

What ROI have we observed to date?

- **Big stats big learning problems**
- **Cost avoidance** (travel, meeting, events, work, reuse)
- **Reduce development cost**
- **Reuse of tools, content and places**
- **Increased engagement with unexpected skills**
- **Global level collaboration platform**
- **New Context Opportunity Space** (emerging)
- **Enjoyable experiences**



Space and Scale



Blending of Place



Practice and Simulation



Presence and Reputation



Self and Anonymity



Universal Visual Language



Co-Creation and Collaboration



Observable Behavior and Performance



Mass Connected Innovation