

Bloomberg Businessweek

May 21 — May 27, 2012 | businessweek.com

Facebook

The \$96 Billion Hack

#BXBBDD *****5-DIGIT 78767
#BMK0009112756/Z# R1206T100 05MAY14
LARRY PEEL
LARRY PEEL COMPANY, INC
LARRY PEEL CO
LARRY PEEL
PD99
070398
00509
0021
AUSTIN TX 78767-0248



Technology

at **XG Technology**, a Florida-based competitor to Neul. "Someone with the pockets of a **Google**, a Microsoft, an **Apple**, they could make a run of this and create their own network."

The success of adaptive radios depends on some regulatory changes, however. The technology makes particularly good use of unlicensed spectrum, set aside by regulators for anyone to use. The problem is, there's precious little of it, and most of what's available works best over short ranges. In February, Congress authorized unlicensed use of the so-called white spaces that are left between television broadcast signals to prevent interference. And at a conference in Orlando, Julius Knapp, chief of the FCC's Office of Engineering and Technology, hinted that the commission would open up more unlicensed spectrum in the future.

The Microsoft-led trial in Cambridge, which finished in April and also counted **Nokia**, **Alcatel-Lucent**, and the BBC as participants, showed that a citywide network of adaptive radios could work with-

out affecting existing transmissions. The trial was in part an effort to persuade Ofcom, Britain's telecom regulator, to start freeing up white spaces in the U.K.

The technology that makes adaptive radio systems work comes mostly from startups. **Spectrum Bridge** manages a database of radio frequencies; adaptive radios check it to know which ones to avoid. Neul, **6harmonics**, and **Adaptrum** all make various pieces of the radios or antennae.

The startups say that by eliminating the high cost of acquiring a spectrum license, adaptive radio networks will unlock all kinds of wireless innovation. In Cambridge, Neul developed an application that notified the city council when trash cans needed emptying. Similar sensors run by New Hanover County in North Carolina monitor water quality on the Intracoastal Waterway. Such applications are possible with existing networks, but would require paying a hefty monthly fee to a telecom company such as AT&T. Collier says you could even use adaptive

radios to monitor conditions in dangerous areas. "Toss hundreds of sensors out the back of a helicopter, then plant a single antenna," he says. —*Brendan Greeley*

The bottom line A recent trial in England proves the feasibility of adaptive radios, which could spur wireless innovation by reducing costs.

Medicine

Crunch Two Data Sets, Call Me in the Morning

► Analytics specialists like IBM run numbers to improve health care

► "As a matter of respect... patients want to be asked" for permission

When patients show up at a hospital, something dangerous happens: They're looked at by humans. Because of the hustle in busy emergency rooms and admission wards, many

PHOTO BY SCOTT BOEHM/GETTY IMAGES

It's not big.

The new RDX is an exceedingly nimble vehicle. It has a V-6 engine with innovative Variable Cylinder Management™ that can respond to changing driving conditions and deactivate cylinders. Giving you the power you need and the best highway fuel mileage for a V-6 in its class.* Plus, the speed-sensitive steering has been tuned for more spirited driving. In other words, it drives like it's small, but it's not.

Introducing the entirely new RDX.
Intelligently built for the size of your life.



*2012 EPA fuel economy estimates for non-hybrid, gasoline-powered V-6 SUVs classification sold in the U.S. as of 3/1/12. Use for comparison purposes only. Your actual mileage will vary depending on driving conditions.

patients get only a cursory review of their health, according to Nicholas Morrissey, a surgeon at New York-Presbyterian Hospital. Mistakes can lead to complications or missed warning signs and may increase a patient's chance of winding up back in the hospital. So Morrissey is working with **Microsoft** to train computers to make the kind of snap judgments about new patients' risk factors that hurried humans often flub. "We don't want to take the intuition and clinical decision-making out of the process," he says. "We want to facilitate it."

As hospitals digitize patient records and amass huge amounts of data, many are turning to companies such as Microsoft, **SAS**, **Dell**, **IBM**, and **Oracle** for their data-mining expertise, which can help medical providers perform detective work and improve care. The so-called Big Data business has already permeated other industries and generated more than \$30 billion in revenues last year, according to re-

\$34

BILLION: EXPECTED REVENUE
IN DATA ANALYTICS IN 2012

search firm IDC. It's expected to grow to close to \$34 billion this year in part because of increased use in the health-care industry. Crunching numbers is potentially good business for hospitals as well. By making "meaningful use" of computer systems, they're eligible for millions of dollars in government funding from the Obama administration's \$14.6 billion program launched in 2009 to encourage adoption of electronic medical records.

The use of data-mining technology has already led to some measurable improvements in patient care. New York-Presbyterian, which started using Microsoft technology to scan patient records in 2010, has reduced the rate of potentially fatal blood clots by about a third, says Morrissey. "I wouldn't be out there saying we've solved the problem, but we're definitely making progress. That was a significant drop," says Morrissey.

Seton Healthcare Family, a hospital system in central Texas, learned from IBM software last year that a bulging jugular vein is a strong—and easily observed—predictor that a patient admitted for congestive heart failure is likely to wind up back in the hospital. "We've gotten some really tremendous results," says Ryan Leslie, Seton's vice president of analytics and health economics.

Patients don't usually know when their records are being analyzed in this way. Federal law prohibits



But it's not not big.

The new RDX brings an entirely new definition to personal space. With more than 103 cubic feet of passenger space, it's large enough to accommodate your life. And all the gear that goes with it. The generous shoulder and legroom give it a distinctively cavernous feel. Moreover, the new RDX produces outstanding torque and 273 horsepower. In other words, it feels like it's big, but it's not.

*Introducing the entirely new RDX.
Intelligently built for the size of your life.*

depending on how you drive and maintain your vehicle. RDX with Technology Package shown. Learn more at acura.com/RDX or by calling 1-800-To-Acura. ©2012 Acura. Acura, RDX and Variable Cylinder Management are trademarks of Honda Motor Co., Ltd.



Technology

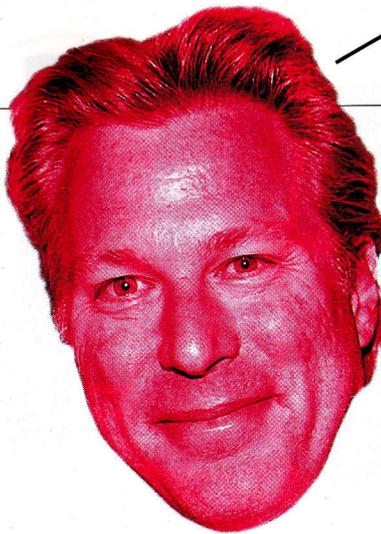
medical providers from disclosing certain health information without patient consent, but there is an exemption for activities that fall under “quality improvement,” says Susan McAndrew, deputy of health information privacy at the U.S. Department of Health and Human Services’ office for civil rights. During the analyses done at New York-Presbyterian and Seton, for example, patients weren’t informed their medical records were being studied by outsiders’ software.

“People do not like to have researchers of any stripe using their electronic health records,” says Deborah Peel, founder of Austin (Tex.)-based Patient Privacy Rights. “As a matter of respect and autonomy and patient-centeredness, patients want to be asked. When they are asked, by and large they support this. It’s the not-being-asked stuff that’s really bad.”

Deven McGraw, director of the health privacy project with the Center for Democracy & Technology in Washington, disagrees. Notifying patients too often can be unnecessarily confusing. Only ask for permissions, she says, when data “is used in ways that people might not expect,” she said.

—Jordan Robertson

The bottom line The data-analytics field will grow more than 10 percent this year as Microsoft, IBM, and others work more closely with hospitals.



“I’ve kept my head down for most of my career. When it’s popped up occasionally, you get whacked.”

Management

Yahoo! Hopes Fifth Time’s the Charm

▶ Ross Levinsohn, the fifth CEO in four years, has a mixed record

▶ He’s “an old News Corp. guy ... a loud, pound-the-table kind”

When **Yahoo!** was searching for a new chief executive officer in October after firing Carol Bartz, the company’s head of global media, Ross Levinsohn, went on stage at the Web 2.0 Summit in San Francisco. His interviewer asked if he was interested in the job. “I’ve kept my

head down for most of my career,” he responded. “When it’s popped up occasionally, you get whacked.”

Levinsohn’s head just popped up again. On May 13, Yahoo named him interim CEO following the resignation of Scott Thompson, whose résumé, the company admits, included a computer science degree he never earned. Levinsohn becomes Yahoo’s fifth CEO in four years and, like all the others, he’ll find no easy answer to the question of Yahoo’s future. The company is bleeding market share in its core business—display ads—and growth has stagnated at marquee properties like Yahoo! News and Yahoo! Finance.

Levinsohn is auditioning to become permanent CEO, and the new board will have a mixed track record to judge him by. At **News Corp.**, where he worked from 2000 to 2006, Levinsohn rose from running FoxSports.com to overseeing Rupert Murdoch’s Web ambitions as head of Interactive Media. In that role he was instrumental in one of Murdoch’s most prominent new media forays: The 2005 purchase of **MySpace** for \$580 million.

It’s easy to mock the acquisition now—News Corp. dumped MySpace for \$35 million in June 2011—but at the time MySpace was a hot property. According to ComScore, MySpace had more than 55 million visitors in August 2006 to **Facebook**’s 15 million. That month, **Google** agreed to pay \$900 million to run MySpace’s search and place some of its ads. The partnership instantly earned back Murdoch’s investment but may have sowed the seeds of MySpace’s decline. The deal forced MySpace to clutter its site with low-end banner ads that eventually alienated people, according to co-founder Chris DeWolfe. “[It] basically doubled the ads on our site,” he told *Bloomberg Businessweek* last June. “MySpace went down the route of trying to monetize too much, and it turned off a lot of users,” says ThinkEquity analyst Ron Josey.

Though MySpace is a key line on Levinsohn’s résumé, the measure of his blame or credit is unclear. “I don’t know if all that falls on Ross’s plate,” Josey says of the site’s decline. In the 2009 book *Stealing MySpace*, journalist Julia Angwin portrays Levinsohn as a pawn in Murdoch’s games of corporate intrigue. Murdoch used Levinsohn as a



The Angriest Place on Earth By 2011, when *Angry Birds* reached its 648 millionth download, a theme park seemed inevitable. Finland’s Särkänniemi Park will open *Angry Birds Land* on June 8 with 12 rides and attractions. Tickets cost \$24 to \$45.