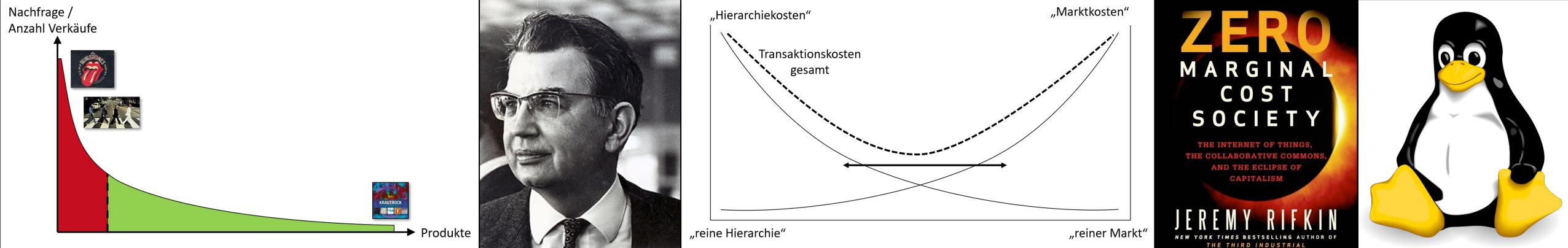


Information Governance

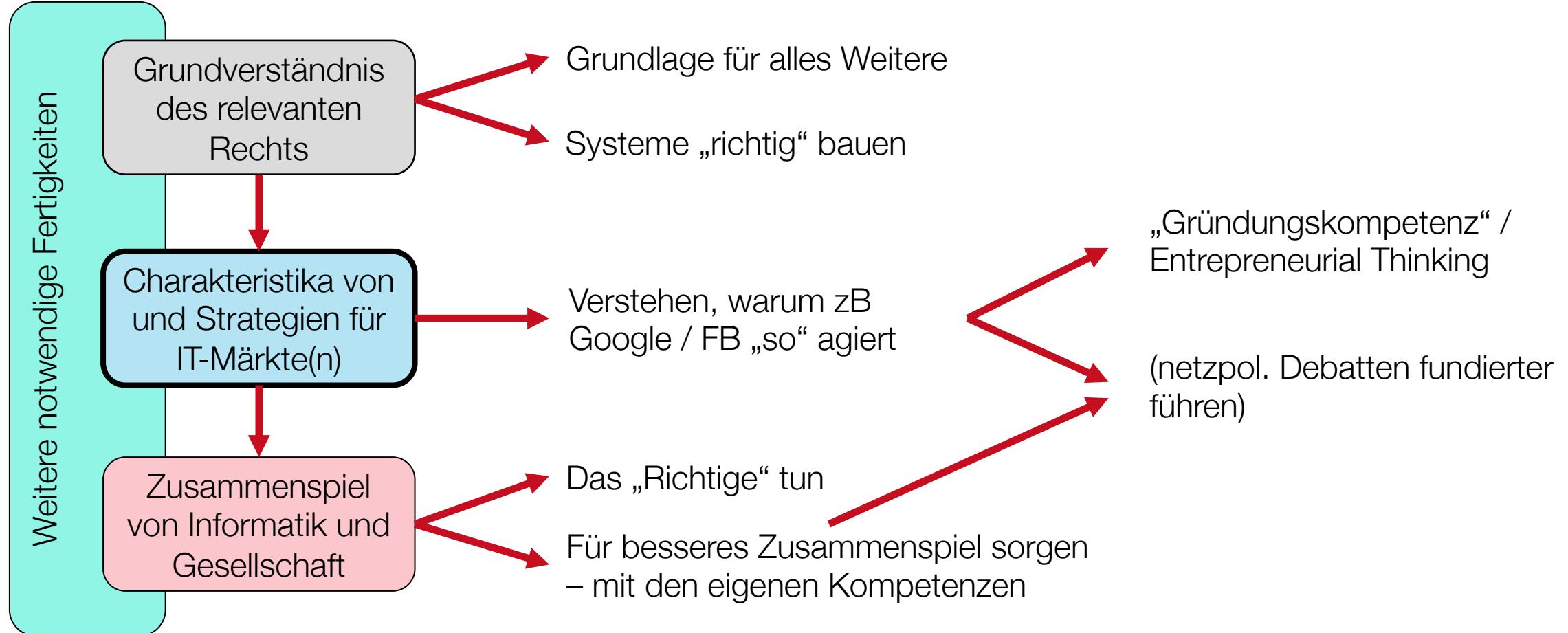
Lesson 07: Digitale Transformation



Frank Pallas

Information Systems Engineering
TU Berlin

Information Governance – „Riding Skills“



Recap: Güterquadrat

In der Ökonomie lassen sich Güter nach zwei Kriterien kategorisieren:

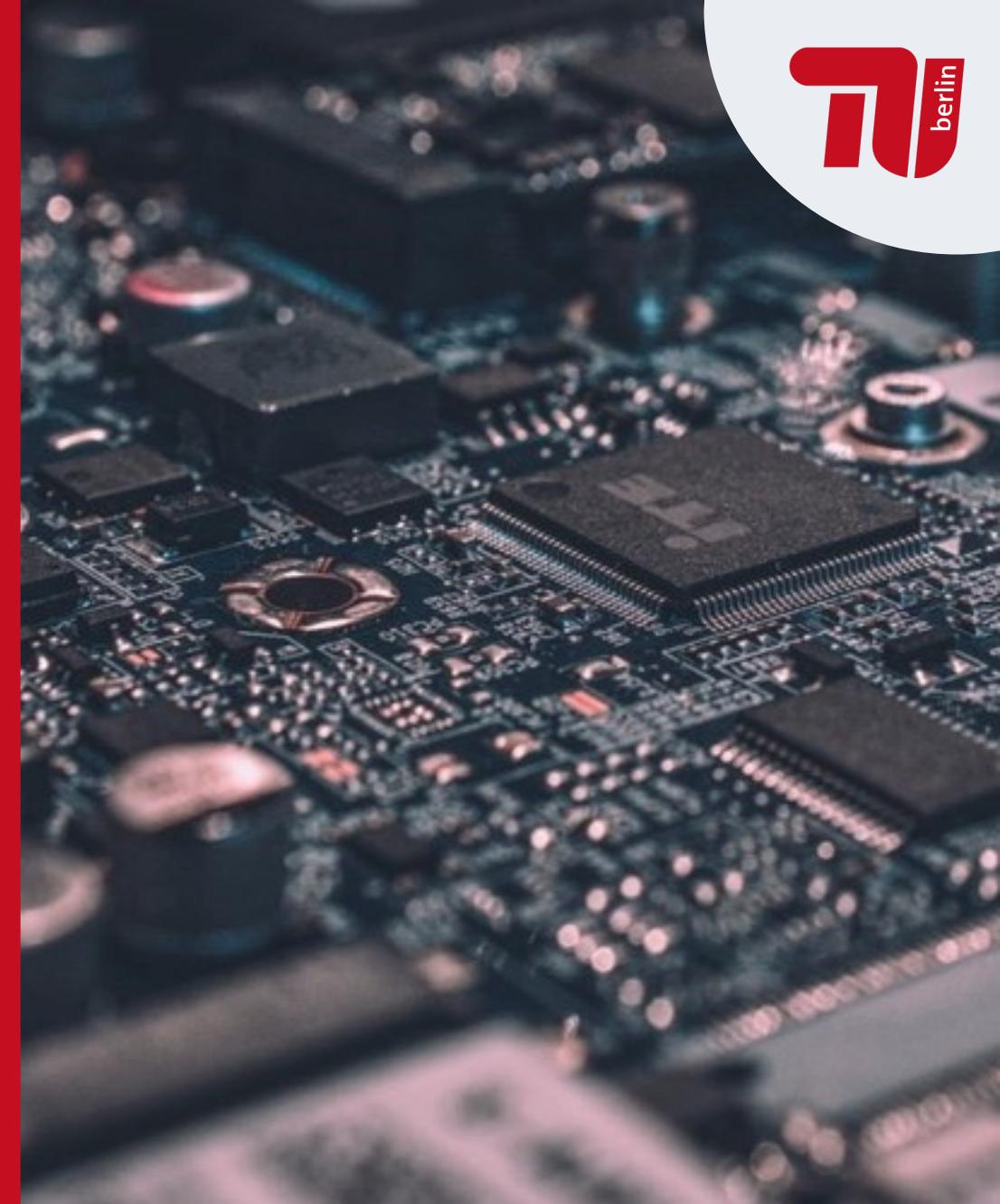
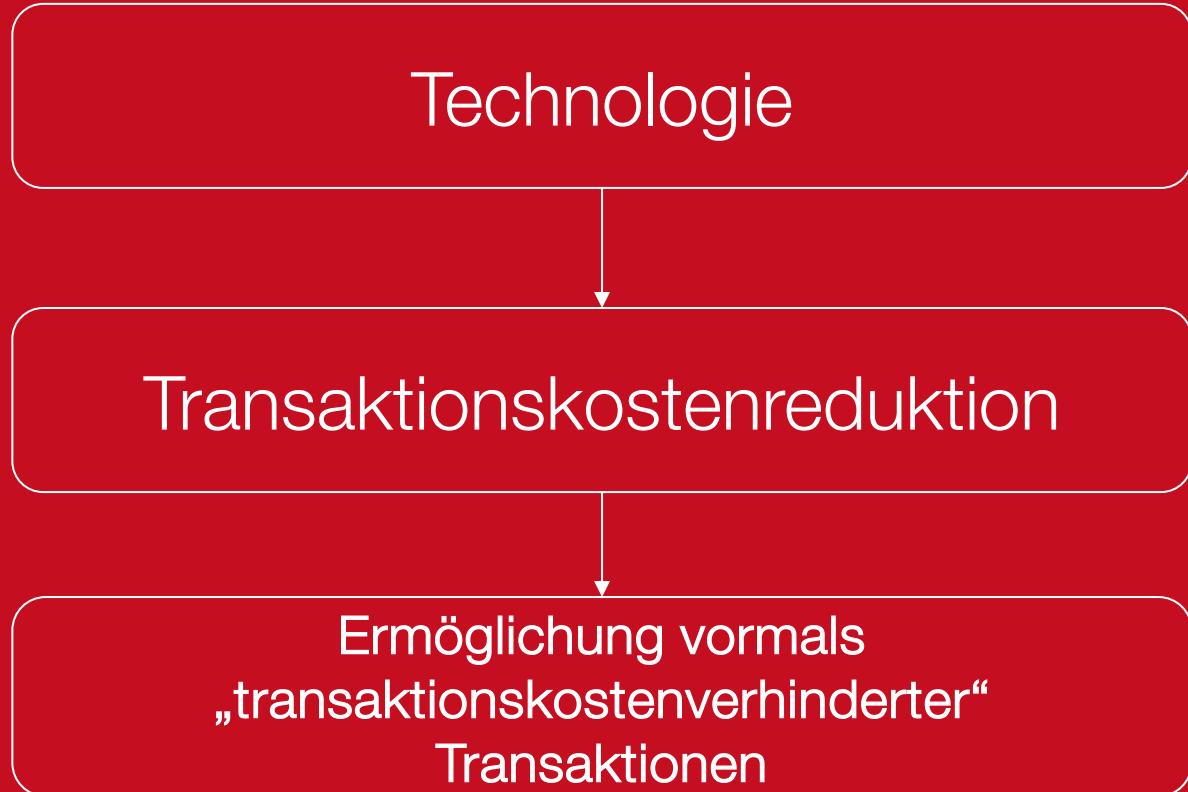
- Rivalität (im Konsum)
- Exkludierbarkeit

Daraus ergeben sich 4 abstrakte Güterarten

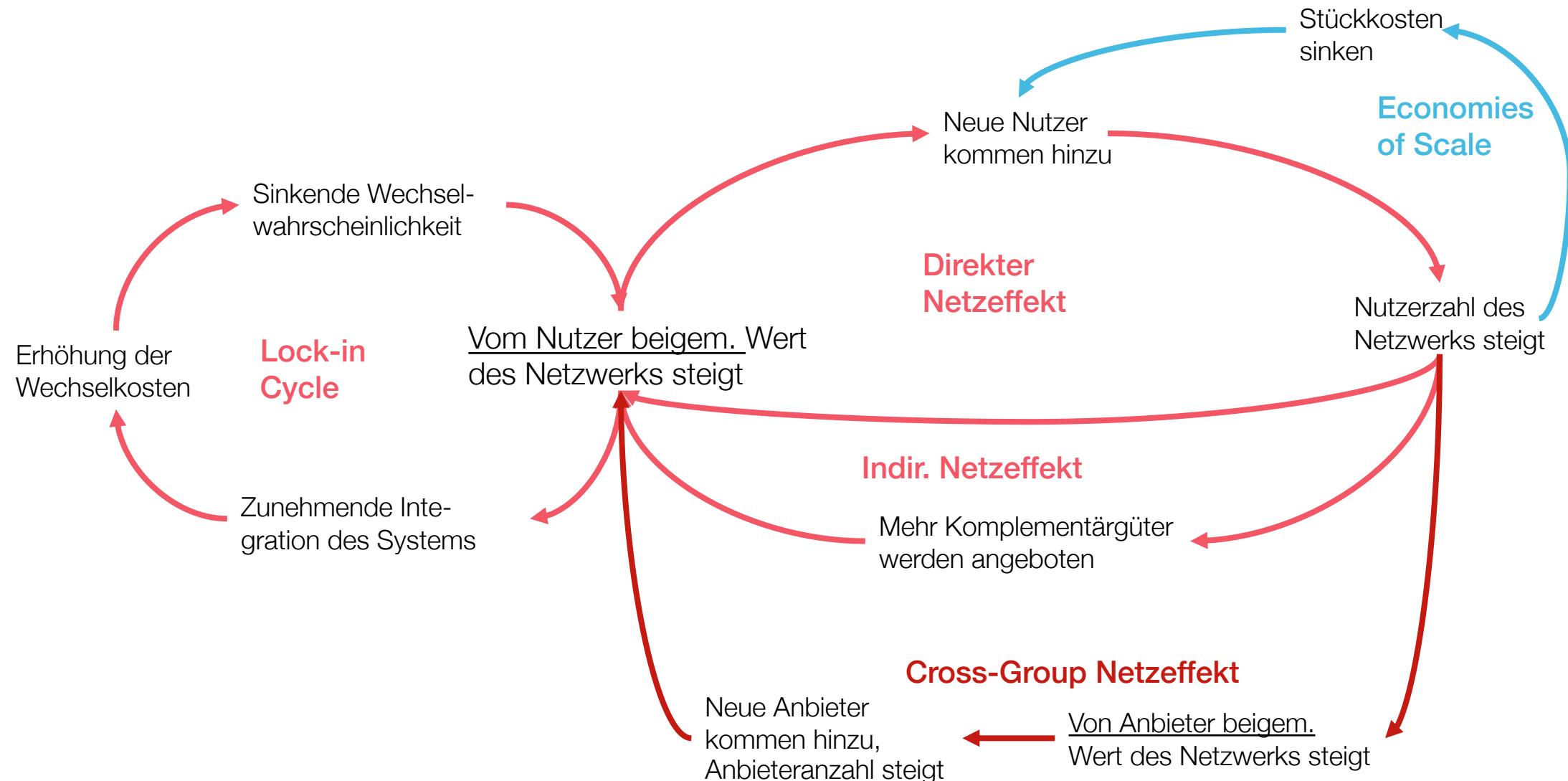
- Privatgut
- Clubgut
- Allmendegut
- Reines öffentliches Gut

	Hohe Exkludierbarkeit	Geringe Exkludierbarkeit
Hohe Rivalität	Privatgut	Allmendegut
Geringe Rivalität	Clubgut	Reines öffentlichtes Gut

Recap: Transaktionskosten



Informations-, Netzwerk-, Plattformökonomie



„Riding the Elevator“

“Architects [...] are able to **convey technical topics to upper management** without losing the essence of the message. Conversely, they **understand the company strategy and can translate it into technical decisions** that support it.

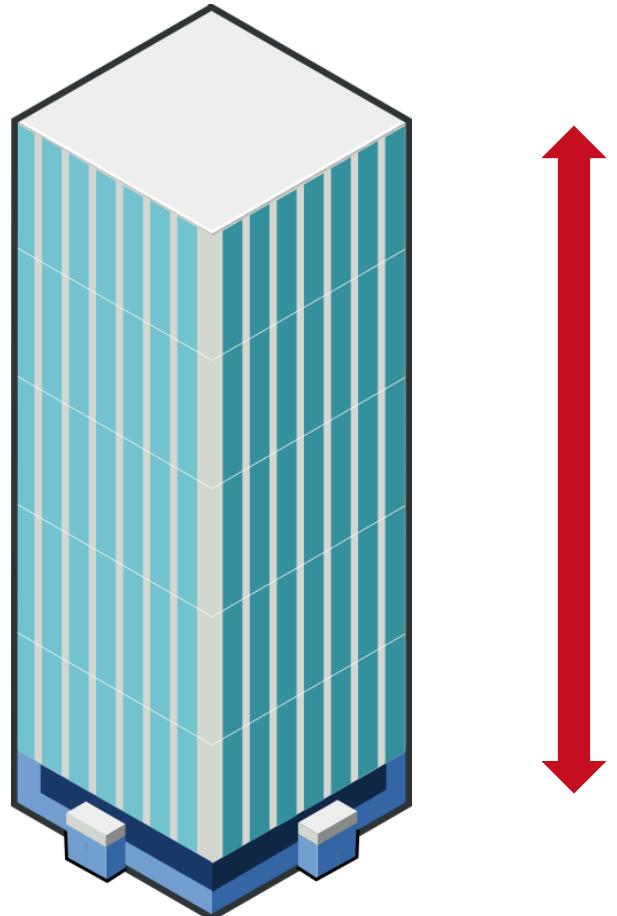
This is what I call the architect elevator: **architects ride the elevator up and down to move between the board room and the engine room** of a large enterprise. Such a direct linkage has become more important than ever [...]

The value of the architects in this scenario should not be measured by how "high" they travel, but by **how many floors they span**. [...]"



Gregor Hohpe,
Enterprise Strategist, AWS
ormal Technical Director cloud @ Google
ormal Chief IT Architect @ Allianz, etc.
<https://architectelevator.com>

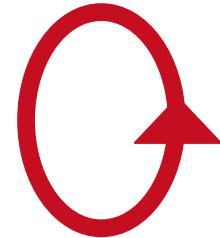
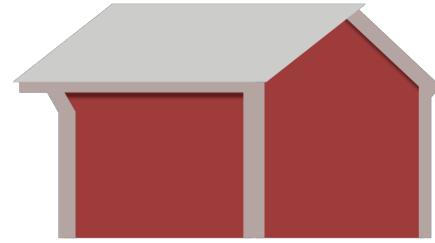
Information Governance – Riding the Elevator



„[...] connect the organization's penthouse, where the business strategy is defined, with the engine room, where the enabling technologies are implemented.“

<https://architectelevator.com/book/>

Information Governance – Startups w/o Elevator



In Startups fallen Strategie- und Technologiefragen häufig zusammen – alle müssen zumindest ein Grundverständnis von beidem haben

Information Governance – The Horizontal Policy Elevator



→ „connect government, administration, and legislators, where the regulatory strategy & policy is defined, with the engine room, where the enabling technologies are created and understood“

“Digital, Digital, Digital...”

Digitalstrategie Deutschland

Alle Themenfelder ▾ Über die Digitalstrategie ▾ Medien Video-Statement Leichte Sprache

Digitalstrategie Deutschland

Video-Statement des Bundesministers Volker Wissing

JETZT APP HERUNTERLADE .DIGITAL GIPFEL 2023

Digitale Transformation in der Zeitenwende.
Nachhaltig. Resilient. Zukunftsorientiert.

Européiski parlament Parlamento Europeo Evropský parlament Europa-Parlamentet Europäisches Parlament
Europa Parlament Ευρωπαϊκό Κοινοβούλιο European Parliament Parlement européen Parlament na hEorpa
Europski parlament Parlamento europeo Europas Parlaments Europos Parlamentas Európai Parlament
Parlament Europeu Europees Parlement Parlament Europejski Parlamento Europeu Parlamentul European
Európsky parlament Evropski parlament Europan parlamenti Europaparlamenti

EINE DIGITALE AGENDA FÜR EUROPA

Die breite, rasche und umfangreiche Entwicklung von Plattformen für digitale Dienste sowie die Debatten über offene Datenräume und neue Technologien wie künstliche Intelligenz wirken sich auf alle Bereiche unserer Gesellschaft aus. Viele neue Arten, online zu kommunizieren, einzukaufen und auf Informationen zuzugreifen, haben Eingang in unseren Alltag gefunden und werden kontinuierlich weiterentwickelt. In der Digitalen Agenda für Europa für das Jahrzehnt 2020-2030 sind Strategien für diese Themen dargelegt. Im Mittelpunkt stehen dabei die Errichtung sicherer digitaler Räume und Dienste, die Herstellung gleicher Wettbewerbsbedingungen in digitalen Märkten mit großen Plätzen und die Förderung einer fairen Wirtschaft. Das soll damit ein Beitrag zur sozialen Sicherheit und zum Wohlstand der Bevölkerung werden.

RECHTSGRUNDLAGEN

Die Verträge enthalten zahlreiche Regelungen zur Rechtsgrundlage der Kommunikationstechnologien.

Unglaublich, was heute alles geht.

Auf dem Markt der digitalen Möglichkeiten

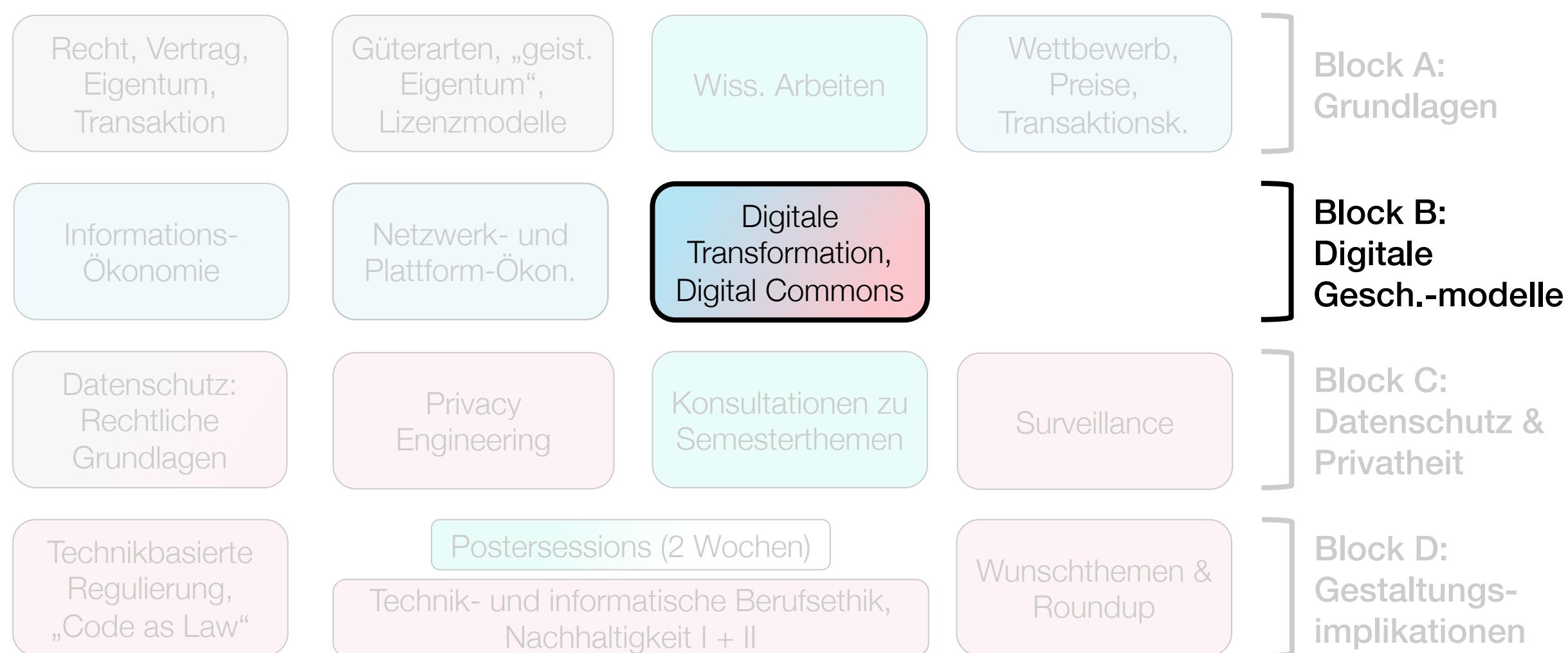
Digital-Gipfel 2023

Das Große Event 2023 in Jena

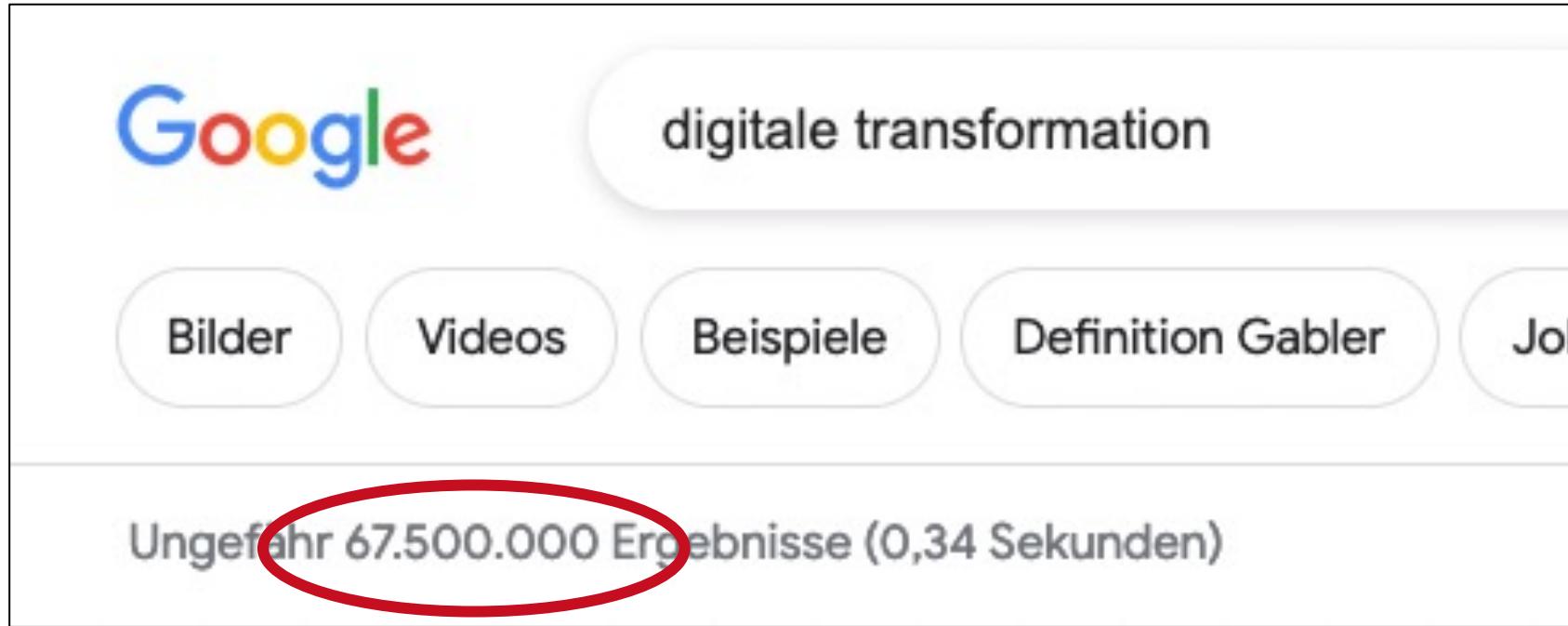
Teaser zum Markt der digitalen Möglichkeiten
Foto: Stadt Jena

Der Digital-Gipfel der Bundesregierung wird am 20. und 21. November 2023 in Jena stattfinden. Die Veranstaltung steht in diesem Jahr unter dem Motto

Information Governance – Thematischer Überblick



„Digitale Transformation“



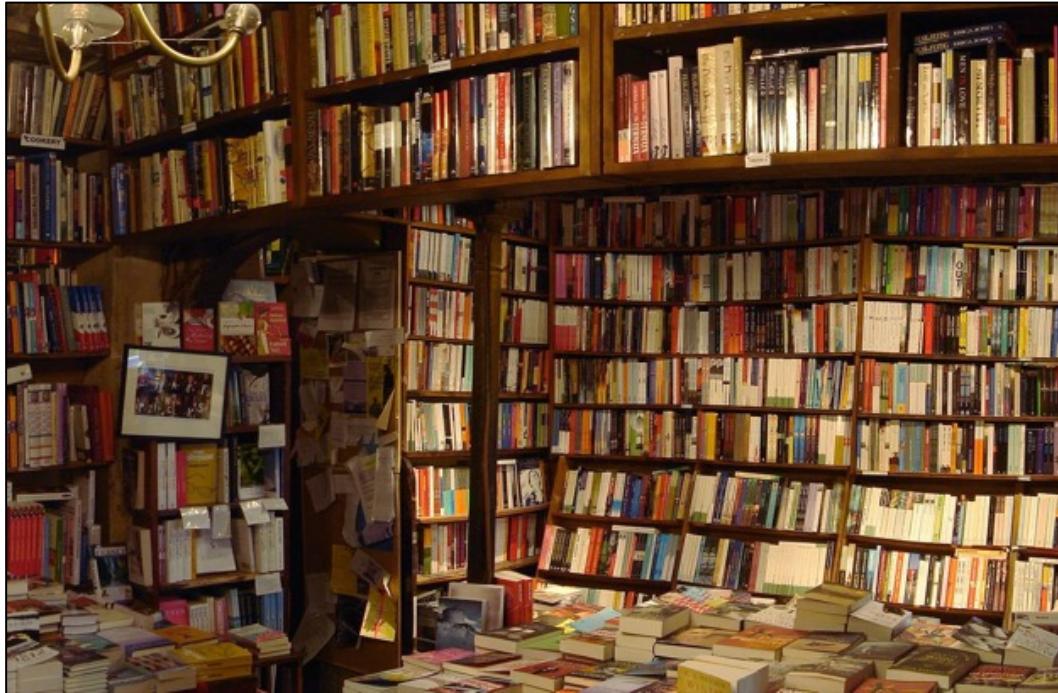
Lesson 07: Maßgebliche, immer wiederkehrende Bereiche der Digitalen Transformation

Long-Tail Märkte

„Nature of the firm“ / Hierarchie vs. Markt

“Zero marginal Costs” / “IT-based commons” / “Commons-Based Peer Production”

Auf abstrakter Ebene: Unterschied zwischen...?



vs.

Available at
amazon

Auf abstrakter Ebene: Unterschied zwischen...?



vs.

Available at
amazon

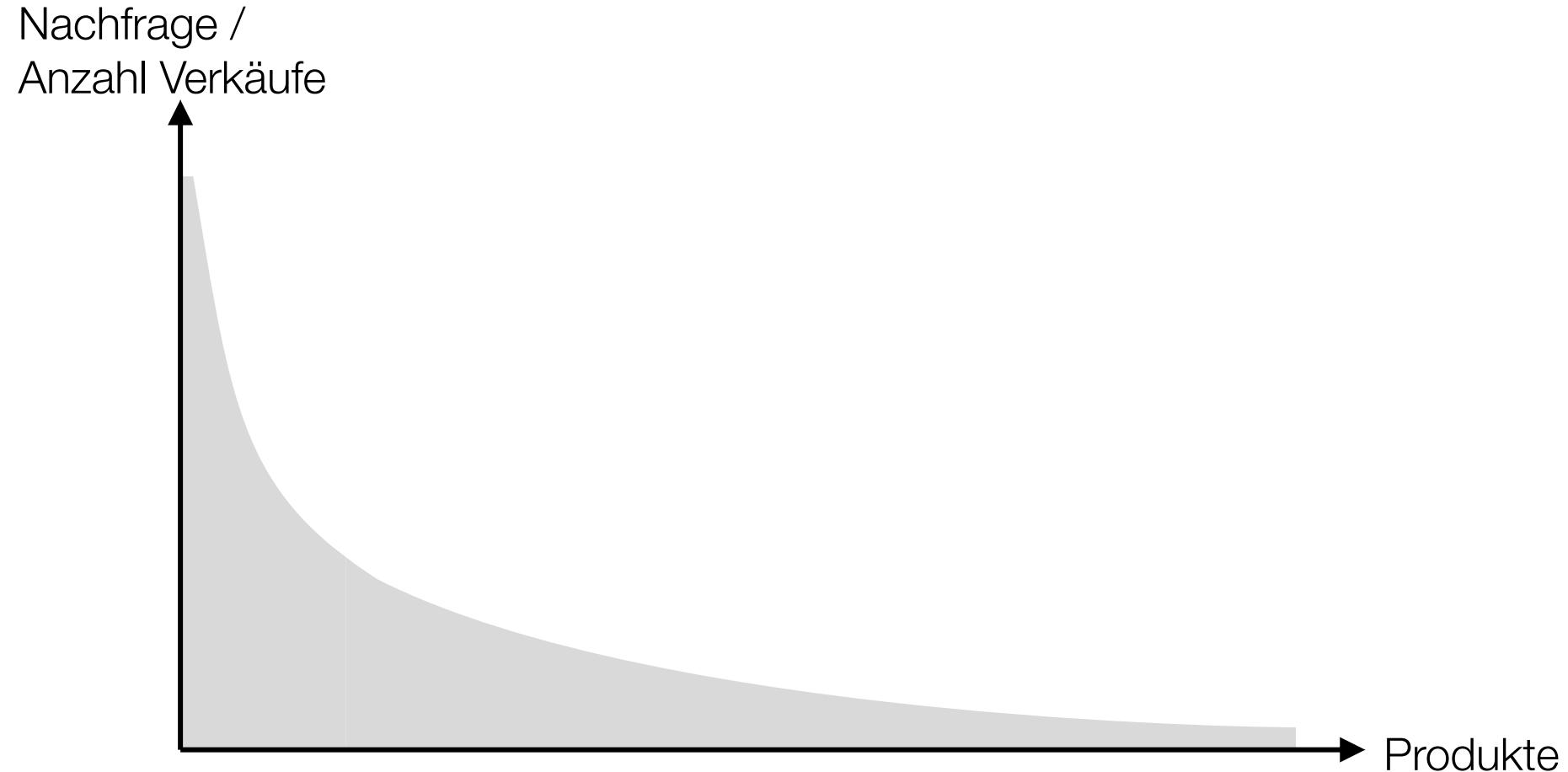
Auf abstrakter Ebene: Unterschied zwischen...?



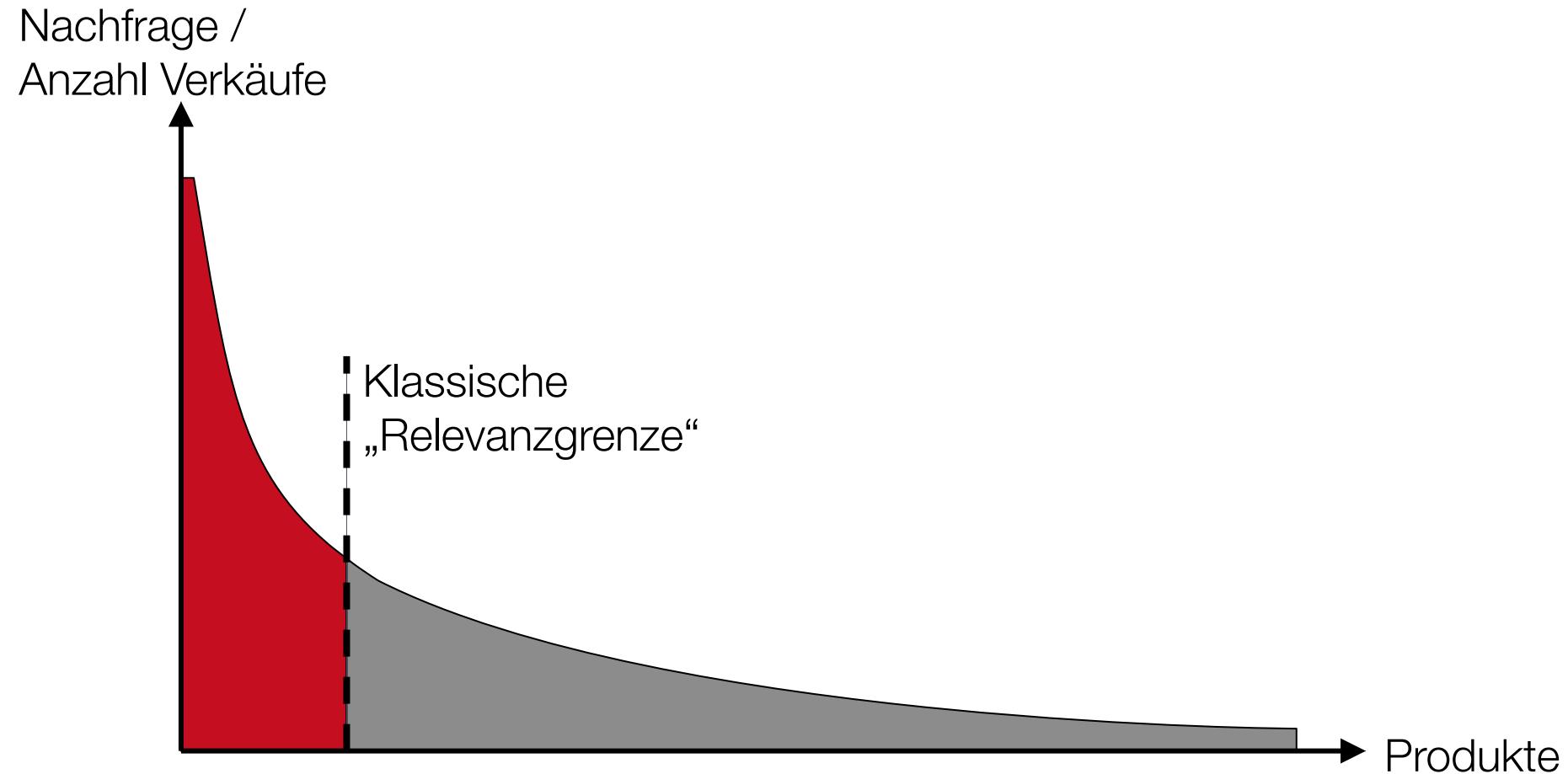
vs.



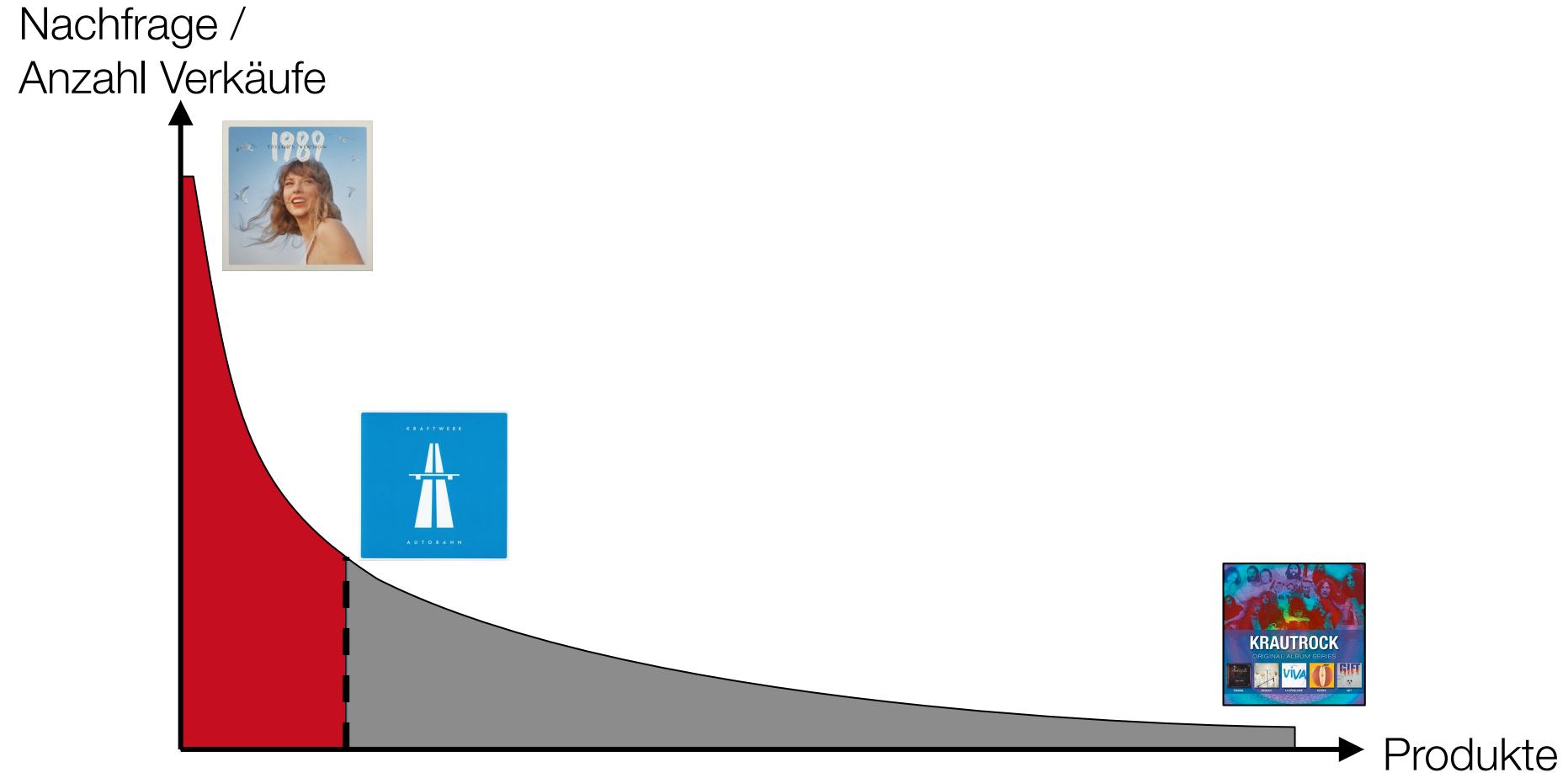
Nachfrage(menge) unterschiedlicher Produkte



Nachfrage(menge) unterschiedlicher Produkte



Nachfrage(menge) unterschiedlicher Produkte



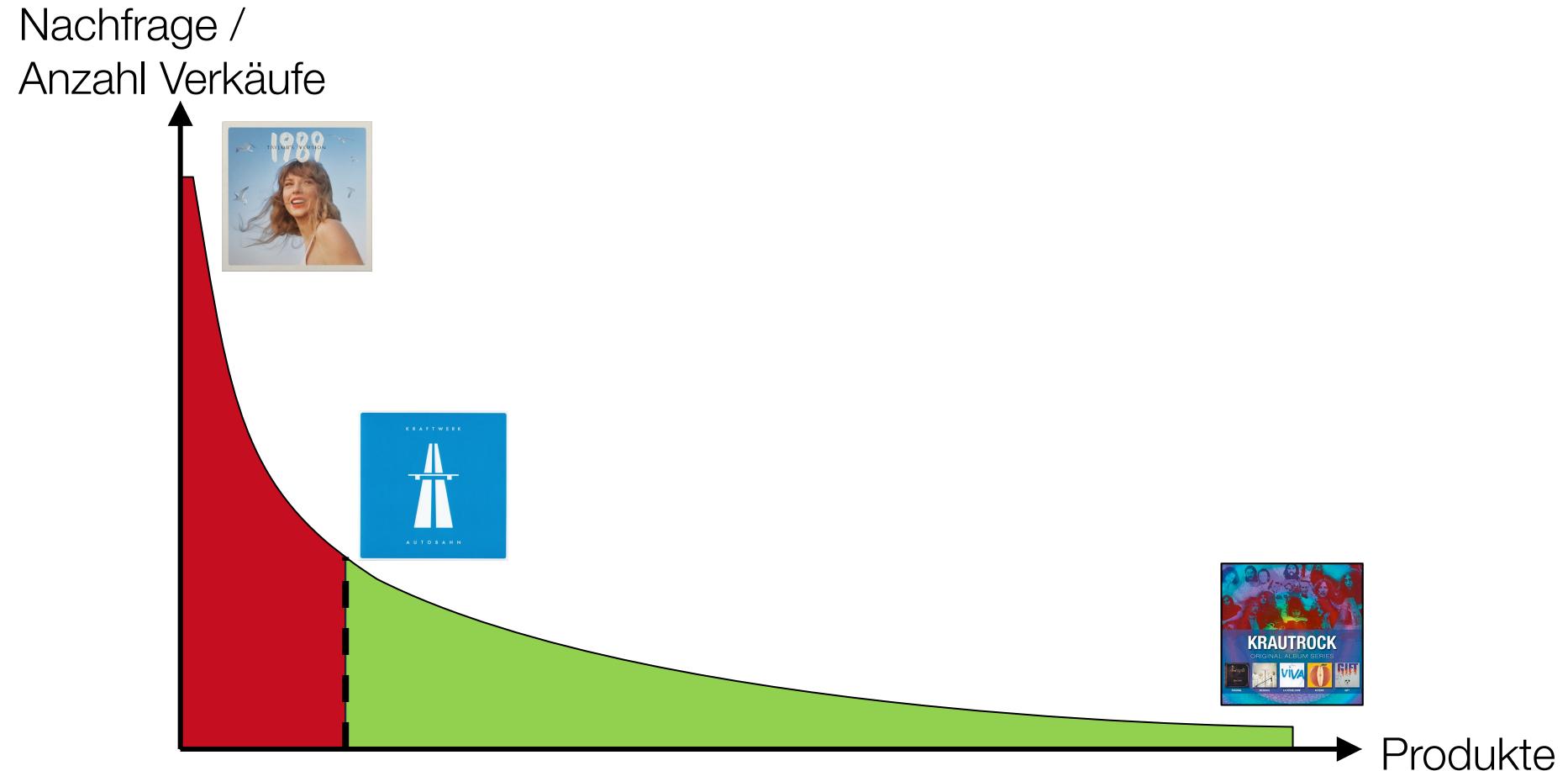
Transaktionskostenminimierung durch IT



vs.



„Long Tail“



How Endless Choice Is Creating Unlimited Demand

The Long Tail

← Enter

Why the Future of Business
Is Selling Less of More

CHRIS ANDERSON

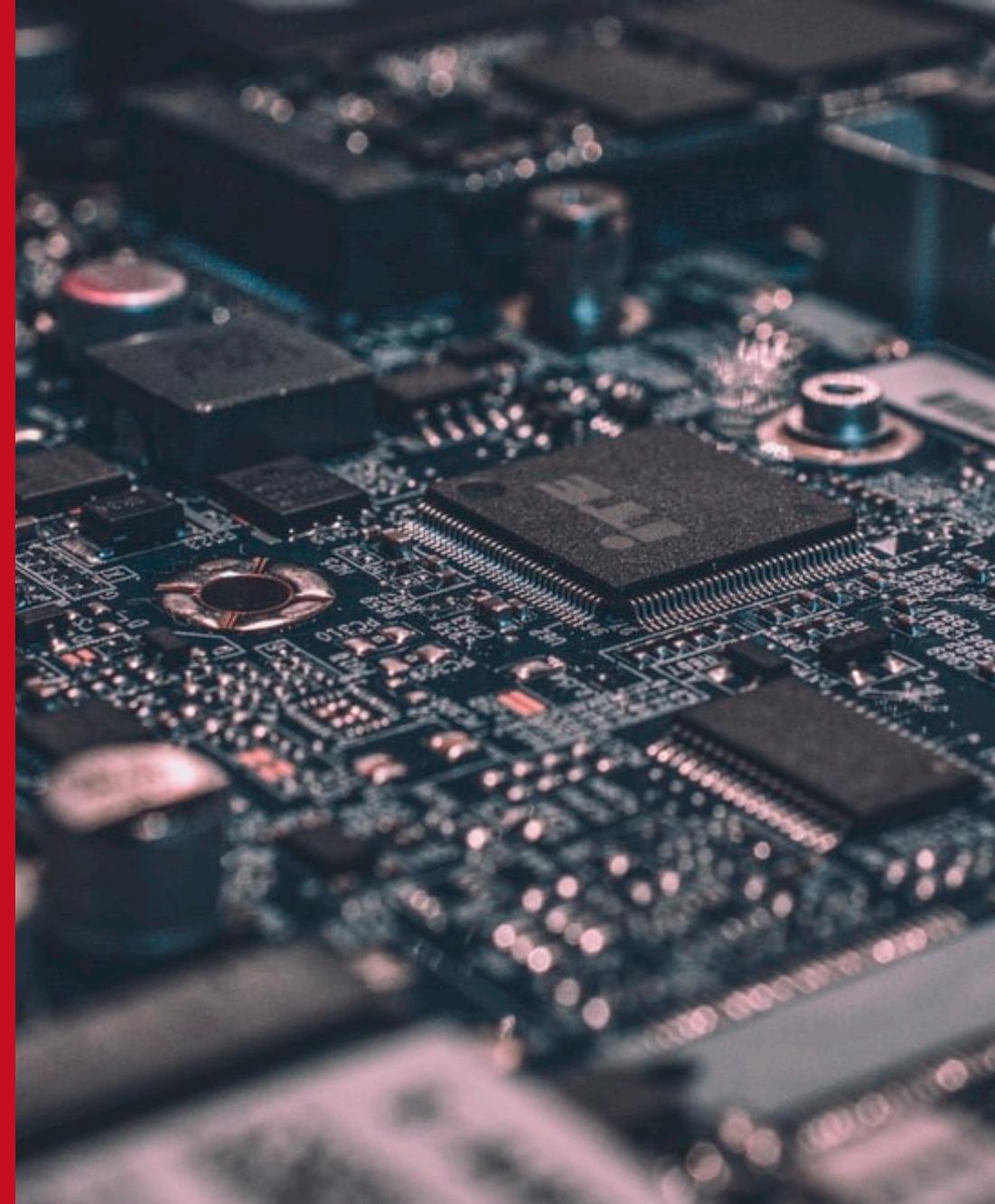
"Anderson's insights influence Google's strategic thinking in a profound way."

READ THIS BRILLIANT AND TIMELY BOOK."

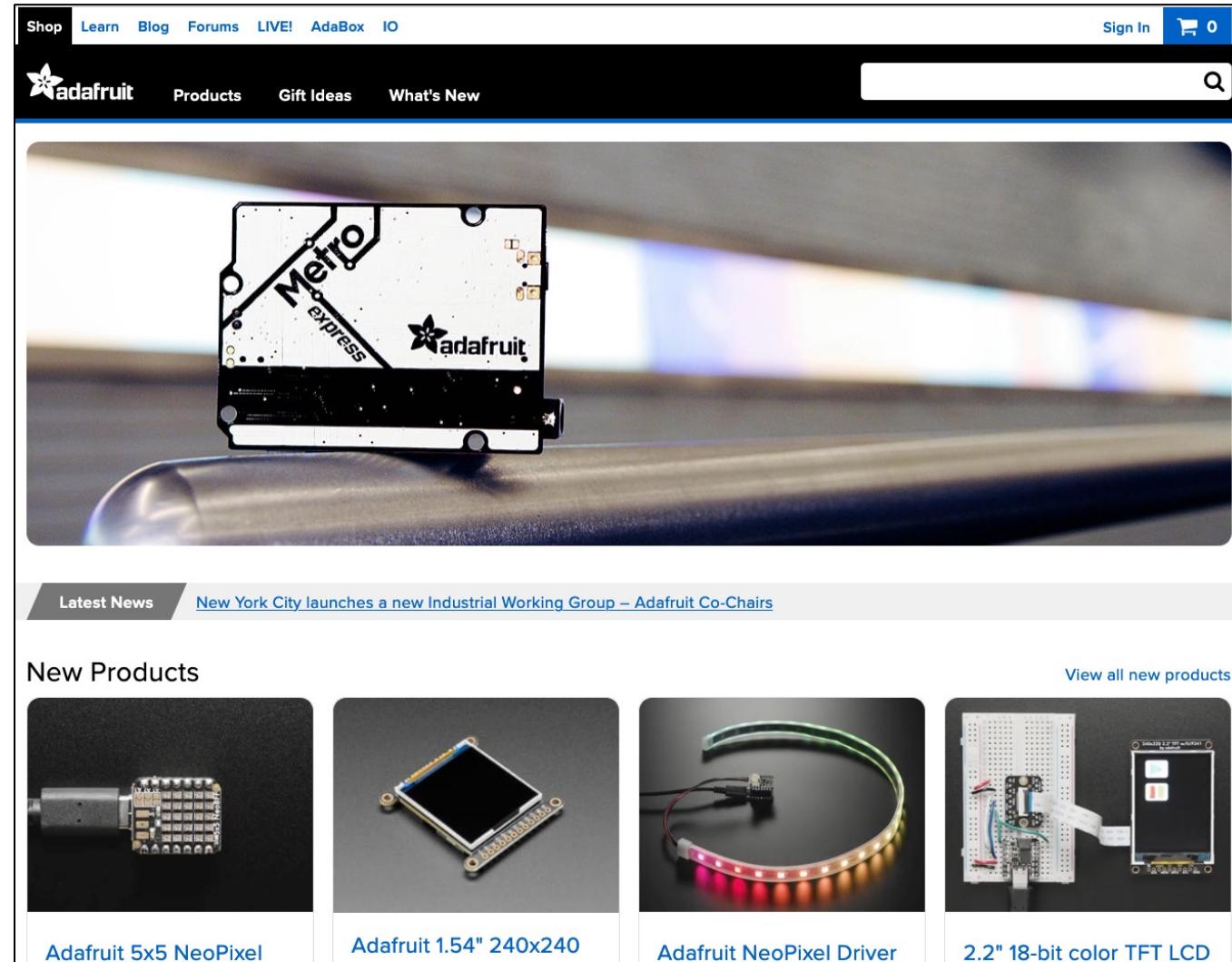
—ERIC SCHMIDT, CEO, GOOGLE



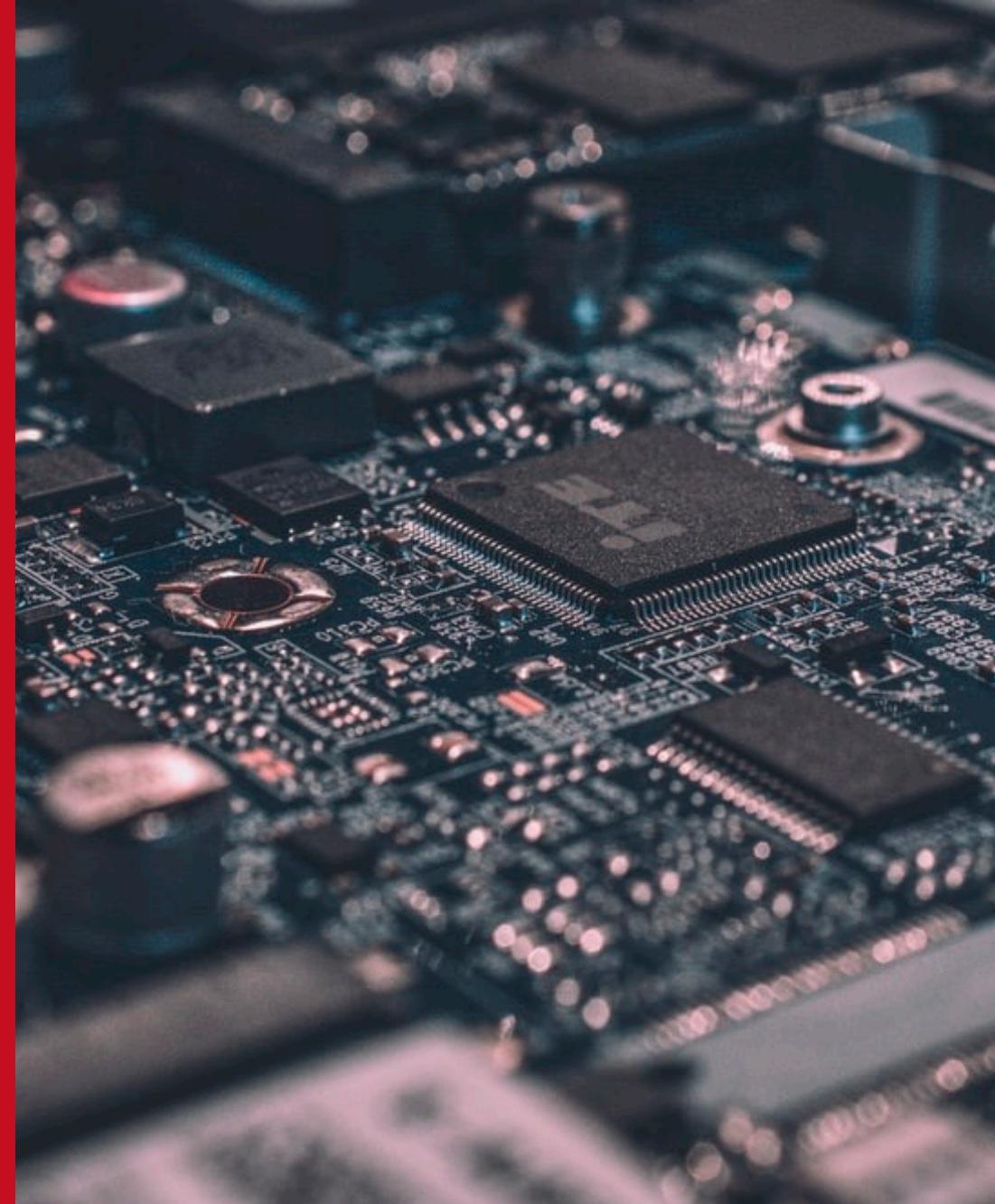
Recap: Transaktionskosten



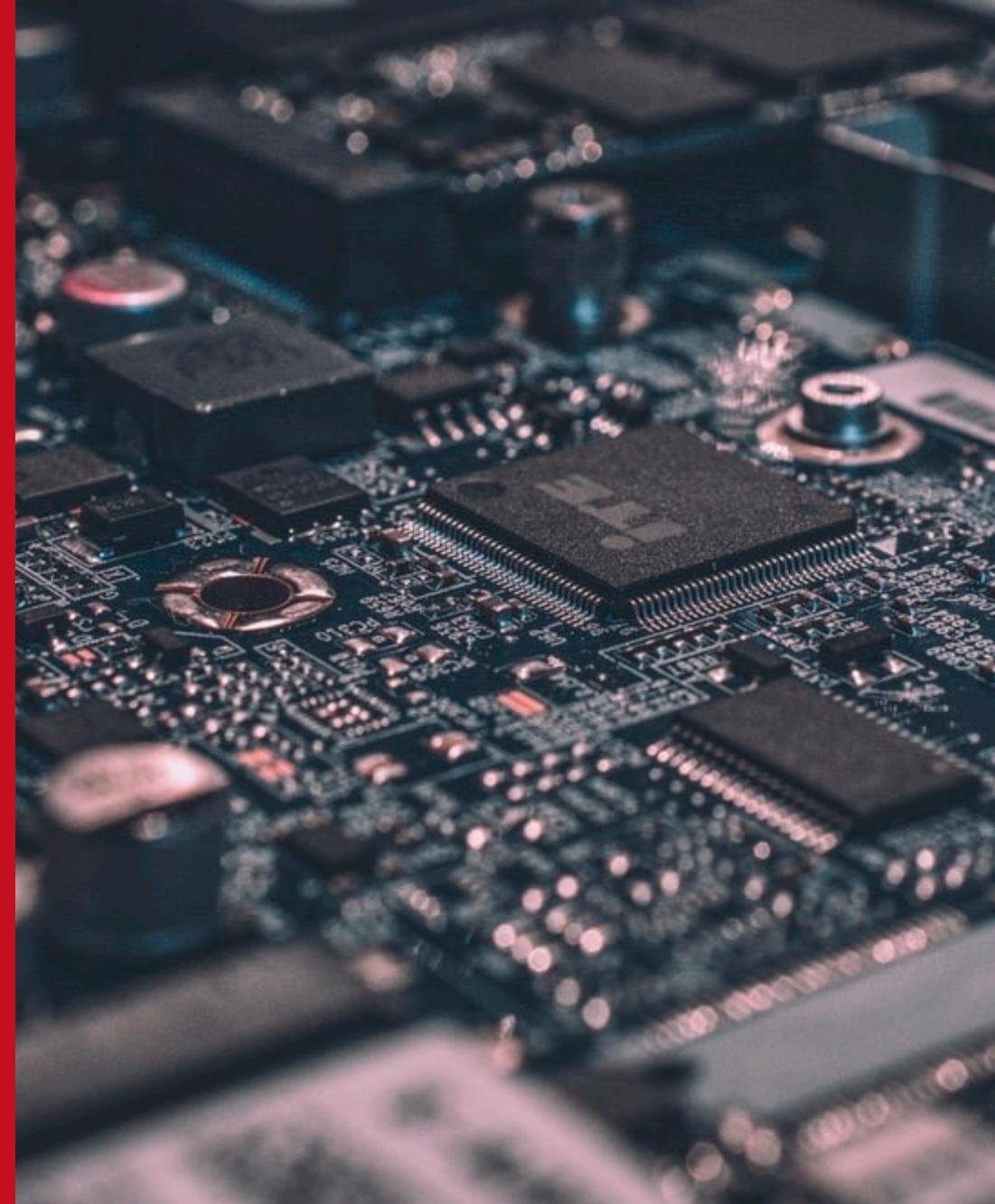
Nischenprodukte – Nicht nur digital



Recap: Transaktionskosten



Recap: Transaktionskosten



Lesson 07: Maßgebliche, immer wiederkehrende Bereiche der Digitalen Transformation

Long-Tail Märkte

„Nature of the firm“ / Hierarchie vs. Markt

„Zero marginal Costs“ / “IT-based commons” / “Commons-Based Peer Production”

Recap: AWS-Nutzung statt Rechenzentrum

Vertrag
über die Erbringung von ...

zwischen
XYZ
und
ABC

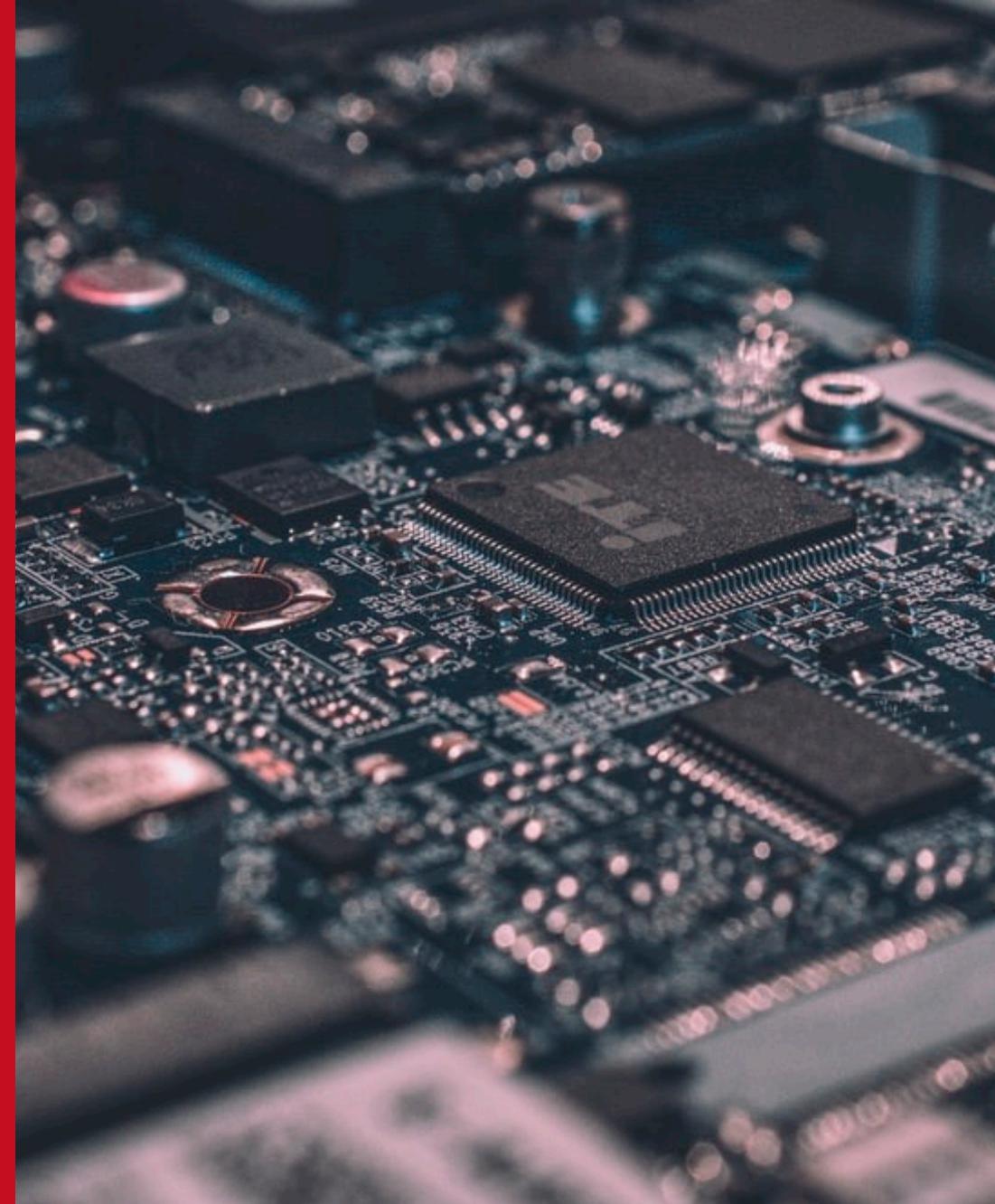
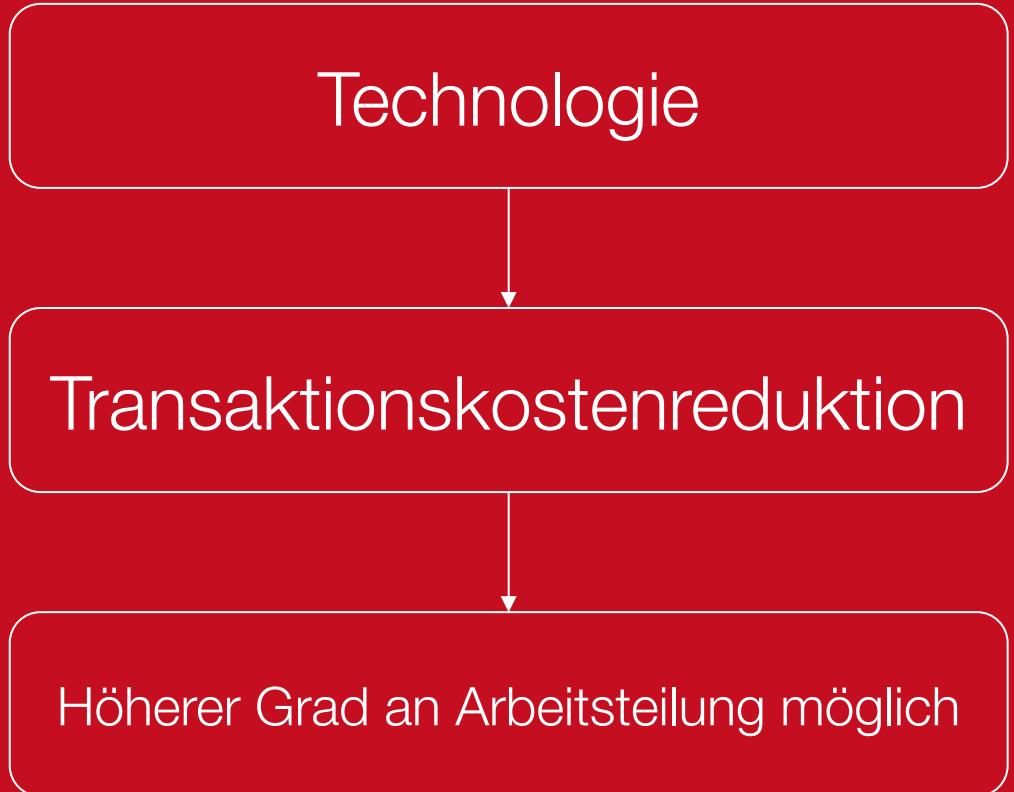
1. Vertragsgegenstand

Gallia est omnis divisa in partes tres, quarum unam incolunt Belgae, aliam Aquitani, tertiam qui ipsorum lingua Celtae, nostra Galli appellantur. Hi omnes lingua, institutis, legibus inter se differunt. Gallos ab Aquitanis Garumna flumen,

vs.



Recap: Transaktionskosten



Recap: Invisible Hand

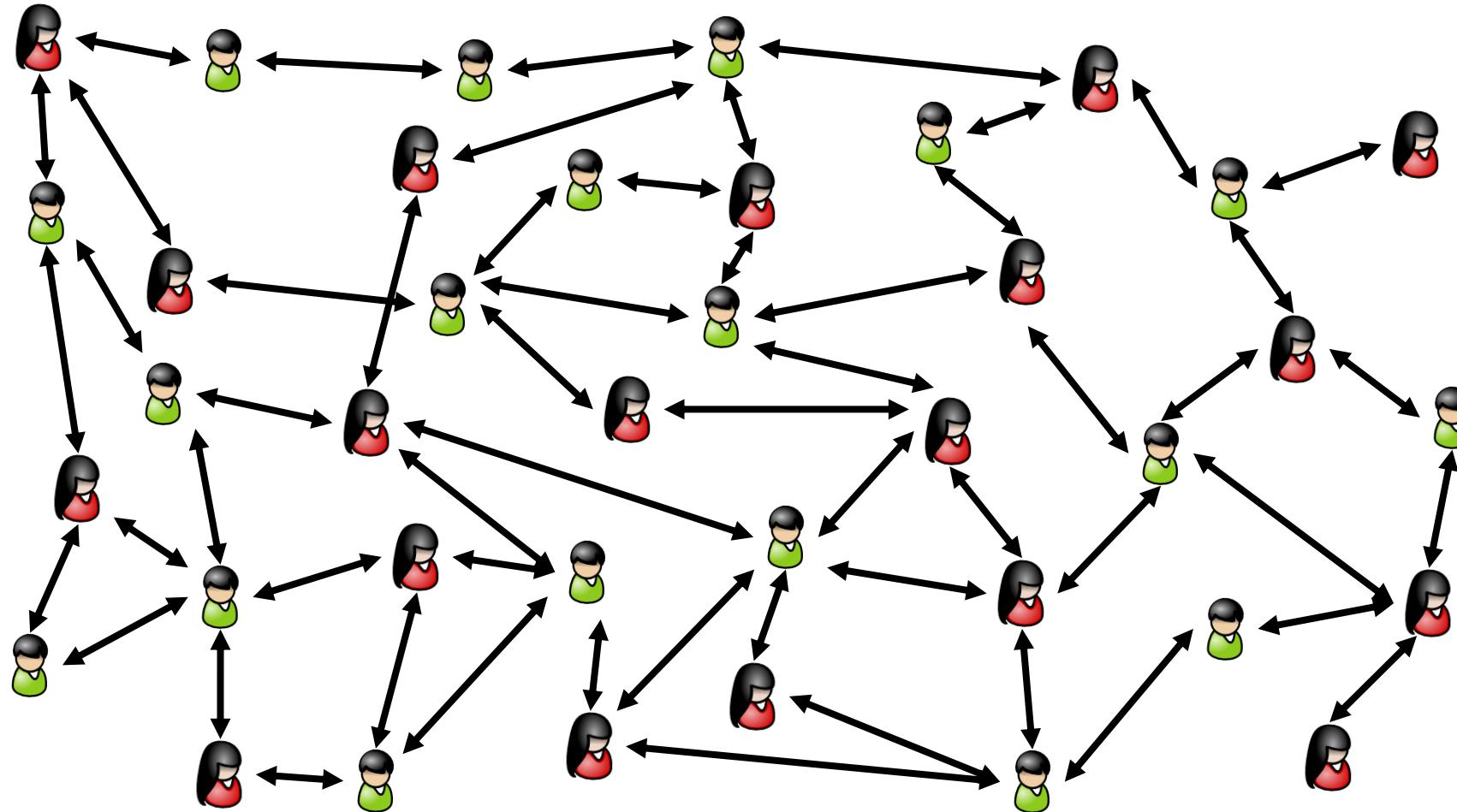
*„He [...] neither intends to promote the public interest, nor knows how much he is promoting it [...] led by an **invisible hand** to promote an end which was no part of his intention“*



Adam Smith (1776)

„An Inquiry into the Nature and Causes of the Wealth of Nations“

„Man muss Menschen nur die Möglichkeit geben, vollkommen egoistisch Nutzungs- und Verfügungsrechte frei untereinander auszutauschen, dann entsteht Wohlstand von ganz allein.“



„Durch freiwillige **Transaktionen** steigt auch der
gesamtgesellschaftliche Wohlstand.“

Ronald Coase

[NOVEMBER]

The Nature of the Firm

By R. H. COASE

ECONOMIC theory has suffered in the past from a failure to state clearly its assumptions. Economists in building up a theory have often omitted to examine the foundations on which it was erected. This examination is, however, essential not only to prevent the misunderstanding and needless controversy which arise from a lack of knowledge of the assumptions on which a theory is based, but also because of the extreme importance for economics of good judgment in choosing between rival sets of assumptions. For instance, it is suggested that the use of the word "firm" in economics may be different from the use of the term by the "plain man."¹ Since there is apparently a trend in economic theory towards starting analysis with the individual firm and not with the industry,² it is all the more necessary not only that a clear definition of the word "firm" should be given but that its difference from a firm in the "real world," if it exists, should be made clear. Mrs. Robinson has said that "the two questions to be asked of a set of assumptions in economics are: Are they tractable? and: Do they correspond with the real world?"³ Though, as Mrs. Robinson points out, "more often one set will be manageable and the other realistic," yet there may well be branches of theory where assumptions may be both manageable and realistic. It is hoped to show in the following paper that a definition of a firm may be obtained which is not only realistic in that it corresponds to what is meant by a firm in the real world, but is tractable by two of the most powerful instruments of economic analysis developed by Marshall, the idea of the margin and that of substitution, together giving the idea of substitution at

¹ Joan Robinson, *Economics is a Serious Subject*, p. 12.
² See N. Kaldor, "The Equilibrium of the Firm," *Economic Journal*, March, 1934.
³ Op. cit., p. 6.

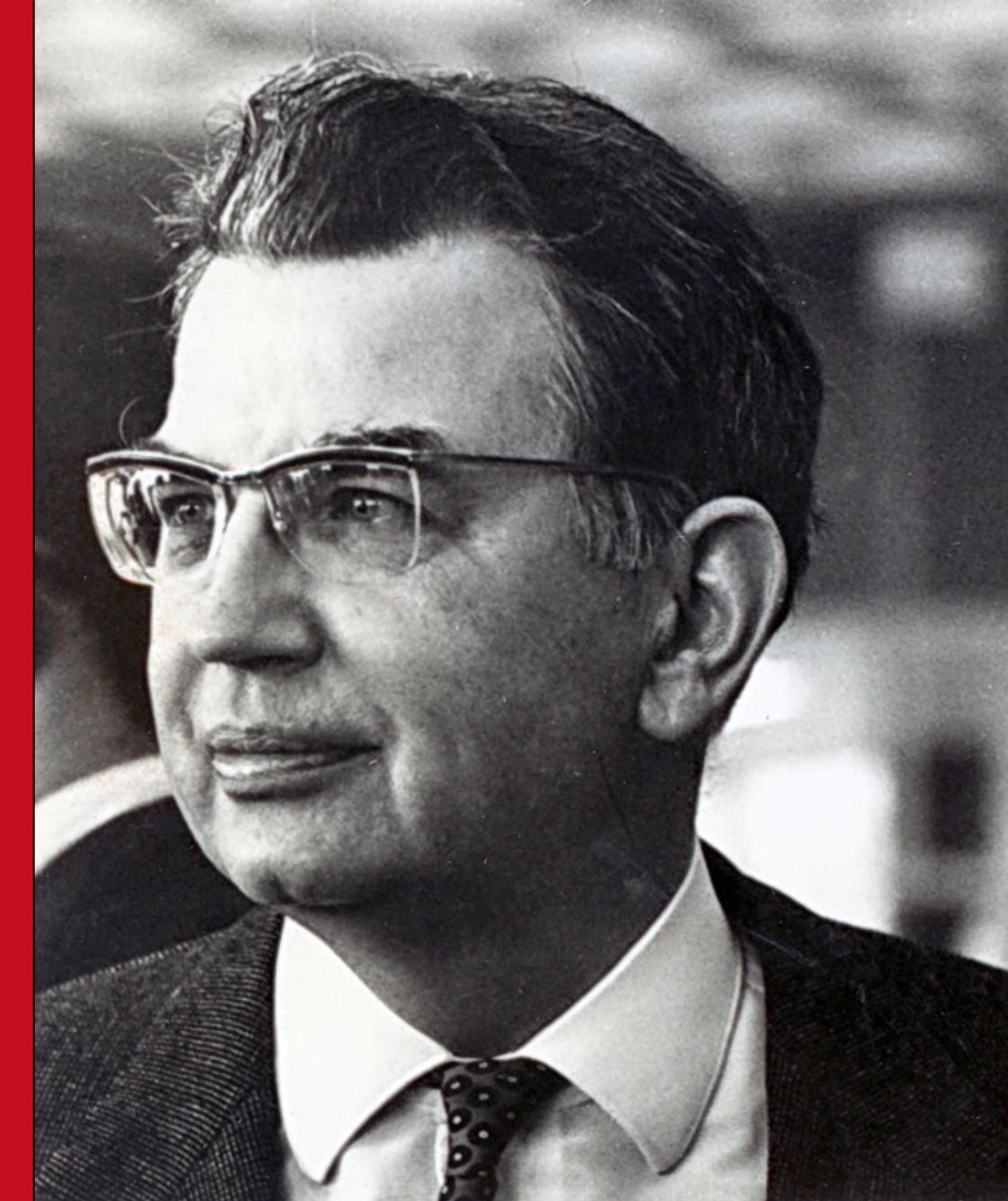
386



The Nature of the Firm

„[If] production could be carried on without any organisation at all, well might we ask,
why is there any organisation?“

Coase (1937, S. 388)
„The Nature of the Firm“



Suchkosten, Informationskosten, Verhandlungskosten, ...

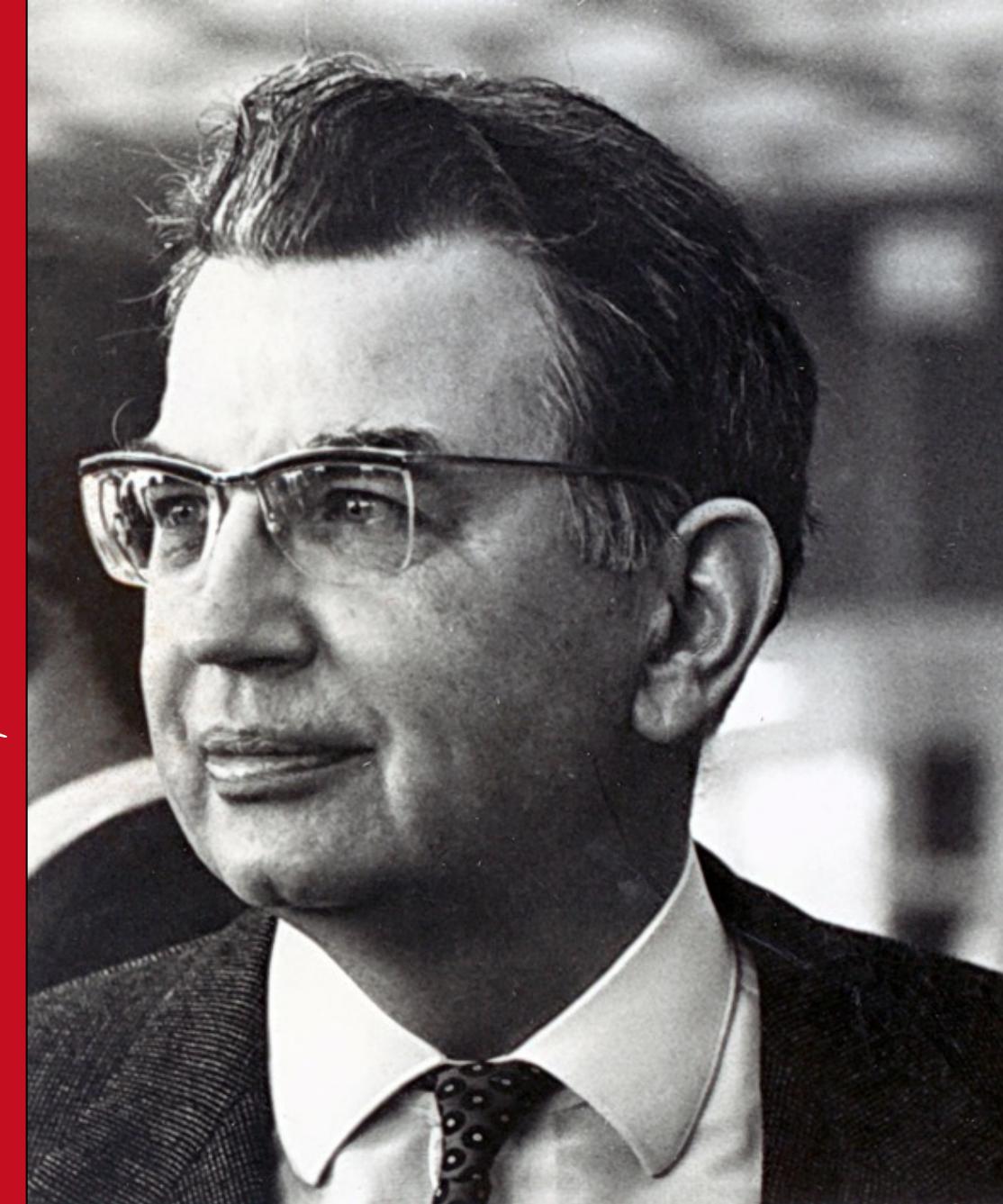
→ Durch **hierarchische Organisation** lassen sich die
Transaktionskosten des Marktes umgehen.

OK – aber...

The Nature of the Firm

„[Why], if by organising one can eliminate certain costs and in fact reduce the cost of production, are there any market transactions at all? **Why is not all production carried on by one big firm?**“

Coase (1937, S.388)
„The Nature of the Firm“



„Marktkosten“

(„costs of using the price mechanism“)

VS.

„Hierarchiekosten“

(„costs of organising“)

Hierarchiekosten – Erklärungen

(unvermeidbare) Informationsverluste in der Planung / Optimierung
(was soll wer tun?)

→ **Koordinationskosten**

„Agency Costs“ durch Informationsasymmetrien und
eigennützig-rationales MA-Verhalten

→ **Motivationskosten**

Hierarchiekosten – Erklärungen

„Diminishing returns to management“

Coase (1937) u.v.a.m.

*„bureaucracy costs“
„propensity to manage“*

Williamson (1985, S. 148ff)
„The economic institutions of capitalism“

„Marktkosten“

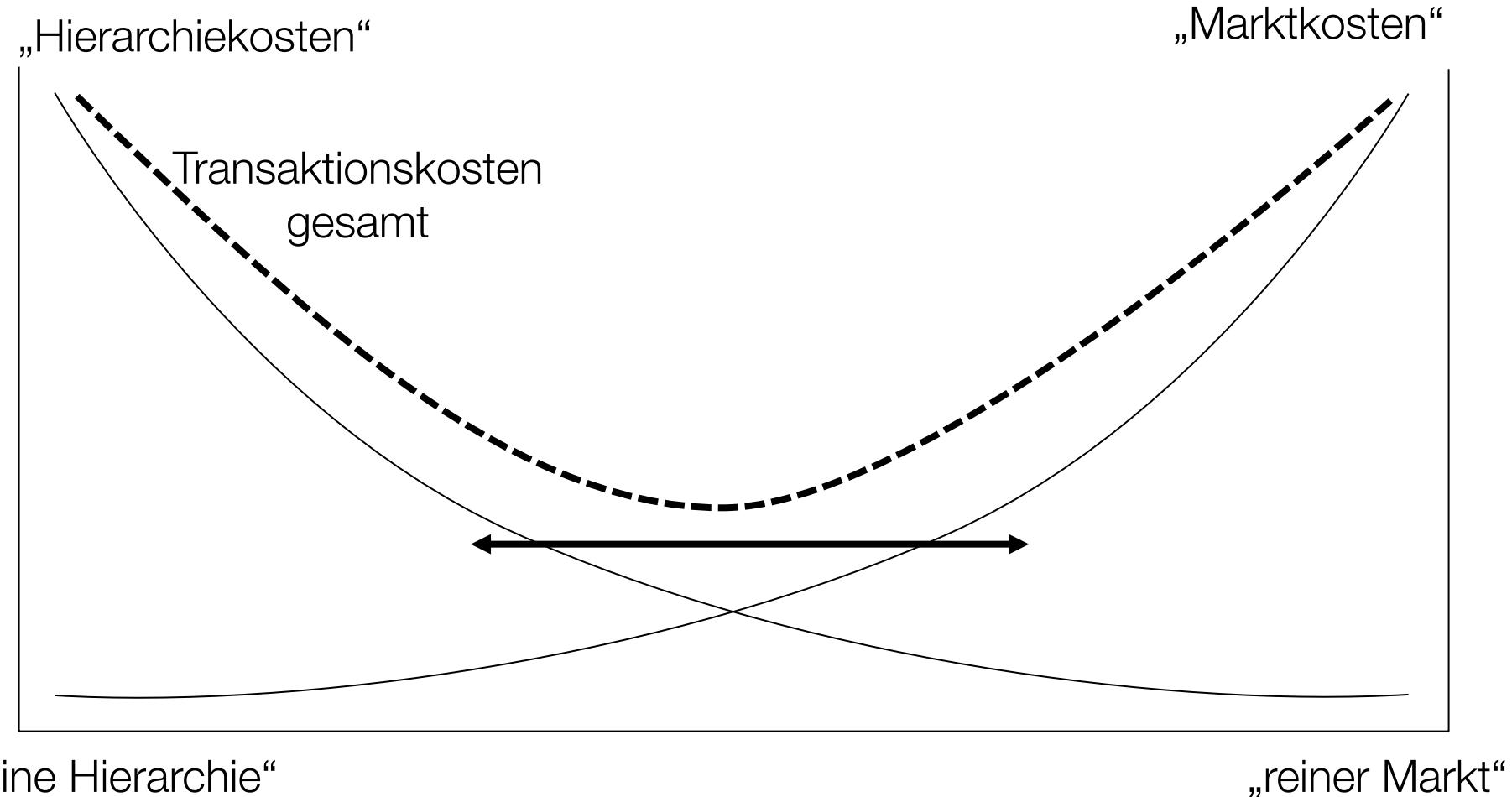
vs.

„Hierarchiekosten“

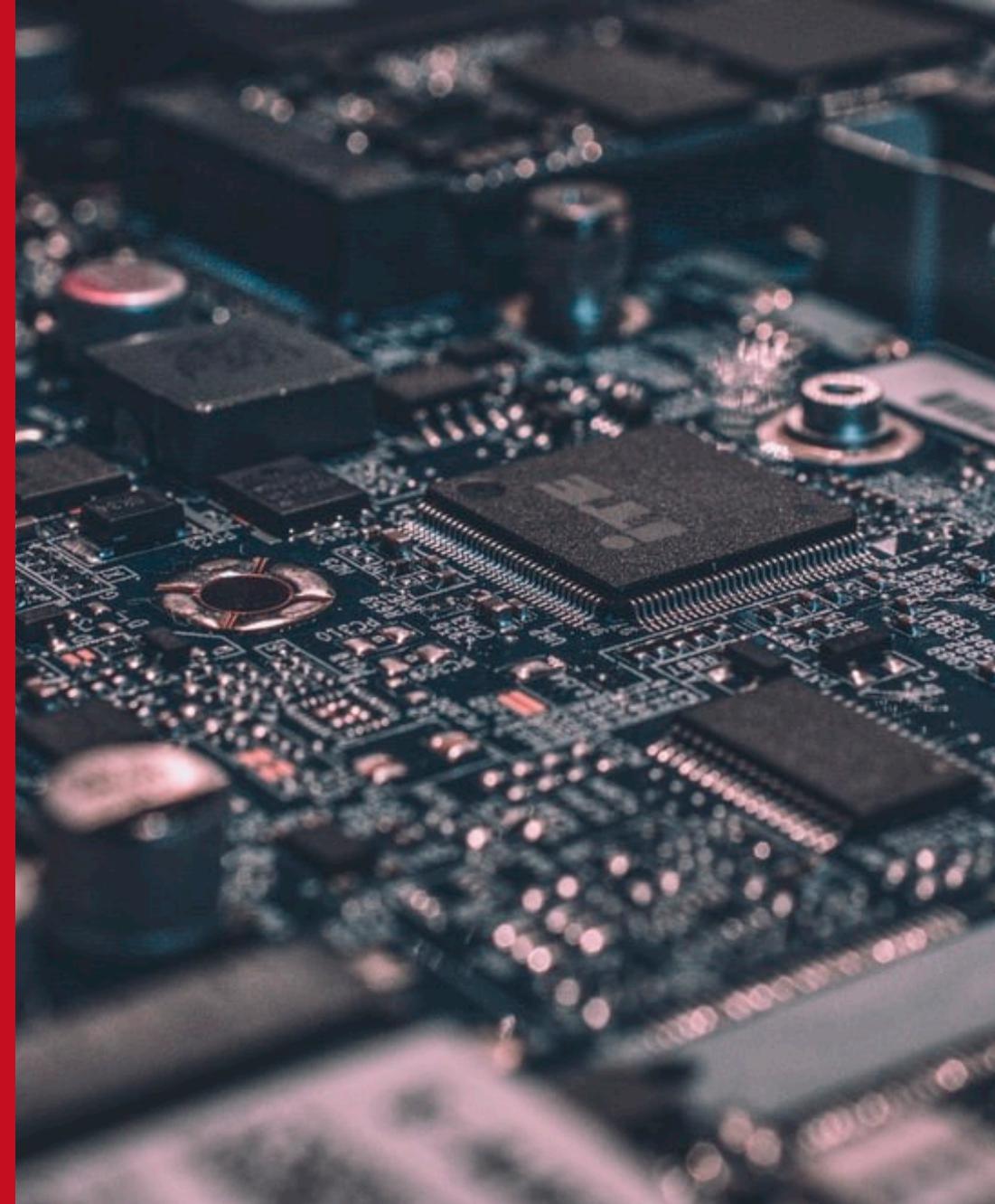
sind beides

Transaktionskosten

Markt- und Hierarchiekosten



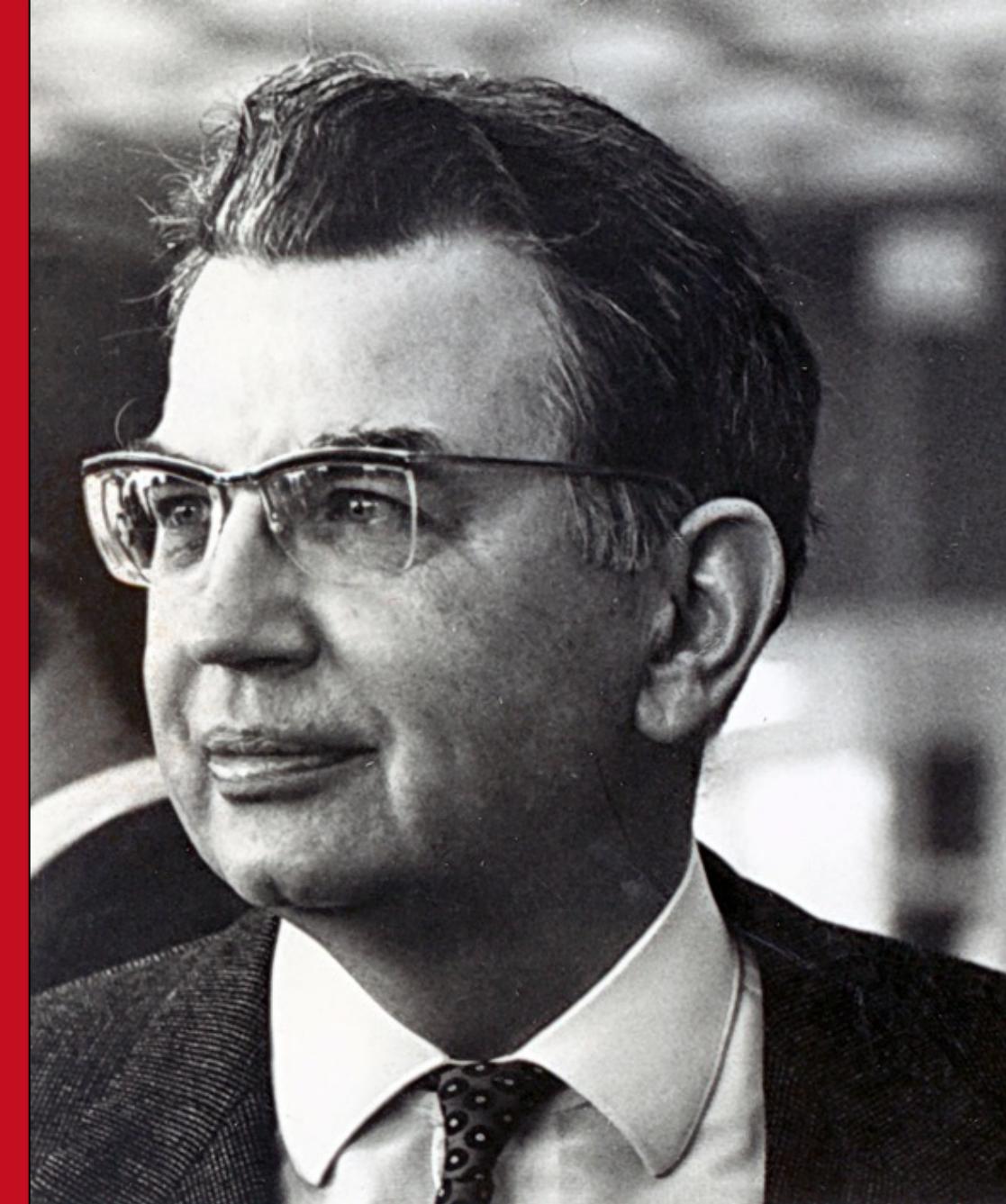
Recap: Transaktionskosten

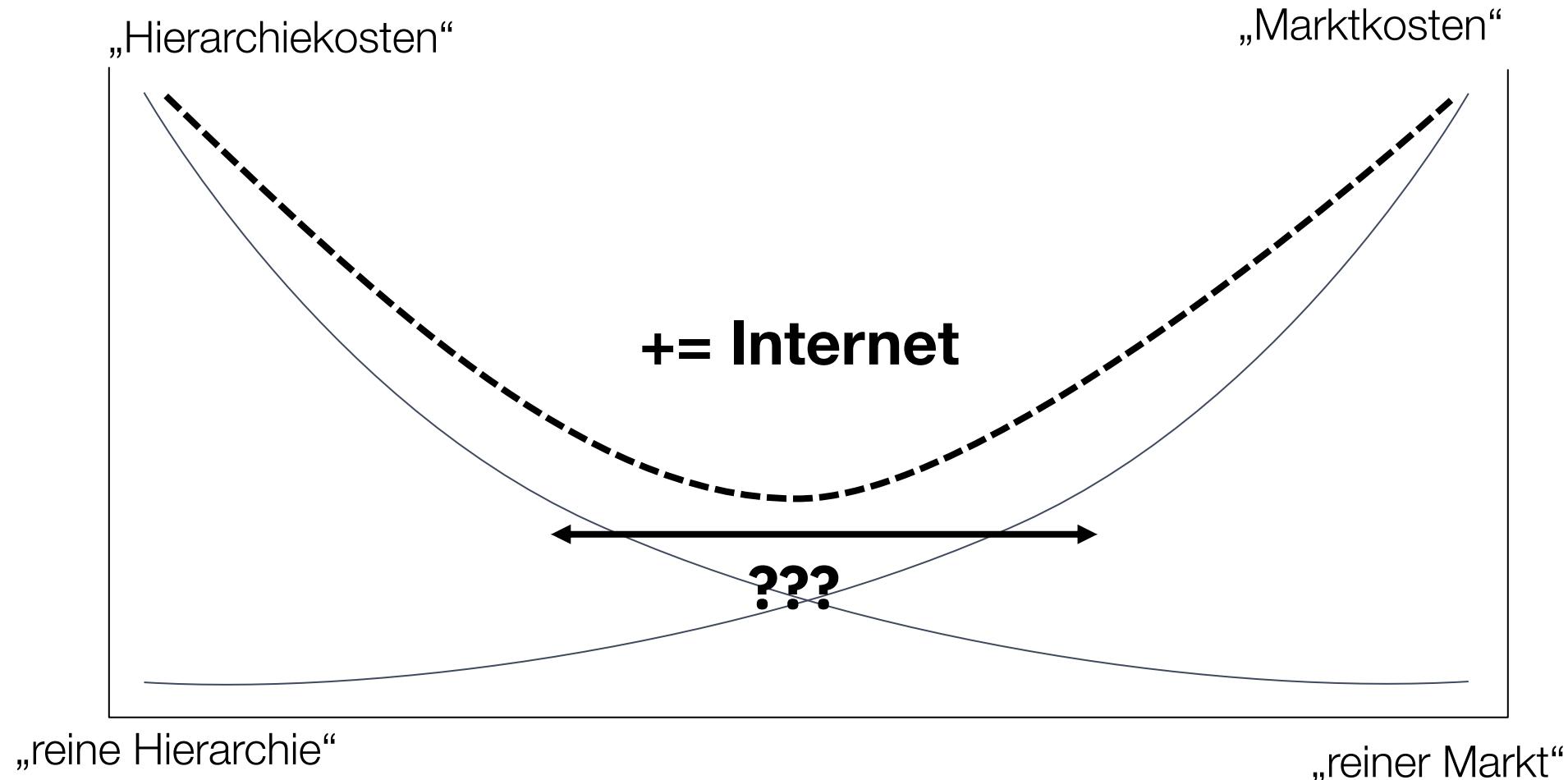


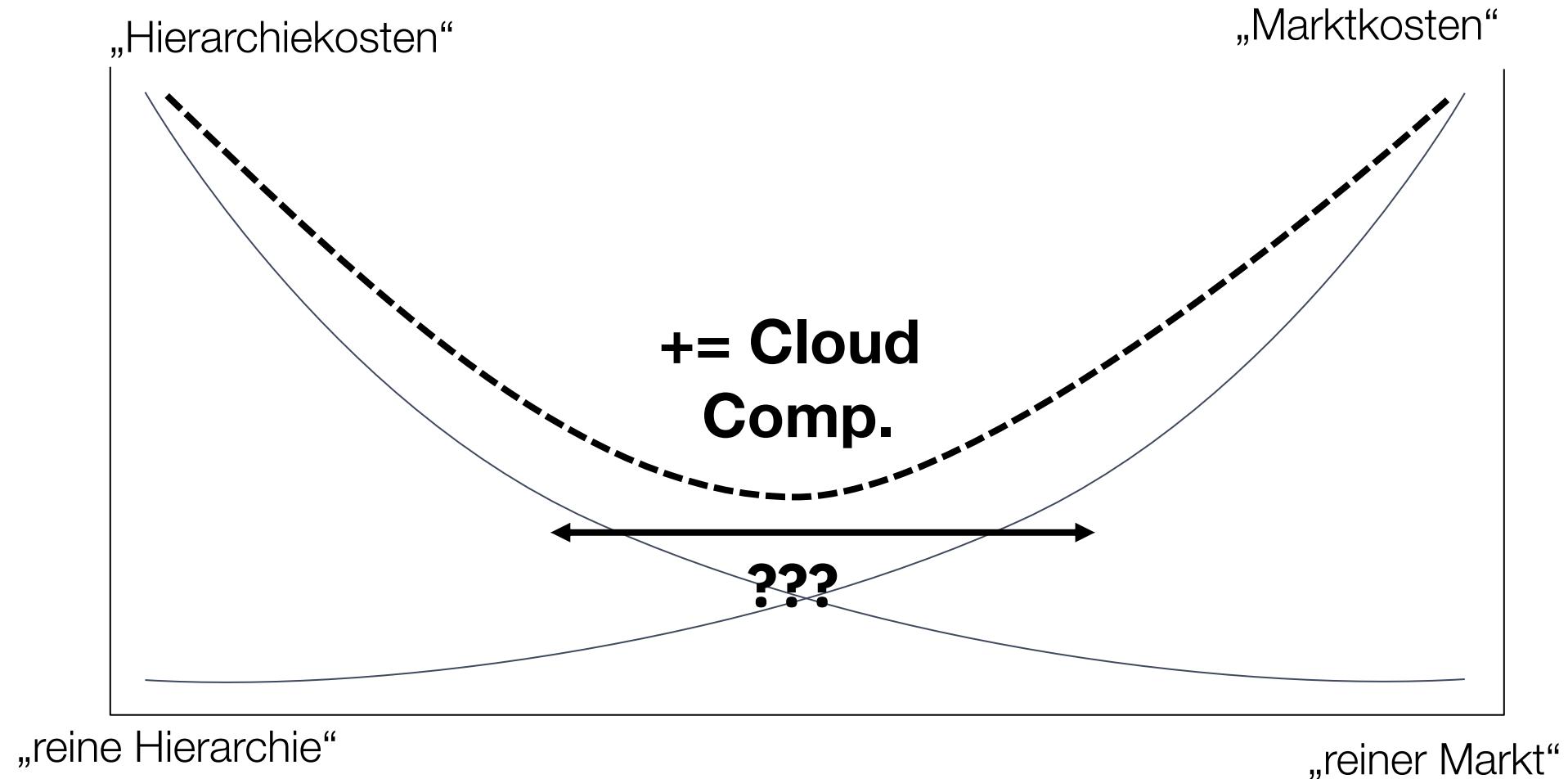
The Nature of the Firm

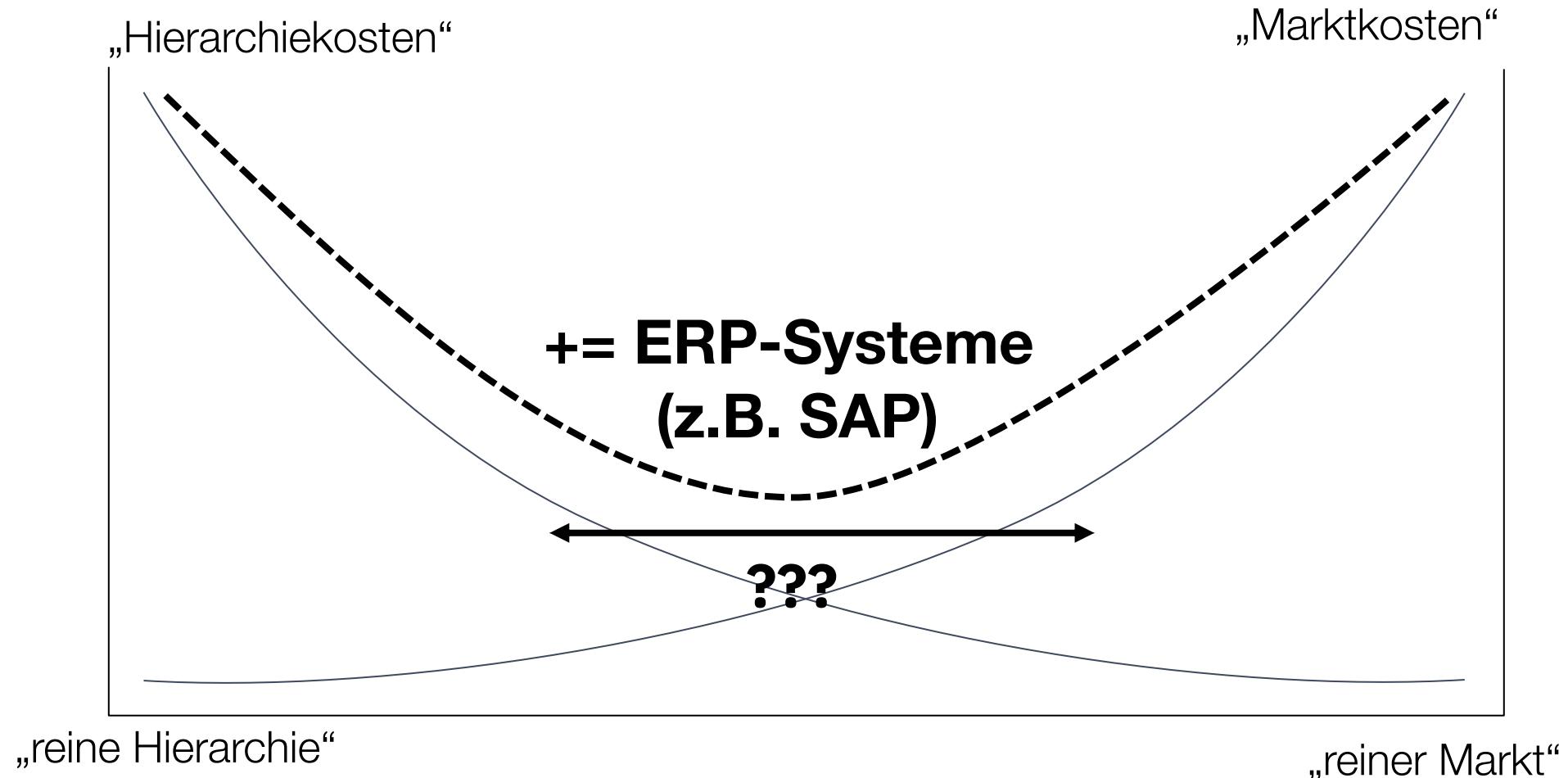
„³ [Most] inventions will change both the costs of organising and the costs of using the price mechanism. [...] For instance, if the telephone reduces the costs of using the price mechanism more than it reduces the costs of organising, then it will have the effect of reducing the size of the firm.“

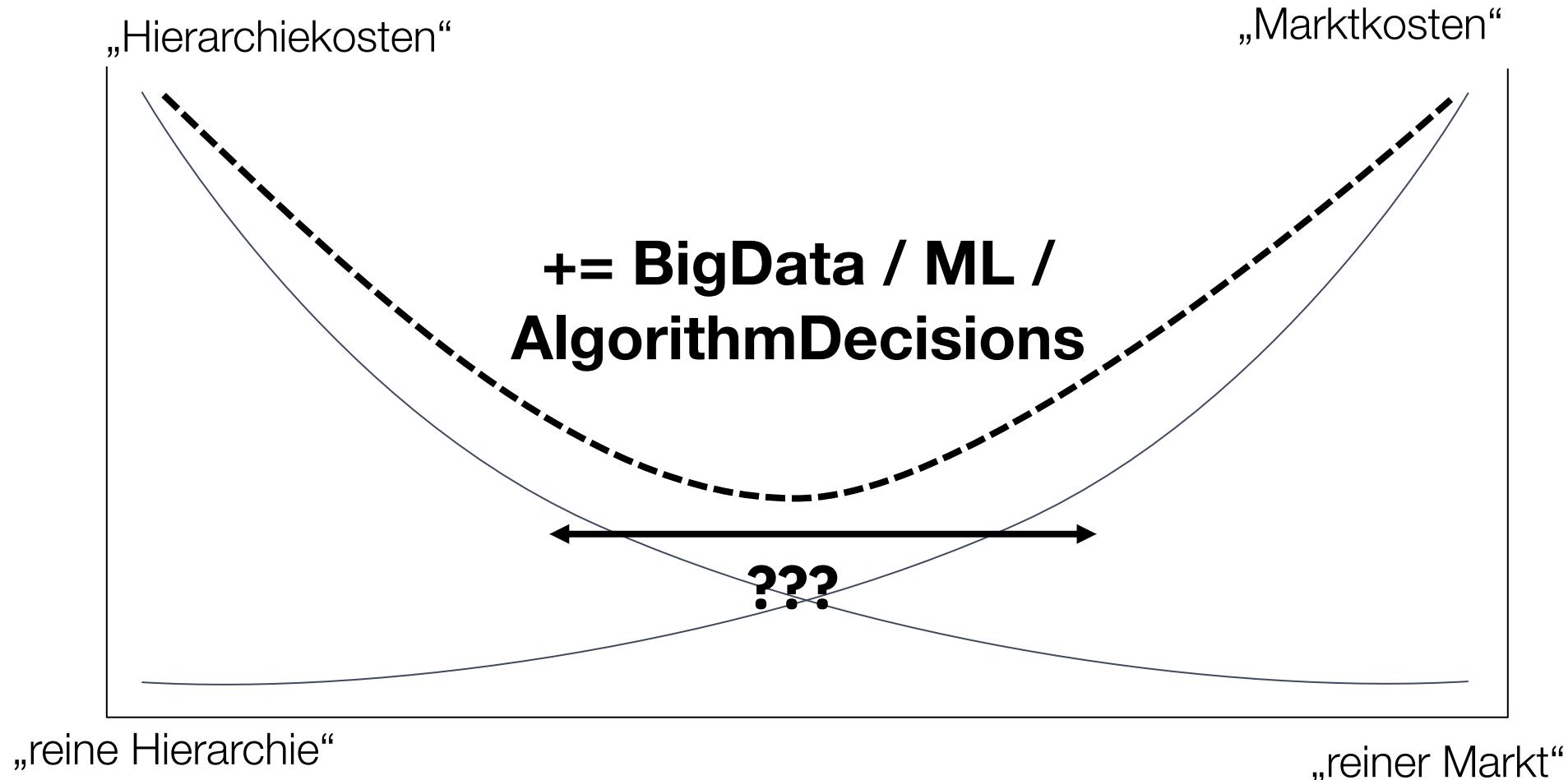
Coase (1937, S.388)
„The Nature of the Firm“

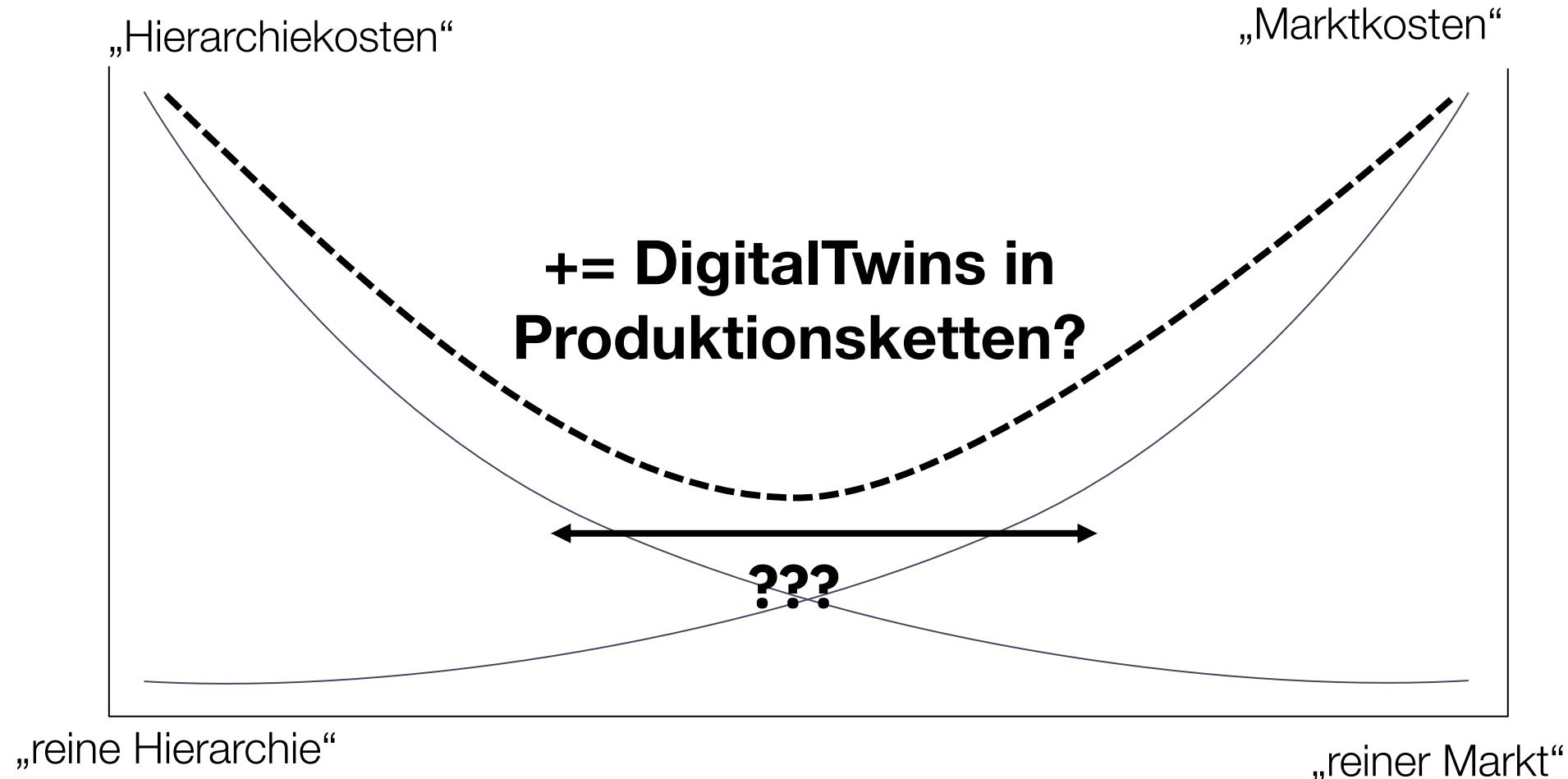


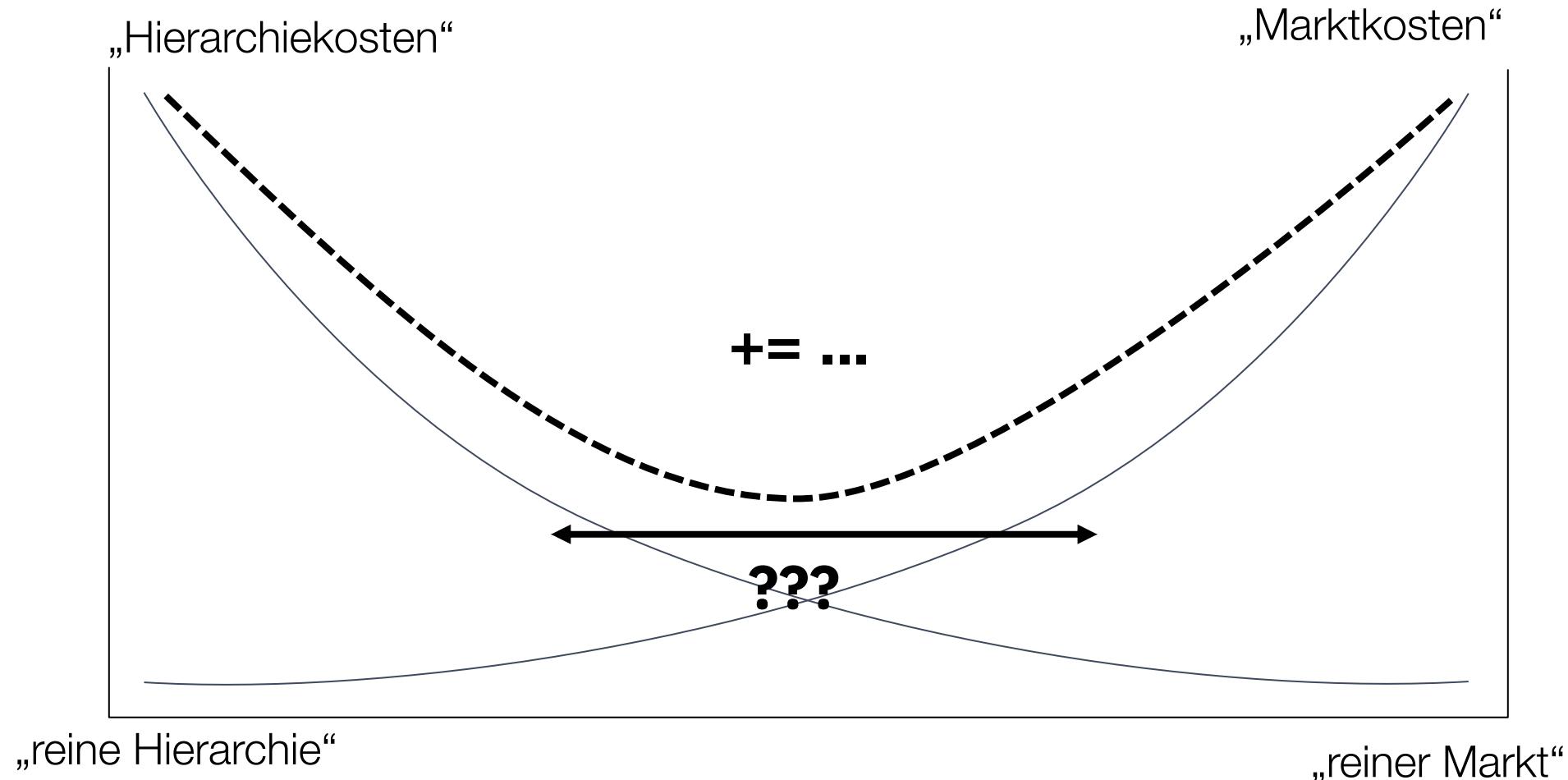








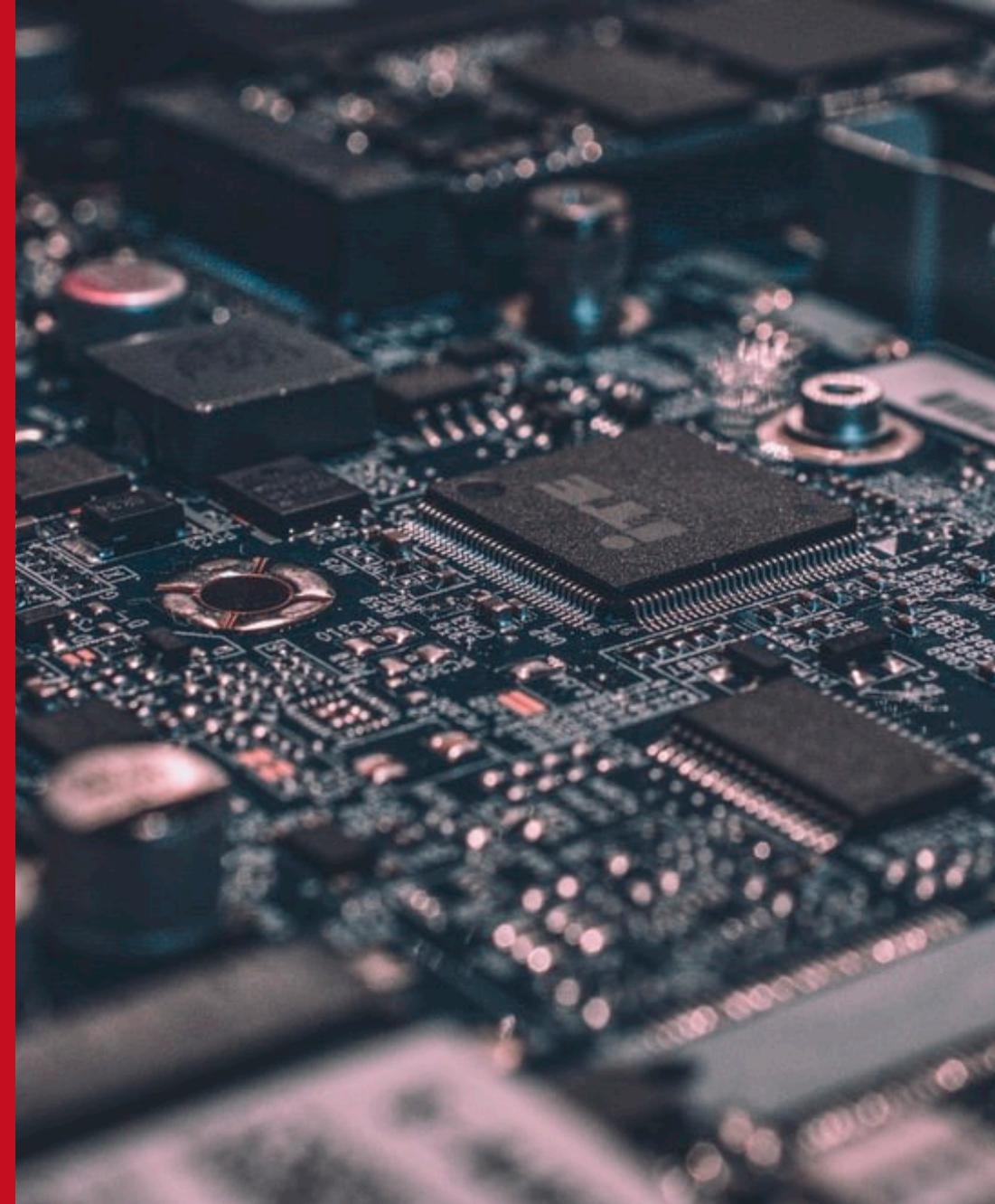




Neue **Technologien verändern** Transaktionskosten – sowohl für **markt-**
als auch für **hierarchiebasierte Transaktionen**

Je nach Gewichtung kann dies tendenziell zu **kleineren oder größeren**
Organisationen / Organisationsstrukturen führen

Recap: Transaktionskosten



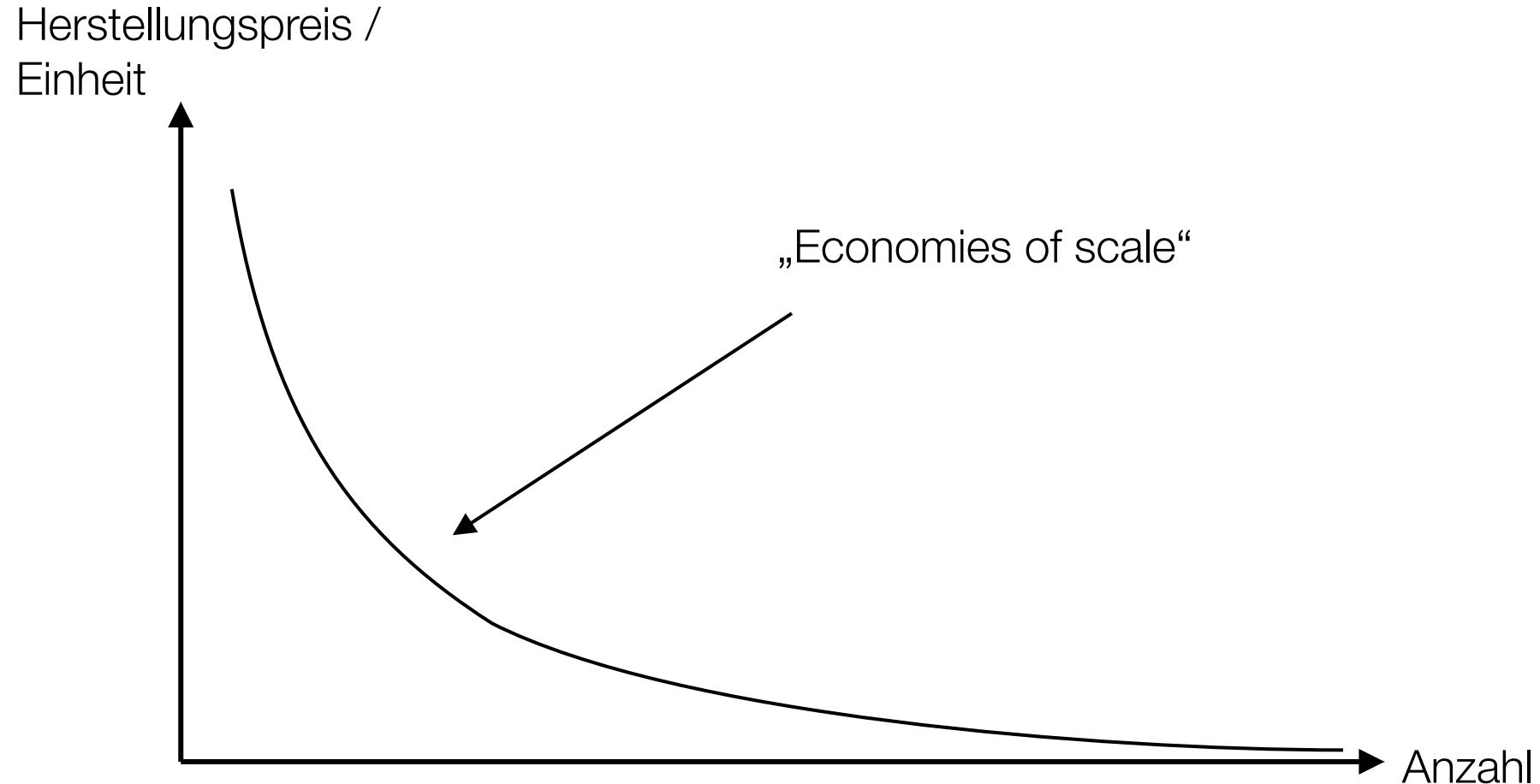
Lesson 07: Maßgebliche, immer wiederkehrende Bereiche der Digitalen Transformation

Long-Tail Märkte

„Nature of the firm“ / Hierarchie vs. Markt

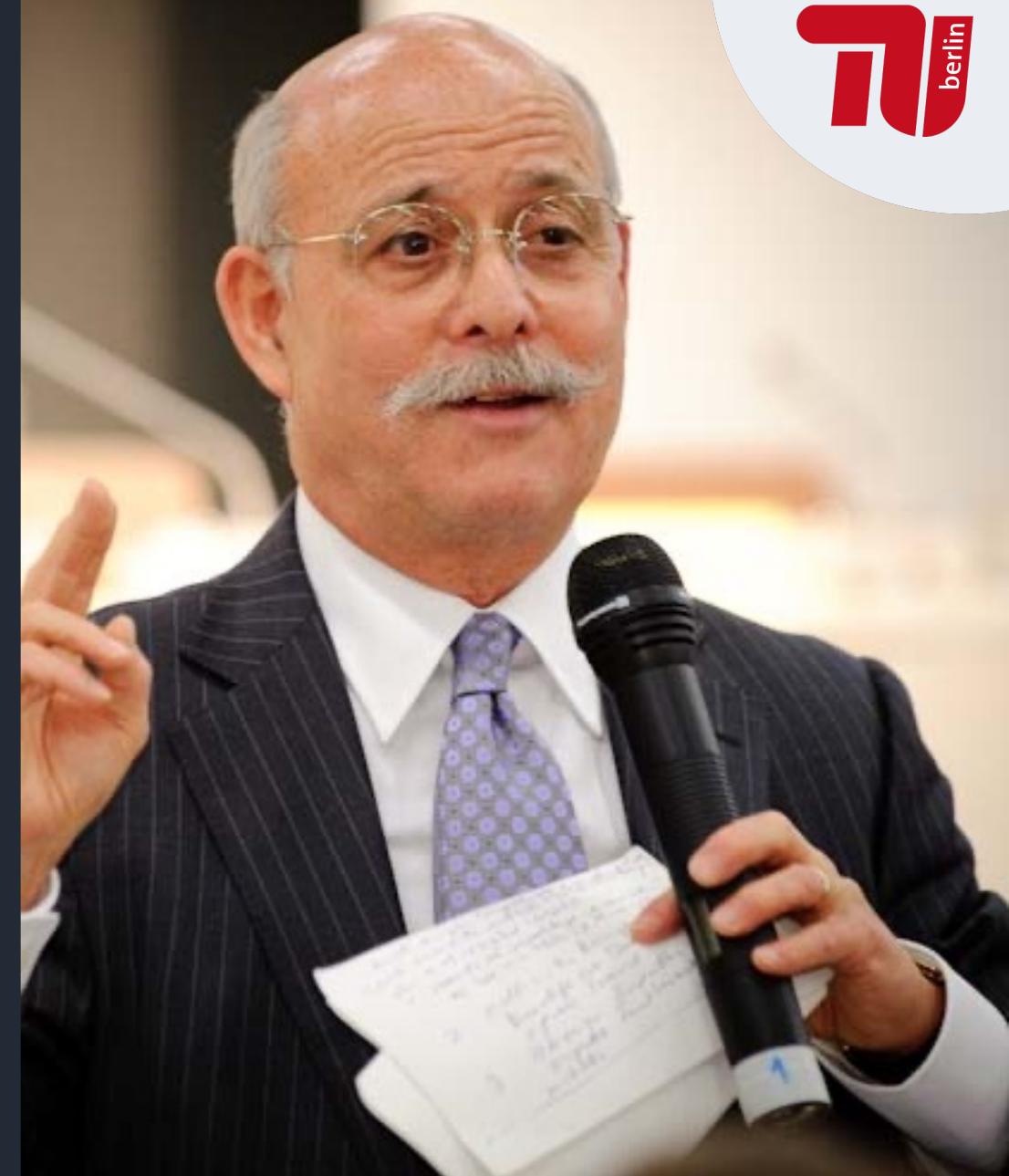
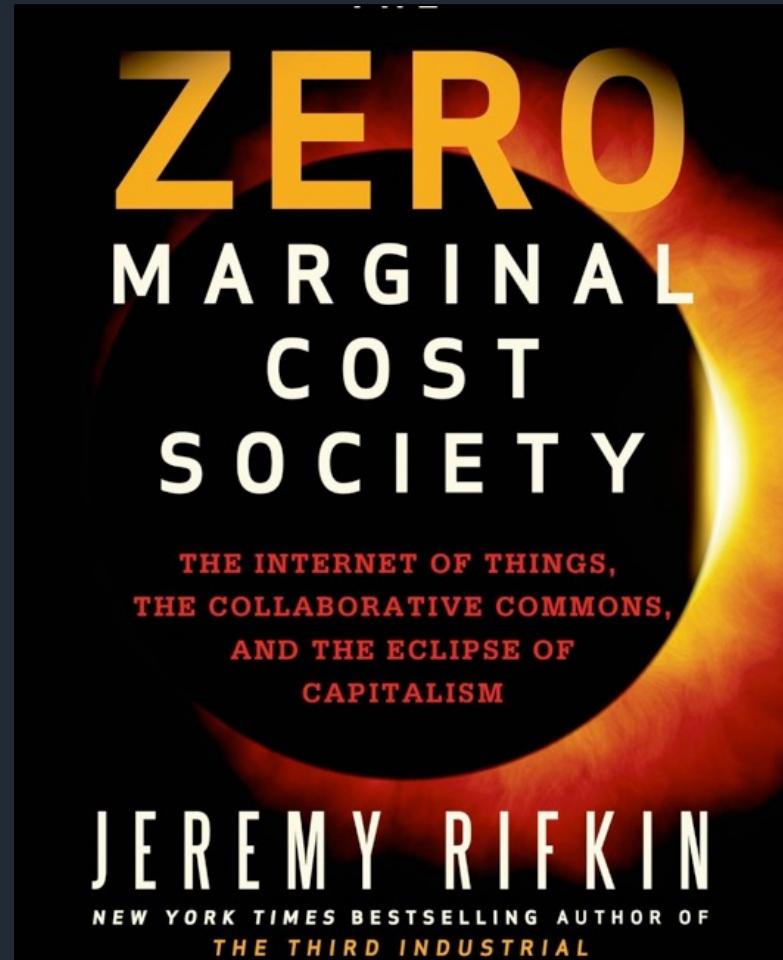
„Zero marginal Costs“ / “IT-based commons” / “Commons-Based Peer Production”

Kostenstruktur von Informationsgütern



Für Informations- und Netzwerkgüter gehen
die **marginalen Kosten gegen 0**

(... ähnlich auch für andere Güter argumentierbar – z.B. erneuerbare Energie...)



Gleichzeitig schafft jede neu genutzte („produzierte“) Einheit individuellen und damit auch **gesamtgesellschaftlichen Mehrwert**

- **Jeder** (kostenlose) **Nutzungsvorgang** ist daher gesellschaftlich eigentlich **wünschenswert**.
- Grundsätzlich **spricht** dies **gegen Ausschließbarkeit**.

Recap: Güterquadrat

		Hohe Exkludierbarkeit	Geringe Exkludierbarkeit
Hohe Rivalität	Privatgut	Allmendegut	
Geringe Rivalität	Clubgut	Reines öffentliches Gut	

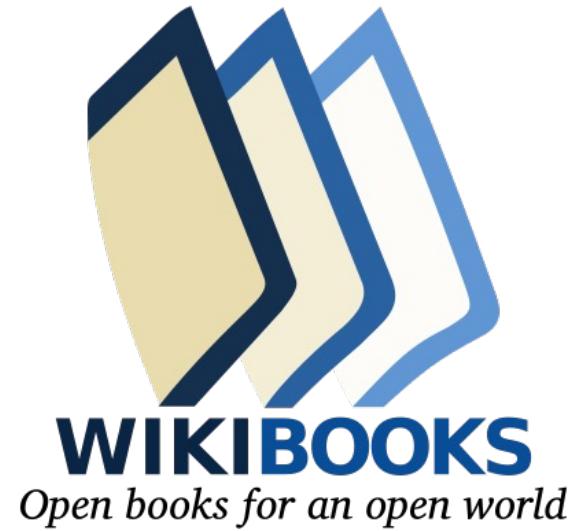
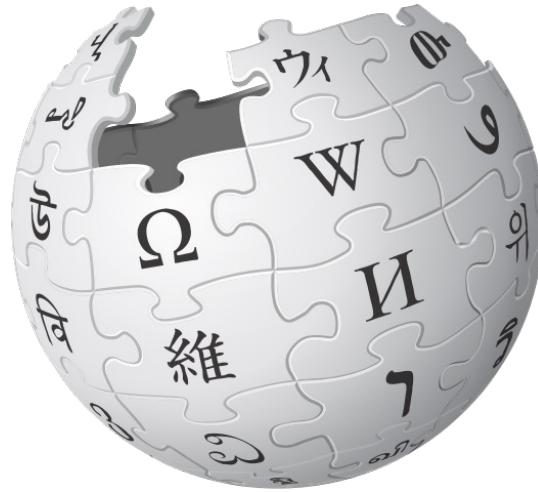
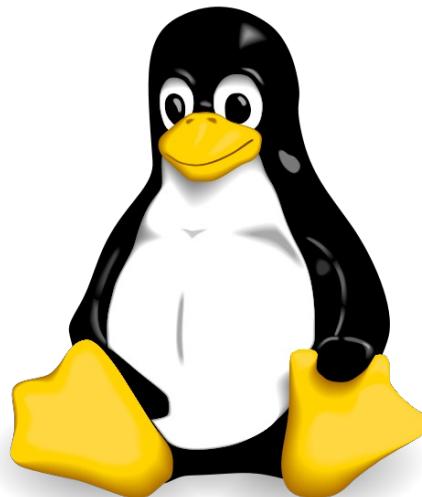
Ausgestaltung als **reine öffentliche Güter** wäre für viele „Null-Grenzkosten-Güter“ eigentlich **gesamtgesellschaftlich wünschenswert**

(sofern gesellsch. Gesamtnutzen die Herstellungskosten übersteigt)

Aber: Wer trägt die **Fixkosten**?

Nicht-Exkludierbarkeit führt bei nicht-rivalen Gütern tendenziell dazu, dass weniger produziert wird, als gesamtgesellschaftlich eigentlich wünschenswert wäre
(**„Unterproduktion“**)

Well...



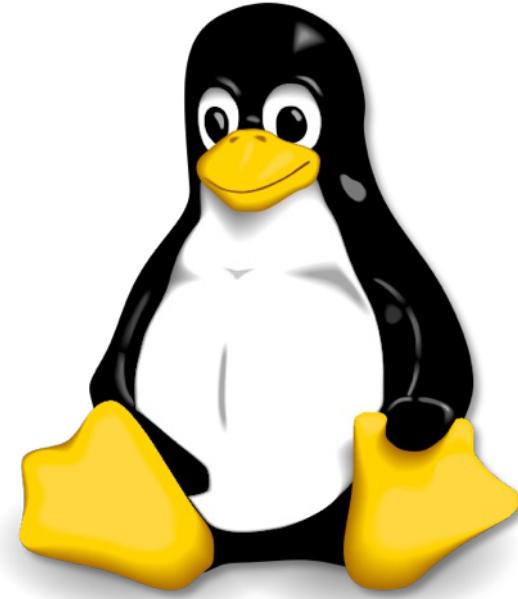
OpenStreetMap

Zwei Möglichkeiten, um der Unterproduktion entgegenzuwirken:

Produktion / Erhaltung durch den Staat

Produktions- / Erhaltungsanreize durch den Staat

Fixkosten bei Linux

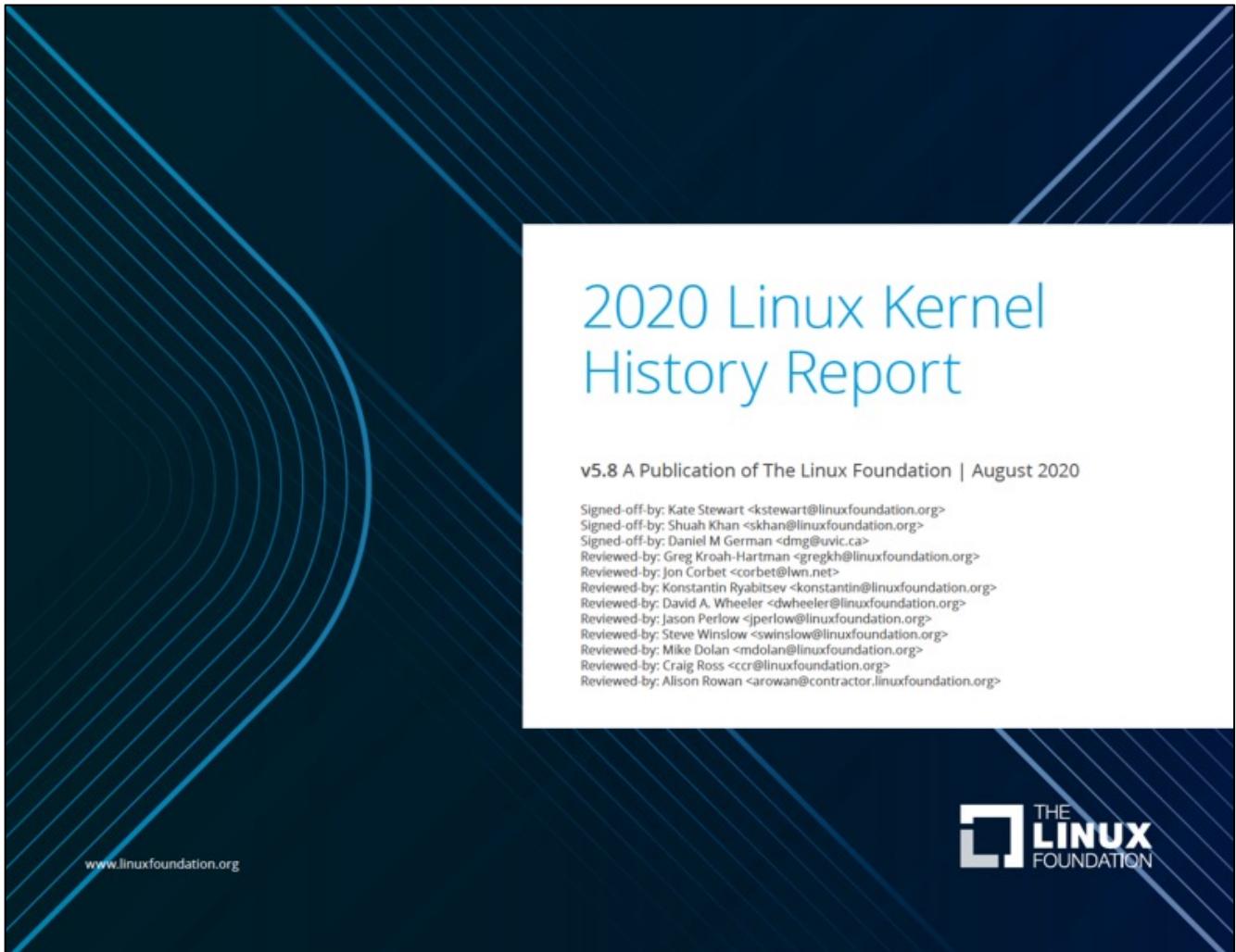


Produktion / Erhaltung durch den Staat?
Produktions- / Erhaltungsanreize durch den Staat?

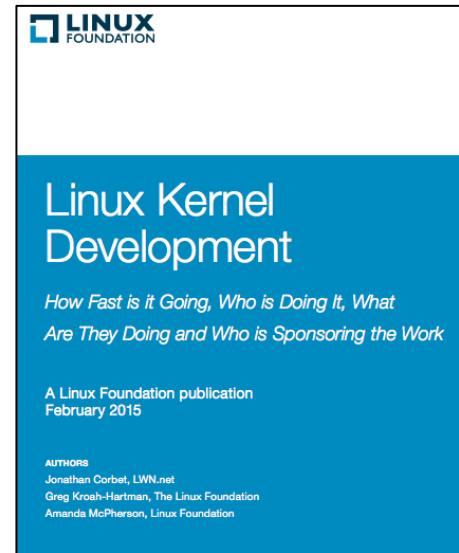
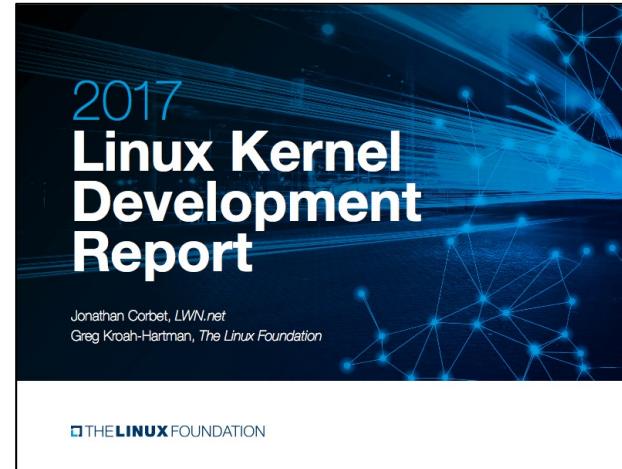
„Kollaborative Erstellung!“

... warum sollte man... ?

Linux Kernel Development (leider seit 2020 nicht mehr akt.)



https://project.linuxfoundation.org/hubfs/Reports/2020_kernel_history_report_082720.pdf?hsLang=en



https://s3.amazonaws.com/storage.pardot.com/6342/188781/Publication_LinuxKernelReport_2017.pdf
<http://www.linuxfoundation.org/publications/linux-foundation/who-writes-linux-2015>

Top Contributor Listen

2020

Organization	# of Commits 2007-2019	%
None	93,225	11.95%
Intel	78,068	10.01%
Red Hat	69,443	8.90%
(Unknown)	31,919	4.09%
IBM	29,538	3.79%
SUSE	27,239	3.49%
Linaro	24,740	3.17%
(Consultant)	23,081	2.96%
Google	21,779	2.79%
Samsung	20,160	2.58%
AMD	17,781	2.28%
Renesas Electronics	15,542	1.99%
Texas Instruments	13,855	1.78%
Oracle	13,295	1.70%
Broadcom	9,572	1.23%
Huawei Technologies	9,379	1.20%
Mellanox	9,267	1.19%
NXP Semiconductors	9,223	1.18%
Arm	7,646	0.98%
Linux Foundation	6,109	0.78%

https://project.linuxfoundation.org/hubfs/Reports/2020_kernel_history_report_082720.pdf?hsLang=en

2017

Top companies contributing to the Linux kernel, 4.8–4.13

Company	Changes	%
Intel	10,833	13.1%
none	6,819	8.2%
Red Hat	5,965	7.2%
Linaro	4,636	5.6%
unknown	3,408	4.1%
IBM	3,359	4.1%
consultants	2,743	3.3%
Samsung	2,633	3.2%
SUSE	2,481	3.0%
Google	2,477	3.0%
AMD	2,215	2.7%
Renesas Electronics	1,680	2.0%
Mellanox	1,649	2.0%
Oracle	1,402	1.7%
Huawei Technologies	1,275	1.5%
Broadcom	1,267	1.5%
ARM	1,256	1.5%

2015

Company	Changes	Total
None	11,968	12.4%
Intel	10,108	10.5%
Red Hat	8,078	8.4%
Linaro	5,415	5.6%
Samsung	4,290	4.4%
Unknown	3,842	4.0%
IBM	3,081	3.2%
SUSE	2,890	3.0%
Consultants	2,451	2.5%
Texas Instruments	2,269	2.4%
Vision Engraving Systems	2,089	2.2%
Google	2,048	2.1%
Renesas Electronics	2,004	2.1%
Freescale	1,690	1.8%
Free Electrons	1,463	1.5%
FOSS Outreach Program for Women	1,418	1.5%
Oracle	1,166	1.2%
AMD	1,109	1.1%
Nvidia	1,078	1.1%
Broadcom	1,001	1.0%
Huawei Technologies	971	1.0%
ARM	788	0.8%
Pengutronix	763	0.8%
Cisco	723	0.7%
Qualcomm	679	0.7%
Fujitsu	672	0.7%
Linux Foundation	627	0.6%
Imagination Technologies	579	0.6%
QLogic	545	0.6%
Ingics Technology	526	0.5%

...2020

Organization	# of Commits 2007-2019	%
None	93,225	11.95%
Intel	78,068	10.01%
Red Hat	69,443	8.90%
(Unknown)	31,919	4.09%
IBM	29,538	3.79%
SUSE	27,239	3.49%
Linaro	24,740	3.17%
(Consultant)	23,081	2.96%
Google	21,779	2.79%
Samsung	20,160	2.58%
AMD	17,781	2.28%
Renesas Electronics	15,542	1.99%
Texas Instruments	13,855	1.78%
Oracle	13,295	1.70%
Broadcom	9,572	1.23%
Huawei Technologies	9,379	1.20%
Mellanox	9,267	1.19%
NXP Semiconductors	9,223	1.18%
Arm	7,646	0.98%
Linux Foundation	6,109	0.78%

https://projectlinuxfoundation.org/hubfs/Reports/2020_kernel_history_report_082720.pdf?hsLang=en

...2017



Top companies contributing to the Linux kernel, 4.8–4.13

Company	Changes	%
Intel	10,833	13.1%
none	6,819	8.2%
Red Hat	5,965	7.2%
Linaro	4,636	5.6%
unknown	3,408	4.1%
IBM	3,359	4.1%
consultants	2,743	3.3%
Samsung	2,633	3.2%
SUSE	2,481	3.0%
Google	2,477	3.0%
AMD	2,215	2.7%
Renesas Electronics	1,680	2.0%
Mellanox	1,649	2.0%
Oracle	1,402	1.7%
Huawei Technologies	1,275	1.5%
Broadcom	1,267	1.5%
ARM	1,256	1.5%

https://s3.amazonaws.com/storage.pardot.com/6342/188781/Publication_LinuxKernelReport_2017.pdf

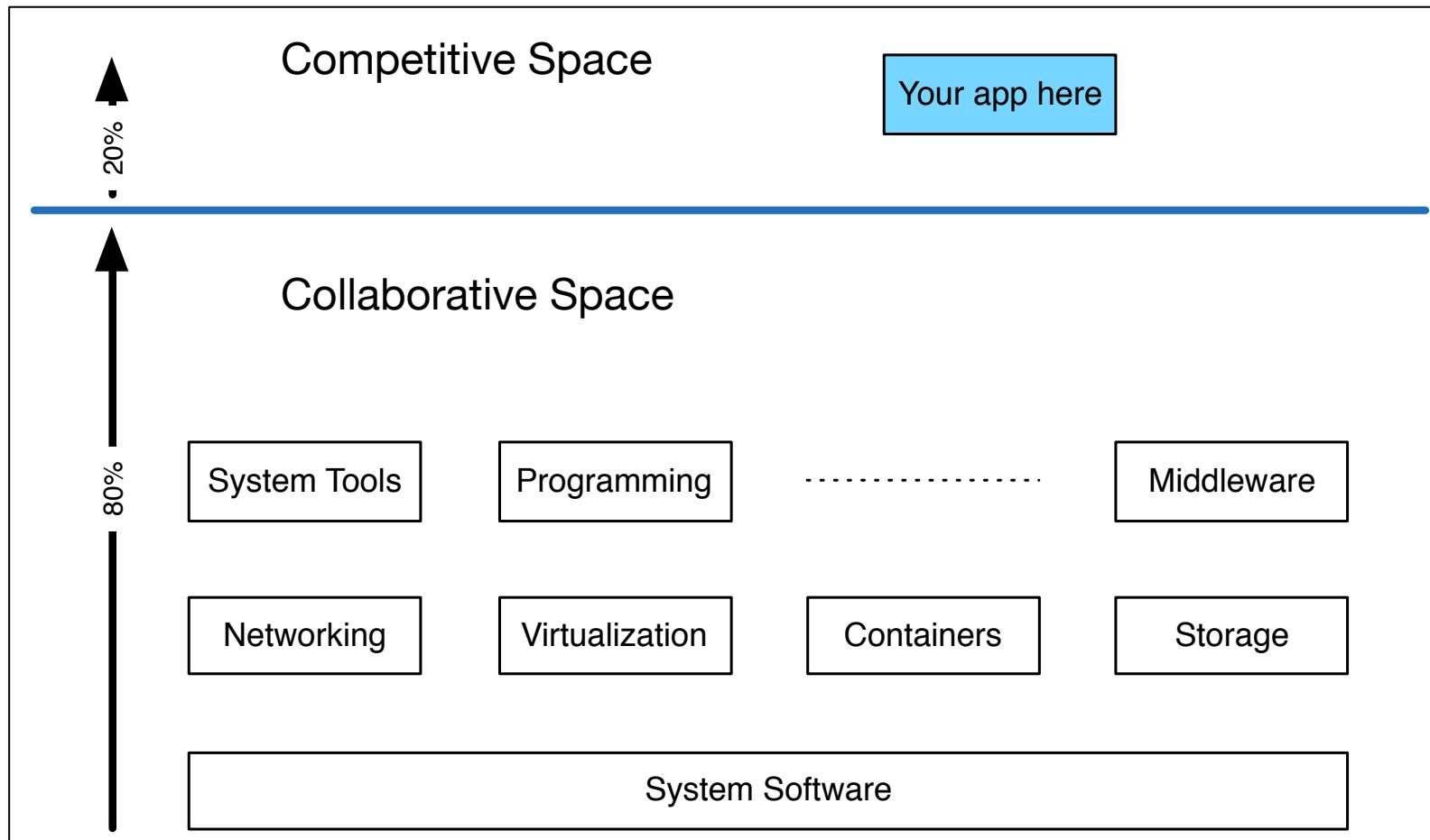
...2015

Company	Changes	Total
None	11,968	12.4%
Intel	10,108	10.5%
Red Hat	8,078	8.4%
Linaro	5,415	5.6%
Samsung	4,290	4.4%
Unknown	3,842	4.0%
IBM	3,081	3.2%
SUSE	2,890	3.0%
Consultants	2,451	2.5%
Texas Instruments	2,269	2.4%
Vision Engraving Systems	2,089	2.2%
Google	2,048	2.1%

<http://www.linuxfoundation.org/publications/linux-foundation/who-writes-linux-2015>

...2020

Organization	# of Commits 2007-2019	%
None	93,225	11.95%
Intel	78,068	10.01%
Red Hat	69,443	8.90%
(Unknown)	31,919	4.09%
IBM	29,538	3.79%
SUSE	27,239	3.49%
Linaro	24,740	3.17%
(Consultant)	23,081	2.96%
Google	21,779	2.79%
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Kudos: Mirko Böhm, FG Innovationsökonomie

→ **Komplementärgüterstrategie** als Anreiz zur (kollaborativen)
Produktion reiner öffentlicher Güter

Komplementärgüterstrategie bei OpenX?



...

... nope ...

„Social Production“

„Commons-Based Peer-Production (CBPP)“

... warum sollte man ... ?

“Commons-based Peer Production”

The Journal of Political Philosophy: Volume 14, Number 4, 2006, pp. 394–419

Commons-based Peer Production and Virtue*

YOCHAI BENKLER
Yale Law School
and
HELEN NISSENBAUM
Culture & Communication, New York University

COMMONS-BASED peer production is a socio-economic system of production that is emerging in the digitally networked environment. Facilitated by the technical infrastructure of the Internet, the hallmark of this socio-technical system is collaboration among large groups of individuals, sometimes in the order of tens or even hundreds of thousands, who cooperate effectively to provide information, knowledge or cultural goods without relying on either market pricing or managerial hierarchies to coordinate their common enterprise.¹ While there are many practical reasons to try to understand a novel system of production that has produced some of the finest software, the fastest supercomputer and some of the best web-based directories and news sites, here we focus on the ethical, rather than the functional dimension. What does it mean in ethical terms that many individuals can find themselves cooperating productively with strangers and acquaintances on a scope never before seen? How might it affect, or at least enable, human action and affection, and how would these effects or possibilities affect our capacities to be virtuous human beings? We suggest that the emergence of peer production offers an opportunity for more people to engage in practices that permit them to exhibit and experience virtuous behavior. We posit: (a) that a society that provides opportunities for virtuous behavior is one that is more conducive to virtuous individuals; and (b) that the practice of effective virtuous behavior may lead to more people adopting virtues as their own, or as attributes of what they see as their self-definition. The central thesis of this paper is that socio-technical systems of commons-based



„[...] peer production is dependent on **self-identification** of people for projects“



Benkler / Nissenbaum
(2006, S. 401)



*„Basically, **people who participate** in peer production communities **love it**. They feel passionate about their particular area of expertise and revel in creating something new or better.“*



WIKINOMICS

*How Mass Collaboration
Changes Everything*

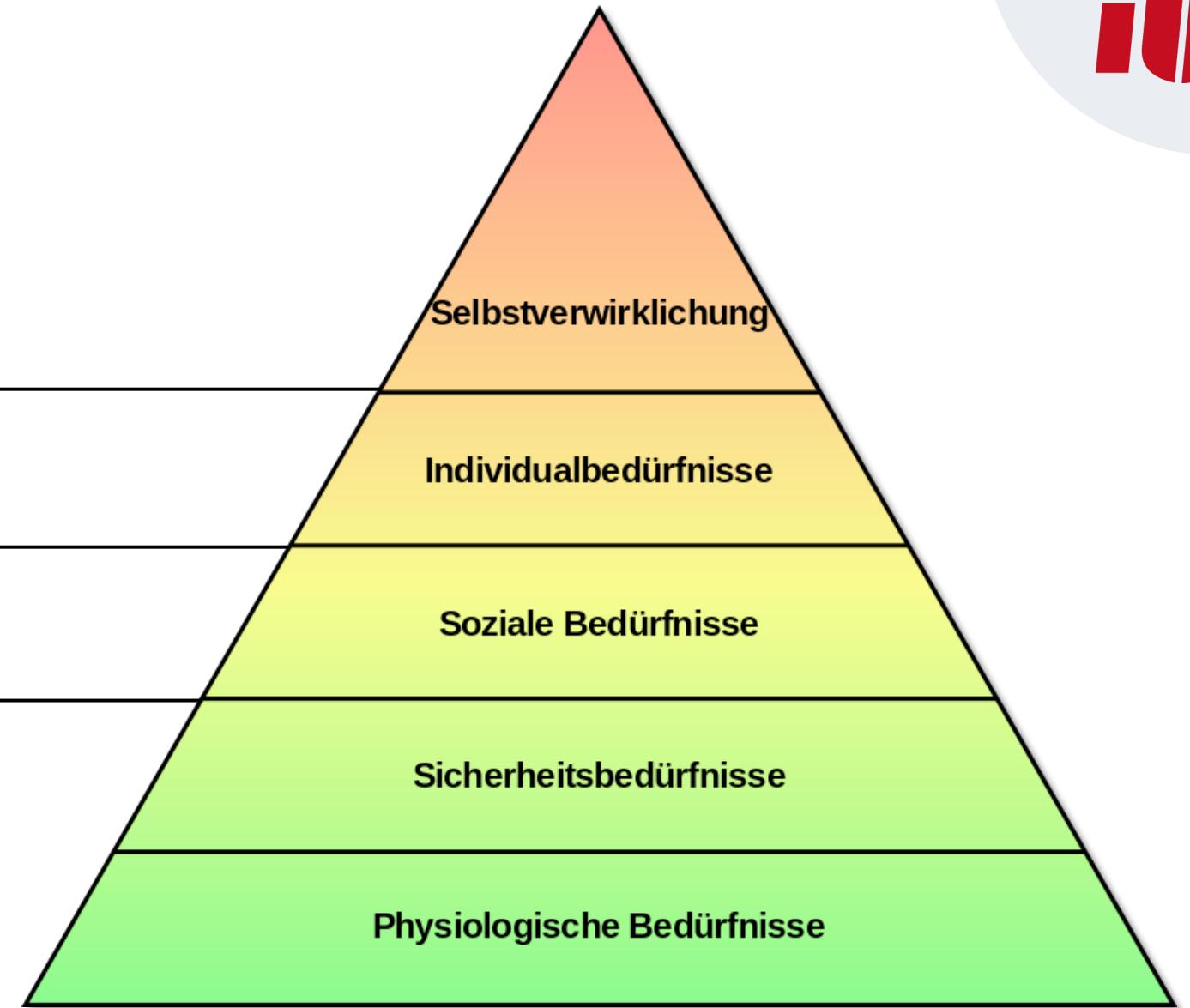
Don Tapscott
and Anthony D. Williams

Vorbedingung: Nicht-monetärer Anreiz

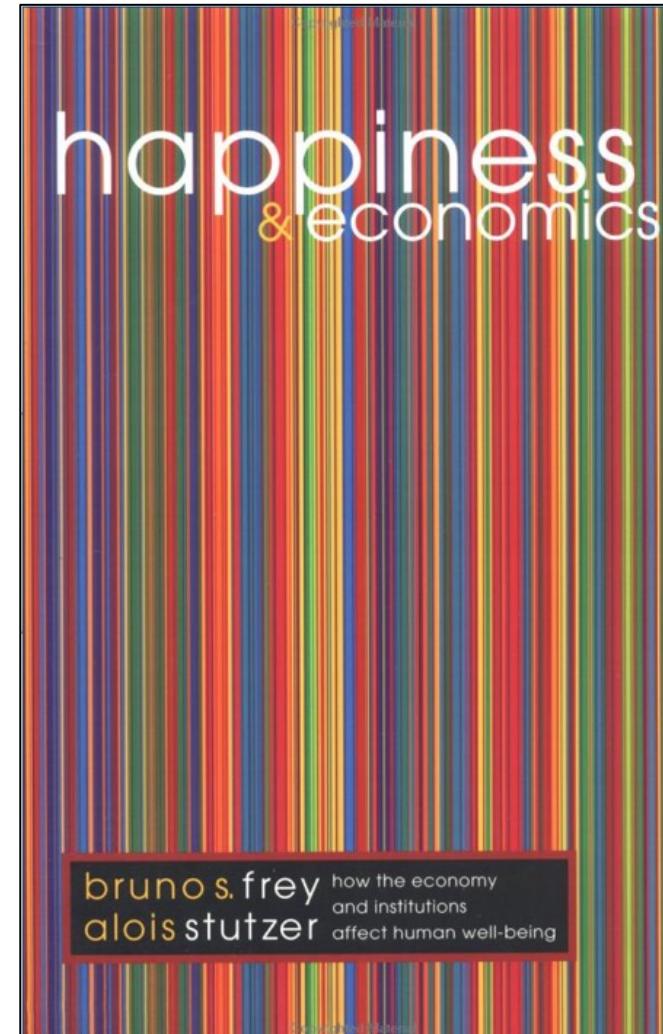
Potential Ausschöpfen , ...

Erfolg, Anerkennung, Status, ...

Soziale Beziehungen,
Gemeinschaft, ...



Vorbedingung: Nicht-Monetärer Anreiz



Was tun, damit's funktioniert?

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CBPP: „Three Structural Attributes“

Modularity:

„potential objects of peer production must be modular“

Granularity:

„modules should be predominantly fine-grained, or small in size“

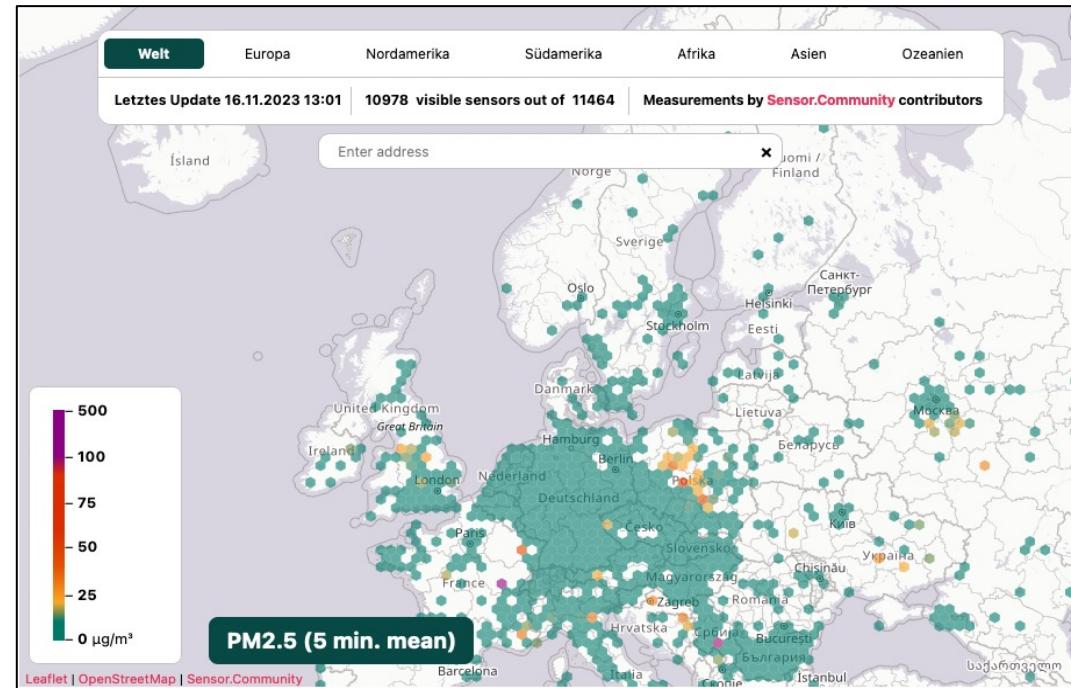
„Heterogeneous granularity will allow people with different levels of motivation to collaborate [...] consistent with their level of motivation.“

Low-Cost integration:

„the mechanism by which the modules are integrated into a whole end product“ (incl. quality controls)

Modularity
Granularity
Low-Cost Integration

<https://sensor.community/>



Aktive Sensoren
weltweit

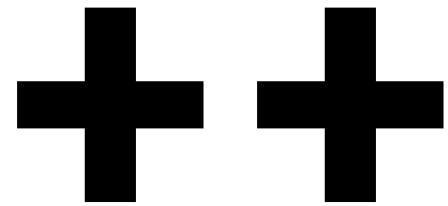
12.926

Länder

78

Datenpunkte

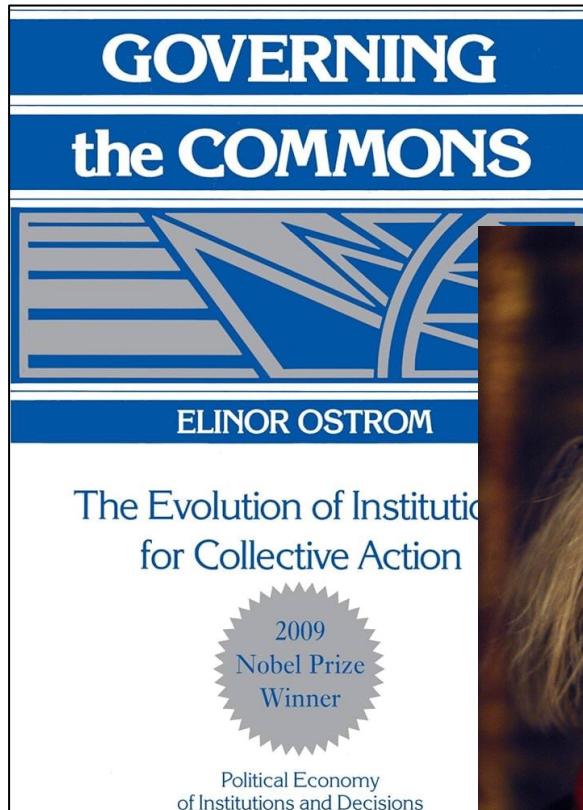
24.813.255.465



Modularity
Granularity
Low-Cost Integration

your awesome
peer-production
initiative here!

Want more on Commons?



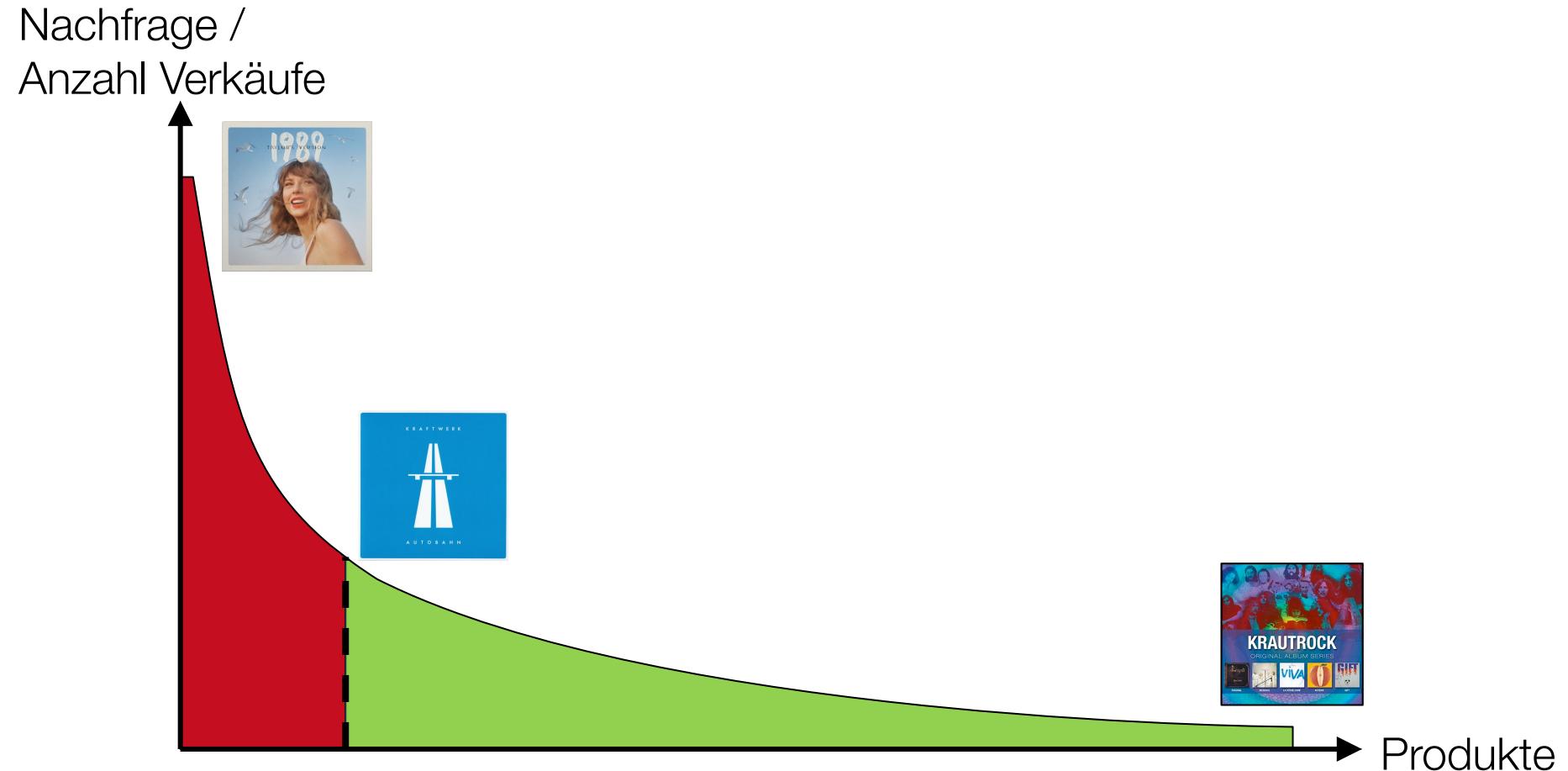
„....for her analysis of economic governance,
especially the commons.“



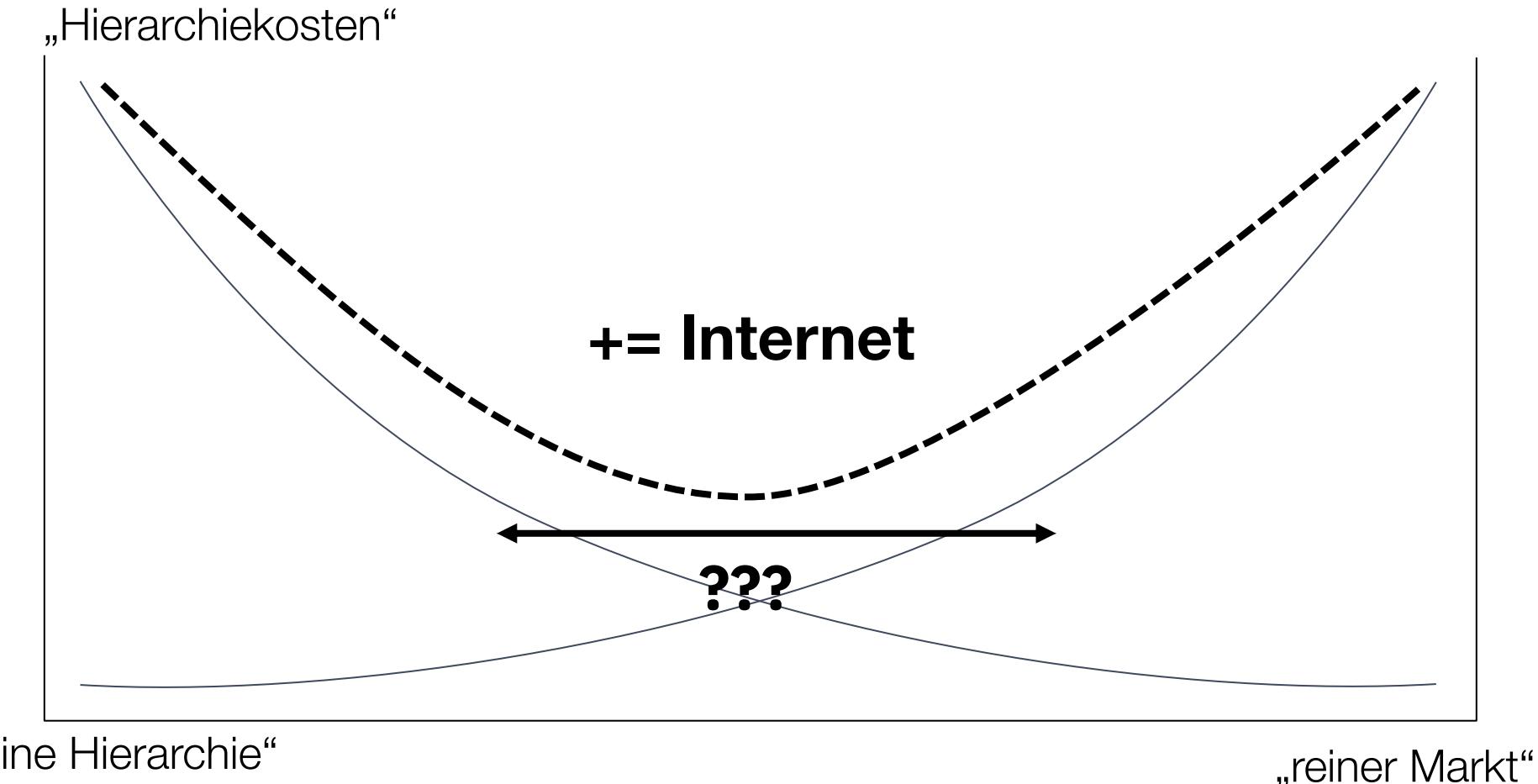
H104

Wrap-Up

Wrap-Up: Long Tail



Wrap-Up: Einfluss von IT auf gesellsch. Strukturen



Wrap-up: „Commons-Based Peer-Production“

The Journal of Political Philosophy: Volume 14, Number 4, 2006, pp. 394–419

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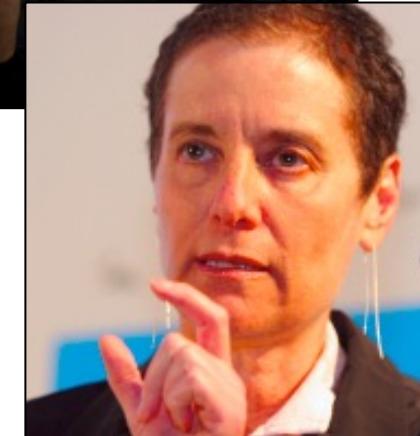
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What's Next?

5	20.11.23	Digitale Transformation von Wirtschaft & Gesellschaft [FP] (in Präsenz)	1. Long-Tail-Märkte 2. „Nature of the firm“ / Hierarchie vs. Markt 3. Zero marginal Costs / IT-based commons / Commons-Based Peer Production
	23.11.23	Q&A zu Block B (via Zoom)	
Block C: Datenschutz & Privatheit			
6	27.11.23	Datenschutz 1: Grundlagen [FP] (in Präsenz)	1. Hintergrund, Architektur & Ziele des Datenschutzrechts 2. Rechtliche Rollen & „Personenbezogene Daten“ 3. Internationale Transfers 4. 9 Prinzipien des DS-Rechts
	30.11.23	Großübung „How to Poster“ (ausnahmsweise in Präsenz) ^[Tutor:innen] Gruppenkonsultation Poster/Essay (via Zoom)	Großübung Gruppenindividuelle Betreuung (nach Absprache) ^[Tutor:innen]

fin