

Where my ideas come from continued

minute and reflect. We have a very flat structure and the best ideas can and do come from anyone; sometimes they emerge from sheer need. I test ideas with colleagues and read widely, but I don't really look outside for advice, I'm a pretty solitary creature.

While I take information in through online formats, I'm a bibliophile at heart; the printed word will always be my preferred medium. It represents another world, one occupied by the reader and the writer. Like most busy people, my serious reading is largely done during small breaks in what is a pretty manic workload.

Newspapers and magazines are my everyday staples; my favourite magazines being *Monocle*, *DAMn* and *Harvard Business Review*. I scan *HBR* for things that I should follow up later, *Monocle* gives a global update on things I find interesting, and *DAMn* is quirky and broad in its take on art and design.

My daily newspaper of choice is the *Australian Financial Review* (publisher of *AFR BOSS*), served with a flat white. On the weekend, it's a mix of *The Australian* and the *Weekend Financial Review*. I've just finished three seasons of *Mad Men*, for pure escapism. I've also indulged in a few Perth Festival shows, including *Donka: A Letter to Chekhov*.

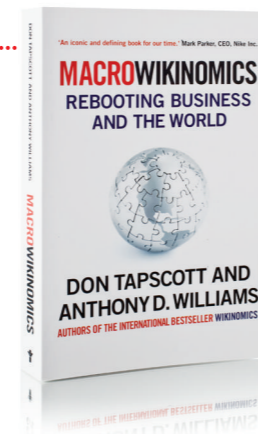
I often have two or three books on the go. I'm thinking about creating a new garden, so am reading Anna Pavord's *The Curious Gardener* and *Cloudehill* by Jeremy Francis. I've also recently become a grandmother to two exquisite baby girls, so I'm re-reading Maurice Saxby's *Give them Wings* and Michael Rosen's *We're Going on a Bear Hunt*.

My work often takes me to regional Western Australia and I'm regularly in the Pilbara, where we work on a range of programs, the latest being The Pilbara Project, in which we commissioned four photographers and a filmmaker to spend 52 weeks capturing the region. Such trips allow me to step back and think about what we should be focusing on. You can't help but be affected by the stark contrast in remote places between advantage and disadvantage, beauty and ugliness, the can-do attitude and an appalling willingness to just put up with things. I always return with a renewed determination to bring to the regions things that people in cities take for granted – cultural programming of an international standard, great bookshops and decent coffee, and, in my dreams, great architecture.

Lynda Dorrington spoke to Katrina Strickland.

BOOK REVIEWS

- Buy it, read it
- If you are interested
- If you must



●●● **MACROWIKINOMICS:** Rebooting business and the world
Don Tapscott and Anthony Williams
Allen & Unwin, \$32.99

Readability ●●●
Usefulness ●●●

REVOLUTION ROAD

Business must take the brave step of embracing the true collaboration needed in the age of radical transparency, author Don Tapscott tells [Rachel Botsman](#)

DON TAPSCOTT is a leading authority on how network technology is the future for innovation. In 2006, he and Anthony Williams wrote *Wikinomics: How mass collaboration changes everything*. In their new book, *Macrowikinomics: Rebooting business and the world*, they examine how mass collaboration is influencing everything from media to healthcare, education and government and why collaborative models help meet the challenges of modern life.

Tapscott says industrial models that have served us in many parts of the economy – financial services, the energy grid, transport systems and global institutions for co-operation – are faltering. The contours of a new digital civilisation are emerging as millions of connected citizens begin to forge alternative institutions using the web as a platform for innovation and value creation. A new set of principles – on collaboration, openness, sharing, interdependence, integrity – is emerging.

The blurring of the line between producer and consumer, us (the experts) and them (the audience) is a threat if companies don't embrace it, he says.

"Customers once seen as outside the boundaries of an organisation can now be viewed as part of your

business network," he says. "You can co-innovate with them. Rather than being customer-centric, you can turn your consumers into producers."

Q: What advice can you give to big organisations trying to make the shift from a hierarchical, one-way mindset to a two-way, collaborative one?

A: Embrace the new collaborative platform. As a friend of my daughter said to me, "Electronic mail is a great technology for sending a friend's parents a thank you note, but that's about it." We have a new generation of tools now, including industrial-strength social networks, wikis, blogs, micro-blogging, jams and digital brainstorming. Together these create an operating system for the 21st century organisation. Companies that stick with the old tools will be left behind.

Q: A common challenge for big multi-nationals competing with nimble start-ups is finding smallness within bigness. What examples have you come across of this collaborative agility?

A: Best Buy, the world's largest consumer electronics retailer, is a leader. They use technology



●●● **THE SECRET OF CHANEL NO. 5:** The intimate history of the world's most famous perfume
Tilar Mazzeo
Harper Collins
\$35

Readability ●●
Usefulness ●●

MARILYN MONROE once famously said: "What do I wear in bed? Why, Chanel No. 5 of course." It is said that a bottle of this perfume is sold every 30 seconds somewhere in the world. Among industry insiders, it is reverently known as *le monstre* – the monster – a status it gained by becoming probably the most coveted luxury product of the 20th century. But how did it become not just a perfume of choice for fashionable women but, as it's described here, a "goddamn cultural monument"?

Author Tilar Mazzeo, a cultural historian and author of *The New York Times* bestseller *The Widow Clicquot*, plots a seductive "unauthorised biography" of the world's most popular scent. From French perfumer Ernest Beaux's innovative blend of rose, jasmine, ylang-ylang and aldehydes that gave the perfume its modern "nose", to the influence of the clean lines of Aubazine Abbey (where orphaned Gabrielle Chanel was raised) on the quintessential square-cut, bevelled bottle, to the magic

symbolism of the very number five (Chanel's lucky number), Mazzeo uncovers the secret ingredients and truth behind the myths that have made the scent a legend. Through a well-researched narrative, we learn about Coco Chanel's initial stealth marketing tactics in 1921 to the mass marketing campaigns of the 1940s that surprisingly didn't undermine the glamorous aura of the brand. "Instead, it transformed [it] into a symbol of everything

that had been lost and everything those [World War II] soldiers and their girls at home ... hoped still might be saved." In other words, it became a powerful signifier of victory and elegance.

The book is one for those with an interest in the rise of the middle-class luxury market during the roaring 1920s, and our loyalty to fashion brands. Chanel was ahead of her time in understanding that what mattered most to consumers was self-image and that products had to appeal to feeling,

not just function. Indeed, she was a pioneer in creating "a moment in history when objects were defined as expressive of the identity of the consumer for the first time", Mazzeo explains.

Her book is at its best when describing the intimate connections between the perfume and the social and political context in which it emerged. As she aptly puts it, the ultimate "secret of Chanel No. 5 and its success is our relationship to it".
Rachel Botsman

to empower people – particularly young people – throughout their organisation. External collaboration at Procter & Gamble, through its "Connect and Develop" program, has enabled the company to dramatically increase the pool of new product ideas (with 50 per cent coming from outside), the revenue from them and the innovation success rate – saving over \$1 billion in R&D costs.

Q: You've said that privacy is the Achilles' heel of sites such as Facebook. What advice would you give to [Facebook founder] Mark Zuckerberg?

A: Don't blow it. Privacy is a fundamental human right and you don't want Facebook's legacy to be seen as the leading agent of privacy's destruction.

Q: Does more visibility (whether it's via Twitter, Facebook or Wikileaks) make us better people?

A: Transparency has new meaning. People have at their fingertips the most powerful tool ever for finding out what's really going on and informing others. Customers can evaluate the worth of products and services at levels not possible before. Employees share formerly secret information about corporate strategy, management and challenges. To collaborate effectively, companies and their business partners have no choice but to share intimate knowledge. Powerful institutional investors

are developing x-ray vision. Finally, in a world of instant communication, whistleblowers, inquisitive media and Googling, citizens and communities routinely put firms under the microscope.

Overall this is positive. If you're a government or a company, when you're increasingly naked, fitness is no longer optional. Survival forces you to get buff. Accenture CEO Bill Green has astonishing candour with employees about everything from their financial performance to his personal struggle in terminating the Tiger Woods sponsorship. "Transparency with employees builds trust," he says. "It speeds up the metabolism of collaboration. Being open makes us better, and it's the right thing to do."

Q: You advocate individual privacy and institutional transparency. How do they go hand-in-hand?

A: Don't confuse transparency with lack of privacy. Transparency is an opportunity and an obligation for institutions. But it applies to institutions. Individuals have no such opportunity or obligation; they have a right to privacy. So while a company grows more open, it should grow more scrupulous in protecting the private information of customers, employees and other people who are stakeholders.

Q: Where do organisations start getting buff? What role can technology play?

A: Every company needs a transparency strategy. It has to rethink what new information should be made available to employees, customers, business partners and shareholders. Corporations that are open perform better. Transparency is a new form of power, which pays off when harnessed.

Companies need to inculcate the principles of integrity, honesty, consideration and accountability as part of the organisation's DNA. This will help a company build trust – the sine qua non of the networked world.

Q: It's 2021: what sector do you hope has been completely reshaped and rebooted?

A: If I were forced to pick one, it would be our systems of global problem solving. Our institutions such as the United Nations or the G20 don't seem to be accomplishing much – witness recent failures such as the Doha development round of the World Trade Organisation and the Copenhagen conference on climate change.

Look at the upsurge in the steps towards democracy in the Middle East and North Africa. These steps are not being made because of our global systems for co-operation; they are happening in spite of them. Our global institutions created the status quo and progress towards democracy is being made by citizens self-organising.