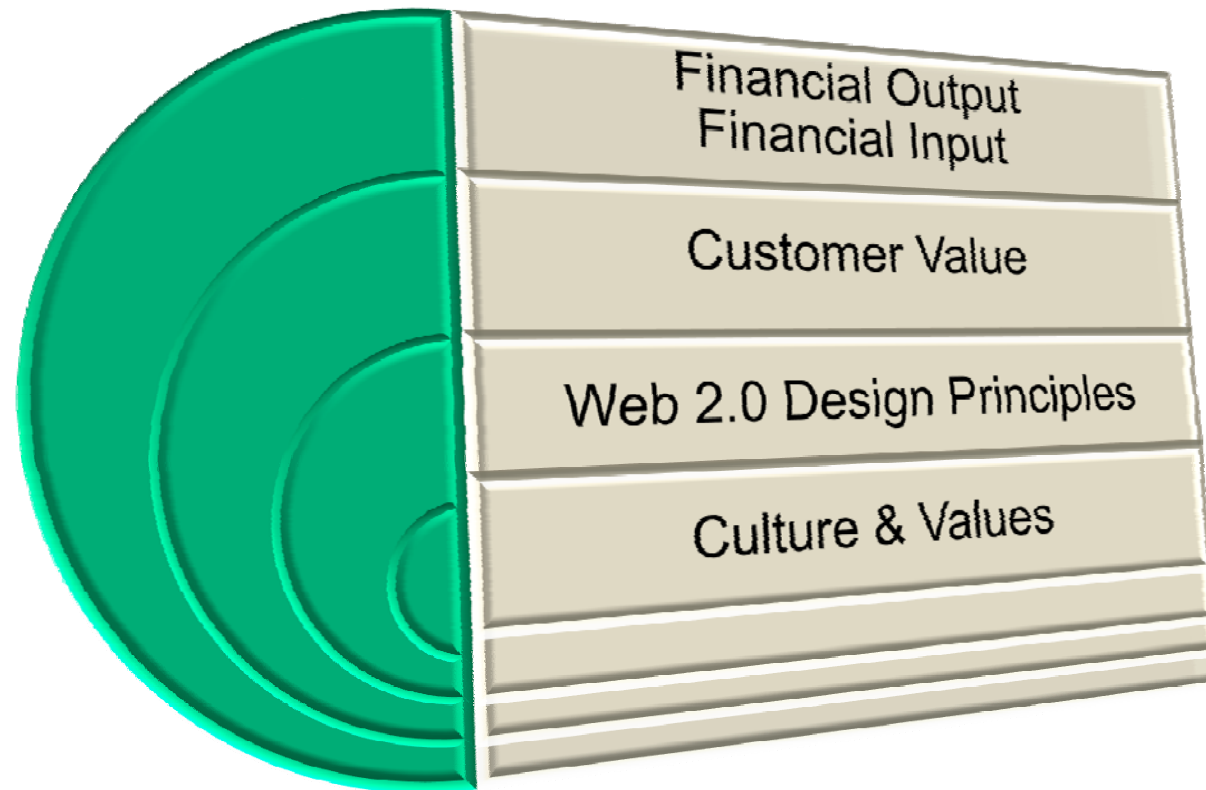
4 Choosing the Right Strategy

5 How to Make the Right Strategy Work?

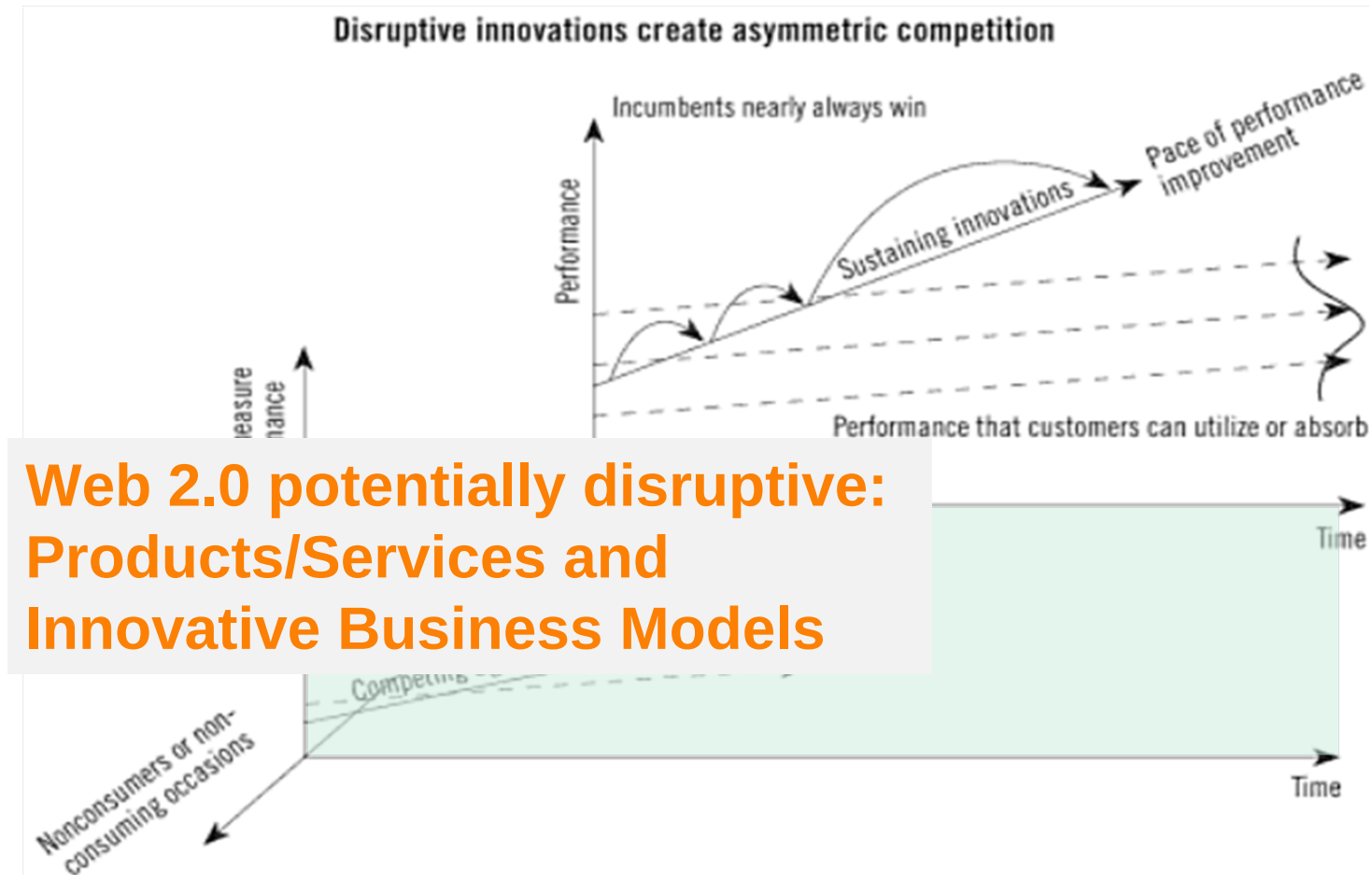
6 Who Does What?

Step 1:
Step 2:

Explicate Individual Strategy Map Go / No Go ?



Different types of Innovation: Sustaining and Disruptive



**Web 2.0 potentially disruptive:
Products/Services and
Innovative Business Models**

Quelle: Christensen, C. M. et al. (2008): Disrupting Class. Ausschnitt aus Fig. 2.1: Model of Disruptive Innovation, S. 46

Roadmap

Our rigorous Research on Pieces of The Overall Cube:

(finalized: A Method of Lead User Integration through Webbased Collaboration (NDA) – ongoing Crowd-/Mass-Collaboration Business Model in Financial Services (NDA)) - Establishing Enterprise Internal and B2B Communities)

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➔ 5 How to Make the Right Strategy Work?

6 Who Does What?

Perspective A:

Perspective B:

Corporate Change Management

Community & Project Management



Enable The „Wiki-Way“

- offen für jeden (Ergänzen, Verändern)
- inkrementell
- organische Entwicklung
(keine feste Vorstrukturierung)
- jeder hat ein Auge drauf
(„many eyeballs make each bug shallow“)
- einfach zu benutzen (zu lernen)

*aus Vortragsfolien Gastvortrag HSG von Prof. Dr. Chr. Wagner, 2008,
ausführlich in: Wagner, Chr. & Majchrzak, A. (2007): Enabling Customer-Centricity
Using Wikis and the Wiki Way. Journal of Management Information Systems 23 (3), S. 17-43*

Constructive Forces (Incentives): Start-up, Quality, and Sustainability in Community Management / Crowdsourcing / Co-Creation

ProjektEGIS 4.0 Community – Ziele, Strategien, Massnahmen

Gemäss Projektauftrag durch die SYNAXON AG hat das Team der Universität St Gallen Ziele, Strategien und Massnahmen zur Beitrags- und Beteiligungssteigerung in der EGIS Community definiert.

Basierend auf dem wissenschaftlich validierten Modell von [S Dean, David Olsen und Conan Albrecht](#) haben wir 8 Sub-Ziele Beteiligungssteigerung identifiziert und zu deren Erreichung Massnahmen ausgewählt.

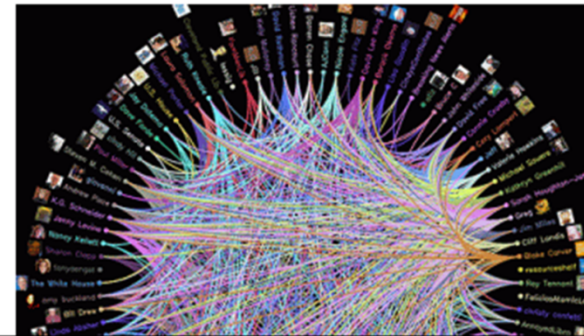
Das Hauptziel ist die Erreichung der kritischen Masse. Das b der potenziellen User, also $4000 \cdot 0.1 = 400$ User, zum Beitrag ist die Community zum Leben erweckt. Es gibt eine ausreich Beiträgen und Profile, die weitere Benutzer zum Beitritt zu m

Um das Hauptziel zu erreichen wurden Sub-Ziele definiert, w Strategien und Massnahmen erreicht werden sollen. Eine Ü Tabelle 1 (siehe unten). Im Anschluss an Tabelle 1 werden d konkret erläutert. Es ist zu beachten, dass nicht alle Massna müssen um das Hauptziel zu erreichen. Es wird lediglich ein Set vorgeschlagen, um jedes einzelne Subziel zu erreichen. Das Ganze ist auch im Rahmen der Kosten/Nutzen Relation zu sehen. Welches unter diesen Gesichtspunkten die wichtigen Subziele und effektivsten Massnahmen steht zur offenen Diskussion.



WEITERBILDUNGSBLOG

Featured Articles



Featured Articles

Communities und die Beteiligung der Mitarbeiter

"Sagen Sie, wie stellen Sie eigentlich die Beteiligung der Mitarbeiter sicher?"

→ [Continue Reading](#)

Roadmap

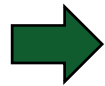
1 Open Innovation – Nothing New!

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5 How to Make the Right Strategy Work?



6 Let's Do it! - Who Does What?

Roles, Responsibilities, and Competencies: Community Strategist and Community Manager

Rise of the Community Manager

Sun, Nov 30, 2008 by Steve Borsch

Internet and Media, Social Media



As the world continues to get connected to the internet and the number of people participating online using social media to connect to one another accelerates, the role of Community Manager is becoming one that more companies and organizations realize and one they need to

When the majority of participants are always-on and always-connected — be it with laptops connected via wifi in a coffee shop or with mobile or smartphones — more are connecting with one another in established social networks (e.g., Facebook, MySpace) or with micro-groups like those anyone can set up at providers like Ning; with micro-messaging

**Measuring Success:
Scorecard & Targets**

Business 2.0 IWI-HSG

<http://minnov8.com/2008/11/30/rise-of-the-community-manager/>



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BACKonTheFUTURE

Business 2.0

Center for Innovations in Business Processes



Di 17
Mrz
2009

Die Öffnung des Innovationsprozesses für Mitwirkung 2.0

Posted by Andrea Back unter Forschungswerkstatt([edit this](#))

No Comments

Für das [Wirtschaftsmagazin](#) habe ich einen kurzen Artikel geschrieben zu Open Innovation. Die Einleitung lautet: "Das Web hat sich als Mitmach-Plattform etabliert, die allen zugänglich ist. Nach der erfolgreichen Open-Source-Bewegung bei Software löst das Web 2.0 einen weiteren Entwicklungsschub bei der Öffnung des Innovationsprozesses aus, der viel weiter reicht als webbasierte Lead-User-Konzepte."

Anwendungsgebiet	Partizipationsform	Beispiele
Kundendienst	Online-Community (Foren, Blogs, Wikis)	Novell Cool Solutions, Nokia Support Discussions
Ideengewinnung, -selektion und Konzeptentwicklung	Online-Community (Foren, Blogs, Wikis)	Cassiber, Cisco I-Prize, IBM Innovation Jam, Why Not?
Produkt-/Markttests virtueller Prototypen	Virtuelle Welten	In Second Life z.B. Market Thruths

Über diesen Blog:

Wissensblog zu Business 2.0 / Enterprise 2.0 / Social Software in Unternehmen
English: Try translate.google.com

Links:

[Business 2.0](#) - Competence Network am IWI-HSG der Universität St. Gallen

Suchen:



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WISSENSWERT

Blog Carnival über Enterprise 2.0, Knowledge Management und E-Learning

Home

About

Blog Carnival

Kalender



Ist Wissensarbeit ... traumatisch oder traumatisch?
(Nr. 1/Feb. 09)

Jan 18th, 2009 by chock - 1 comment [Edit]

Einladung zu Beiträgen für die 4. Ausgabe des WissensWert Blog Carnival



Die Weltband von Wissenswerten mit mehr und mehr der Computer in all seinen Erscheinungsformen, mit dem man ständig online ist. Dies wird durchaus zwiespältig empfunden. Die einen begrüßen diese Entwicklung und integrieren ständig neue Tools in ihre Arbeitspraxis, andere halten sich abwartend zurück, und auch offen ablehnende Haltungen sind nicht selten. Uns

Wissensarbeiter beschäftigen folgende Fragen: Kann ich mit Web-2.0-Tools effektiver mit Information und Wissen umgehen? Verbessern sich die Produktivität und Qualität der Arbeit? Werden die Vorteile der neuen Arbeitsmittel durch negative Seiteneffekte überkompensiert? Wie verläuft der

Business 2.0 TV 1503

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Blog Carnival Organisatoren

Andrea Back, Professorin im Institut für Wirtschaftsinformatik der Universität St. Gallen mit den Schwerpunkten Knowledge Work, E-Learning und Business 2.0
www.business20.ch



Jochen Robes (Frankfurt), Berater mit den Schwerpunkten Human Resources/ Corporate Learning, E-Learning, Knowledge Management und Web 2.0
www.weiterbildungsblog.de



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Open Gardens Blog (Ajit Jaokar, 2009) about Wikipedia Reputation Engine

[Wikipedia is not a democracy](#)

*Wikipedia is not an experiment in democracy or any other political system. Its primary but not exclusive method of determining consensus is through editing and discussion, not voting. Although editors occasionally use straw polls in an attempt to test for consensus, polls or surveys sometimes impede rather than assist discussion. They should be used with caution, and are no more binding than any other consensus decision. Elections and votes are endorsed in some scenarios, such as when electing the **Wikipedia:Arbitration Committee**.*

So, this leads me to question .. What is [consensus](#) in Wikipedia parlance?

Consensus is part of a range of policies on how editors work with others, and part of the Fourth pillar of Wikipedia code of conduct. Editors typically reach a consensus as a natural and inherent product of wiki-editing; generally someone makes a change or addition to a page, and then everyone who reads the page has an opportunity to leave the page as it is or change it.

And further

"Consensus" among a small number of editors can never override the community consensus that is presented in Wikipedia's policies and guidelines; instead, consensus is the main tool for enforcing these standards. The focus of every dispute should be determining how best to comply with the relevant policies and guidelines. Editors have reached consensus when they agree that they have appropriately applied Wikipedia's policies and guidelines, not when they personally like the outcome.

So, the goal seems to be **to appropriately** apply (wikipedia's policies and guidelines)(http://en.wikipedia.org/wiki/Wikipedia:Policies_and_guidelines)

So, it all boils down to the ability to apply wikipedia's policies and guidelines by the editors

Who determines these policies?

Again from [wikipedia guidelines page](#)

Policy change comes from three sources:

- 1. Documenting actual good practices and seeking consensus that the documentation truly reflects them.**
- 2. Proposing a change in practice and seeking consensus for implementation of that change.**
- 3. Declarations from Jimmy Wales, the Board, or the Developers, particularly for copyright, legal issues, or server load.**

To be an editor, you have to be a [wikipedia](#) - you have to understand the [Etiquette](#) with the goal of getting [consensus](#) in view of the [editing policy](#) which may involve some [discussions](#) and [arbitration](#) based on a way to [resolve disputes](#)

So far so good ..

Now it gets interesting .. [the NY times says](#)(emphasis mine)

*The bulk of the writing and editing on Wikipedia is done by a geographically diffuse group of **1,000 or so regulars, many of whom are administrators on the site.***

"A lot of people think of Wikipedia as being 10 million people, each adding one sentence," Mr. Wales said. "But really the vast majority of work is done by this small core community."