

means to a social end, not the end itself. They factor public interest into decisions, behavior, and practices. Transparency and trust are really important. Impact and success are measured against social aims expressed in mission statements, and are not just about the financial bottom line.

The case studies are based on the narratives told to us by founders and key staff. Instead of solely using financials as the measure of success and sustainability, they emphasized their mission, practices, and means by which they measure success. Metrics of success are a blend of how social goals are being met and how sustainable the enterprise is.

Our case studies are diverse, ranging from publishing to education and manufacturing. All of the organizations, businesses, and creators in the case studies produce digital resources. Those resources exist in many forms including books, designs, songs, research, data, cultural works, education materials, graphic icons, and video. Some are digital representations of physical resources. Others are born digital but can be made into physical resources.

They are creating new resources, or using the resources of others, or mixing existing resources together to make something new. They, and their audience, all play a direct, participatory role in managing those resources, including their preservation, curation, distribution, and enhancement. Access and participation is open to all regardless of monetary means.

And as users of Creative Commons licenses, they are automatically part of a global community. The new digital commons is global. Those we profiled come from nearly every continent in the world. To build and interact within this global community is conducive to success.

Creative Commons licenses may express legal rules around the use of resources in a commons, but success in the commons requires more than following the letter of the law and acquiring financial means. Over and over we heard in our interviews how success and sustainability are tied to a set of beliefs, values, and principles that underlie their actions:

Give more than you take. Be open and inclusive. Add value. Make visible what you are using from the commons, what you are adding, and what you are monetizing. Maximize abundance. Give attribution. Express gratitude. Develop trust; don't exploit. Build relationship and community. Be transparent. Defend the commons.

The new digital commons is here to stay. **Made With Creative Commons** case studies show how it's possible to be part of this commons while still functioning within market and state systems. The commons generates benefits neither the market nor state can achieve on their own. Rather than the market or state dominating as primary means of resource management, a more balanced alternative is possible.

Enterprise use of Creative Commons has only just begun. The case studies in this book are merely starting points. Each is changing and evolving over time. Many more are joining and inventing new models. This overview aims to provide a framework and language for thinking and talking about the new digital commons. The remaining sections go deeper providing further guidance and insights on how it works.