



Foreword	<i>Katie Couric</i>	x
Introduction	(R)evolution: How Internet Culture Has Created a New Era of Social Consumerism	xiii
	This Is None of Your Business, So Make It Your Business	xiv
Chapter 1	A Quiet Riot: The Information Divide and the Cultural Revolution	1
	The Human Genome Meets Digital DNA	4
	Don't Blame It on the Youth	5
	Ch-Ch-Changes	6
Chapter 2	Youthquake: Millennials Shake Up the Digital Lifestyle	8
	Boom	10
	Digital Darwinism: Controlling Your Way to Obsolescence	12
Chapter 3	The Medium Is No Longer the Message	15
	Social Networks as Your Personal Operating System (OS)	17
	Don't Google Me, Facebook Me	19
	Twitter Me This . . . The Facebook Generation	19
Chapter 4	The Attention Deficit Crises and Information Scarcity	22
	Remorse and Social Network Fatigue	23
	Poster's Remorse	24
	Does Attention Bankruptcy Loom Behind the Thin Veil of Popularity?	25

vi < CONTENTS

	If You Can't Tweet 'Em, Join Them	27
	The Progress of Progress	29
Chapter 5	The Evolution of the Network Economy and the Human Network	32
	Content Was King	33
	Context Is King: Defining Our Experiences	35
	The Shift in Networking: Nicheworks Bridge Social and Interest Graphs	36
	Recognizing the Value of Nicheworks	43
	Interest Graphs Are the Constructs of Maturing Information Networks	45
Chapter 6	The Nextwork: Defining Tomorrow's Information Network	48
	Do I Know You? Oh Yes, You're Friends with Their Friends Who Are Friends with Those Who Are Friends of Mine	50
	It's a Smaller World, after All	51
	Information at the Speed of Tweets	53
Chapter 7	Your Audience Is Now an Audience of Audiences with Audiences	56
	Short Attention Span Theater	57
	An Audience with an Audience of Audiences	60
	The People Formerly Known as the Audience	61
	The Psychology of the Audiences with Audiences	62
	Zuckerberg's Law	63
	Interest Graph Theory	64
	On-Demand Networking: Investing in Narrow and Wide Experiences	68
Chapter 8	Convergence: The Intersection of Media and the Human Network	72
	The Digital Footprint	73
	I Want My Web TV. . . Be Careful What You Wish For	75
	Channeling a Connected Audience	77
	The Living Room Is Alive and Clicking	78
	New Consumerism: From Clicks to Cliques	79
	An Audience of Information Ambassadors	81
Chapter 9	Measures of Digital Influence and Social Capital: From Nobody to Somebody	83
	The Human Algorithm	84
	Digital Influence Creates a New Media World Order	84

Contents > vii

	Defining Influence	85
	Seeking Relevance: The Social Consumer Hierarchy	86
	The Social Stock Market	87
	The Square Root of Influence Is Social Capital	88
	The New Era of Endorsements: When Nobodies Become Somebodies	91
	Influence Is Not Popularity and Popularity Is Not Influence	93
	The Tools of the Trade	95
	Influencing the Influencer	98
Chapter 10	The Dawn of Connected Consumerism	100
	You Are Now Entering the Trust Zone	101
	A Day in the Life of the Connected Consumer	103
	Checking In to the New Reality of Geolocation	106
	Steering Action through Incentives	111
	When Purchases Become Social Objects	112
	It's Not How You See Me, It's How I Want You to See Me	113
Chapter 11	The Rise of Collective Commerce	117
	On the Web, One Is a Lonely Number: Socializing Commerce	118
	The Fifth C of Community = Social Commerce	121
	Buy with Friends! The Savings of the Crowds	123
	Build It and They (Won't) Come	126
	The Laws of Attraction and Affinity	127
	ABC: Always Be Closing	132
Chapter 12	Creating Magical Experiences	136
	m-Commerce: The Smartphone Makes Shoppers Smarter	137
	Reality Bytes	139
	Price Comparison Apps Lead to Purchases or Competitive Purchases	140
	Discounting Prices, but Not Loyalty	141
	Virtual Mirrors Reflect the True Persona of the Connected Customer	144
	Excuse Me While I Check Out	145
	Designing Shareable Experiences	147
Chapter 13	Brands Are No Longer Created, They're Co-Created	151
	Branding the Customer Relationship	151
	If Ignorance Is Bliss, Awareness Is Awakening	152

viii < CONTENTS

	In the Human Network, Brands Become the Culmination of Shared Experiences	154
	The Awakening Flips the Switch	159
	The Poetry of Language and Media	163
Chapter 14	Reinventing the Brand and Sales Cycle for a New Genre of Connected Commerce	169
	Plug into the Grid of Decision Making	170
	Once More, This Time with Feeling	171
	I'm Not Just Listening to You, I Hear You; I See and Feel What You're Saying	172
	Bring the Essence of Brand to Life	173
	Brand Essence Exercise	174
	A Model for Emotive Engagement	175
	Funneling Through Time	177
	The Collapse of the Funnel and Emergence of New Consumer Touchpoints	180
	The Decision-Making Circle	185
Chapter 15	Aspiring to Reach beyond Conformity to Inspire Customers	190
	Market Fragmentation Leads to Diversification	192
	Behaviorgraphics	197
	The Interest Graph Is Alive: A Study of Starbucks's Top Followers	201
Chapter 16	The Last Mile: The Future of Business Is Defined through Shared Experiences	212
	The Apple of My Eye: Designing Magical (and Shareable) Experiences	213
	The Laws of Engagement	216
	Like a Virgin: Treating Customers Like They Were Touched for the Very First Time	219
	Distribution of Engagement Resources and Strategies	224
	A Market in Transition Begets a Business in Motion	227
Chapter 17	The Culture Code: When Culture and Social Responsibility Become Market Differentiators	229
	The Zappos Story: The Customer Service Shoe Is Now on the Other Foot	231
	Zappos: Putting the Customer in Customer Service	232
	Zappos: The Culture of Customer Advocacy	233
	Zappos: Delivering Happiness	233

Contents ➤ **ix**

	The New CEO: Chief Experience Officer	235
	In Good Company: Philanthropic Capitalism and the New Era of Corporate Social Responsibility	237
	Giving Back Is the New . . . Red	238
	One Day without Shoes: A March toward Prosperity and Social Responsibility	239
	Empathy Loves Company	241
Chapter 18	Adaptive Business Models: Uniting Customers and Employees to Build the Business of Tomorrow, Today	244
	The Adaptive Business Learns through Reflection and Leads through Projection	245
	The Dilemma's Innovator	246
	Rethinking the Future of Business: Building the Framework	250
	From Bottom Up to Top Down and Outside In to Inside Out	255
	Dell's Bells	257
	The Dellwether of Customer Sentiment	258
	The Future of Business Is Up to You	265
Chapter 19	Change Is in the Air: The Inevitable March toward Change Management	269
	The Future of Business Starts with Change and Ends with Change Management	270
	The March toward Change Leads to Relevance: A Blueprint for Change	271
	Phase 1: Setting the Stage	272
	Phase 2: Managing Change	273
	Phase 3: Reinforcing Change	274
	Connecting Value Propositions to Personal Values	274
	This Is Your Time	278
Chapter 20	What's Next? The Evolution of Business from Adaptive to Predictive	280
	Notes	284
	Index	295