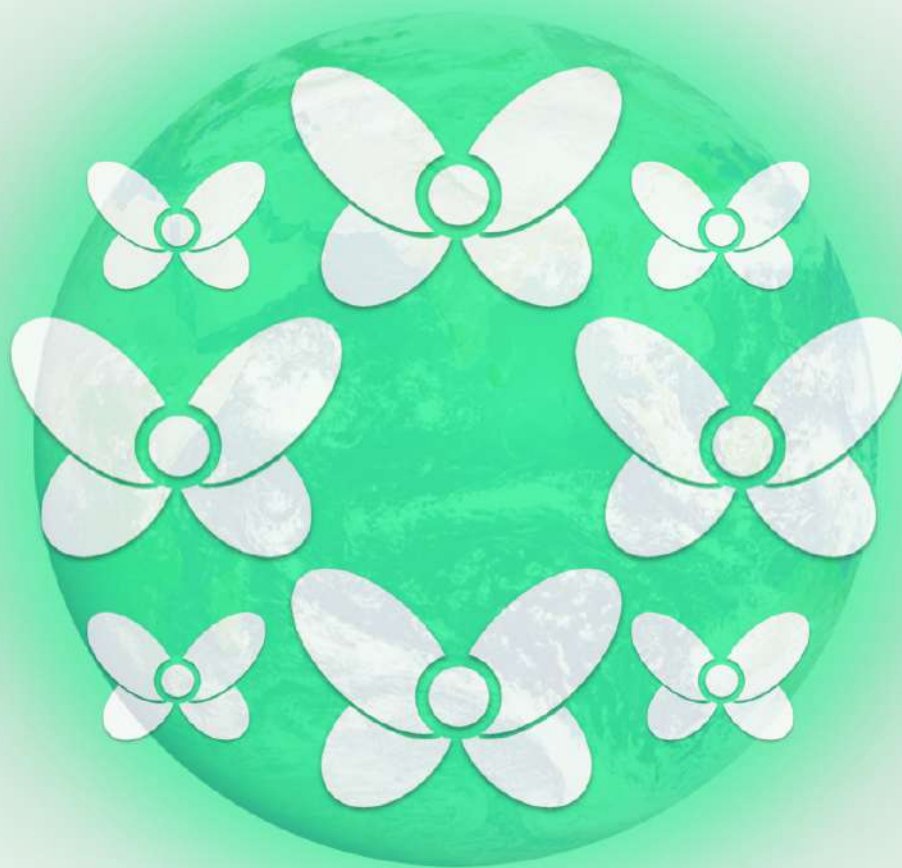




SMARTUP ZERO



a blueprint for disruption

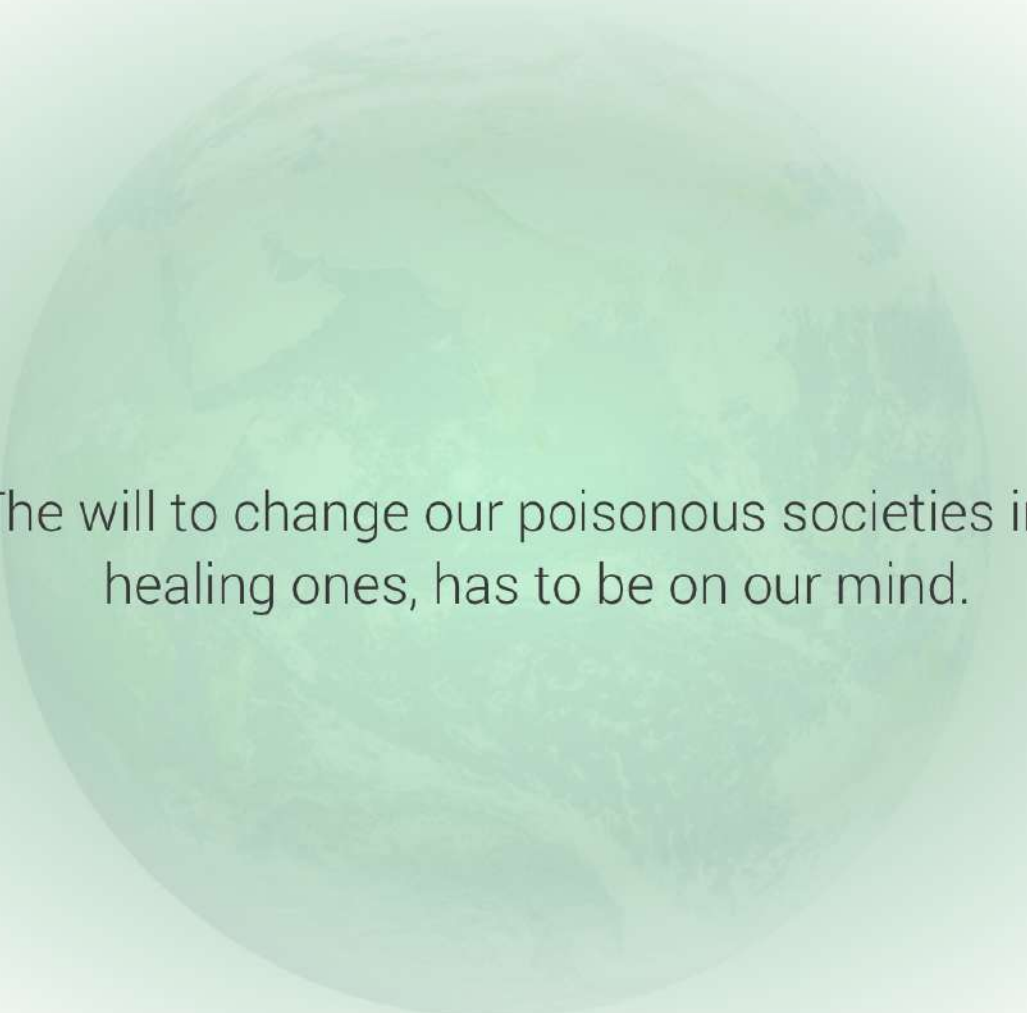
By Robbert Schep
RS New Media Concepts BV

ABSTRACT

Startup Zero: a Blueprint for Disruption is a proposition for a new type of organization that could help us transform our economies. Focussing on the alarm bells from our scientific community regarding the state of our delicate biodiversity, and the humanitarian bells addressing the poor state of our democracies and economies, I identified one of the core problems in our media and technology landscape. Based on this, I designed a hypothesis and set up an experiment to prove the hypothesis. I formulated a new organizational structure that enables us to change the way we own, create and govern our technologies: the Startup. I also created a business proposition for a new technology (Onlive) that we can use to put the Startup hypothesis to the test.

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The will to change our poisonous societies into
healing ones, has to be on our mind.

Preface

While I, like everybody else who is hooked to the Internet, grew more and more aware of the thousands of problems facing humanity, I realized that nothing I did seemed to contribute to a solution for even one of them. Moreover, I realized that almost 50 years after the publication of 'Limit to Growth' by the Club of Rome, the growing awareness about the poor state of our nature and her proven interdependence on the way we shape our cultures, has not lead to any real fundamental changes in our societal structures.

I found that relatively nobody is working on solving real problems by working on real solutions. The paradox is that we have never been more capable to measure the exact effects of our cultural systems on our nature, while science is getting more and more accessible to people, but somehow we find ourselves apathetic and disconcerted in the midst of a complex information war between the biggest economies and political systems that seem to be designed to prevent societies to unite and get to work on fixing our self-caused problems.

This is the greatest paradox of our time. It's causing confusion, misinformation, disorientation and an overall feeling of impotence among people all over the world. After all, deep down we know we are the hamsters running the wheel ourselves. In a way, this paradox, being upheld and used conveniently by the enemies of democracy and progressive minorities, is the central issue of this essay that I want to expose and break.

I also realized that the effects of this paradox must be growing into a common sense of injustice and anger among the people. There must be a natural resistance within progressive minorities all over our societies. They must look at our societal structures and be appalled to still see a system that is being kept in place by the conservative majority and is guiding and stimulating people in working for companies and organizations that are, mostly indirectly, part of the problem.

I believe that it's going to be vital that we change this and create an economy where people are enabled to work on solutions for real problems. Right now we are trying to save our only natural habitat in the whole universe (that we know of), in our spare time, as if it is a charity or a part-time job. I believe the only way forward is to make 'saving our nature' a cold, hard business and center it in our economies and societies.

The idea of Smartup Zero is that we create a new type of business that can become the vehicle that drives us there. The growing anger off the people and the 'window' our environmental scientist forecasted for us, equals a momentum for us to strike. We have to get organized and get busy.

I decided to put my money where my mouth is and went to work in search of a practical way to give meaning to these important insights. The result is this proposition for an experiment that could prove we should change the way we own, create and govern our technologies. What I'm proposing is not easy. It's complex and comprehensive. There are a lot of unconventional ideas and concepts that you need to understand. It follows the scientific method Observation-Hypothesis-Experiment. The ultimate goal would be to create a unified theory we can use to reform our societies. Smartup Zero: a Blueprint for Disruption has three legs:

The structure



Part 1 : Observations

How to make people want less stuff (by enabling them to contribute more)

An essay about the insights and ideas that led to the identification of a core problem in our media and technology landscape.



Part 2: Hypothesis

We need to Smartup

A proposal as a solution to the defined problems in part 1. In this case a description of a new type of organization that can overcome the defined problems. This is the guide that describes the Smartup Zero experiment and covers the details on how we can start building, owning and governing our own technologies.



Part 3: Experiment

The Official Smartup business plan

A document that kicks off the experiment. Based on this document, the reader can decide if he/she wants to participate in the experiment. It's a technological blueprint for a social information platform that acts as the first subject to test the Smartup hypothesis.



Overall, 'Smartup Zero: a blueprint for disruption' must be seen as a call to action where I propose a transformative set of ideas, aimed for a better future for all. These ideas all come together in a practical experiment to find out, through trial and error, if these ideas can help us break the Paradox of the Hamsters in the Wheel.

Ultimately we want to prove (by doing) that we don't need our governments, corporations, leaders or even a majority of people to start reforming our societies. We can show, as a hands-on, determined, progressive minority, that the people themselves can be in control of how we change our way of living. That's what a Smartup is all about.

This proposal is a roadmap towards the launch of the first Smartup in the world and describes how this new type of organisation can create and govern revolutionary technologies that enable people to transform their own communities from within and enhance their chances to create a civilisation that thrives with nature.

Acknowledgments & Disclaimer

In the past two years, this project has completely taken over my life causing me to neglect my company, social life, and financial stability. I sacrificed my reputation as a promising entrepreneur and got into debt with a lot of friends and family who supported me despite the fact that nobody really could grasp the essence of what I was working on. The publication of my work is dedicated to them, my family and friends, who had to put up with me, the one who got lost in theories and concepts and took the risk of drowning in them. Hopefully, you'll understand, now that you can see where I want to take us.

This proposal is addressed to those who want to stop talking and start doing. To those who do not accept current reality and seek a way to alter it. It is for those who are eager to start building a new world and don't want to wait until our governments and leaders are brave enough to make the transformative changes our scientists and children demand. It is for those who are angry and tired of waking up in a world where a very small minority of people and organizations have acquired all the wealth and power by exploiting the majority of the people on this planet, and most importantly; the planet itself. Smartup Zero is for you if you are ready to start taking control, responsibility, and action. Ignore all those who say we can't or don't have to change. We have to and we will.



SMARTUP ZERO

a blueprint for disruption



Part 1: Observations ESSAY

An essay about the insights and ideas that led to the identification of a core problem in our media and technology landscape.



By Robbert Schep
RS New Media Concepts BV



How to make people want less stuff (by enabling them to contribute more)

"The complexity and urgency of the problems faced by us earth-bound humans are increasing much faster than our combined capabilities for understanding and coping with them. This is a very serious problem. Luckily there are strategic actions we can take, collectively."

- Douglas Engelbart, computer pioneer.

I live a very privileged life. It's hard to comprehend how privileged, given the fact that I was born and raised in one of the safest and most prosperous countries in the world, with a proper functioning democracy, a strong middle class, a great climate and lots of ways to develop my talents and learn new skills. I also was born into a very warm and caring family with zero to no dysfunctionality and a very balanced information and food diet.

Very lucky indeed. Now, let's make me feel even luckier. I am part of the human race, a very privileged animal species living on the luckiest planet that came into existence, in most likely, the complete history of the universe. It's hard to grasp how lucky I am considering the billions of factors that had to play out in just the right way to form a massive rock, located just at the right distance of a relatively young star and compatible with the gravity of other nearby planets and galaxies. That we have this one planet, facilitating our unique life form, is always something that dazzles me. Especially when I think about all the ways we somehow end up destroying it.



Part 1: Observations



Although feeling dizzy, the overarching dilemma has always been crystal clear to me. Most people being born into our world will never get to be part of a solution. Most likely, they will never get to contemplate about how special, complex and beautiful our planet is, let alone get to work protecting her. The uncomfortable truth is there is a big chance they will be occupied their whole life dealing with hunger, natural disasters, poverty, war, violence, misinformation, abuse, discrimination, fear and/or suppression. Most people will never be enabled to contribute with their talent and skills to solve actual problems. Instead they will be occupied living a life getting by day by day, going from paycheck to paycheck and drop two new unlucky kids into the world before they leave it. How many Einsteins and Hawking's did we miss out on do you think?



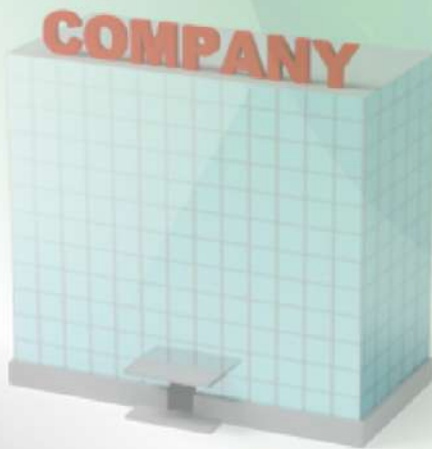


Part 1: Observations



I propose to not wait any longer on our governments, leaders, and corporations to create that opportunity for us, but create it ourselves. Clearly, current applications of technologies, their organizations, and our governing institutions are not designed to empower people and attack our global existential threats together from within our own communities. They divide, demoralize, misinform and distract us. With some exceptions, they corner us individually and tell us that we don't need each other or change anything, we've got it all figured out, just play another episode and please just buy the latest cool gadget!

In this essay, I'm laying out how we can break free from that corner by listening to our scientists, learning from a computer god and by looking at our media landscape. This way, I'll take you through the core insights that led me to believe that we, the people, need a new toolset if we have to build a different system. Part 2 and 3, my hypothesis, are about how we could organize ourselves to create one of those new tools.





How to make people want less stuff

While our children, all over the world, skip school to demand action by 'marching for our lives', our scientists are telling us we have to transform our way of living drastically if we want to overthrow and reverse the devastating effects of human-driven climate change and biodiversity decline. In the latest IPBES Global Assessment from the United Nations, the horrific current state of our delicate natural ecosystem has been exposed on a scale never presented before. Although the message that more than a million species are in the process of extinction is excruciating, the 145 top scientists who have been working together to paint this terrifying full picture, are also saying that:

"Through 'transformative change', nature can still be conserved, restored and used sustainably – this is also key to meeting most other global goals. By transformative change, we mean a fundamental, system-wide reorganization across technological, economic and social factors, including paradigms, goals and values" -

Intergovernmental Science Policy Platform on Biodiversity and Ecosystem Services, Global assesment, media relase.

One of the biggest challenges the Global Assessment states is how to make people want LESS stuff. The population is not only growing. The consumption per capita is also rising, ergo; more people who need more stuff. More stuff means more natural resources. That is a bad situation for any effort to reduce our footprint on the planet. We have to face the truth and understand that we can invent the most sophisticated technologies, commit to the most ambitious green deals, create effective policies and laws that reduce our poisonous effect on nature but if we, at the same time, don't take responsibility for our own consumerism and make a real effort to change our materialistic mentality, everything that we will attempt, will be counterproductive. We have to make people want less stuff!



By enabling them to give more

As you will find out the answer is as simple as the execution is complicated. In short, the answer is that Smartup Zero is about making people need less stuff by enabling them to contribute more. It aims to overturn the materialistic desires that fill people's hearts and replace them with the desire and means to change their communities. These desires are fueled with the underestimated power of meaningful job gratification and the true human connection. By making it easier for people to use their goodwill, skills, and talent to contribute together to real solutions that have a real impact on their own communities, lives and futures, we can change the value system of people.

Smartup Zero wants to turn passive consumers of products into active workers on solutions. As said, the execution is a lot more complicated and challenging but certainly not impossible and since we need fewer people occupied with 'wanting more stuff' and more people occupied with 'working together on solutions', it's evidently necessary to give it all we got, starting right now





The future is local

Luckily, for the execution, the Global Assessment researchers gave us some direction. It pointed us for inspiration to indigenous people and self-sustaining communities that are living in harmony with nature:

“Their positive contributions to sustainability can be facilitated through recognition of land tenure, access and resource rights in accordance with national legislation, the application of free, prior and informed consent, and improved collaboration, fair and equitable sharing of benefits arising from the use, and co-management arrangements with local communities”

Basically, the scientists are hinting that we should stop looking for answers that address these problems on a global level and instead learn from indigenous local communities and attack our problems from a local level. For one, because these local communities are proving that it's possible to live in harmony with nature.

Secondly, it's good for morality. Solving all these issues on a global level feels impossible and demoralizes people's will to change. How often do you find yourself watching the news thinking: how am I going to make any difference? It seems impossible to align all those different cultures and countries and organize a global effort to prevent the sure annihilation of millions of species, including humans.



A better world starts with us

You've always been told that a better world starts with yourself. You are the one who is supposed to do something about all this and nothing will work if you don't make an effort yourself! The problem is that when you do make an effort with all (or one of) the tools that are handed to us by our governments, such as recycling, subsidized solar panels or buying an electric car, we are confronted with the reality that our community is not changing with us, let alone our government. While you are spending a lot of money on solar panels on your rooftop your neighbor just bought a brand new Mercedes and your government just gave the green light for the expansion of the airport. It all feels like a drop in the ocean and everything feels counterproductive.





Part 1: Observations



That's why I propose to start by saying that a better world starts with us. We should be enabled to change our communities instead of 'changing the whole world'. We need to help our neighbors, co-workers, our homeless and poor and enable our local governments to comply with sustainable goals. Don't expect the world to change. Demand your world does. It seems a lot more manageable if we don't have to find one-system-that-fits-all but can enable every community to become caretakers of their own place in nature. We should stop sending the message that our global problems can only be solved if we all would work together on a global level. We can change morality by changing the message. It feels a lot more doable to create a human civilization that exists out of thousands of culturally diverse communities taking care of their own footprint on this planet, in their own way, with their own strengths





Let's go back to our human nature

Going local also means that we get closer to our human nature. It's a scientifically accepted idea that humans are, by nature, social animals that always have relied on dynamic communities and groups for survival. In groups, humans are more effective, creative and better at survival. With this evolutionary awareness in mind, it's astounding to realize that currently almost all computer and media systems (and most certainly the most used ones) are designed to provide information and functionality to the individual and not to groups of people who need to live and work together.

The blueprint (in part 3) I designed is a project that appeals to the social, community-driven species we are. It's a new information system that is designed to provide information and functionality to groups of individuals that need to work or act together in the physical world. As you will see, this blueprint follows the line the IPBBES scientists are drawing. However, this simple idea also complies with the work of legendary computer pioneer Douglas Engelbart (1925-2013). His research on Collective IQ and Dynamic Knowledge Repositories form the foundation of this blueprint.





Douglas Engelbart and his ideas about Collective IQ

Last ten years I conducted my research and development efforts in the direction of local network technologies that could operate decentralized, independently from the internet and connect people with their immediate physical environment instead of the whole wide world. I always followed my intuition that the future was going to be local. I am convinced our technologies have to be as well. Therefore, I focused my work on smartphone applications that support human interactions in the local world. That path led to Onlive, a research project into a social information network for groups of people in the real world. On my path, I found my mentor in spirit when I read about the work of computer pioneer Douglas Engelbart.

He was most famous as the inventor of the computer mouse, hypertext, early computer graphics and gave 'the mother of all demo's' in 1968. He is recognized as one of the founding fathers of the personal computer and the internet. Still, no matter how important, these accomplishments were not his legacy. These were just side projects for him. The life quest he undertook, started in the early '60s and lasted until his death in 2013.





It was about something bigger, braver and bolder than any invention or idea he ever had. His visions on how computer technologies should help the development of the collective human intellect were comprehensive, accurate and, in light of today's socio-techno problems about security, privacy, the trustworthiness of content, he seems to have been a prophet to who we did not listen (enough). Also, it seems we listened too much to those other two prophets, Bill Gates and Steve Jobs who were commercially savvier and designed the computer to the needs of the individual and not the group.

Engelbart occupied himself with 'boosting mankind's capability for coping with complex, urgent problems'. As one of the early birds in the world of personal computing, he advocated that computer technologies should always have that goal in mind: to increase the intellect of the group, not of the individual. His thorough research on 'collective IQ' is a great roadmap if we have to transform our society to a local orientated one.

"Whether developing a new product or service, researching a topic of interest, seeking a cure for cancer, or improving conditions in underserved communities, a group's Collective IQ is a key determinant of how effectively it will respond to the challenges presented. More specifically, regardless of the end goals, it comes down to how quickly and intelligently the group can identify needs and opportunities, develop and deploy solutions, and incorporate lessons learned, while continuously iterating and adapting to changing conditions until the goals are met" - (Douglas Engelbart Institute, about Collective IQ).

Engelbart believed in the power of the well-connected group instead of the well-connected individual. He thought designing technologies for groups would help us evolve and develop skills to cope with the complex problems our highly advanced civilization presents us.



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What the Internet became

I too firmly believe that our current technologies are not helping us to evolve into the human beings we need to be. It's this sense of urgency that drives me: the sense that we are losing grip on the world around us, just at the moment when we need to strengthen our grip.

The most important factor in this disorientation is the accelerating internet. The amount of content added every minute to the world wide web is staggering. On average in one minute 72 hours of video are being uploaded to youtube, 347 new blogs are being posted on WordPress, 41000 pictures are being uploaded to Facebook, 278000 tweets being made and 571 new websites are being launched. In one minute! Information and knowledge are omnipresent but getting intertwined with the never-ending stream of user-generated content. Everybody is a journalist, everybody is a director, everybody is a researcher.

Last 15 years it was precisely about that: making information available. Google led the mission by inventing the smartest search algorithm and Facebook was best at sharing all that information with your friends online. Spotify and Youtube are doing it with music and video. Meanwhile, all kinds of content creation tools became available to enable users to remix all that information into engaging and exciting pieces of content. People have never been more empowered to create than now. From photo editing and sharing platforms such as Instagram to lip-sync video apps that allow users to create fun videos. Combined with the high-speed internet on mobile devices we've built a massive jungle of available information and content. And it's always out there for us to tap into, with our fingertips, wherever we are. It was about availability and we succeeded.



Part 1: Observations



The problem is that the internet is mankind's greatest invention as long as it's a tool in the hands of the people. It's our worst invention once it becomes a tool for corporations and politics to drive their agenda's into people's hearts and beliefs. Sadly, we are all witnesses of the latter.

We watched the internet become infected with the capitalistic flow and saw idealistic start-up companies become the same kind of corporate organizations that are committing the same kind of crimes their analog equivalents had been making for decades. The biggest sign on the wall: the Russian government and corporations using the internet to interfere in elections of other countries and effectively destabilize the world's biggest democracies (Mueller Report). The established and cultivated corporate power uses mankind's greatest invention to cause confusion and distraction to prevent societies from effectively transform their economies and social structures. The question is: why are we, the connected and informed people, letting this happen?

Of course, there is not one answer to that question. A lot of factors are at play here. One crucial one, the one I decided to focus on, is our smartphone.



Microsoft

facebook



amazon

Alphabet



Smartphones: harvesting data for companies to make us buy more stuff

It's just about 12 years ago that Apple and Google launched the smartphone into our world. They successfully designed a software system for combining the power of the internet with the power of the cell phone. Never in history, a technology became so fast, so deeply rooted in society. Now we are paying (and playing) with our phones as if we never did it differently.

It's safe to say the smartphone changed our societies in a lot of ways. It made our lives more convenient and more entertaining (never a dull moment anymore!) It's also safe to say that the smartphone changed our social lives and has an influence on our mental and physical health. There are not many aspects in our lives that aren't touched by that one device. A device that we bring everywhere to be connected with everything, all the time.





As researchers, developers, engineers, and designers, it's our job to be critical about the role of a device that has so much impact on different levels in our society. Mostly because we can not just blindly follow the trajectory of a few giant commercial tech corporations. Their motives are clear. The ideological goal of the tech giants is something in the line with 'having your digital life in your pocket' and 'always have access to all the information and functionality you need'. The actual goal, of course, was to make as much money as possible no matter what costs. There was a new market to conquer and they foresaw that those who dominate this new market will be the leaders of the brand new information society.

The systems they came up with, IOS and Android, are basically the same systems in a different skin and some minor usability differences. Most importantly they both are based on the premise that users need to install applications made by third parties. These applications are mostly free and generate a lot of data about the one who is using them. Data which is sold to advertisers.

Since data harvesting and selling is the main business model, most applications are designed to be used as much as possible. Most software developers and user experience designers are constantly busy with one thing: to make users use their application as much as possible. They are busy capitalizing on the data from the users.

I believe there is a much higher potential to be capitalized on: the capitalization of human intellect. The smartphone can become a tool for intellectual progress for everyone on this planet. The smartphone is an enabling and supportive technology. If used correctly, it can enable societies to make the transition they all need to make.



Be angry but have a plan

It has to start with anger. Anger because of the reality of our time. A reality that we are not heading in the right direction, or at least; we are going too slow, with too much hesitation and distraction, towards the only goal we should have: keeping this planet habitable for all living.

Be angry that in 2019 we are still starting wars over religious conflicts, political games and the production of fossil fuels. Be angry that our society is more than ever taken hostage by a corrupted oligopolistic system that runs the economy and puts wrong leaders at the right places and dangerous ideologies in people's hearts. Be angry that we still work for an economy that we know is destroying our nature and culture. Be angry that we still think about borders and walls and talk about countries and races while we know our extinction level threats won't stop at our borders or at the color of our skin.

Moreover, be outraged that we have the knowledge, talent, intellect, and technology to actually change all this, but we are not being enabled by our governments and leaders to contribute, to work, to be part of a solution.

Demanding change is not enough anymore. Protesting for change is not enough. We have to create change. We have to take that responsibility and create a new system for ourselves. A system that is resistant, robust and we can trust because it can't be owned by anybody else but all people creating and protecting the system. In other words: we have to forge a new tool.



The central thesis of this essay is that we can make people want less stuff by enabling them to give more. Although I'm convinced that our smartphone, as the main information tool for billions of people on this planet, is a key factor in our ability to face this challenge, I also know that it's not going to be just another operating system, platform or app that is going to make a difference. If that would be the case I would have complete faith that Google or Apple (or any other tech giant) will figure it out for us. The thing is, I believe it's not only about the technology itself. I believe it will be about how we create, own and govern our technologies. This insight is connected to the natural subquestion to the central thesis:

How do we enable people to give more so they want less stuff?

In this essay we saw the answer has to lie in a solution that enables us to change our communities from within and has to result in a technology that has the goal to empower people to get smarter as a group. It has to enable people to think global but act local, to take back power and be responsible for our own ways and means to force the change we all know we have to make. We do not have to wait on anything or anybody. We can do it ourselves.



The next part of this proposal is my hypothesis. Here I propose a solution and i'll set up an experiment that gives us a shot to prove it's a solution. I want to prove that we can enable people to give more by creating, owning and governing our own technologies.

We are going to create a grassroots information system that is truly BY and FOR the people. Everybody OWNS, WORKS and GOVERNS. The goal is to create a system that truly serves the people in the best way possible: to help us solve complex problems together, from within our own communities, just where Douglas Engelbart, our scientists and our children are pointing us.



SMARTUP ZERO

a blueprint for disruption



Part 2: Hypothesis We Need to Smartup

A proposal as a solution to the defined problems in part 1.

In this case a description of a new type of organization that can overcome the defined problems. This is the guide that describes the Smartup Zero experiment and covers the details on how we can start building, owning and governing our own technologies.



By Robbert Schep

RS New Media Concepts BV

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Part 2: Hypothesis

We need to Smartup!

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Introduction

I'm introducing a completely new type of company that redefines how ideas are turned into marketable products and services that the world is in need of AND our nature can sustain. Also, it transforms how people perform labor and earn value by making them love what they do, because it matters to themselves, the people around them and the planet they love. A Smartup is a company for a world where we all get a chance to be part of a solution. It's creating and maintaining sustainable solutions that help us fight to protect our planet. Smartup Zero is the world's first Smartup and lays the groundwork for many more Smartups to come.

Smartup Definition

In a Smartup we can own, create and govern our technologies and operate completely autonomously, independently and be self-sustained. It creates and exploits, like any other company, a product or service, while providing jobs for people. However, a Smartup is run as a democratic society where people decide together what we make, how we make it and, above all, why we should make it.





A quick guide to Smartup



Goal of a Smartup:

To create, maintain and exploit a technology that helps people in their fight for the protection of our nature.

What makes a Smartup smart?



1. It's science based

It creates a solution for a problem our scientific community proves to be a problem for the health of our nature.



2. It's collective IQ driven

The solution is created and sustained in an environment where groups of people are using their collective IQ (combined IQ) to create the solutions



3. It's a Democracy!

A Smartup is like a society. People own, create and govern the technology together. The people of a Smartup can work, vote and perform oversight.

THE 3 PILLARS

Collective
Ownership



Collective
Craftmanship



Collective
Governance





Part 2: Hypothesis



How does it work?



Ideation

You have an idea for a solution and spend time and effort on research and presentation. You make your case in an Official Startup Business Plan (for Validation) (OSBP).

"PART 3 is my OSBP"



1. Validation

- A. You are presenting your case on a crowdfunding website and raise money by selling co-ownership in the Startup.
- B. Your co-owners get organized in teams to show that they are ready to build and govern the solution together.

"THIS IS WHAT WE ARE DOING RIGHT NOW!"



2. Design

You are designing the solution through a structured process of creative, democratic and scientific deliberation among co-owners.



3. Production

You are developing the solution through a structured process of creative, democratic and scientific deliberation.



4. Organization

You launch the solution through a structured process of marketing, democratic and scientific deliberation



Exploitation

An executive team is democratically chosen to run the Startup once it hits the market. The Startup community functions as shareholders community and pool of talent for new employees.



How do you participate?



1. **Make an effort** to understand the Official Smartup Business Plan (for Validation) (PART 3)

2. **Decide if you :**

- Are not interested
- Just want to back the project but don't become an owner
- Become a Smartup owner, if yes then go to the crowdfunding webpage at Indigogo and buy one of the two licenses:



A Work license gives you ownership, governing and work rights. This means you can track progress, vote and perform oversight. You are also part of a team in the Workplace (e.g. Business team) and can earn money by getting assigned to tasks.



A watch license gives you ownership and governing rights. This means you will be able to track progress, vote on important decisions and perform oversight over the Smartup workplace. You do not have the right to work.



3. **Be a good Smartup owner**, have fun, be fair, and help this technology become the best version of itself.

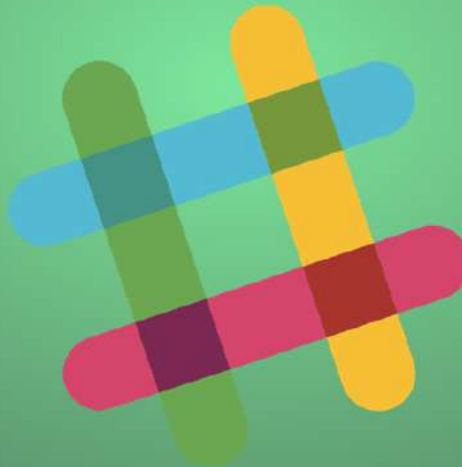
The money being raised through the crowdfunding campaigns is available for the Smartup workplace and will get allocated to the different Smartup teams.



Part 2: Hypothesis



In practice, a Smartup makes use of existing collaboration tools such as Google Drive, Gitlab and Trello. In the center of it all is the Slack Smartup Environment. It's the central communication hub where we can Own, Create and Govern.



There is a lot more to understand how a Smartup operates. To find out about the organizational structures, the rules and other details I urge you to continue reading behind this Quick Guide. If you become part of a Smartup you should also understand how this organisation actually gets work done.



Code of Conduct



OBJECTIVE

The **Code of Conduct & Friendly Space Policy (CoCFSPP)** aims at ensuring friendly interaction and a non-discriminatory environment for all participants and actors in the events conducted by CIS-A2K.

Values we hold:

Create a friendly and welcoming environment for all. This includes participants of all races, genders, **sexual orientation**, religions, nationalities, **experience**, social and economic class, castes, political standpoints, sizes, and mental/physical ability

Show open-mindedness and respect in collaboration. Our work and knowledge are open to all to make Wikipedias/ Wikimedia projects better. Remember that people can and will build on your work and vice versa. When providing (and receiving) advice or criticism, be constructive, open-minded, and stay respectful. Conduct **intellectual debates** rather than personal attacks.

DIVERSITY STATEMENT

We seek to treat everyone as fairly and equally as possible. If someone has been harmed or offended, it is our responsibility to listen carefully and respectfully, and do our best to right the wrong.

Although this list cannot be exhaustive, we explicitly honor diversity in age, gender, gender identity or expression, culture, ethnicity, language, national origin, political beliefs, profession, race, religion, sexual orientation, socioeconomic status, and technical ability. We will not tolerate discrimination based on any of the protected characteristics above, including participants with disabilities.

Remain professional, considerate, and stay sensitive. While it is very important to establish personal relationships with other members, let us not forget the professional attitude we ought to maintain in the community. Inappropriate and insensitive actions or words can harm other members and essentially us as a whole community.

Embrace diversity; understand disagreement. We all come from a different background and hold different beliefs. Disagreement can be inevitable sometimes in our casual and professional interactions. Keep in mind that the **diversity** of our community is an asset instead of a drawback. Be willing to listen and understand each other's viewpoints.

Show acceptance and patience. We all make **mistakes** and blaming each other doesn't get us anywhere. Instead, focus on helping to resolve issues and learning from mistakes.

DO'S



Be kind and polite.
Assume **good faith** in each other.



Be patient and welcoming.



Embrace and appreciate the diversity and differences among each other.



Be careful and sensitive to your actions and words.



Be a good listener.



When disagreement or conflicts occur, discuss and resolve it in an open, civil, and respectful manner. Consult event organizers if needed.



Obtain participants' consent when taking pictures, videos, or posting anything on your social media.



Respect the speakers and raise questions without interrupting the flows of the program.



Express discomfort if you find yourself in an uncomfortable environment or conversation.



Point out or report **harassment, discrimination, or personal attack** when it happens.



Forgive and forget.

DON'TS



Commit **harassment** or discrimination in any forms (see Definition).



Directly or indirectly attack or maliciously criticize one's identity, appearance, beliefs, opinions, or behavior.



Talk over another member in a group conversation or deliberately ignoring their questions. (Let everyone have the chance to talk)



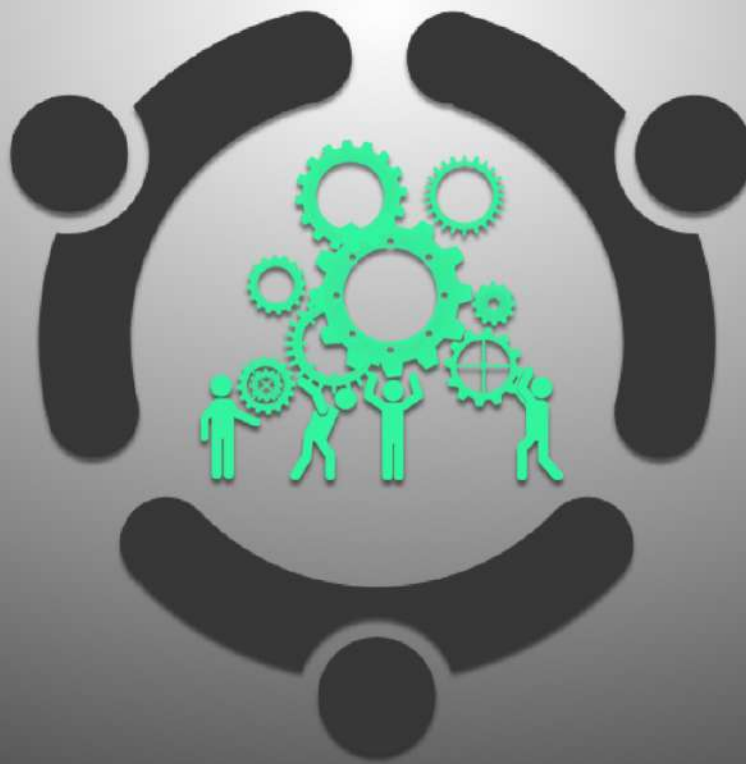
Waste resources, be it food, electricity, paper, etc.



Force members to participate in activities or conversation they do not wish to join or continue.

We need to Smartup

Covering a detailed analyses of the hypothesis and the set up for the experiment to prove the hypothesis





Technologies BY and FOR the people

A Smartup is about democratizing innovations and their organizations that maintain and exploit them. All to enhance our chances to create and govern the right technologies that we need in our fight against the existential threats that climate change and biodiversity decline comprehend. It's about no more distraction and limiting conventions. All bets are off. We need to get to work.

Compared to a 'traditional' startup company, there are three distinct basic elements that are the building blocks of a Smartup

1. **Collective Ownership:** the practice of spreading out ownership equally among people that are part of the Smartup, enforced by the Book of Owners
2. **Collective Craftsmanship:** the practice of spreading out the possibility to work among all people that are part of the Smartup, enforced by the Smartup Workplace
3. **Collective Governance:** the practice of spreading out governance among all people that are part of the Smartup, enforced by the General Forum





Collective Ownership



We are used to the idea that technology is owned by founders and shareholders. Usually, the amount of ownership is based on the amount of financial risk the founders and shareholders took in the early days of the company. A Smartup has a completely different approach to ownership. It spreads out ownership equally among the people who are building and governing the idea together. Ownership is given to those who want to contribute to the idea, not to those who want to invest in it. In doing so, it completely changes the nature of ownership. It becomes less about profits and more about responsibility.

In a Smartup all members are equal in ownership. This number is based on the number of people being part of the Smartup. If there are 100 members, everybody owns 1%, no matter how much money or work they invested. Ownership is recorded in the Book of Owner: a (read-only) document that can be accessed by all owners. It's like the phonebook of your Smartup. You can become an owner by buying a licence on a crowdfunding website. Later more about this.



Being an owner of a Smartup is not about who created the idea or had the money to invest, it's about who is willing to own and grow an idea into the best version it can become. The more people step up to that plate, the healthier your Smartup becomes, the better the product or service it produces and the higher the profits that return from the market will be. In a lot of ways, being the owner of a Smartup is more being like being a citizen of a new country than a shareholder of a new company. You are expected to contribute in the creation of the country. You've got all kinds of rights and at least one obligation: to be responsible for what the Smartup is creating. With your rights you can perform that responsibility. You've got the right to vote, supervise and work but are also obliged to offer your best and participate in good faith and with good intention if you want to keep those rights. To show your good faith and good intention as an owner, you can get busy with two processes in a Smartup: to work or to govern (ideally you do both).

The book of Owners

Smartup ownership is documented in The Book of Owners. The Book of Owners is a document (in the Smartup Zero experiment this is a read-only Google Spreadsheet) where all owners are registered. How people can become owners you can read in the subchapter 'Smartup Zero: the experiment'.





Collective Craftsmanship



A **Smartup** is a company where people need to work on a product or service. The goal of a **Smartup** is to create, maintain and exploit a solution that helps people in their fight for the protection of our nature. There is a lot of work that needs to be done. The organizational structure is designed to stimulate owners to become workers. One key element to enforce that is the very simple and clear rule that the only way to earn money in a **Smartup** is to become a member of the workplace. If you are a member of the workplace you can make efforts to solve tasks. You are paid when you are working on tasks. How this all works is clarified in the chapter 'Anatomy of a **Smartup**'. To fund this method of collective craftsmanship all money being raised in the crowdfunding rounds is immediately available for the workplace to perform all the crucial work that needs to be done to become that marketable and sustainable product that the world needs and wants. How the workplace is organized you can find out in the following chapters. For now, it's important to understand that **Collective craftsmanship** means that you are always working in groups and all groups together are responsible for the result.

Smartup Workplace

Working for a **Smartup** happens in the **Workplace**. Depending on the kind of service or product the **Smartup** is creating, you can subscribe, based on your own talent, skills and willfulness, to a **Smartup** team within the **Workplace**. When you are part of the team you can contribute to specific discussions and apply for roles inside your team. How this works exactly you can read in the subchapters that follow.



Collective Governance



All have the right and obligation to govern. Governance in a Smartup translates best to being a caretaker. It appeals to the responsibility you have as a Smartup owner. As you will find out in detail in the chapter 'The Metabolism of a Smartup', it takes place throughout all layers of a Smartup organization and is done in all kinds of gradations on all kinds of levels. However, the main place where governing takes place is the General Forum (GF). The main function of the General Forum is to perform oversight over the workplace (where workers work) and enable owners to deliberate on key issues that arise from the workplace. Those are the two basic principles through which we govern: deliberation and oversight. Deliberation is a process of informed discussions leading to decision making, often through voting. Where the workplace is the heart of our collective craftsmanship, the General Forum is the heart of our collective ownership and governance. To be able to deliberate and perform oversight, you need to be informed, engaged and critical on what the workforce is producing and how they are performing.

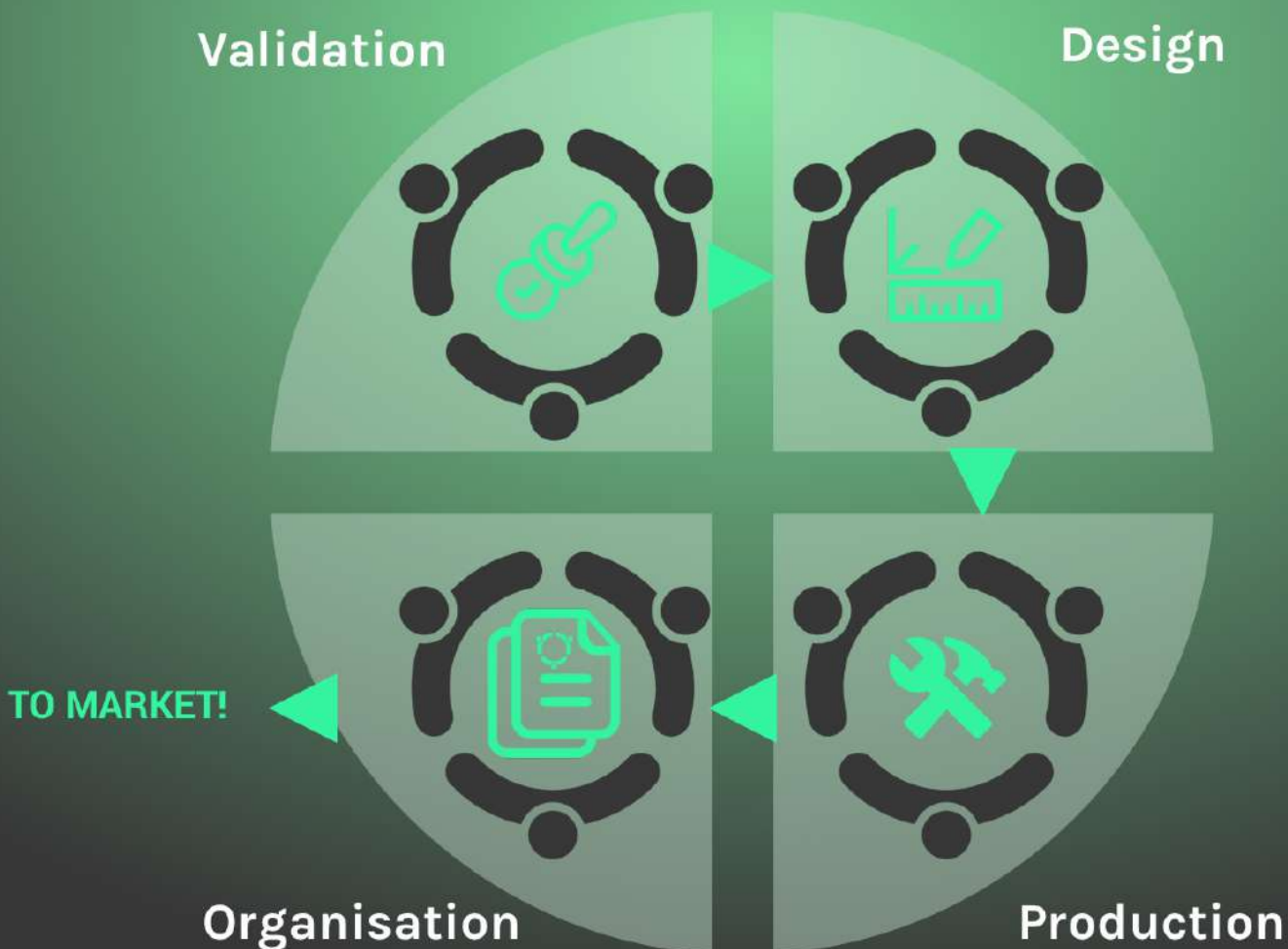
General Forum

The General Forum (GF) is the lifeline of your Smartup. It's the public square where ALL owners exercise their ownership rights and obligations. It's the only group where ALL smartup members are together. It's the area where discussion, suggestions, criticism, voting, and organization takes place through the process of deliberation. It's basically the public space for all members to oversee what is happening in the Workspace and talk about it. It's also the place where you can measure the viability of your community, one of the parameters that can indicate the health of a Smartup. A Smartup thrives on the level of people's willingness to commit to the responsibilities that come with being an owner of a Smartup.



The 4 phases of creation (4poc)

A Startup lives and dies by the grace of its community. Like any other startup, it starts with an idea that has a certain shape. Most often a visualization and theorization of why and what the idea comprehends. This is the Official Startup Business Plan (OSBP). It can be as simple as a powerpoint presentation or a one-pager and can be as evolved as a prototype or Proof of Concept. The product will be ready to market if it successfully goes through the 4 phases of creation. The phases are Validation, Design, Production, and Organisation. Every layer has clear deliverables and thresholds that enable the next layer. The final 'Go' to go to the next layer always takes place with a vote in the General Forum. There has to be a majority that approves the 'Go'.





Phase 1: Validation

The first, most crucial step towards realization is validation. This means you, in the role of an entrepreneur, are proving that there is enough potential traction among people by creating a vibrant and organized community around your solution. You need to reach a financial threshold and accomplish specific deliverables to reach the next layer of Design. In essence you need to prove that there are enough people who want your solution and are able to build your solution.

The validation phase is the most important phase because the active and organized community is going to be the foundation of your Startup. Basically, you are asking the world: "hey world, do you think the world needs this? Yes? Oke, let's get organized and ready to make it so! Are we organized? Oke, let's design it!"

The thresholds to continue to the Design Phase:

☐

Financial Target reached?

☐

The Official Startup Business plan, Design ready?

☐

Formation of the Project Leaders Team ?

☐

Majority vote to continue to the design phase?



Financial Target

Basically a Smartup is using crowdfunding as a method of financing its own crowdsourcing activities. During the four phases of creation the Smartup is constantly crowdfunding. Each phase has its own 'budget target' and campaign strategy.

A Smartup ALWAYS starts with a crowdfunding campaign for the validation of the OSBP (Validation Ready). If the Validation phase is completed and all the thresholds are reached, the crowdfunding campaign for the Design phase starts.





The Official Smartup Business Plan (OSBP)

This document is the 'living and breathing' central hub where everything about the Smartup is logged and is always available to all Smartup owners. The basis for this document is provided by the entrepreneur. In essence, it's the reviewed, edited and validated business plan that the entrepreneur initially used to present his solution. In the simplest shape its a form that the entrepreneur fills in to identify some key information that is needed for a Smartup to start up. The three most important elements are:

- 1. The solution (a presentation of the product or service)**
- 2. Research material (a source list of used documentation and research)**
- 3. The organisation for validation (how and when is validation reached? What are the teams that are needed to create and govern to product or service)**

In the Validation phase each Smartup team uses the OSBP to get organized by completing an assessment approach on their specific domain. For example, the development team writes an assessment approach on the question of how the envisioned product or service could best be built. The business team writes a Strengths-Weaknesses (SWOT) assessment on how the envisioned product or service could formulate the best market strategy. In forcing teams to write an assessment together, they need to get organized. Getting each team organized through the OSBP, ultimately leads to the election of the Team Captains and the formation of the Project Leaders Team





Team Captain

During the Validation Phase every team chooses it's captain. The captain has a lot of authority and responsibilities and is, after the Validation phase, the only person in the team that gets a fixed payout per month. This amount is set at the final stage of the Validation phase when it's clear how much money is needed for the design phase. The main job of the captain is to make sure the team is effective, organised and keeps deadlines. The captain is also responsible for the team budget and delegation of the work among the team. The team itself keeps the Captain in check by having the power to question his leadership at the Project Leaders team. Every team has to choose it's Captain and the chosen one has to accept the job. In the Validation phase, they are busy organizing their own team and writing their specific assesment of The Official Smartup Business Plan.

The formation of the Project Leaders Team.

Although a Smartup is a community-driven organization, it does have a Project Leaders Team (PLT) that functions as the day-to-day operational team during the 4POC. This team, guides and stimulates the Smartup. The team is formed by all the captains of the teams plus the initial entrepreneur. They regularly align with video conferences that are live-streamed in the General Forum. They are able to make decisions and decide what is brought to the General Forum for voting. After the Validation phase, the team as a whole is responsible for the overall progress and information supply to the General Forum. After the Validation phase, they have a budget and should be able to get to work with each of their teams. In the Validation phase, their main job is to create a revised and complete version of the OSBP (Design ready). This way, the writing of the assessment approach based on the original OSBP (set up by the entrepreneur) is a key test for the community to show it's will and capabilities to work together and get organized. Plus the assessments form the main ingredient to get the OSBP validation ready. If the Project Leaders Team is incomplete, the Smartup can't go to the Design phase.

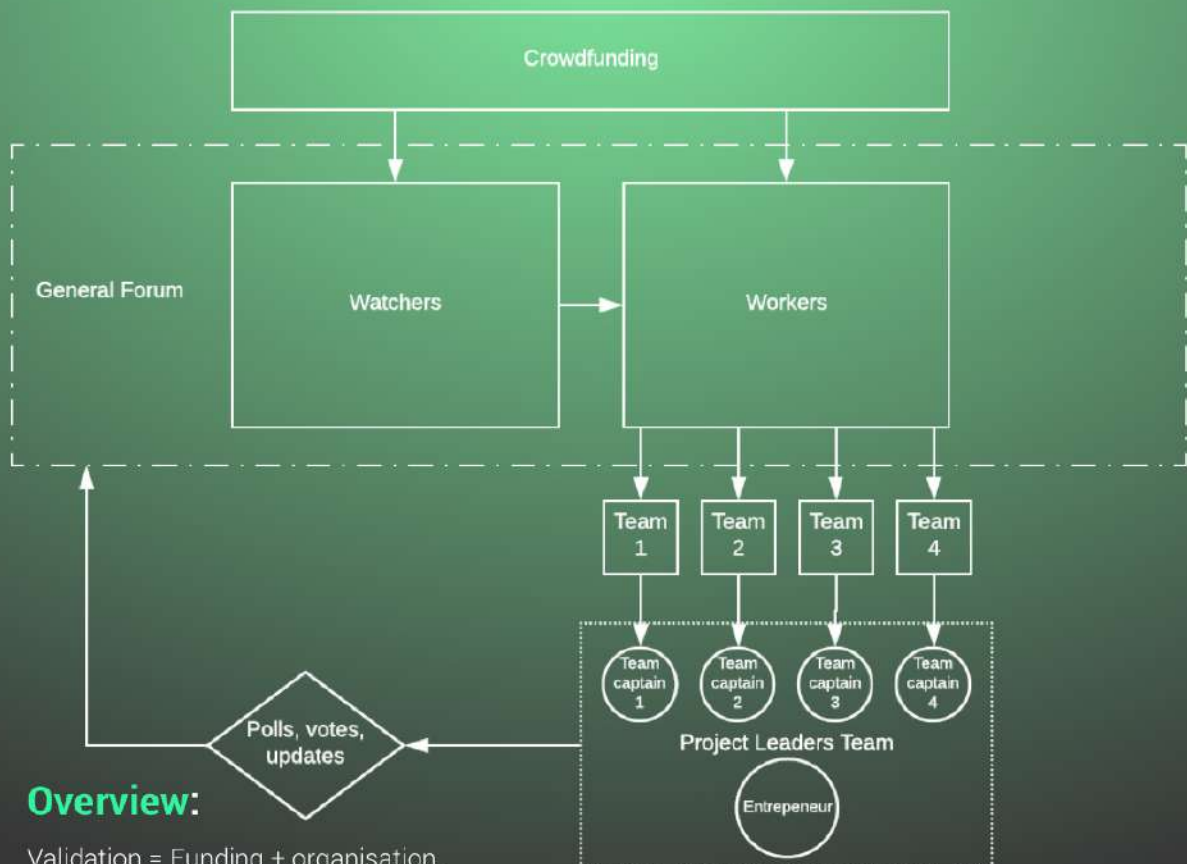


Voting

The power of a Smartup is in the hands of the people. A Smartup is a democratic institution that involves it's people in the most crucial decisions. In the General Forum the community comes together to vote and discuss on all kinds of matters concerning the process of creation. For now we start with two different types of votes.

Advisory Votes -----> initiated by Team Captains, intended to help make decisions that could not be solved within the team. These can happen during any time during the 4 Phases of Creation.

Binding Votes -----> initiated by the project team, usually intended to progress the product or service into the next stage but can be forced by the community through a petition that has raised $\frac{1}{3}$ of community backing.



Overview:

Validation = Funding + organisation.



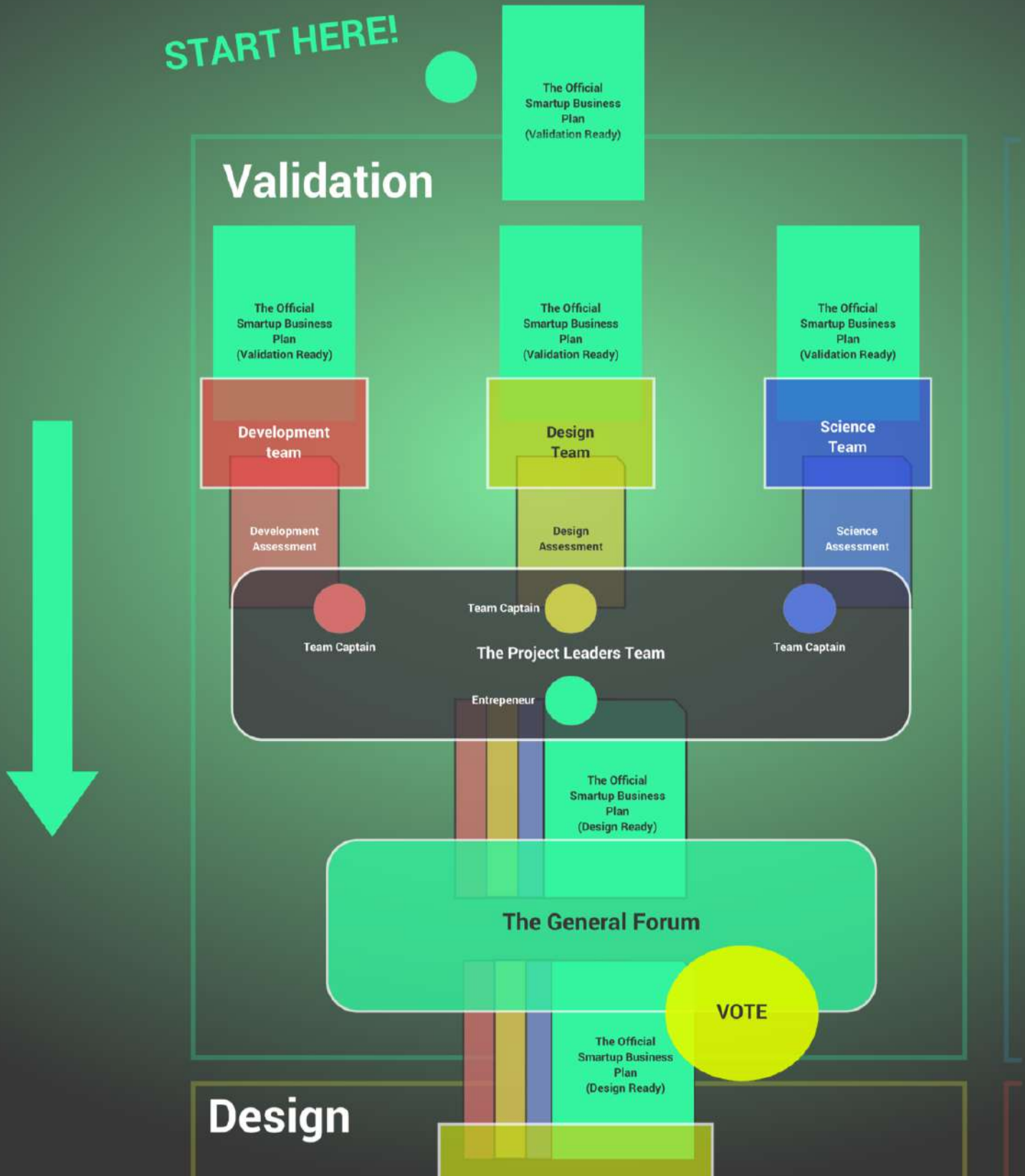
Part 2: Hypothesis



Validation Activities Overview

ENTREPRENEUR/ORGANISATION with an Idea

START HERE!





Phase 2: Design

The next layer is Design. Here you are using the Smartup to get all design aspects around your solution in order. See it as the paper prototype phase. Designers from within your community can submit concepts, blueprints, architecture and functional designs. In this phase, you are defining how you should build the envisioned product or service. In the Design phase, we answer the question: how do we build the product/service as sustainable, scalable and efficient as possible? The main deliverable of this phase is the Design Blueprint (document) that contains all the needed information for the developers in the Production phase to build a product or service. In this phase, the first scientific review is performed. This review determines whether or not the Design blueprint can go to the production phase.

The thresholds to continue to the Production Phase:

☐

Financial Target reached?

☐

The Official Smartup Business plan, Production ready (inc. Design Blueprint)?

☐

Approval in a Scientific review done by the Science Team?

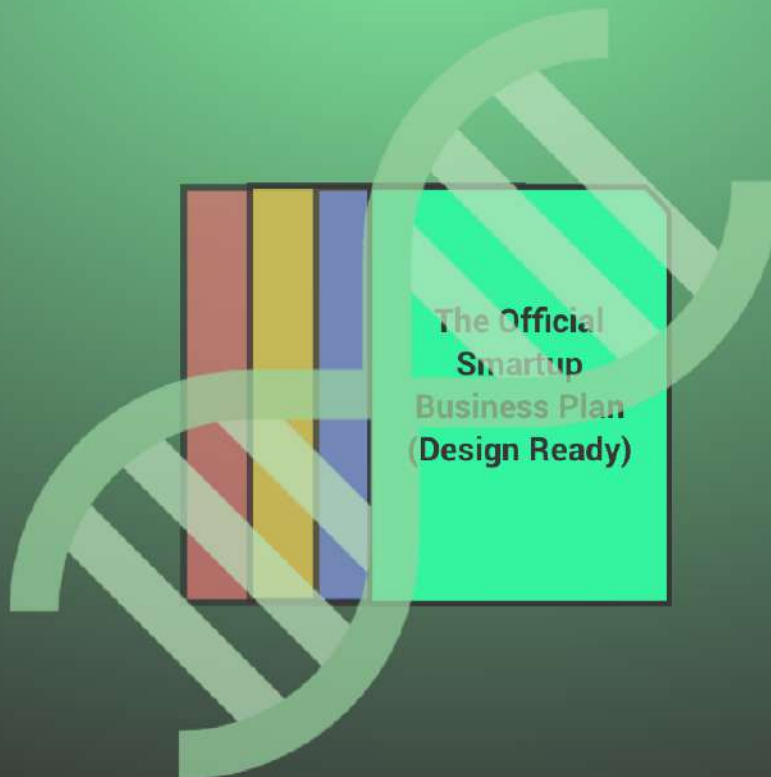
☐

Majority vote to continue to the design phase?



Science Team

Science plays a crucial role in a Smartup. Scientists should be seen as the compliance officers that check, based on peer to peer-reviewed facts and models if the product or service is created under the most sustainable and scalable conditions. The science team assists all other teams in their efforts to make the best decisions. All kinds of scientists, academics and researchers are needed. The main function of the science team is to perform the two scientific reviews. One where they check if the design complies with the best sustainable practices in their fields and the second is to check if the work of the development team complies with the market's assessment. The science team is the only team that can turn back a decision that is made through voting. For example: if the community voted that the design can be taken into production, the science team can prevent that from happening by issuing a motion for further research.

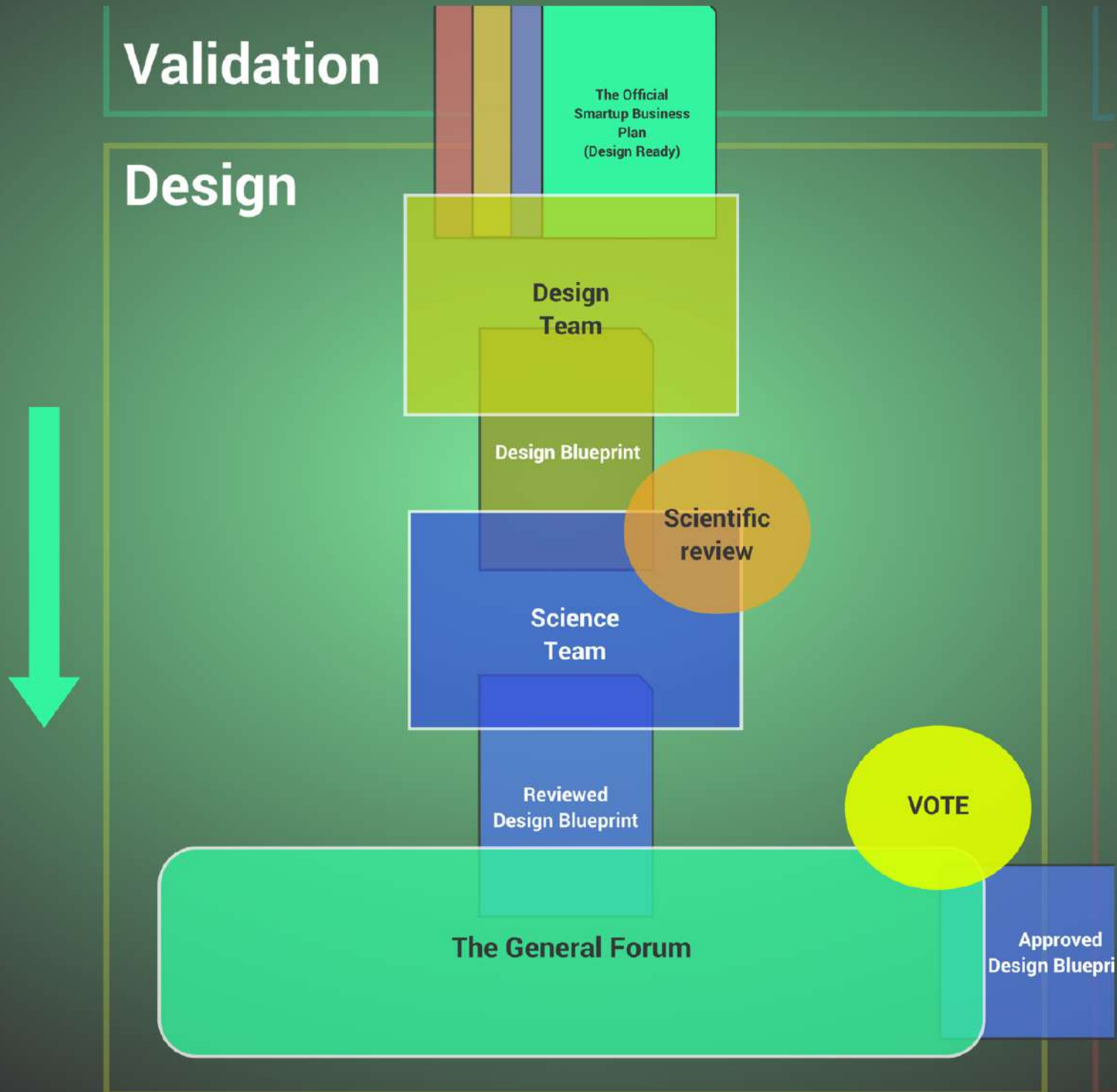




Part 2: Hypothesis



Design Activities Overview





Phase 3: Production

In the production phase, we work together to create a Minimal Viable Product (MVP). The MVP is beta tested within the community. After the beta testing, the developers work together on the realization of the 1.0 version. The 1.0 version is the main deliverable of this phase. The 1.0 version is submitted for second and last scientific review which has the final say whether the product is ready to market or not. If so, the 1.0 version and the final scientific market assessment go to the final phase.

The thresholds to continue to the Production Phase:



Financial Target reached?



The Official Startup Business plan, Organization ready (incl. 1.0 version)?



Scientific review done?



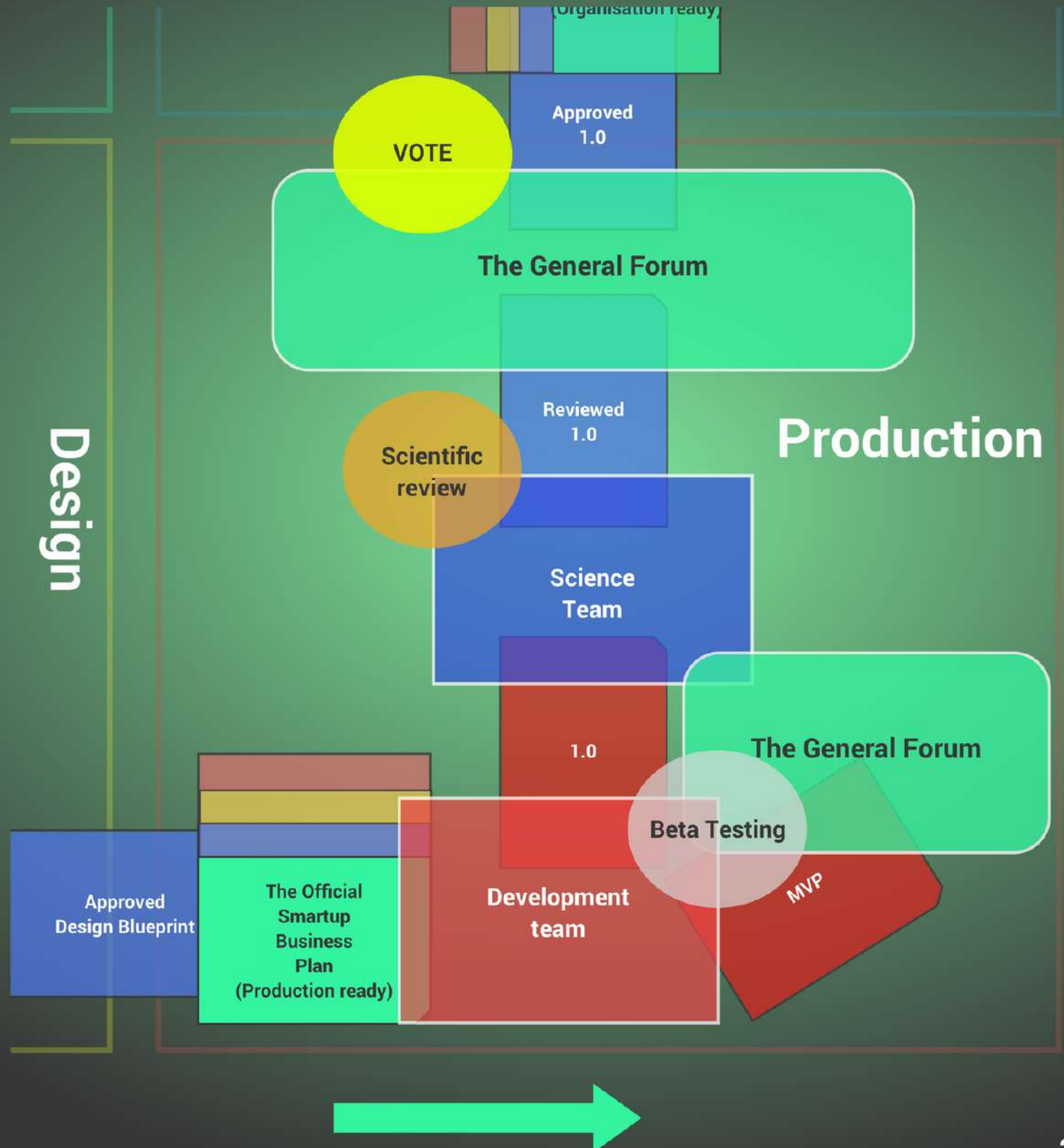
Majority vote to continue to the Organization phase?



Part 2: Hypothesis



Production Activities Overview





Phase 4: Organization

The last phase is the Organisational phase. In this phase, the organization structure around all business and marketing aspects are formed. Out of all members of the community, the Team of Executives is assembled and they are enabled and supported to get the product or service to market under the right conditions. The main deliverable of this phase is an official entity, based in a country of choice, with a solid and skilled team, a scientifically validated business proposition and a working 1.0 version that is ready to market.

The thresholds to continue to the Production Phase:

- ☐ Financial Target reached?
- ☐ The Official Startup Business plan, market ready (incl. 1.0 version)?
- ☐ Market assessment done by the business team?
- ☐ Elected team of Executives?
- ☐ Majority vote to continue to market?



Part 2: Hypothesis



Organization Activities Overview

TO MARKET!

END HERE!

Organization

VOTE

Elected
Executive
team

The Official
Startup
Business
Plan
(Market ready)

VOTE

The General Forum

The Official
Startup
Business
Plan
(Market ready)

Business
Team

Final Market
Assessment

The Official
Startup
Business
Plan
(Organisation ready)

Approved
1.0

Production

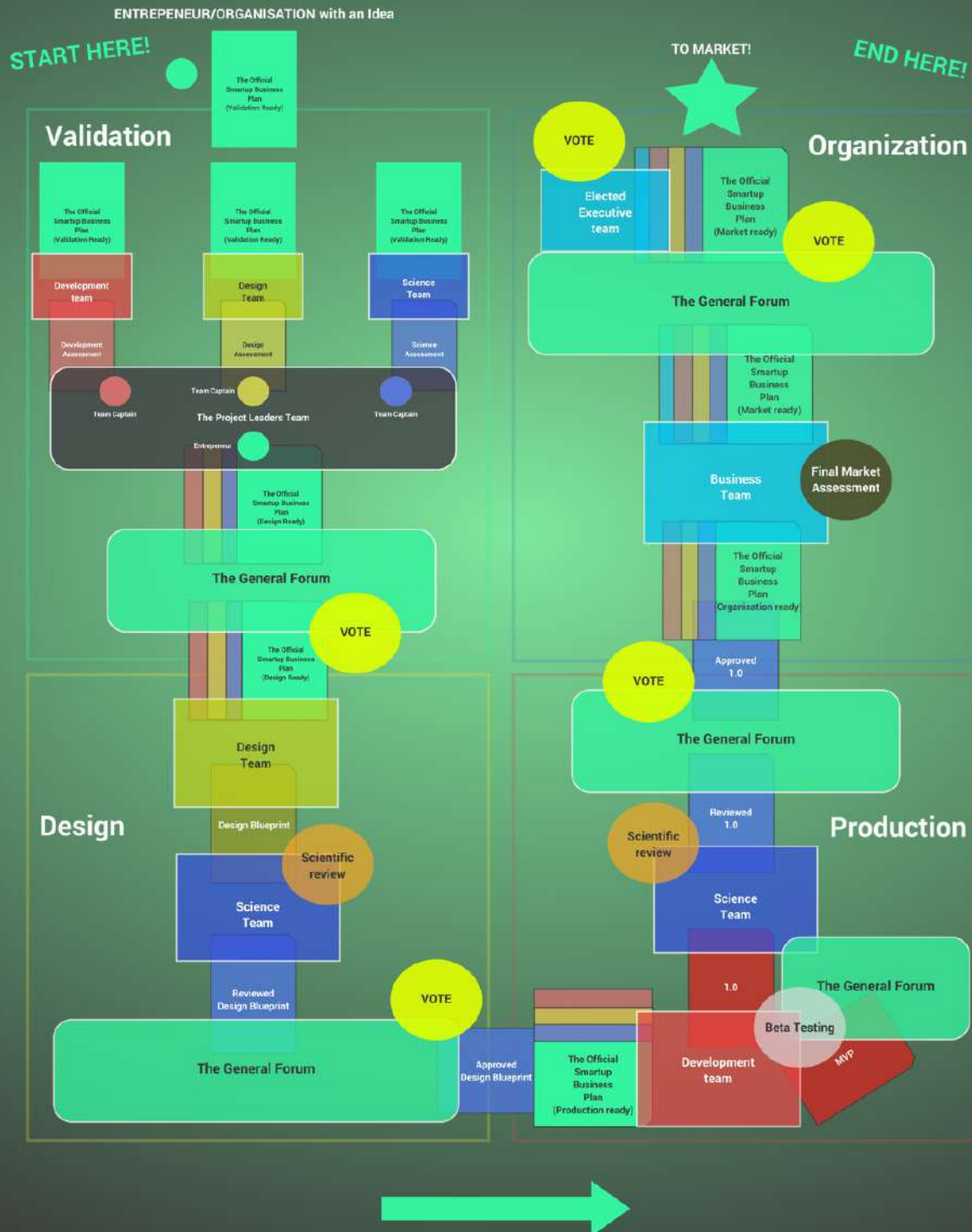


Part 2: Hypothesis



THE FOUR PHASES OF CREATION

Main activities





The Smartup Organism

These are all nice ideas but how do you ensure productivity? After all, a Smartup is a company that needs to produce relevant technologies for our battle to protect our planet. If nobody is the owner or CEO, who makes the decisions and how do people work in general? In other words: how does a Smartup organize itself to go through these four layers of creation? To answer that question, we need to understand what type of organism a Smartup is, first.

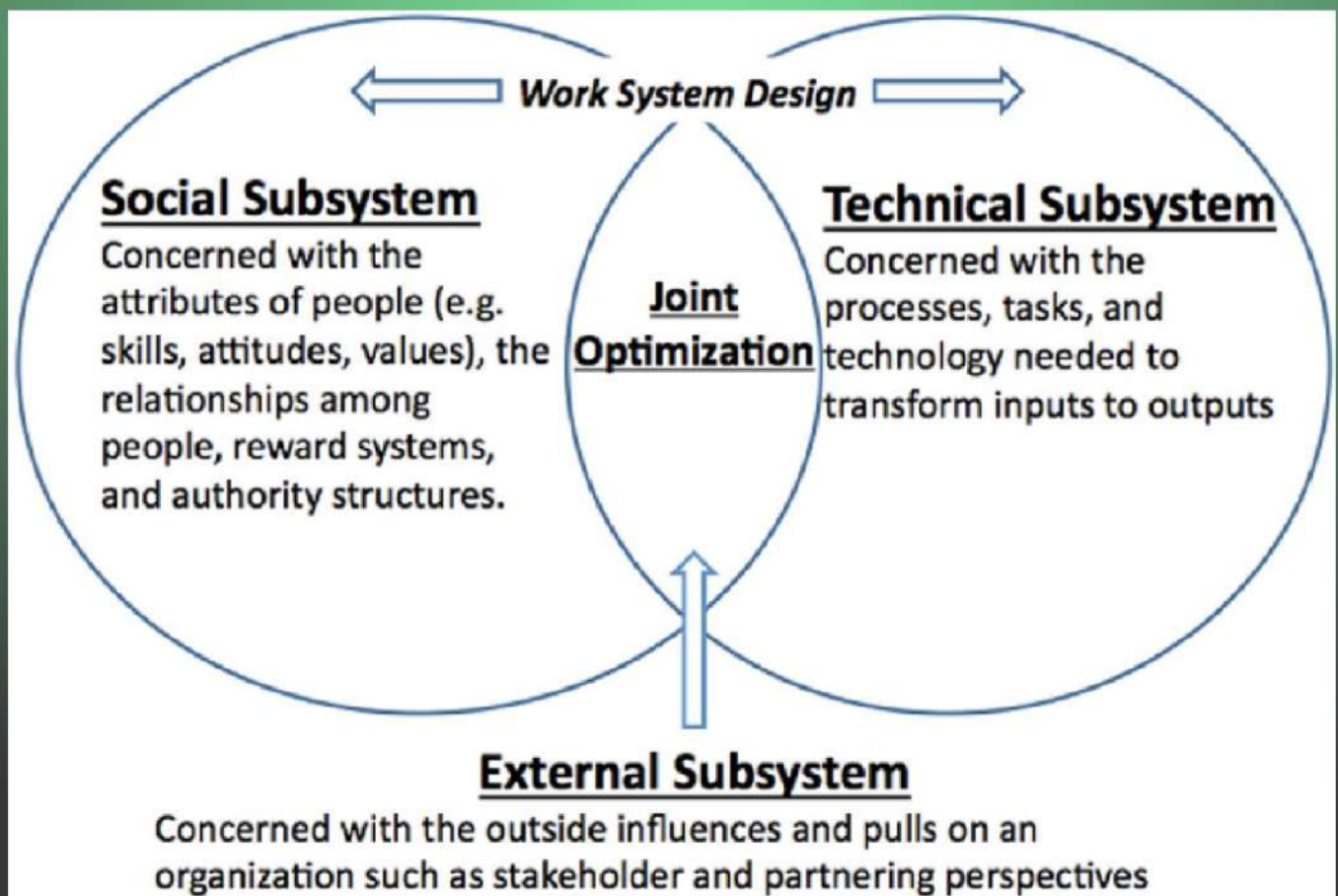




Sociotechnical systems

A Smartup is a sociotechnical system. Most simply, this means it's a system that drives and needs social behavior through the use of different technologies.

"Sociotechnical systems (STS) in organizational development is an approach to complex organizational work design that recognizes the interaction between people and technology in workplaces. Sociotechnical theory therefore is about joint optimization, with a shared emphasis on achievement of both excellence in technical performance and quality in people's work lives. Sociotechnical theory, proposes a number of different ways of achieving joint optimisation. They are usually based on designing different kinds of organisation, ones in which the relationships between socio and technical elements lead to the emergence of productivity and wellbeing" (wikipedia)





Part 2: Hypothesis



STSs can also be seen as the latest step in computing technologies and cause designers and developers to take into account the goals of a community, not just the individual.

"Computing began at the mechanical level (hardware devices), evolved an information level (devices + software), then acquired a human level (IT + human-computer interaction), and finally a community level (STSs). A community works through people using technology, as people work through software using hardware. Consequently, social requirements are now an important part of computing design" (The Interaction Design Foundation)

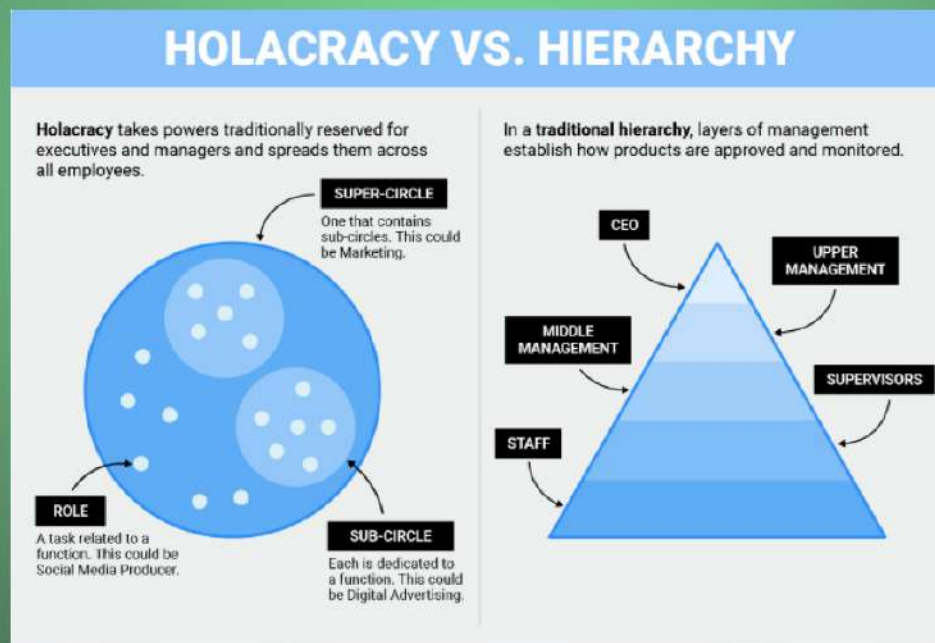
Seeing a Smartup as a STS let me to design an organizational structure that allows us to own, create and govern our technologies.



The Startup Anatomy

If you slice the Startup organism open horizontally, you would see the anatomy of holacracy. In the most general way, this means that the hierarchy is completely different than in most organizations. .

'Holacracy® is a new way of structuring and running your organization that replaces the conventional management hierarchy. Instead of operating top-down, power is distributed throughout the organization, giving individuals and teams more freedom to self-manage, while staying aligned to the organization's purpose' (holocracy.org)

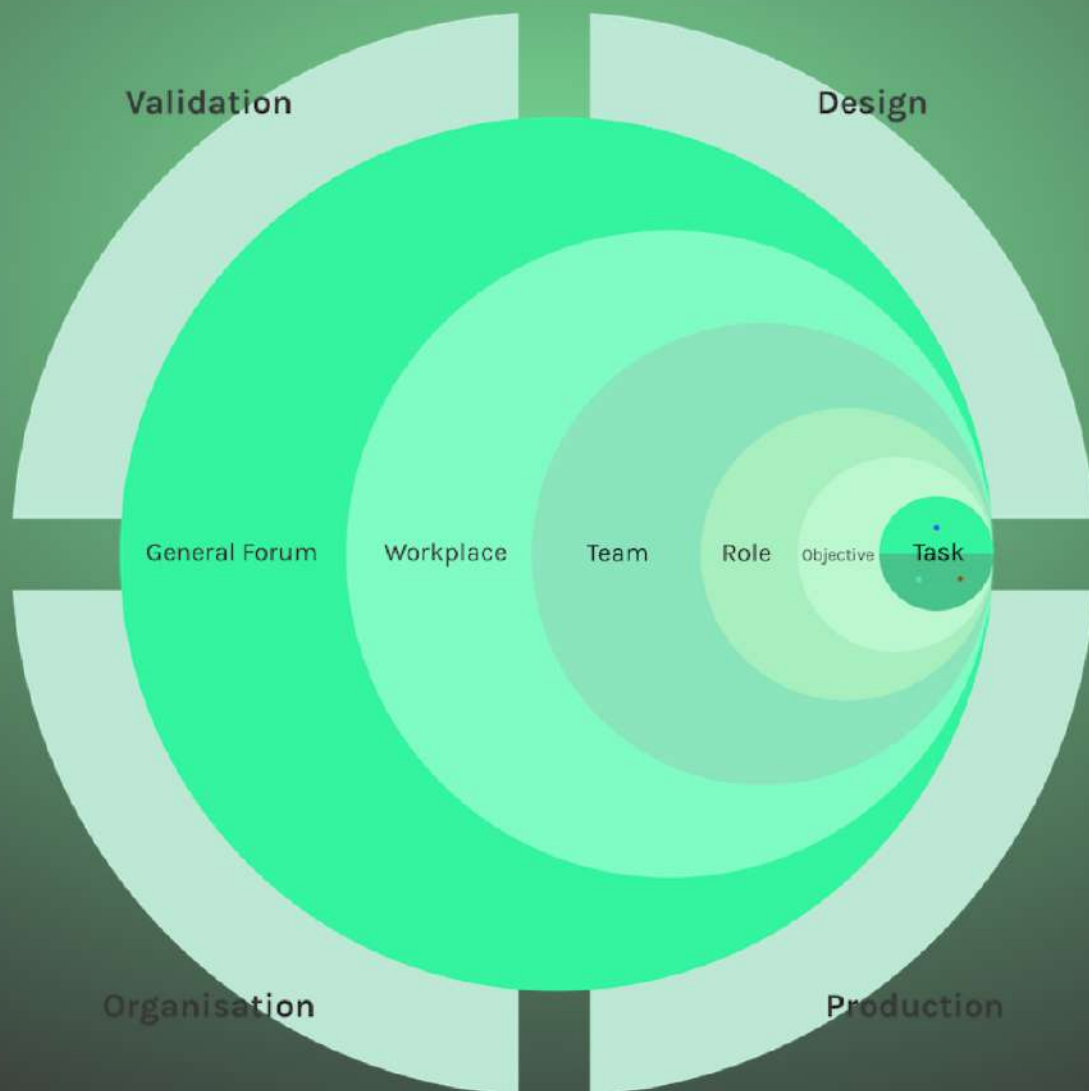


A Startup has the same anatomy. Only we perceive the circles as groups. There are six groups that each has one or more subgroups. These are the Six Groups of Productivity. As a true matryoshka doll, each group depends on its bigger sister and all sisters belong to their mother. In the case of a Startup: the General Forum, the democratic heartbeat of your Startup.



The six groups of productivity (6GOP)

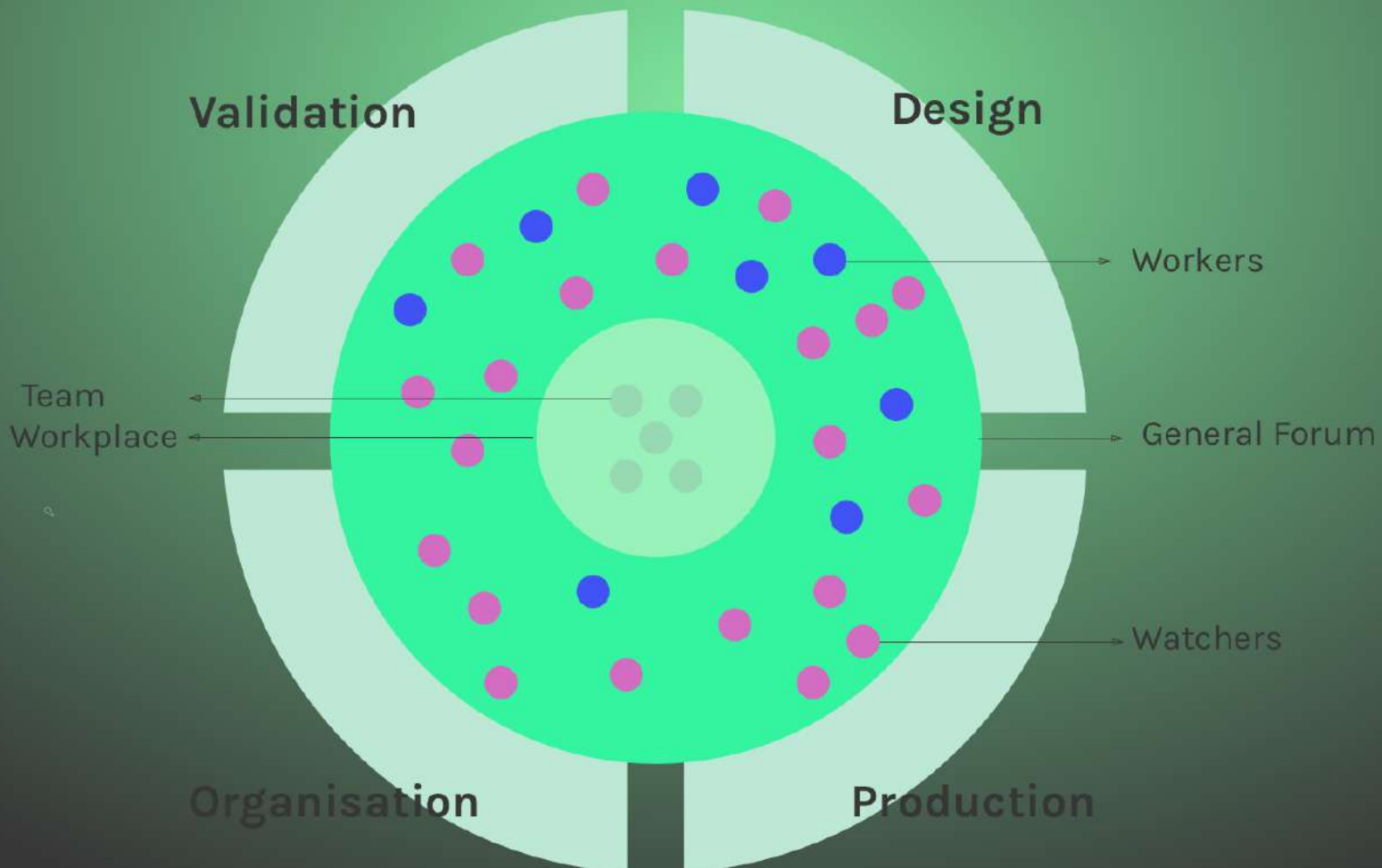
A Smartup is designed to produce and govern technologies. The six groups of productivity are the groups where all that takes place. It's where the people of the Smartup own, work and govern. In the case of Smartup Zero, all these groups are all Slack channels. Slack is a chat-based online workstation that is being used by many organizations to streamline collaboration processes among employees, freelancers and project groups..





The General Forum (GF)

The General Forum (GF) is the lifeline of your Startup. It's the public square where ALL owners exercise their ownership rights and obligations. It's the only group where ALL startup members are together. It's the area where discussion, suggestions, criticism, voting, and organization takes place through the process of deliberation. It's basically the public space for all members to oversee what is happening in the Workplace and talk about it. It's also the place where you can measure the viability of your community, one of the parameters that can indicate the health of a Startup. A Startup thrives on the level of people's willingness to commit to the responsibilities that come with being an owner of a Startup.





Workers VS Watchers

In the GF everybody has equal rights and obligations. Still, you are either a Worker or Watcher. As a worker, you have access to the workplace, the subgroup of the GF, and you are eligible to be part of a team, the subgroup of the workplace. As a Watcher, you don't have access to the workplace and you are not eligible to work. A watcher only has access to the General Forum and can see what is happening in the workplace but can't participate in it. The differentiation between the two was made based on the idea that some people do want to support the Smartup but don't have the time or skills to work. Others might want to first have a look around before deciding what kind of worker one will become.

At the Crowdfunding website you can buy one of the two licenses:



A Work license gives you ownership, governing and work rights. This means you can track progress, vote and perform oversight. You are also part of a team the Workplace (e.g. Business team) and can earn money by getting assigned to tasks.

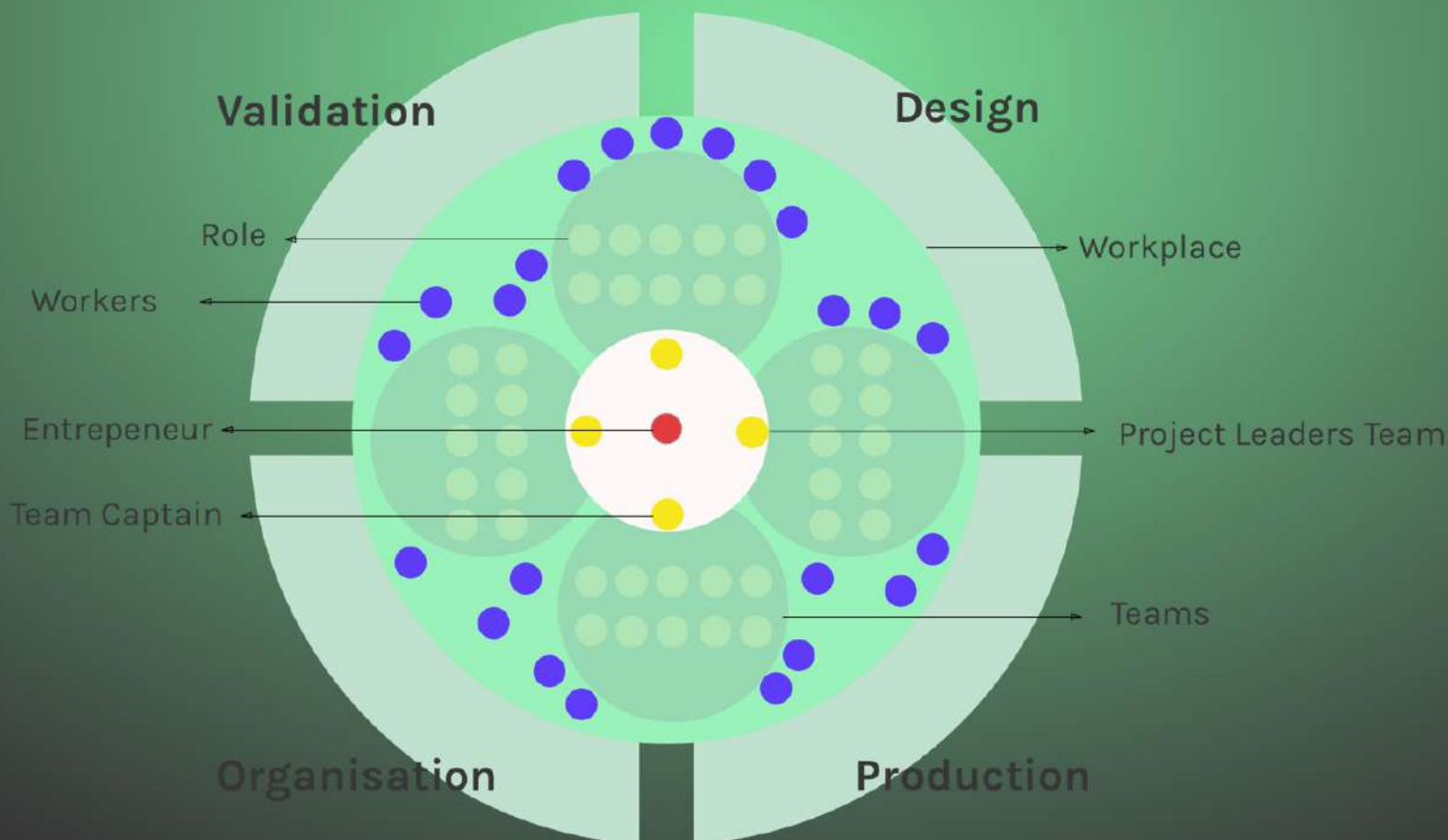


A watch license gives you ownership and governing rights. This means you will be able to track progress, vote on important decisions and perform oversight over the Smartup workplace. You do not have the right to work.



The Workplace

The workplace is the only subgroup of the GF. If the GF is the public square, the workplace is the big tall building in the middle of it where people go, to stop talking and get to work. Owners with a work license (workers) are part of the workplace. It's the only group where all workers are together. The main function of the workplace is the realization of the envisioned product or service. It does that by working in teams, the subgroups of the workplace. As a worker, you are always subscribed to one of the teams. For example the design team. To be able to work, you apply for one of the roles in your team, for example: UX designer. Roles are the subgroups of your team. Your team captain decides if you will get access to the group of that role.





The Project Leaders Team (PLT)

Although a Smartup is a decentralized system, it does have a Project Leaders Team (PLT) that functions as the day-to-day operational team during the 4 phases of creation. This team, guides and stimulates the Workplace. They are setting out the overall strategy of the Smartup and are being overseen by all workers. The PLT exists out of all the team captains and the entrepreneur that initiated the Smartup.

Since the main concern of the team captains should be to make their team as successful as possible, their workload in the PLT should be as marginalized as possible. Therefore, The PLT is a team that just has three main objectives:

1. Communication

The PLT is responsible for how the Workplace informs the General Forum. For the GF to perform oversight they need to be up to date about developments in the Workplace. The PLT has the power to call out voting moments and can perform polls in the GF to gain information too.

2. Revisioning

During the 4POC the OSBP is in a state of constant revisioning. The PLT has a responsibility to streamline this process. This means they have to come together once a week and deliberate on the progress of each team and decide if there is a need to change a certain element of the OSBP.

3. Strategy

Teams are working on objectives. The PLT sets out and monitors the objectives for each phase, for each team. For example, in the design phase, the objectives for the business team could be:

- a. Sign up 3 pilot partners for the beta test in the Production phase
- b. Research and present 5 business cases .

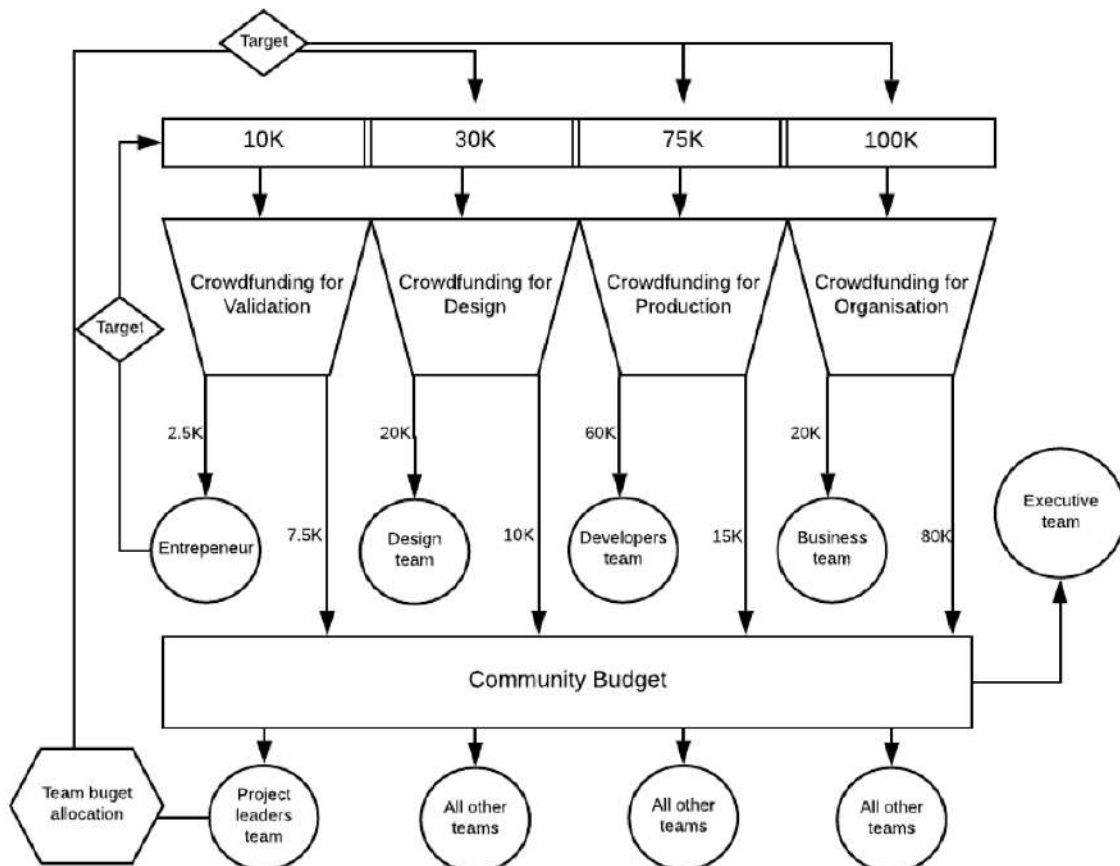


4. Budgeting

Each phase has its crowdfunding round that has a financial target. For the Validation phase that target is set by the entrepreneur since he/she starts up the startup. However, for the other three phases, the PLT has to set the financial target for the next phase. In every phase, each team deliberates on their need for a budget to do their work in the next phase. The team captain is then sent to the public PLT budget meeting. That meeting happens every phase and here they deliberate on a financial target for the next phase.

It's important to note that there is a big incentive for every team to be as efficient as possible when it comes to defining their budget. After all, the more money they request, the more new Startup owners will be allowed in the community through the crowdfunding round, the less 'equity' they gain. It's in their best interest to be very precise about the budget they need.

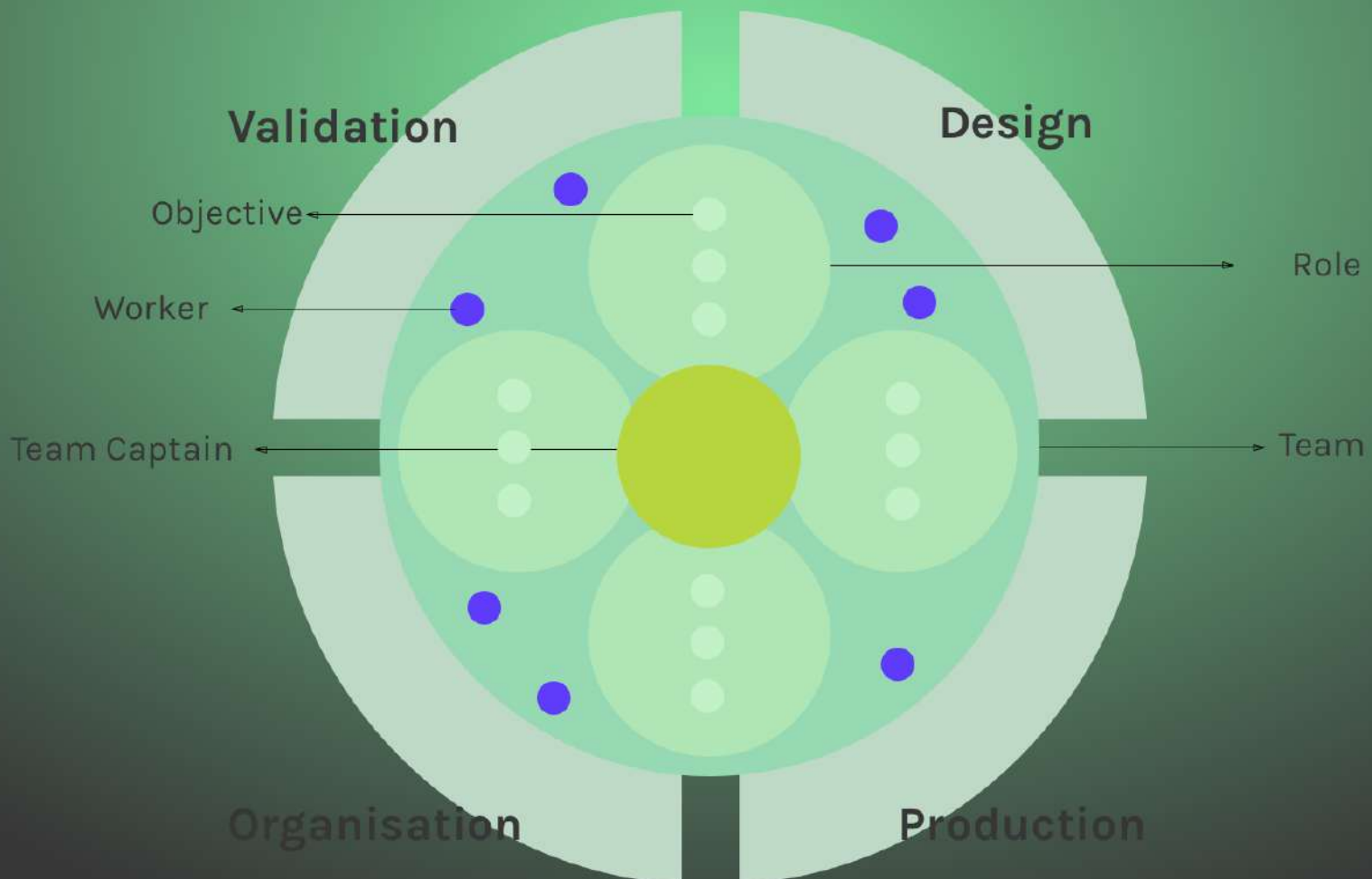
BUDGETTING AND FINANCIAL TARGETS IN A SMARTUP (START @ ENTREPRENEUR)





The Team

The subgroups of the workplace are Teams. Workers have to be assigned to at least one team to be part of the workplace. If you are a worker and want to work, your team group, for example, the design team, is your home base to go to. The subgroups of the team are Roles. Workers can apply for a role in a team, for example UX designer. They do that by choosing one of the objectives, the subgroups of Roles, and write an application to their team captain on how they want to contribute to that objective. Objectives are set out by the team captain and are always verified by the PLT. An example of an objective could be: create the front end design of the Android app.





The Team Captain

Every team has a captain that is chosen by its own team. The captain represents the team in the Project Leaders Team, the team that is in charge of the workplace. The captain has a lot of authority and responsibilities and is the only person in the team that gets a fixed payout per month. The main job of the captain is to make sure the team is effective, organized and accomplishes objectives. The captain is also responsible for the team budget and delegation of the work among the team. The team itself keeps the captain in check by having the power to question his leadership at the Project Leaders Team.

The TC's main concern is the success of his team. He/she is the captain and is responsible for the results of the team. The key activities of the team captains are:

1. Role fulfillment

The TC main activity is to set out the roles that are needed to work on the objectives and make sure each role is filled with enough team members. This is done by reviewing Approach Proposals from team members that want to be assigned to one of the roles and get to work on a task.

2. Payment

The TC is responsible for the payout of his team members that have been working on a task. By coordinating with the Mission Leaders the TC always should be aware who gets paid out what.

3. Task management

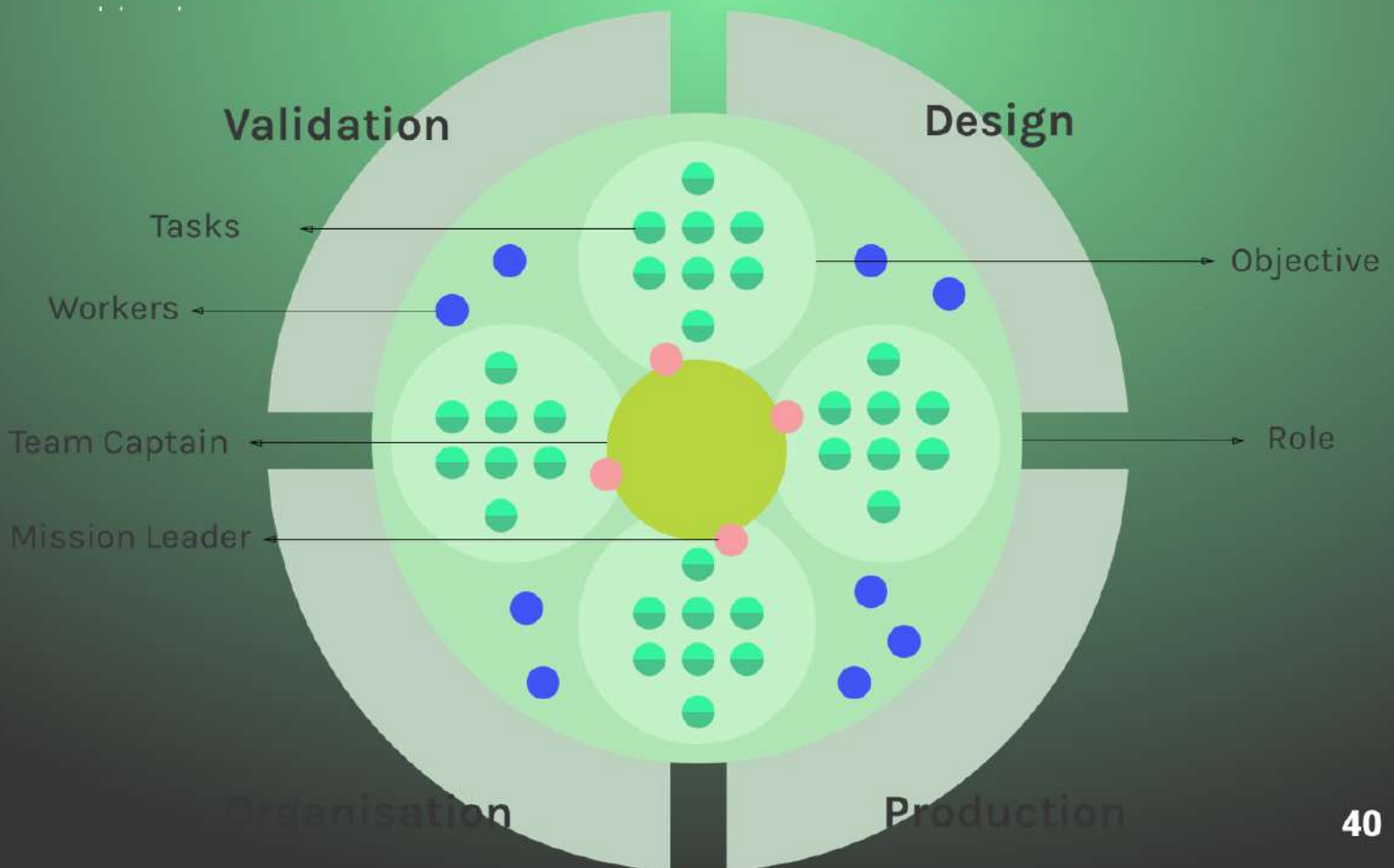
Each team has the objectives to accomplish. By accomplishing objectives the Startup progresses through the 4POC. It's the TC's main responsibility to define the tasks that belong to the objectives. He/she does this together with the Mission Leaders.



The Role

The subgroups of a team are roles. When you want to earn money you have to be assigned to a role. When you are assigned to a role by your team captain, you'll get access to the objective group you applied for. That is the subgroup of the role. In the objective group, you can see the open tasks and sign in to one of them. Tasks are the subgroups of objectives.

For example, you are a member of the design team and your team captain assigned you the role of UX designer based on your proposal to contribute to the objective 'Create the front end design of the Android app.' You now have access to the group of that objective and all documentation that belongs to that mission. In that group you then notify the Mission Leader of your 'arrival'. He/she will then assign you to a task that fits your skillset, level and experience. The role of the Mission Leader will be explained in group 5:





Payment and Roles

If you are a member of a Role group you also know how much you will get paid once you are working on a task. A role has a fixed hourly rate. Therefore, the biggest responsibility of the team captain is to manage the roles. The team captain manages the budget of the team and he/she should know what kind of roles are needed to get the job done.

Example:

In the development team, one role is that of Full Stack Engineer. That role has an hourly rate of 50 euro. Team member X checks out the objectives that he/she could work on in that role and picks one. X writes an Approach Proposal (AP) that contains how he/she would contribute to that objective in that role. The Team captain decides, based on the AP, if X gets access to the objectives. Once X has access to the objective in that role, the Mission Leader puts X to work on one of the specific tasks.

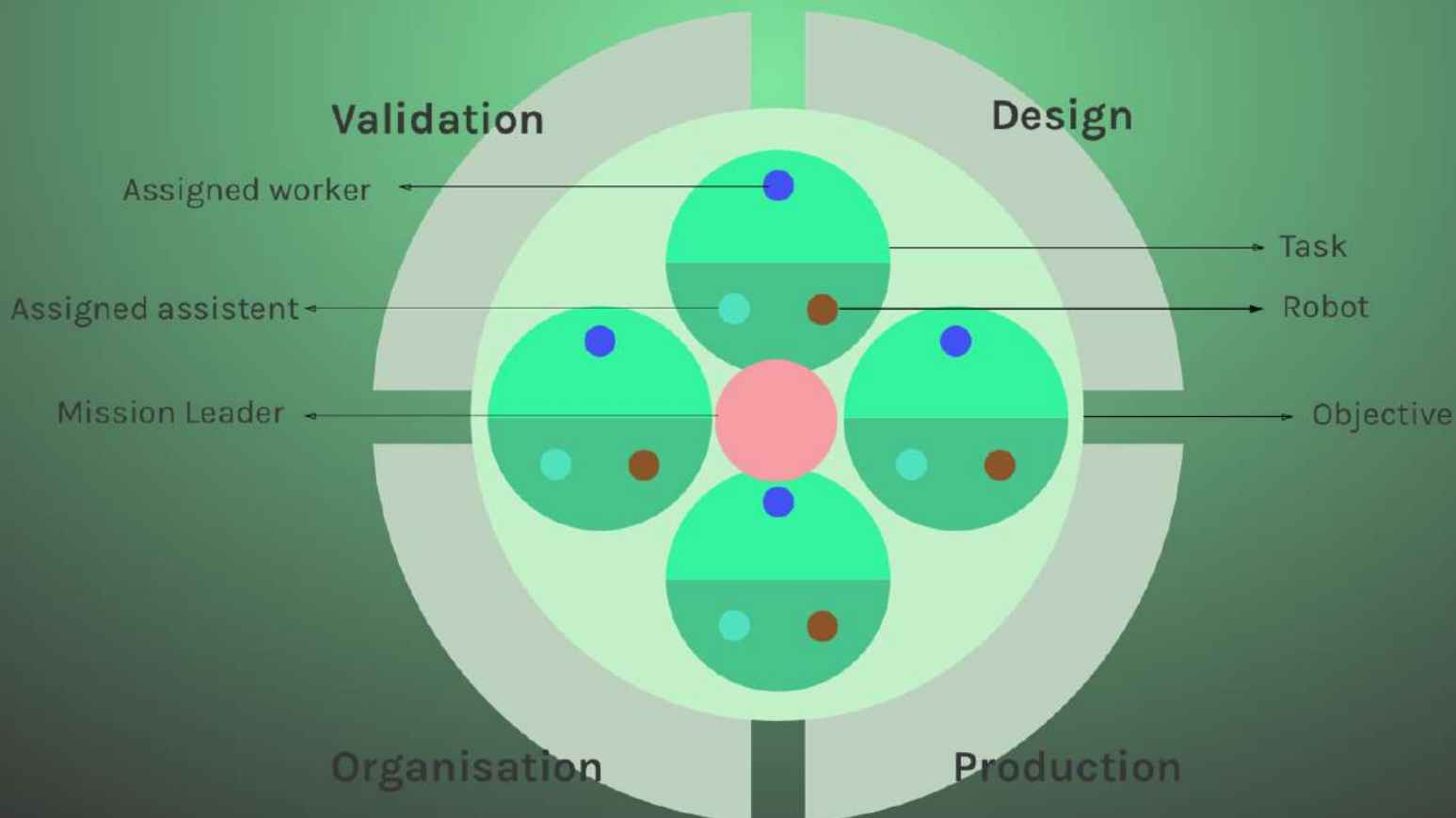
X works 3 hours on the task. The Mission Leader reviews the work and reports back to the TC. If X works progressed the objective, the TC pays out 150 euro to X directly.





Objective

The subgroups of roles are objectives. The goal of the team is to accomplish the objectives that are set out by the Project Leaders Team. By accomplishing objectives the Startup progresses through the 4 layers of creation. One objective is often part of multiple roles. For example: for the objective 'Create the front end design of the Android app' there is a need for a UX designer and an icon designer. Objectives often have multiple tasks to accomplish the objective. Tasks are the subgroup of objectives and the final group of the six groups of productivity. A task is being done by a worker, an assistant and a robot. This will be explained in group 6: task





The Mission Leader

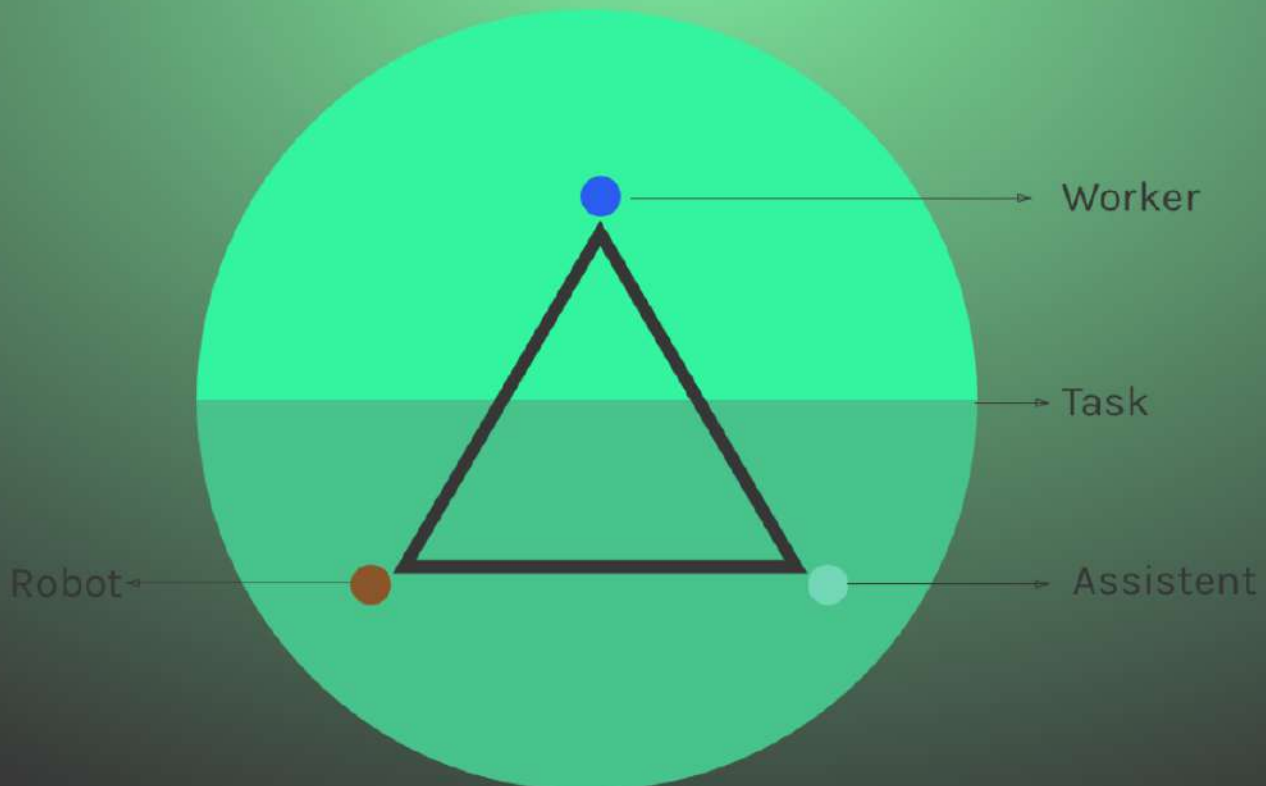
An objective has multiple Mission leaders but there is only one in charge of a mission at any given moment. Most likely these are experienced team members that got assigned by the team captain. There should always be a mission leader 'at work' since work goes on 24 hours a day. The main job of the mission leader is to review the work of workers that are performing tasks and make sure the tasks to accomplish the objective are always up to date.





Tasks

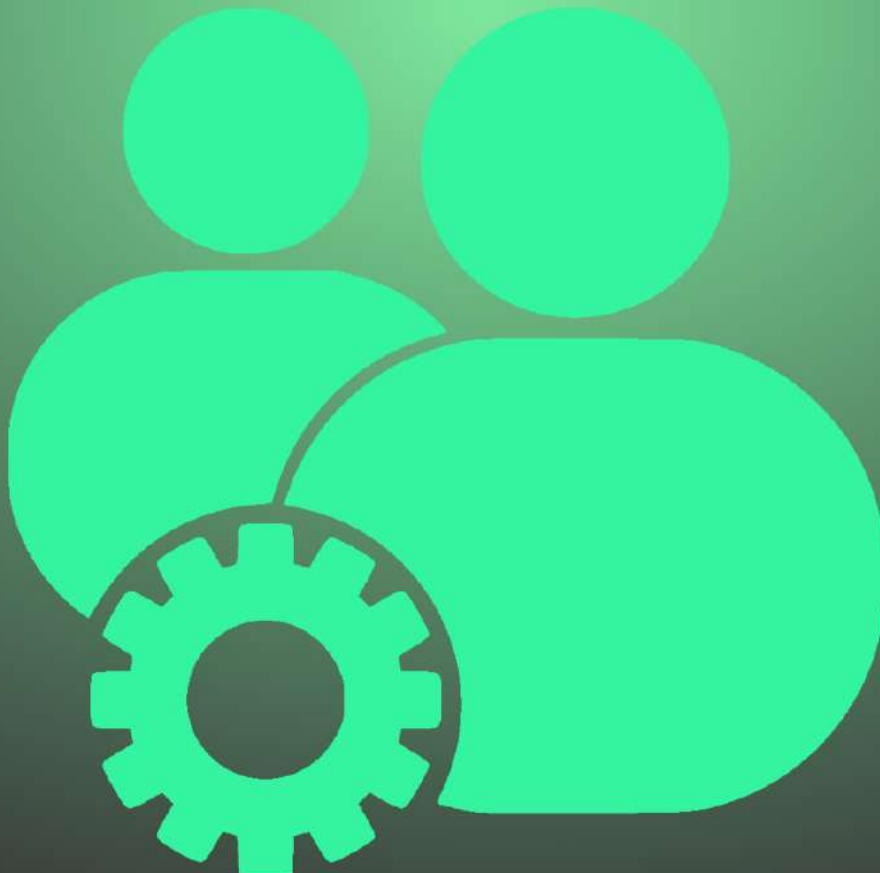
The last subgroup of the Six Circles of Productivity is Tasks. If you are in this group you are getting paid for the work you perform to accomplish the task. A Smartup is a task-driven organization. This means everything boils down to performing tasks that, bit by bit, progress the Smartup to the best version it can become. A task group could have multiple workers, working together to accomplish the task but also could just have one worker. This depends on the determination of the Mission Leader. In a task group, you are never alone though. You always get assigned an assistant that checks, help, learns and reports. For the latter, the assistant is connected with a software robot (bot), the third entity in the task group. As you will find out this is the case in every group and part of the DNA of a Smartup: the ADM-triangle, discussed in the chapter 'the metabolism of a Smartup'.





The Buddy System

You never work alone in a Smartup. This simple but powerful idea is based on the ancient army method of the buddy system. The buddy system makes sure the people won't abuse the freedom and independence workers enjoy working for a Smartup. Moreover, it helps workers when they get stuck, make mistakes and prevent workers to drown in all kinds of administrative responsibilities. Last but not least, the buddy system also establishes a learning environment. The assistant learns how the worker solves a specific task and gains knowledge and skills. In the task group the worker gets 90% of the budget that is set out for that specific task. The assistant 10%.





The Metabolism of a Startup

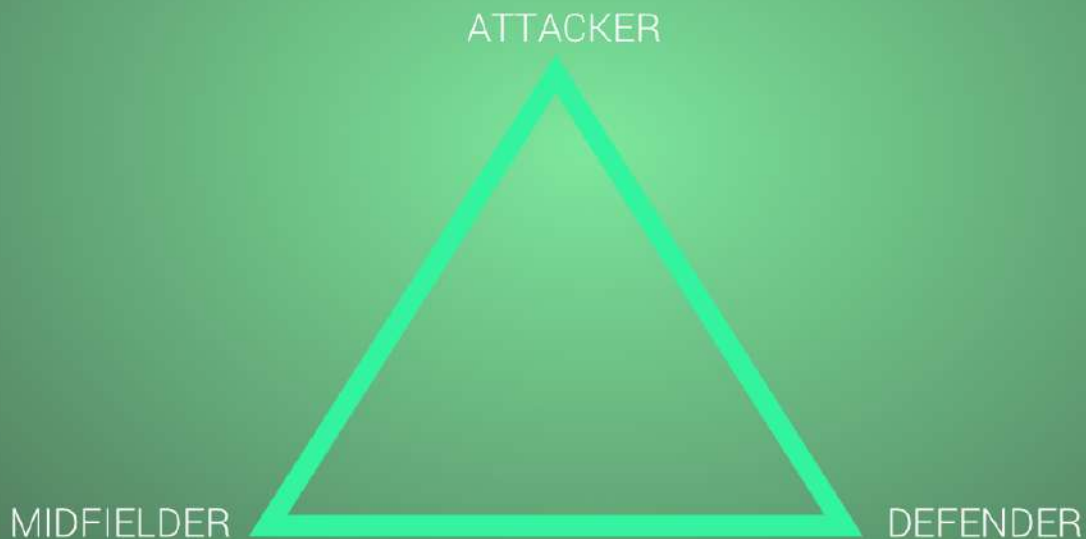
When we looked at the Startup as an organism we saw a sociotechnical system. When we cut the beast open horizontally we identified the anatomy is a holacracy with the 6 groups of productivity. Now we cut the beast open vertically and want to find out how the metabolism works. What are the processes that a Startup uses to be self-sustainable and vital? In other words: how are we communicating, exchanging information, making decisions and document everything, inside a Startup?





The ADM triangle

The core mechanism that is present throughout the 6 groups of productivity and defines our modus operandi is the Attacker, Defender, Midfielder triangle (ADM triangle). This means in every group there is an attacking force, a defending force and a neutral midfielder that streamlines the communication between the attacker, defender and other groups. The ADM triangle facilitates the three core values of a startup: Collective Ownership, Collective Craftsmanship, and Collective Governance. It provides transparency, structure and control over how we work.



How this exactly works we already saw in the task group in the previous chapter. There we saw a worker attacking the task, an assistant defending the task and a software robot as a midfielder that streamlines the process between the two. This triangle, although with different stakeholders, is present in every group.



Part 2: Hypothesis



The ADM triangle is based on the previous discussed Buddy System where there is always somebody that 'has your back'. To streamline communications between the groups we added a third buddy, the software robot (bot). Slack offers thousands of different bots that can perform administrative and communicative tasks that can assist people in their effort to be productive and efficient. The bots take a lot of 'boring but necessary' work out of the hands of the people and are a neutral force that is important when it comes to the transparency and administration of a Startup.

For example:

A worker (attacker) and assistant (defender) are assigned to the task group 'set up a server' that belongs to the objective 'create the backend of the cms'. The worker starts working and can use his/her assistant to help (or can decide not to). The assistant helps if needed but mainly monitors the work of the worker. One of the core purposes of an assistant is to make a human determination if the worker is really making an effort. The bot in the task group checks in every 20 minutes with the assistant to ask for an update. The assistant answers the bot and the bot, in the background, creates a log of the assessment of the assistant. When the worker stops working the assistant notifies the bot with a final update and the bot then sends the report the Mission Leader on duty in the Objective group. The Mission Leader can then make an informed decision on the quality of work, make an assessment on the scale of reward and has to decide how to move forward with the task.

The ADM triangle is present inside each group but each group itself has an attacking or defending character as well. The General Forum (defender) oversees the Workforce (attacker), the Team (defender) oversees the Roles (attacker) and the Objective (defender) oversees the Task (attacker).

On the next page you can see the ADM triangle at work throughout the whole The Six Groups of Productivity.



The Metabolism of a Startup

The ADM triangle in all 6 startup levels at work. On every level, there is an attacking force, one that puts in an effort, a defending force, one that checks/assists upon the effort, and a midfielder, a neutral force, a robot, that measures and detects compliance, logs and communicates with the sister group.



Defender

#General Forum

All Owners

Oversight

Attacker

#Workplace

All teams

Defender

#Team

Development

Attacker

#Role

Back-end developer

Defender

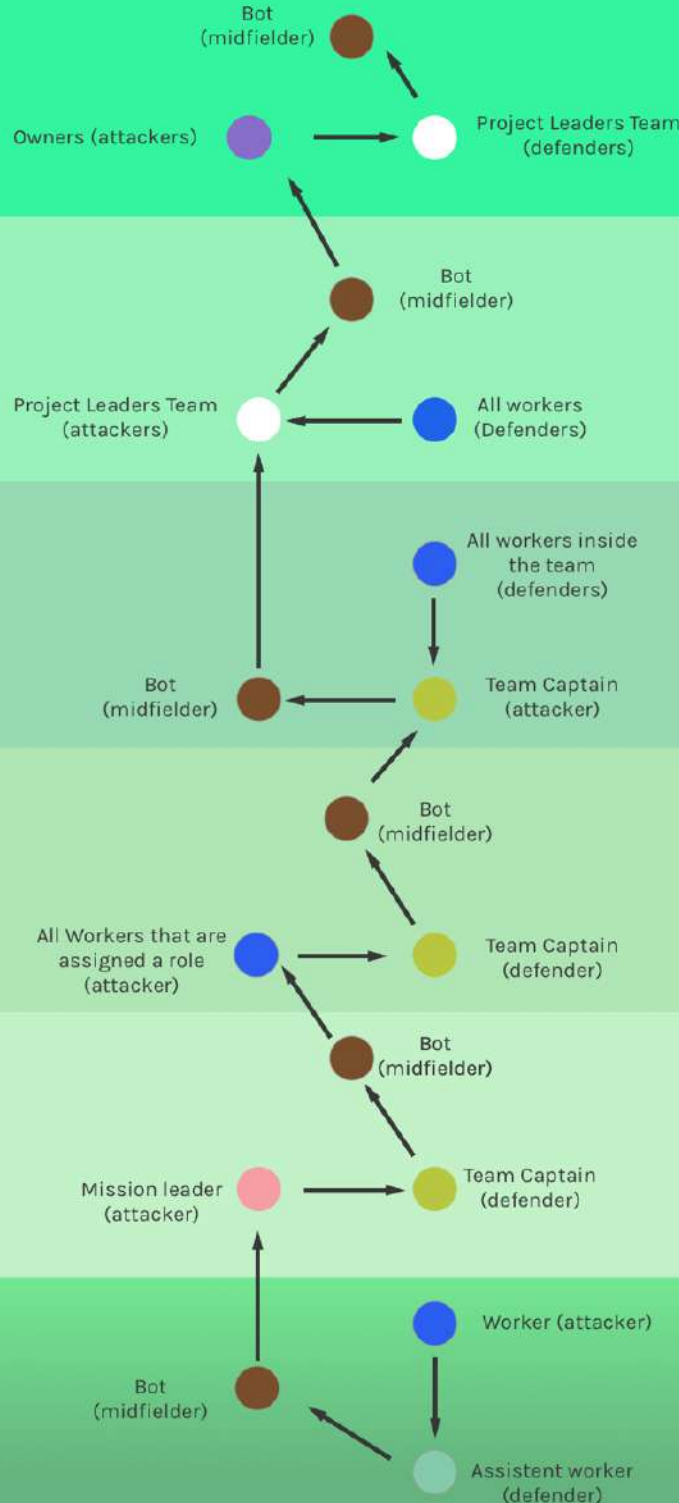
#Objective

Create Back-end of a website

Attacker

#Task

Set up server



We want to know

In the General Forum all startup owners discuss the news coming out of the workplace. This can be a voting moment, progress reports, recruitment calls or just general ideas for the envisioned product/service. The Project Leaders Team moderates the General Forum. They inform the channel bot about decisions being made. The channel bot of the General Forum documents everything in the Startup archive document.

How are we doing?

The project leaders team (all team captains + entrepreneur) receive all progress from all team captains and need to decide together how to inform the General Forum, what needs to go up for a vote and in general, manage the workplace. Every team is in charge of its own budget but these budgets need to be approved by the project leaders team. All workers in the workplace check upon the work of the project leaders team and discuss ideas for the envisioned product/service.

What does it take to get the work done?

The team captain sets out the overall strategy for the team based on the overall progress on the objectives. All workers that are part of the team respond to the set-out strategy (check) and apply for roles by choosing an objective they want to contribute to and write an application to the team captain. The team captain decides who gets assigned to what role. The team captain informs the channel bot of overall team progress.

Who wants to help?

All workers that got assigned to the Role of back-end developer are responding to the challenges that are coming out of the objective channel. The team captain uses the responses to assign workers to objectives. The objective channel should always have enough workers ready to work so the Mission Leader has enough hands and brainpower to get the tasks done. The team captain updates the channel bot about overall objectives progress.

What does it take to get the task done?

The Mission leader has the objective to create the back-end of a CMS. He is in charge of the outstanding tasks that he identifies together with his peers (other workers). He checks and values all work reports, and assigns workers to new or open tasks. The team captain checks the work of the mission leaders and notifies the channel bot when more workers are needed to help with the objective.

Getting it done.

The worker is setting up a server. The assistant is monitoring and assisting when necessary. When the worker stops working, the assistant fills in the work report with the channel bot. The channel bot sends the work report to the Mission Leader on duty.

START HERE!



Smartup Zero: the experiment

This is a trial and error experiment that is designed to grow as we go. We are going to have to be flexible, act with patience and be resilient as pioneers of the first Smartup in the world and proceed according to the lessons learned. We are going to make mistakes and might get stuck. That is how true innovation looks like. That is how it works when you enter new frontiers that haven't been explored yet. Keep in mind: if we succeed we invented a true new institution that can accelerate the process to change our societies. Plus, as you will find out in part 3, we created a robust new technology for people to start that process from within their own communities.

How does this experiment work:



Step 1. Make an effort to understand the Official Smartup Business Plan (for Validation) → PART 3

Step 2. Decide if you :

- Are not interested
- Just want to back the project but don't become an owner
- Become a Smartup owner, if yes then go to the crowdfunding webpage at Indigogo and buy one of the three licenses:





Part 2: Hypothesis



@

INDIEGOGO.

150 Euro

Work License



A Work license gives you ownership, governing and work rights. This means you can track progress, vote and perform oversight. You are also part of a team in the Workplace (e.g. Business team) and can earn money by getting assigned to tasks.

50 Euro

Watch License



A watch license gives you ownership and governing rights. This means you will be able to track progress, vote on important decisions and perform oversight over the Smartup workplace. You do not have the right to work.

10 Euro

Campaign License



If you can't afford a Work License but want to work for this Smartup you can buy a Campaign License that allows you to earn your way into the community by campaigning efforts. This license gives you access as the campaign team. It does **not** give you any ownership, work or govern rights.



How does this experiment work:



Step 3. Receive an email that leads to the official Registration form for Smartup Zero.

*This will register you in the **Book of Owners**.*

With a work license you will need to fill in your expertise and choose the team you want to be part of.



Step 4. Receive the welcomes email that gives you access to the Slack Smartup Environment and private social media channels.

If you never worked with Slack you are going to do some introductory courses about working with Slack.

A Watch license gives you access to the General Forum and the private social media channels of the Smartup.

A Work license gives you access to the General Forum and the right team channels (in Slack) based on your given expertise. In those teams you can subscribe to tasks that can lead to assignments by your team captain (or become a team captain yourself)

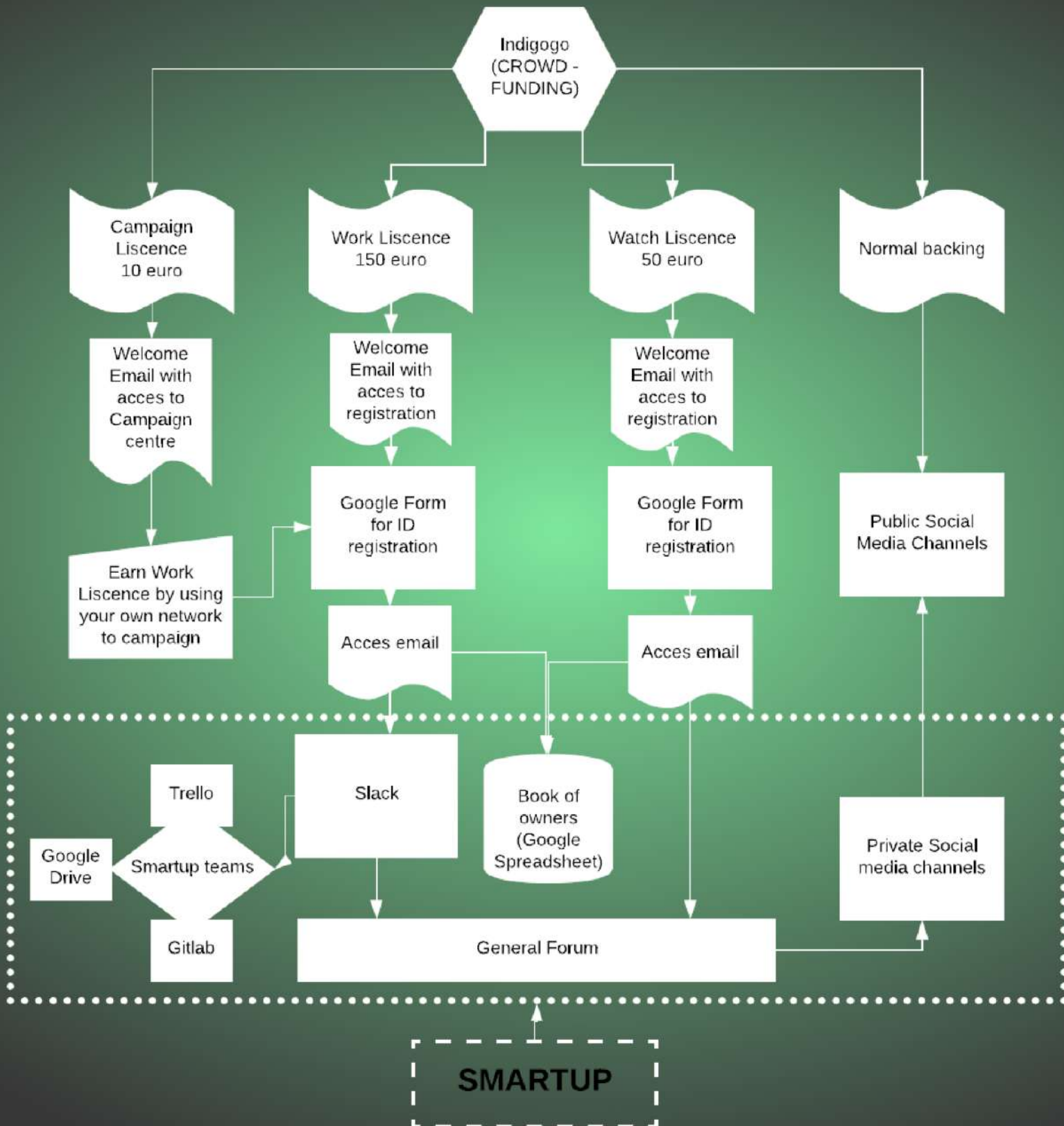
A campaign license gives you acces to the campaign channel (in slack)



Step 5 Now you are part of Smartup Zero and can follow all progress. If you have a Work License you can immediately start working in your team channel (in Slack) and earn Karma points.



Part 2: Hypothesis





Modus Operandi

Obviously, we are going to need a platform that allows us to work together in a structured fashion. We don't have to invent the wheel for that. We can use existing platforms for collaboration:



The crowdfunding for Smartup Zero takes place at **Indiegogo**. It's the frontpage of Smartup Zero, the gateway into the community. Also this is a great way to publish updates from within the community, as the community goes through the 4 phases of creation.



Our communication centre is **Slack**. This is a very common communication tool used in a lot of professional industries. Slack is our communication system. Here we can discuss, organize meetings and share our work. Also Slack is a great tool to automate and streamline processes with the installation of so called 'bots'.



The shared file directory of choice is **Google Drive**. Every Smartup has a central file directory system where we save all documents and other content.



For coding we use **Gitlab**. Most developers will be familiar with a system like Gitlab. With this system coders can keep track of issues, bugs and overall progress. This is the way to keep coding activities streamlined among many developers.

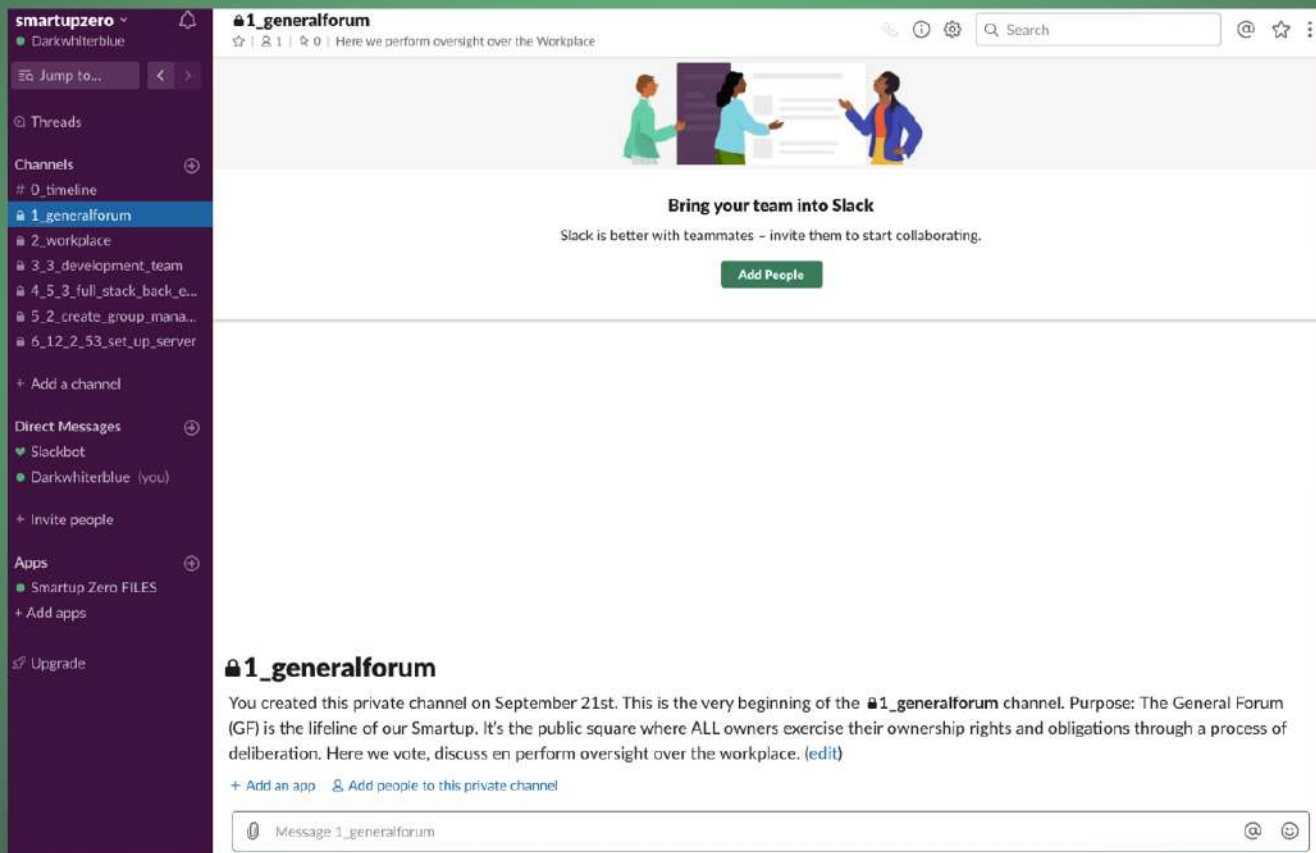


For task management we use **Trello**. This allows us to keep overview over all outstanding tasks.



Slack: our Smartup home

Slack is our Smartup Zero home. Here we can own, work and govern. I've set up the Slack environment that you will be part of once you bought one of the three licenses at the Indigogo crowdfund page. There you will find all documentation and instructions on the use of all other services. However, there are some basic lines you need to know when you arrive in your new Smartup Zero home.



Channels

Channels are the heart of Slack. A channel(#) is a place where people communicate with other group members and software robots (bots) to streamline a specific group collaboration effort. This is perfect for Smartup Zero since we have six groups of productivity that all have channels. So we have 6 channel types. #1_generalforum, #2_workplace, #3_team, #4_role, #5_objective, #6_Task.



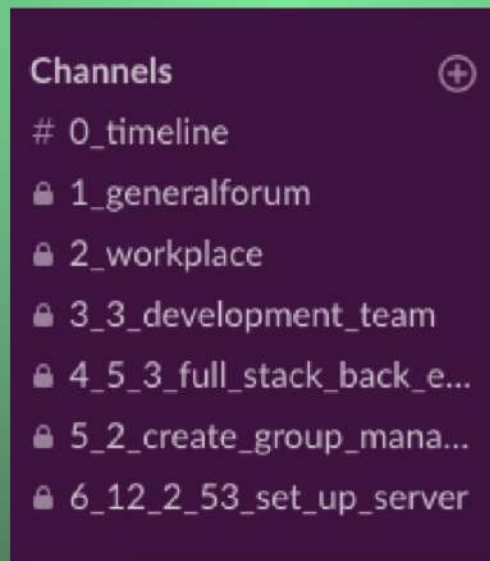
Part 2: Hypothesis



Everybody with a Watch or Work License gets access to the 1. General Forum group. Those with a work license get also access to the 2. Workplace and the 3. team they choose.

Those who bought a campaign license only will get access to 0. Timeline. This is the channel where we post content that can be used for external campaigning activities. Our campaigners can earn a Work license by spreading that content through their own social media.

In this example, we see the channels of a worker. This worker already got assigned to a task. We see he has access to 7 channels. He is part of 3. Development Team and is working as a 4. Full Stack Back End Developer on the 5. Group Management System by 6. Setting up a server.



In comparison, the Slack environment of somebody with a Watch License, looks very different. The watcher would only have access to #0timeline and #1_generalforum.



For administration and indexation purposes I came up with a code that should give us structure to how we set out and document the channels.

THE LOGIC

- The first number always indicates what group of productivity the channel is about (1 being General Forum and 6 being Task).
- The second number always tells you what number the group got assigned. For example, there are 6 teams in the workplace, the development team got assigned number 3. The channel for the development team, therefore, is #3_3_development_team.
- Roles and tasks (4 and 6) have a third number. It always refers to the second number of the mother group, which tells the number of the group. For example, #4_5_3 tells us that it's the 5th Role in the Development Team (3 being the number that the dev team got assigned).
- The task group even have a fourth number. That number refers to the roles the tasks needs. For example, #6_12_2_53 tells us that we are dealing with a Task channel (6) for task number 12 (setting up a server), of objective number 2 (create a group management system) and needs the 5th role of the development team (team 3): a full-stack back end engineer.
- If a task would require multiple roles working on the task, the task would present itself as #6_12_2_5342. In this case, 42 refers to the 4th role of team number 2. This could be a UX designer in the design team. Apparently, this specific task requires work from a full-stack back end engineer and a UX developer.



Part 2: Hypothesis



Code of conduct in the channels

Our Startup lives in these channels. There is a code of conduct in each channel. In the 'Metabolism of a Startup' we already saw in detail how this works through the ADM triangle that is present in each group. The midfielder is always one specific software robot (bot). That bot streamlines communications with the other channels and makes sure the right person is notified. The attacker is the one who is in charge and has executive power in that channel. The defenders are checking upon the use of that executive power. Since every channel has a different code of conduct and a different executive power, they all have a different character.

#1_generalforum:

WE WANT TO KNOW!

A: All startup owners

D: Project Leaders Team

M: Bots for voting, polls, updates

In the General Forum all startup owners discuss the news coming out of the workplace. This can be a voting moment, progress reports, recruitment calls or just general ideas for the envisioned product/service. The Project Leaders Team moderates the General Forum. They inform the channel bot about decisions being made. The channel bot of the General Forum documents everything in the Startup archive document.



Part 2: Hypothesis



#2_workplace:

HOW ARE WE DOING?

A: Project Leader Team

D: All workers

B: Bots for task management

The project leaders team receive all progress from all team captains and need to decide together how to inform the General Forum, what needs to go up for a vote and in general, manage the workplace. Every team is in charge of its own budget but these budgets need to be approved by the project leaders team. All workers in the workplace check upon the work of the project leaders team and discuss ideas for the envisioned product/service.

#3_team:

WHAT DOES IT TAKE TO DO OUR PART FOR THE OBJECTIVE?

A: Team Captain

D: Team Members

M: Bot for task management

The team captain sets out the overall strategy for the team based on the overall progress on the objectives. All workers that are part of the team respond to the set-out strategy (check) and apply for roles by choosing an objective they want to contribute to and write an application to the team captain. The team captain decides who gets assigned to what role. The team captain informs the channel bot of overall team progress.



Part 2: Hypothesis



#4_role:

WHO WANTS TO HELP?

A: All workers that got assigned to this role

D: Team Captain

B: Bot for task management

All workers that got assigned to the Role of back-end developer are responding to the challenges that are coming out of the objective channel. The team captain uses the responses to assign workers to objectives. The objective channel should always have enough workers ready to work so the Mission Leader has enough hands and brainpower to get the tasks done. The team captain updates the channel bot about overall objectives progress.

#5_objective:

WHAT DOES IT TAKE TO GET THE TASK DONE?

A: Mission Leader

D: Team Captain

M: Bot for task management

The Mission leader is the person in charge of the progress of one specific mission. He is in charge of the outstanding tasks that he identifies together with his peers (other workers). He checks and values all work reports, and assigns workers to new or open tasks. The team captain checks the work of the mission leaders and notifies the channel bot when more workers are needed to help with the objective.



Part 2: Hypothesis



#6_task:

GETTING IT DONE!

A: Worker

D: Assistant

M: Bot for Task Management

The worker is working on a specific task that is part of a specific mission. The assistant is monitoring and assisting when necessary. When the worker stops working, the assistant fills in the work report with the channel bot. The channel bot sends the work report to the Mission Leader on duty.



Last word

The goal of a Smartup is to create a product or service that the world is in need of in its fight against the existential threats of climate change and biodiversity decline. The product or service that comes through the 4 phases of creation is sided with a solid researched and scientifically assessed business plan that functions as the manifest for the Smartup Executive Team in their efforts to market the product or service successfully. There will be a marketable 1.0 version of the product or service and they'll have sufficient capital to start with.

Everything is set up and ready to go. In this chapter I described my hypothesis and set up the Smartup Zero Experiment. Probably you've still got a ton of questions and doubts. I can honestly say: me too. Still, I don't have a doubt that if we start off with a group of like-minded and well-motivated people we can figure a lot of things out together.

We can create a structure together that is strong enough to carry the power of the group to solve complex challenges. I have worked hard to give us a good head start and made it really easy for you to join this experiment.

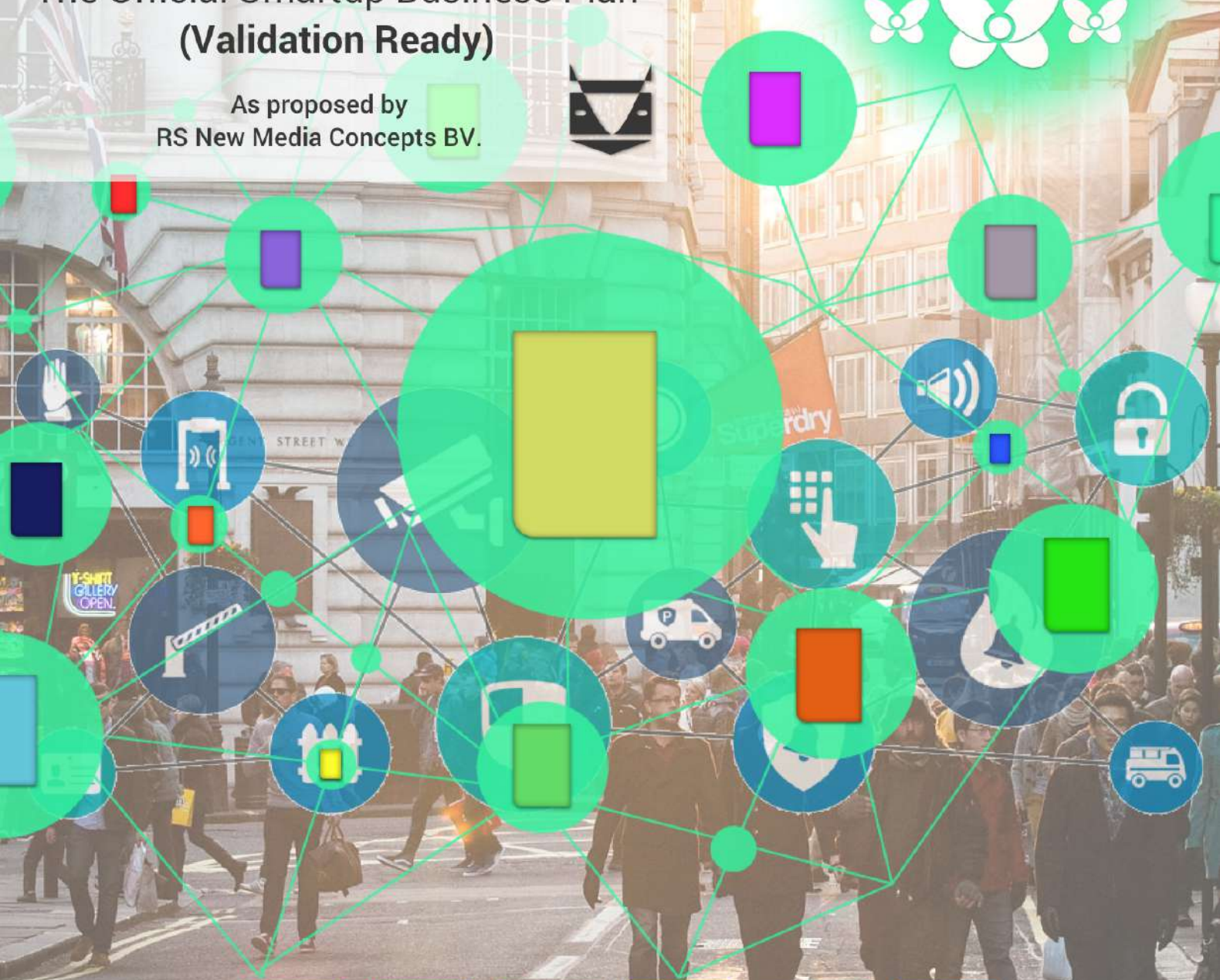
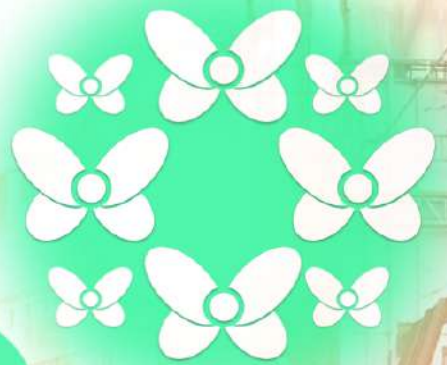
At this point, if you are still hooked and can overcome the doubts and questions about the Smartup itself, you have one real question on your mind: WHAT ARE WE CREATING?

That answer you find in PART 3: THE OFFICIAL SMARTUP BUSINESS PLAN (VALIDATION READY)

a blueprint for disruption

The Official Smartup Business Plan (Validation Ready)

As proposed by
RS New Media Concepts BV.



A banner with the word "ONLINE" in large, white, sans-serif capital letters. Each letter is contained within a separate, brightly colored rectangular block: 'O' is red, 'N' is cyan, 'L' is purple, 'I' is yellow, 'V' is magenta, and 'E' is orange. The blocks are arranged horizontally and slightly overlap. The background is a blurred image of people walking on a paved surface.

The social information network for
the real world

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Part 3: EXPERIMENT

The Official Smartup Business Plan

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Preface

Before I'll tell you about my idea, it's good to remind you that Onlive is not a 'normal' business proposition. It's the very first Smartup proposition. This means that I, as the entrepreneur, think that Onlive can contribute to the overarching mission of fighting climate change and biodiversity decline. We have to figure out how to repair and sustain our delicate ecosystem for all life on our planet. I think Onlive can contribute to that mission.

I think that out of all the puzzles we need to solve in such a journey, we need good informed and connected people foremost. The more we have of those, the bigger our chances on success. Therefore, I propose to build a new independent information system that is reliable, trustworthy, robust and overall makes people make smarter decisions and come up with better ideas to help transform their own communities and economies.

What's also good to have in mind is that what follows next will be subjected to review and open for debate in the validation phase of the Smartup. Nothing is set in stone beside the mission I've set out.

For you as a reader, the point of the Official Smartup Business Plan (for Validation) is to find out if you agree on the core idea and principles of my proposition. Next, you need to ask yourself the question: do I want to help shape this new technology into the best version it can become? If yes, then you can do so by buying one of the two licenses on the Crowdfunding webpage on Indigogo.

If you first want to find out what a Smartup is, I urge you to read the PART 2: MY HYPOTHESIS. Everything about this disruptive new company structure is explained there.

Start at: <https://rsnewmediaconcepts.com/smartup-zero>

Now, let's get to it.



Executive summary

Onlive is a new frontier, located between the online and the offline world. It's a place where the best of both worlds blend naturally and reinforce each other. It's a place where it's all about getting people in the real world better equipped to change their communities.

Onlive is an operating system (OS) for the real world, where technology is just the instrument and not the music itself. An instrument to support humans to be better, smarter, more resilient, creative and work together with the purpose to improve their communities. Onlive is an OS for a world where we are all contributing to the many solutions our communities need to overcome the environmental and humanitarian challenges the world is facing.

Onlive does so by aiming for a more efficient digital life that is designed to improve our real lives. A digital life where the power will be with the people and the people are with each other, growing as a group, working together as a community, making smarter solutions as a country, for the sake of a smarter society.

ONLINE



ONLIVE



OFFLINE





Problem

Apple and Google designed an Operating System to connect you with as many digital services as possible. Those digital apps are designed to create data about you, so organizations can get better in selling you more relevant products and influence your ideas. The problem is that this highly profitable data-driven business model is sparking up an already burning planet, while it could do the opposite and help us put out the fire.





Solution

The good news is: to change this we just have to change the software. If you want people to change behavior, the smartphone is a great tool to start rethinking since everybody has one. That's exactly what I propose. I reimagined an Operation System for our smartphones. One that is designed to be a tool for people to reshape their communities into self-sustainable ecosystems. The OS is purely focussed to help people interact with their community in the smartest way possible. It wants people in the real world to share ideas, resources and data to improve their communities. It's designed to connect people with their physical world instead of their digital one.





Mission

To turn the smartphone into a reliable, trustworthy and robust tool for all people to reform their communities into self-sustainable ecosystems.

This mission has 4 objectives:

1. Network

Create a local information network that is safe and reliable

2. Data & Content

Give people control over their own data and content.



3. Software

Facilitate relevant and meaningful human collaborations

4. Autonomy

Become and stay an independent commodity



1. Network

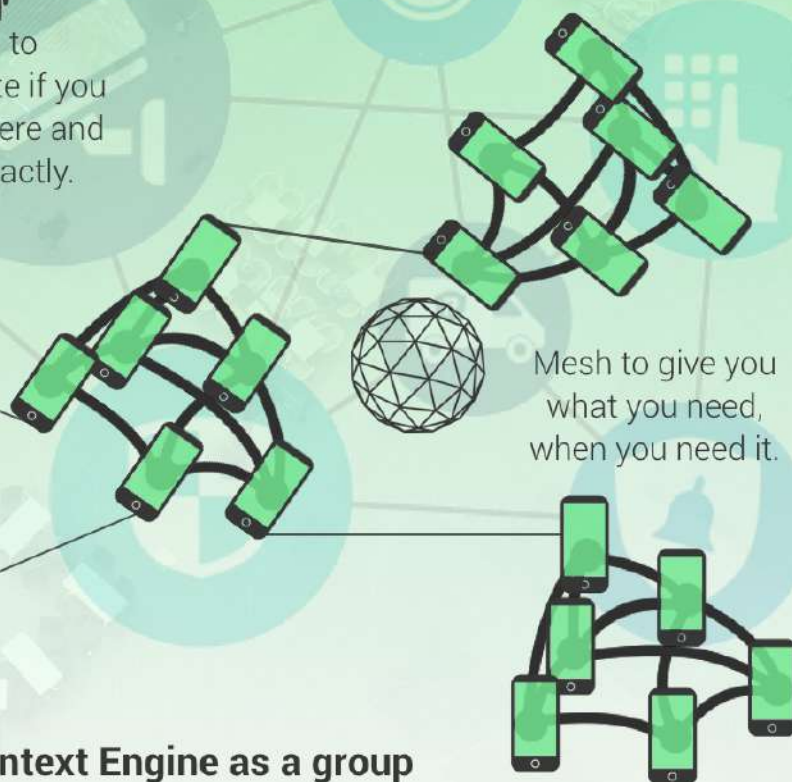
With Onlive, we create a Transient Social Network (TSN) that enriches and supports social group collaborations in a physical (smart) environment. It evokes social action and knowledge sharing. To create, market, launch and grow a platform like this we are creating fundamental technologies that enable us to set a new standard and to reach this new form of internet-free connectivity. What are these local network technologies that enable us to create a reliable information network that we can use to connect with our communities?

These three technologies work together to create a safe local information network that is not connected to the internet.

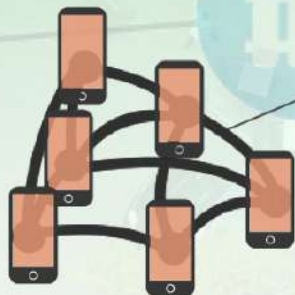
1. Trilateration as an Acoustic Positioning System among nearby smart devices.



2. Mesh Networking as a data distribution system among nearby smart devices



3. Context Engine as a group forming agent for nearby smart devices



Onlive Groups

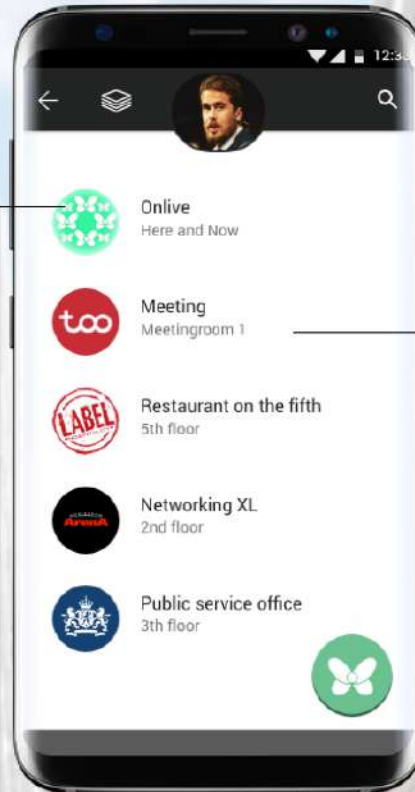


When people use the Onlive app, they automatically become part of Groups. When you are in a venue, the user can automatically become part of the group in that venue, together with staff and other guests. When the user is in a meeting room, it becomes automatically part of a group which consists of all other people in the room. A group can be small or big; in theory, there could also be a group for the entire city. There are two types of groups:



1. Nearby group

The Nearby group (or the Onlive group) is always available and consists of people who are physically near to each other and/or in the same room. There is only one Nearby group. When there is a meeting going on in a meeting room, all users should be part of the same group, and no one outside of the meeting room can be part of the group. Right now Onlive makes use of Google Nearby, a library that makes use of ultrasound signals in order to determine which phones are near to each other. Ultrasound cannot be heard by humans, but cannot travel through walls (unlike radio signals like Bluetooth and WIFI). This way, groups are formed in a way that is likely to make sense to users in the real world; people in the same room are in a group together. The downside of Google Nearby is that it requires an Internet connection to operate (that's why we use it only for the Proof of Concept).



2. Context groups

In contrast to the Nearby group, there can be many Context groups. Context groups are defined for people who share the same context; this can, for example, be a physical location (a certain venue) or an event (a location in combination with a certain period). Context groups are defined using Context rules, which are evaluated by the Context engine, which was originally developed in the Transient Apps project.

Context groups are defined by the Onlive backend. For example, a store might want to define a group for people who are physically present in the store. In contrast to the Nearby group, which is always available, Context groups need to be created manually by someone in order to become available to users.



Onlive scans your physical surroundings and selects the most relevant groups for you based on two things:

1. Context

Group Hosts describe in which context their group is relevant. For example: at a certain location and a certain time. The Onlive platform regularly checks if the current context information matches the description. If there is a match, the group might be presented to the user. This depends if there is also a match with the Role of the user.



For example

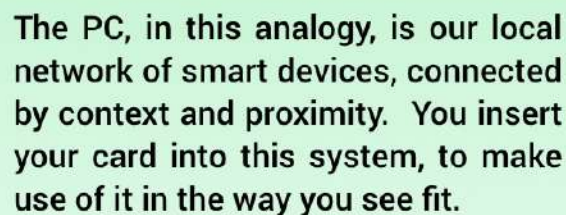
For example, I have to be a business meeting at The Office Operator (TOO). I am in front of the building. I open the Onlive app and choose my LinkedIn business card to log in. Onlive checks my physical context and selects only groups that match that context. It then checks if those groups that are tagged for 'workers', since the LinkedIn business card relates to the worker's archetype. Onlive then presents me the groups that are most relevant. If I would have selected my Facebook ID card, Onlive would only show groups for those with the 'explorer' role.

2. Roles

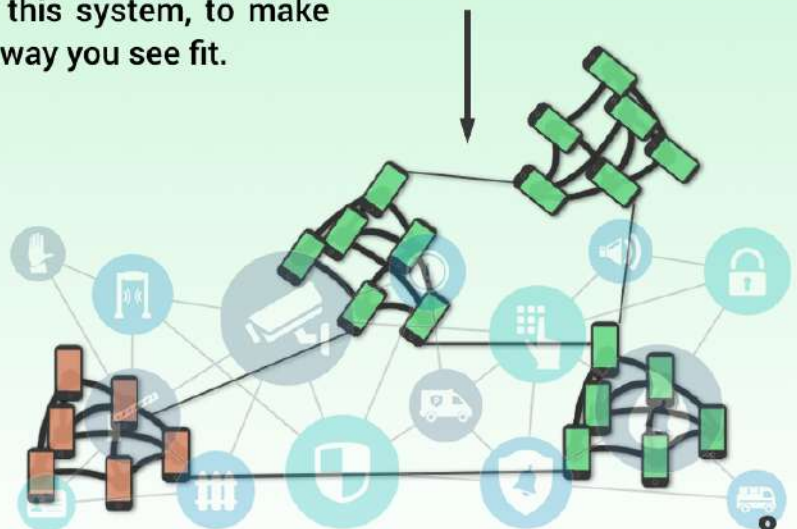
Group owners describe for what roles their group should be relevant. Users choose a role by selecting one of their ID cards when they log into Onlive. That ID card belongs to one of the four archetype roles. A group host can select one role for their group. If they choose the workers role, their group will become relevant for all people with an ID card that relates to that role.



Now we have set up a safe, internet-free network, it's time to talk about what we do with it. Onlive wants to be a tool for people to help sharing and improving their communities. It does that first and foremost by being a tool they can trust. This starts by facilitating a robust and reliable network but truly takes shape in the User Experience (UX) design that defines how we make use of that network. Centered and anchored in the UX is the control over our data, content, and identity. At any given moment users have to be in full control over how and what they share in the network. For this, we've created a new content format that only works in our network: the Onlive Card.



The Onlive Card is a virtual object for making information and functionalities quickly recognizable and interchangeable within your groups.





Online Cards

Inside the groups you interact with Online Cards. People, organisations and things (smart devices) can publish cards in groups. You can use, make, share, save and edit cards. It's a virtual object for making information and functionalities quickly recognizable and interchangeable within groups. A card represents a piece of locally stored data, which can be handled by a Plugin. It can also be seen as a file on a computer. It can be stored and it can be transmitted. But a file on its own is usually not very useful. You need a program in order to open the file. In Online, this program is the Plugin. Cards contain the following information:

FRONT OF THE CARD

Card type

There are different types of cards. The main card types are: Identity cards, Document cards, Presentation cards, Questionnaire Cards and Object Cards. Each type has an icon and a color type.

Collectibility

The owner of a card decides if a card is saveable by others. An owner can also decide if the card can be republished or not.

Privacy settings

A card is made and edited with a plugin. A plugin has privacy settings. On the back of the card you can see what this exactly means for you and what kind of data your are sharing when you use this card.



Title

What is the card about?

Content preview

An image that represents the purpose of the Card.

Publisher

The person who published the card in the group. This does not have to be the owner of the card. It can also be saved and republished by someone else

Card Stats

Privacy settings:

| | |
|---------------------|------------------------------|
| Card type: | Presentation |
| Access to screen: | Yes |
| Access to memory: | No |
| Access to internet: | No |
| Access to camera: | No |
| Owner tracks card? | Yes |

Owner



Plugin:

[Beamit](#)

Saved

25

Republished

5

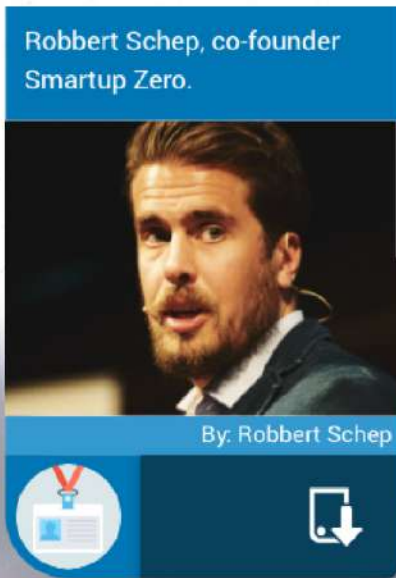
BACK OF THE CARD

Card Value

A card is owned by one person. That is the one who made the card with a specific plugin. That person has full control over the card and also is responsible for the content of the card. If a card is savable and/or republishable you can always see the how many times that has happened.

The archetype cards:

The ID



Cards that contain a form of identity that is used by the Onlive platform to register determine what groups are relevant for the user and how the users interactions are saved and registered.

The Questionnaire



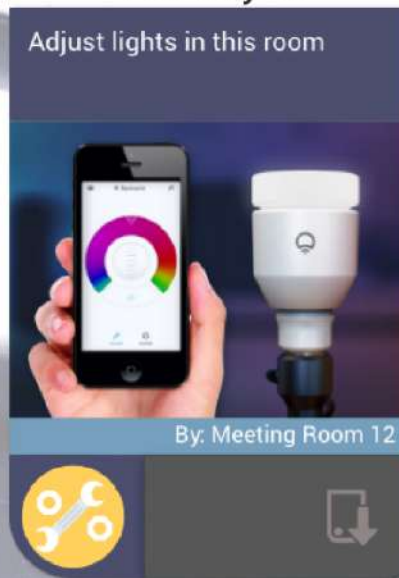
Cards that contain any form of a questionnaire. These types of cards demand interaction from group members and generate live statistics based on those interactions, such as poll results.

The Presentation



Cards that contain any form of live stream. These types of cards will show what is on the screen of the card publisher. This is practical when you want to show your content plenary to the people around you.

The Object



Cards that contain information about an object. These types of cards enable users to interact with an object that is in their surroundings

The Document



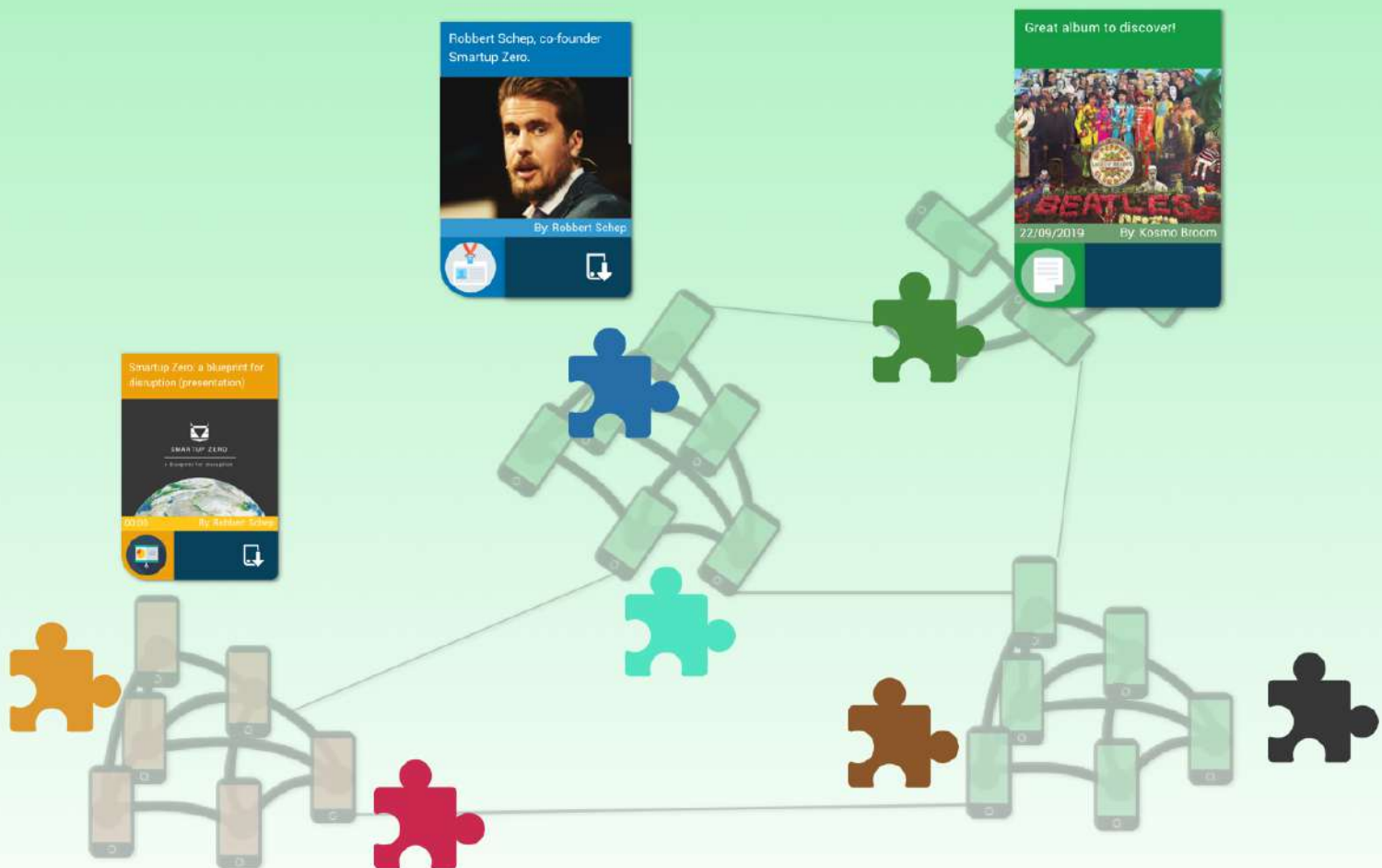
Cards that contain any form of document that can be viewable and/or editable



3. Software

Now we have a safe network and a manageable data format, all we need is the software to create relevant and meaningful experiences among people and their communities. For this, we introduce the Onlive Plugins. These are software programs (web apps) that are automatically installed on the phones of all group members and run in the background to facilitate specific interactions between group members. For example, a plugin that allows group members to fill in a poll and renders the results into a visual.

If the Onlive Network is the PC and the Onlive Card the floppy disk, the Onlive plugins are the software that is installed on the PC to be able to read, edit and execute the floppy disk.



Onlive Plugins



Onlive facilitates group interaction between people and devices in our near world, but it does not define what this interaction should be; this is determined by Plugins. Plugins can be seen as mini-Apps (web apps) that are automatically downloaded on the smartphone of people when they become part of that group. Plugins can be developed by anyone. There could be generic plugins which facilitate common interactions, but there can also be branded plugins for specific locations or specific events. Plugins allow people to interact with their surroundings, other people, organisations, and with other devices.

Plugins & Groups

For each group, a certain set of Plugins are available.

For **Context groups**, this depends on the group hosts. They control their group by 'installing' the plugins they want to be available for the group members.

e.g. A museum made a group to inform their visitors and offer them the functionality to interact with their current exposition. They install the plugins that make these interactions possible.

For the **Nearby group** its a bit more complicated. There is no host in this group to select the plugins. Here the Onlive platform has to determine what plugins are available. This could be done by the context engine that can install plugins based on the user's context.

e.g. If you would make use of the Onlive group at a public square there would be plugins available that help you connect with the public facilities around you.

Plugins & Card Types

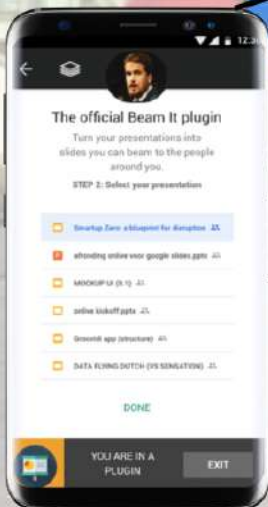
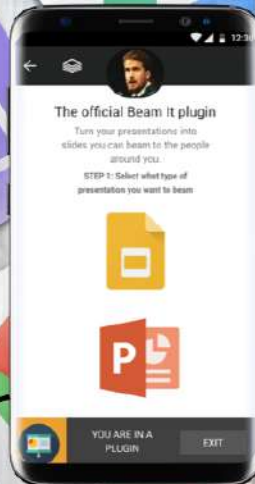
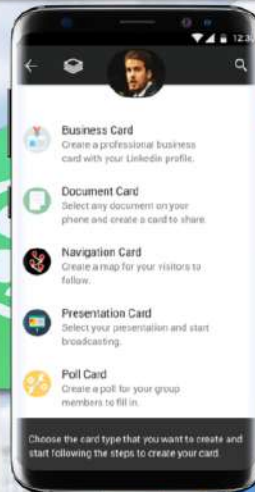
A plugin is always connected to a card type. What card type belongs to the plugin depends on the kind of interaction the plugins arranges. For example, a plugin that takes a survey among visitors is tagged as a Questionnaire Card. A photo sharing plugin is a Document Card. Plugins are responsible for the following user interactions:

The creation of cards

Users use plugins to create cards. They start with choosing the card type they want to create. The specific plugin will launch it's setup proces. Next the user creates te cards by choosing the title, thumbnail and select the sharing settings. Now, the user created a card that other users now can use and/or save.

The use of cards

Users use plugins to execute a card. This could mean a lot of things. It could be to play a game with the people around you, edit a document or follow a slideshow (as in the example below). Whenever people use a card the plugin is launched and executes the data that the card contains. In the example below it simply shows the slides to follow a presentation given by somebody in the group.



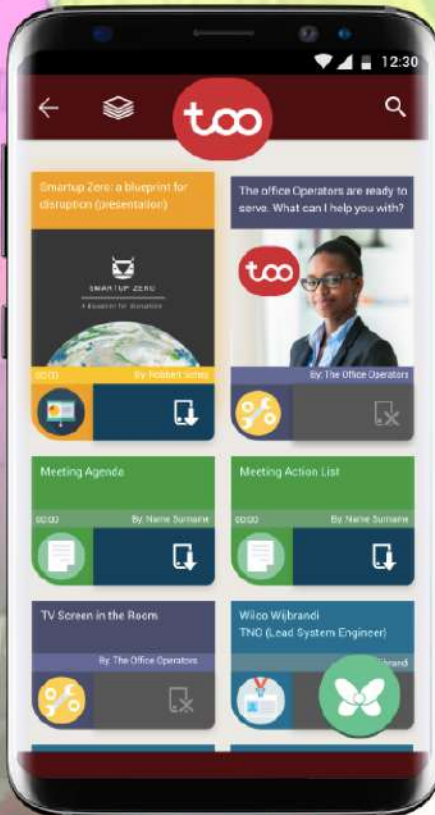
It's a game of cards!



As you might have noticed we've chosen to design the UX almost as if you are playing a game of cards together with the people around you. Once in a group, each player can take cards of the table (**the stage**) and take them in their hand (**the hand**) or play cards (**publish on stage**), stack cards (**keep the card nearby**) and own a card (**save a card**). We choose Cards as a core UX element because cards are controllable, interchangeable and collectible. It will make sense to people how to use them naturally (we all know how to play a game of cards). It enabled us to comply with our goal to build a system that evokes fewer but more meaningful interactions with our smartphone and stimulate more human interaction in the real world. Also, it allows us to make it very transparent who the Card is from, what kind of data is used and stored and where the card originates from.

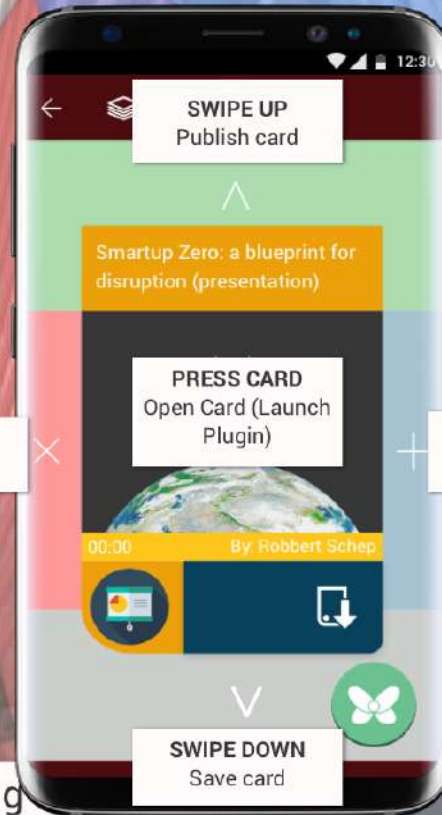
The stage

Whenever a user opens a Group which is available in the Onlive App, it enters the Stage. In the Stage, all the cards that are currently published in that Group are shown. The stage is like the table during a card game.



The hand

If a user wants to interact with a card he needs to take the card off the stage and in his hand. When the card is in his hand, there are 5 things he can do with a card.



Saving vs Stacking

You save a card when you want to keep the card in your 'saved cards', which is like your email INBOX. If you want to keep the card nearby because you know you are needing it a bit later (on the same event for example) you can better stack it. When you stack cards from your hand you make a selection of cards that might be useful at any moment.

EXAMPLE

You arrive at an event and check out the stage of the group that is hosted by that event. You browse through the cards and quickly stack the cards that spark your interest. Then you go through your own saved cards and stack one or two cards from yourself that you might need. This way you create a deck of cards that align with your purpose on this event.



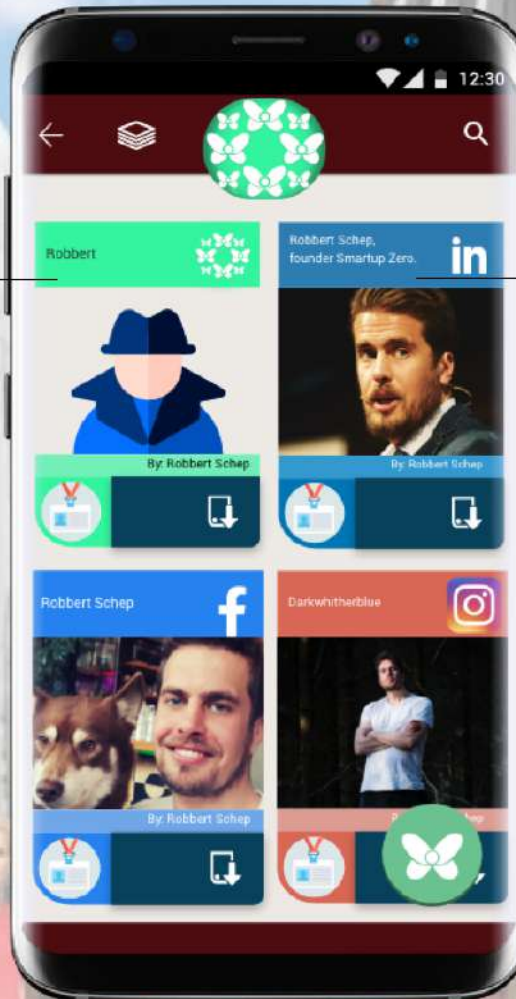


Privacy: anonymous but not invisible.

Onlive is a network for the real world and in the real world you can't be invisible. Especially when you are in a group that needs to work together to accomplish or experience something, the presence of your body, identity and purpose are vital for the level of trust there is among your group. The less we know about each other, the less effective we are as a group. Trust is vital for effective collaborations. Therefore, Onlive strives to be a tool to create trust among group members by implementing a digital equivalent of our physical presence. This means your presence in the network and your participation in groups can never be completely anonymous. However, Onlive lets you control exactly how you present yourself in the network and what information you want to share about yourself at any given moment. This is one of the core goals of the Onlive Cards. However, this all starts with the login proces. Onlive is a network that you have to log in to. You do that by choosing your ID-Card. .

Onlive ID Card.

Your Onlive ID Card is like your passport. Everybody needs to have one to be able to use Onlive. When you create your account you will automatically get one. It's attached to a unique Onlive ID number (uuid) that you broadcast as a request to the Onlive server to log in. In default, it lets you join other groups anonymously. This means that other group members only see your username. However, interactions with other cards and plugins are always connected to your Onlive ID number, and thus to your account. Just like in the real world you can be anonymous to look around, but you can't be invisible if you want to participate in a group.



Role Cards

Although your Onlive ID card is a great way of safely and quickly 'look around' what's going on in the relevant groups, it's better to log in with one of your Role Cards. A Role card is a version of your Onlive ID-card but then with specific privacy settings. It determines what kind of personal information you are sharing and how you can use the network. In essence, you are choosing the role you want to play in a group. Depending on the purpose of your visit, e.g. work, leisure, shopping, traveling or simply browsing, you can control different role cards that help you gain control over your own data and how you share that with the world around you. Also, it will help the Onlive system selecting the relevant groups for you, to optimize the effective experience.



The anonymous

"Just looking around"



The explorer

"I want something"



The citizen

"How can I serve?"



The worker

"Here to focus"



4. Autonomy

The last objective is not about the technology itself but how to nurture it. It's about how we are ensuring this technology does not fall to the hands of the ruling commercial structures to become just another social platform that eventually turns its business model to sell the data that users produce. The question is, how are we going to create and maintain a platform like this, to let it become the best version of itself? How does it become and stay autonomous? The answer is to become a Smartup. You can read all about it in the essay 'Smartup Zero: a blueprint for disruption'.

Onlive wants to become the first Smartup in the world. In a Smartup we can own, create and govern our technologies and operate completely autonomously, independently and be self-sustained. It creates and exploits, like any other company, a product or service, while providing jobs for people. However, a Smartup is run as a democratic society where people decide together what we make, how we make it and, above all, why we should make it. The goal of a Smartup is to nurture great ideas for a better future and allow them to become the best versions of themselves. By democratizing the process of owning, building and governing technologies, we can create products and services that are useful to us in our efforts protecting our planet and humanity.

O N L I V E

IS

SMARTUP ZERO

The first smartup in the world





Business model:

The business model of the Onlive platform is that of a two-sided platform: on one hand the platform becomes interesting for End users when there are a lot of groups and plugins available. On the other side, the platform is interesting for Group owners (to create groups and install Plugins) when there are many End users on the platform.

This forms a challenge for bootstrapping the platform. In order to get End users on the platform there needs to be Group owners, and vice versa. The Nearby group was designed to address this problem. Since the Nearby group doesn't require any Group owners or infrastructure, the Nearby group always adds value to End users. This way the platform can attract End users without Group owners present on the platform. So initially, Onlive can start off as an app that makes it easier to interact with people nearby, and when a critical mass has been established Group owners can be attracted. Another approach here is to start locally with Group owners. When Onlive is useful on a certain location or event, the user experience can be increased for a select group. To understand the business model we need to identify the platform stakeholders first:



Onlive: the owner of the Onlive platform



End user: the end user that uses the Onlive App on his or her smartphone



Group owner/host: the person or party that registered a Context Group in the Onlive backend. The Group owner determines which Plugins are available within the group.



Plugin developer: the person or company developing Onlive Plugins



Plugin owner: the person or party which owns a Plugin. Onlive will be the Plugin owner of some generic Plugins.



Business model:

Three potential business models have been identified

1. Group hosting

Certain venues or events might want to provide a better visitor experience using Onlive. They can define groups for their locations and install plugins to define specific interactions. Groups are free to host till a certain size and the costs of the installation of plugins depends on the type of plugins. The group hosts pays directly to the Onlive platform. In return they get access to a GMS (Group Management System) to manage their group.



2. Plugin Marketplace (PluginPlaza)

Onlive is facilitating a marketplace between Plugin developers/owners and Group owners. Certain Plugins will add value for a certain type of business. It would make sense to create a marketplace, where Plugin developers/owners sell Plugins to Group owners that are interested in providing these plugins to their customers. Onlive could take a part of the revenue of the Plugin developers. The group hosts pays to Onlive for the usage of plugins. Onlive pays out the Plugin owners and/or developers.



3. Card advertisement

Under certain conditions, users and group hosts can broadcast their cards in other groups in the area. For example, a shoe store wants to advertise in a certain area in the city. The store can then pay an amount to make that card available for all people that are logged in with an Explore ID card in the Onlive group.



EXAMPLE:

A museum makes a group for it's museum ground. The musuem installed three plugins: a Audio Tour plugin, a Ticket Payment plugin and a Poll plugin.

Audio tour in 4 languages



By: The Louvre



Buy tickets!

Individual tickets for the Museum

General admission

Free admission with no ticket for: under-18s, un-
Area, people with disabilities and the person accom-
support. On presentation of proof of eligibility, full

The conditions of access of the visitors with an e-
free admission who accompany them.

By: The Louvre



How do you like your visit to the museum? Fill in this Poll!



By: The Louvre



Also the museum creates a advertisement card to become available in Onlive groups in specific area's of the city where a lot of tourists are.

The Louvre is now open! Come see our new exposition!

**FIND ME
ROOM 801**

Richelieu wing, Level 2

From July 17 to mid-October 2019

By: The Louvre



The Louvre is now open! Come see our new exposition!

**FIND ME
ROOM 801**

Richelieu wing, Level 2

From July 17 to mid-October 2019

By: The Louvre





The blueprint

(what we made so far)

Onlive wants to become a Smartup. This means we are owning, creating and governing everything together in a community. This could work for ideas that just exist on paper but also for ideas that are already in the prototype or Proof of Concept (POC) stage. In the case of the latter, there is just more fuel to start up a Smartup. With Onlive, we created a POC that we could not finish before our funding ran dry. This POC and all its documentation and research are going to be available for review and analysis in the Validation phase. We call this the initial blueprint. We made a blueprint and need to validate and improve the choices. This could also mean that, after the validation phase, we could end up with a completely different but better blueprint than we have now. So what is the blueprint we made in the last three years?

During the creation of the Onlive Proof of Concept, a lot of developments have taken place. First of all, the Onlive concept was refined. The main driver for this process was the workshops with the project partners, in which use cases were developed which could benefit their business. This way, the Onlive concept has been partly validated from the perspective of the future Group owners (future clients). From a technical point of view, it was demonstrated that the concept is technically feasible and scalable in the future. Research has been done on how the platform could operate without an (always) active Internet connection, giving it the potential as a successful platform for delivering digital services in places where there is no Internet connection. Also, the user interface has been tested on a select group of users using paper prototyping. A proof-of-concept was developed which demonstrates the possibilities of the Onlive platform, and ideas have been developed for business models for the platform.

Although I am very confident that we made a lot of right choices in the set up of the architecture, some methods and concepts should be submitted to careful consideration and review. Even the name itself, 'Onlive', is open for discussion. The work we have done should be seen as a solid starting point and a conversation starter. It gives us the means to hit the ground running in the world's first Smartup.



The blueprint

(what we made so far)



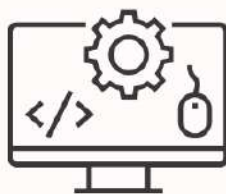
The Onlive Plugin Software Development Kit (SDK), consisting of:

- Executable (App) for Android (in the form of a .apk file)
- Developer documentation
- Example Plugin



The Onlive app for Android

- Executable (App) for Android (in the form of a .apk file)
- Onlive App - Functionality and priority (document)



The Onlive Back-end:

- Custom Onlive logic for integration with the XMPP server
- The Onlive registry, which hosts
 - Context group definitions
 - Plug-in executables (in the form of a .zip file)



Onlive documentation

- Research report
- MVP description
- SDK documentation



Startup organization for validation

To get this Startup proposition through the validation phase I have to prove there are enough people who want to own and build this Operating system with me. I, as the entrepreneur, have to set a financial target that we need to reach and set out the Startup teams that need to build the OS. This is my organization for Validation.

Financial Target for the Validation phase?

75.000 euro.

1/3 Entrepreneurial Commission

Startup ownership ?

50 euro for Watch license.

150 euro for Work license

Earning ownership ?

10 euro for a Campaign license





Part 3: Experiment

Startup teams



Working for a Startup always happens in teams. Depending on the kind of service or product the Startup is creating, you can subscribe, based on your own talent, skills and willfulness, to a specific team. When you are part of the team you can contribute to specific discussions and apply for roles inside your team.

Development

The team that builds the actual product once the Startup is in the production phase. Front end, back end, native, architecture, security, testing, all kinds of computer engineering expertise is needed in this team. The development team is most likely the biggest team of the Startup that works with platforms like Github or Gitlab. During the Validation and Design phase, they do not develop yet. In those phases, they organize themselves and support, review and research development issues that surface in the validation and design phase. They have to be ready to start once they receive the scientifically reviewed Design Blueprint.

Design

The team that performs all design-related tasks based on The Official Startup Business Plan. Think of User Experience, Branding, Housestyle, Wireframing, User Interface, paper prototyping, mockups, Icon design, etc. The design team is working on the Design Blueprint the development team needs to actually build the product. They are consulting the development team regularly as they progress. Before handing in the Design Blueprint to the production phase the first scientific review takes place.

Business

This team is responsible for creating a solid business proposition, marketing and financial plan. They are developing business cases, making forecasts, crunch the numbers and, in general, make sure the product or service is ready to market under the best conditions. The business team also is responsible for The Official Startup Business Plan and makes sure all the latest adjustments and decisions are updated and all teams always have the most up to date version available. The business team plays a crucial role in the Organisational phase of the Startup. There they work closely with the science team and do the final market assessment and guide the community in choosing the first Executive team that is launching the product or service into the market.

Media

The media team has two main functions:
Internal communications:

Follow all the work of the progress and activity of the teams and report on the General Forum so the community can stay informed on the progress and issues.

External communications

The Startup has social media channels for the general public. The media team makes sure those channels are filled with informative and engaging content.

In the media team, all kinds of different talented people in the area of communication, journalism, PR and social media are busy creating engaging pieces of content. During the creation of the product or service, a Startup is completely depended on crowdfunding. It's crucial that there is a constant line of communication from the internal community to the outside world. Articles, blog posts, translations, animations, the media team has a lot of work to do.

Operational

This team's only focus is to streamline the cooperation between the teams. The operational team has an oversight function and operates like a commission where they discuss adjustments and procedures to improve the collaborative processes that lead to an improved creation process. They also look at 'incidents' between community members that are flagged as inappropriate or unfair. In this team can be people with experience as a Project Manager, Compliance officer, Legal consultancy, and Psychology professional. This team is constantly monitoring, documenting and adjusting the overall Startup organization. Especially for Startup Zero (the first Startup), their role is crucial because their work is to watch the Startup organize itself, make mistakes and create a guideline, almost like a Startup constitution, for future Startup to follow.

Science

The science team should be seen as compliance officers that check, based on peer to peer-reviewed facts and models if the product or service is created under the most sustainable and scalable conditions. The science team assists all other teams in their efforts to make the best decisions. All kinds of scientists, academics and researchers are needed. The main function of the science team is to perform the two scientific reviews. One where they check if the design complies with the best sustainable practices in their fields and the second is to check if the work of the development team complies with the market's assessment. The science team is the only team that can turn back a decision that is made through voting. For example: if the community voted that the design can be taken into production, the science team can prevent that from happening by issuing a motion for further research.



Resource Material

There is a lot of additional material that completes this proposition. Most of it you will get access to once you are a Smartup member. An overview of all material:

RESEARCH REPORT



Final report of the OnLive ClickNL Project:
The social network of the real world
Onlive R&D: results and overview

ESSAY



Smartup Zero: a blueprint for disruption

Everything about the first Smartup in the world

PROOF OF CONCEPT



All code we have for the POC:
- Back end
- Front end
- Plugin SDK

All on Gitlab.

UX MOCKUP



An interactive Mockup to experience the unique Onlive UX

All on ADOBE XD.

ONLIVE SDK DEVELOPERS DOCUMENTATION



How to make a plugin

ONLIVE PRIORITY & FUNCTIONALITY DOCUMENT (only in Dutch)



Minimal Viable Product
- Onlive

FIND OUT AT rsnewmediaconcepts.com/smartup-zero WHAT IS AVAILABLE RIGHT NOW AND WHAT IS AVAILABLE TO YOU AFTER YOU BECOME A SMARTUP OWNER.



The final word

So off we go. We don't have to wait. This proposition is a theoretical framework for immediate implementation. It's a project that you can join now and start working on immediately. Startup Zero is about creating a new toolset that our government, leaders, and corporations will never be able to give to us. We don't need them. We have to lead the charge ourselves. If we succeed we enhance our chances to change the status quo and create a better reality for ourselves and our children.

I am convinced that the revolution is not going to be of scientific or technological nature but will take place in the heart of our economies. The revolution is going to be a counter-movement against the core principles of our western culture and more specifically; our economy.

Our scientist clearly identify that our current system for the production and distribution of our products and services are enormously ineffective and damaging. It's one of the key factors in the decline of our biodiversity. They urge us to change our need for things. I've shown you a way how we could do that. It's not going to be easy but the only way to a better future for humanity is to arm people with purpose, and the means to fulfill that purpose.

Imagine being there. Being in a world where everybody has equal access to quality food, water, shelter, information, and purpose. In this world, the purpose is clear: we work to keep our planet habitable for humans and all other living. Everything, everybody does constantly is to work, with their own talent and skills, to a little part of a big solution that keeps our only planet safe and humanity humane. When the work is done they return home to their loved ones, fulfilled as a human being.