

Quartz, US: Cognizant's Head of Strategy, Cognizant Digital Business, Says the Internet is Broken



"The next chapter of the fourth industrial revolution will leave us with a multi-faceted web where each domain has different characteristics," writes **Paul Roehrig**. "Our opportunity—as citizens, employees, and leaders—is to embrace with gusto the once-in-a-century opportunity to renegotiate the terms of our endearment with our powerful new machines."

Excerpts from Quartz's article:

"The internet and the first 20 years of web innovation was predicated on a view of the world that was, as we can now see, Westernized idealism. Having an unfettered digital commons for commerce, learning, community, and governance sounded great to many, but in the end this model has become chaotic, addictive, and even toxic.

This toxicity extends into the arguments we're having about the tension between regulation and innovation. But the fact that we're yelling at each other is actually a positive. It may not be fun, but the sometimes loud, occasionally rancorous debates about privacy, data stewardship, IP protection, and even the future of capitalism are good signs. Open societies are beginning to reimagine how we manage the new engines of the digital economy.

It's possible to find a way to balance control while protecting the free flow of capital and ideas. To navigate this path, here are three initial steps we can each take tomorrow:

- Don't check out. The shift to Internet 2.0 will impact every aspect of your work and home life. See this as your problem.
- Keep your eyes on trust and privacy. One of the biggest drivers of change is how individuals and societies encode trust and privacy into the new machines. Policies, tax law, regulation, and embedded algorithms will first fragment and then profoundly reshape Internet 2.0.
- Follow—and control—the money. The coin of the digital realm is still coin (and I don't mean bitcoin). Over time, markets work. When things become too complicated, a good bet is to follow the money: tax, revenue, stock valuation, venture capital, and so on."

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