

Contents

<i>Dedication</i>	v
<i>About the Author</i>	xvi
<i>Foreword by Russell Davies</i>	xvii
<i>Notes on Paperback edition</i>	xxi
Introduction	I
At the 'cellophane'	1
Ghostbikes	4
So how are we to explain this kind of thing?	4
Bigger boys made me do it	5
A book about mass behaviour	7
Mass behaviour is hard to change	7
Bad theory, bad plan. Better theory? Better plan?	9
Old news?	10
I and the other	10
Market research and me	11
We're all individuals – I'm not	12
Understanding the <i>how</i> not just the <i>what</i> ?	13
What the book will cover	14
How to use this book	17
Part One: A 'We-Species' with an illusion of 'I'	
I: The Super-Social Ape	21
Tea and kindness	23
Advertising works	24
Even more advertising works	25
We want to be together	26
Say what you see	28
A we-species	29

Are we stardust?	30
The successful ape	31
Homo or Pan?	32
When I grow up	33
Primates are social	34
Why the <i>naked</i> ape?	35
Sexuality	36
The infant ape	36
So why <i>naked</i> then?	39
The brain of a social ape par excellence	39
How others shape us	41
How we make each other unhappy	42
The social brain	43
The sound of the crowd	44
The empathetic ape	45
Language and stroking	46
The loneliness of autism	47
Collaboration: the keys to the kingdom	50
Self-interest and collaboration	51
Game on	51
Game over and over	52
Collaboration across the nation?	53
Learning from each other?	54
How collaboration built the world	55
Shirts – the work of many hands	56
Summary of this chapter	57
Questions to ponder	57
Questions and issues for marketers	58
2: The Illusion of ‘I’	59
Pepper’s ghost	62
What does Pepper’s ghost tell us?	63
I woke up this morning . . .	64
What it is – oh, I forgot	65
Eternal sunshine and spotless minds	66
False memories	66
Monkey see	68
Lazy minds	69
Don’t think too hard	71
Retelling the story	72
The big when	73
The illusion of consciousness	75

Depression and the distorted self	78
Treatments	79
Summary of this chapter	81
Issues arising	82
Questions and implications for marketers	82

3: 'I' vs. 'Us' 85

Yes we can	87
Travelling for real	89
Beware Greeks	91
Ubuntu	92
Peace and reconciliation	93
<i>Wo die Zitronen blühen</i>	95
Studying consumer tribal behaviour	97
Beyond marketing	97
Far from the madding crowds	98
The politics of 'I'	100
The collective mind	100
No such thing as society	102
Is the rest of the world so wrong?	102
'I' ideology	103
How social psychology got individualized	104
'I' research	105
Expert opinion	106
Heroes and villains, and other individuals	108
Unhappy feet?	108
The curious tale of curious George	109
What this chapter has demonstrated	110
Some questions	111
Issues for marketers arising from this chapter	111

Part Two: The Seven Principles of Herd Marketing

4: Key Principle No. 1: Interaction 115

At the market	117
At the urinal	118
In the lecture theatre	121
Complexity vs. complicated	122
Complexity as a way of seeing the world	123

Interactive animals	124
Interactive humans	125
Back to the football	126
Learning from the Mexican wave	127
At the office	128
Meanwhile, somewhere in Aberdeen	129
Summary so far	130
Every day, every day, in every way . . .	130
Crime and punishment	132
New York, New York	133
The physics of crime	135
More crime, less physics	136
Crims, saints and floaters	137
Fighting on the beaches (and in the suburbs)	139
The facts	139
Analysis	141
What to do about such riots	143
Markets and interaction	143
Behavioural markets	145
The challenge for market research	146
Issues arising	147
Implications and questions for marketing and business	147

5: Key Principle No. 2: Influence 151

Saturday night's all right	153
Faces in the crowd	154
1-2-3-4 . . .	155
Brainwashing	156
Brainwashing and conformity	156
Parallel lines	157
Fear and needles	158
Hands together, please	159
The placebo effect	160
What do you do to me?	161
Stupid boy	162
Marky Mark is not Influential	163
Why one-to-one is wrong	164
Charidee, my friends	165
Relation-canoes	165
Relationships redux	166
Channel tunnel vision	167
From you to me to me and everyone I know	168

Getting over yourself	169
More influence	170
The Milgram experiment	171
Let the tapes roll	172
How good people do bad things	173
Born unequal?	175
Naturally influential?	176
Social influencers	178
Connectedness	179
Meet Lois	180
Influence and influencers	181
Researching influence	181
Learning from Decision Watch	182
The Influenced not the Influencer	184
What this chapter has shown	186
Some questions for marketing	187
6: Key Principle No. 3: Us-Talk	189
Don't believe the hype	191
Children of the revolution	192
So why is the record industry so scared?	193
Scary Mary	195
What can we learn from the Arctic Monkeys' success?	196
Boom time for WoM Marketing	196
What does Marketing (<i>really</i>) know about WoM?	197
WoM Fact 1. Word of mouth is seen by consumers to be more important than other influences on individual purchases	198
WoM Fact 2. Word of mouth is seen to be getting more and more important over time	199
WoM Fact 3. Word of mouth seems to operate in both B2B and B2C	201
WoM Fact 4. Word of mouth is a global – and not just a North American – phenomenon	202
Astroturfing	204
I <B Motorola	205
WoM Redux	207
Grooming & feeling good	208
Talk and grooming	209
More grooming talk	209
How bad science changed the mind of a nation	210
Real impacts	214
What can we learn from the MMR case?	214
The conversation has already started	215

Us-talk again	217
It's not all (or even mostly) about you!	218
Paying for it	219
Talk in the real world	219
Talking about telly	220
That one number again	221
Don't Matter What You Say: the One Number Still Matters	224
What this chapter has shown	224
What's next?	225
Questions for marketing	225
7: Key Principle No. 4: Just Believe	227
Disappointed of Des Moines (or Dunstable)	229
Meaning in a world of oversupply	230
Three principles explained	231
Goodnight Vienna	232
I believe	233
Cardigan Bay's third biggest clothing company	234
Outdoor threads	235
Nice to have?	235
Think differently	236
The journey (home)	238
Jamie's dinners	239
Being Naked	242
Anomalous Thinking	243
Back to the future	245
Enron and everything after	247
A challenge – <i>does belief pay?</i>	247
So what does the study show?	248
You are not alone	249
Free and legal	250
A is for . . .	252
Before we go	253
1. Be who you are	254
2. What do you believe in? Find it and live it!	254
3. Act like you mean it (and don't act like you don't . . .)	256
Summary: taking a stand	257
Some questions arising for marketing	258
8: Key Principle No. 5: (Re-)Light the Fire	259
Keep the home fires burning	261
The fire inside	262

Easier to extinguish than light	264
The misfits	266
Relighting my fire	267
The power of dreams	267
Dream a little dream	269
Vile bodies	270
A familiar situation	271
Girl talk	272
The danger of missions	273
You too can look like this	273
More belief	276
'T ain't what you say	277
The fire inside – summary so far	279
Where next?	280
How to work out what to do?	281
More behaviour thinking	282
Show, don't tell	282
Interlude: beyond Petroleum	284
Belief in a cynical age	287
Cynics and dogs	288
Spotting cheaters	290
Conclusions	291
Questions for marketers	291
9: Key Principle No. 6: Co-Creativity	293
Unlikely popstars vol. 103	295
Charidee, my friends	296
Number one and everything after	297
So what does the 'Amarillo' syndrome teach us?	299
Originality and creativity	300
(Value) chain of fools?	301
Is this new news?	303
Hi-tech co-creativity	304
Welcome to SIM City	305
Rewriting history (together?)	306
Galileo, Newton and Einstein	307
Another 'pencil squeezer'?	309
Co-creativity – summary so far	309
Meetings, bloody meetings	310
Kick-off	312
At the theatre	313
Co-creative marketing attempts to change mass behaviour	314

I saw this and I thought of you	315
Using co-creativity to change internal audience mass behaviour	317
The Hawthorne effect and after	318
Co-creative innovation	319
Two types of co-creative networks	320
The <i>Ocean's 11</i> dream team	321
Co-creativity and market research (1)	322
Co-creativity and market research (2)	323
Some ideas that co-creativity challenges	323
Some questions for marketing	324

10: Key Principle No. 7: Letting Go 325

What a score!	327
The limits of my powers	329
The loneliness of the touchline	330
What Carwyn did and didn't do	331
The loneliness of the manager	332
The company as machine	332
Reducing the human element	333
Children of the lesser god	334
Another point of view	335
Human remains	336
Interaction businesses	337
A different kind of job	337
Back to the drawing board?	340
So what can you do?	342
More human physics	342
Crisis, what crisis?	343
Let them all talk	344
Talk with the talkers	347
What do they talk of?	348
And finally . . .	348
As inside, so outside	349
The end of management	349
Some questions for marketing	350

Part Three: Making Sense of the Herd

11: Conclusions 355	
Life, the universe and giant aquatic reptiles	357
Seeing things differently	358
Conclusion 1: Our species is first and foremost a social one	359

Implication 1: Stop thinking and talking with words that conjure the 'I' perspective	360
Conclusion 2: Individuals are unreliable (if not largely irrelevant) witnesses	360
Implication 2: Don't ask	360
Conclusion 3: Interaction is everything; interaction is the 'big how'	361
Implication 3: Understand the how-mechanic and use it	361
Conclusion 4: C2C, not B2C	361
Implication 4: Get the system to work for you	362
Conclusion 5: MVC vs. MIC?	362
Implication 5: Rethink targeting	362
Conclusion 6: Communication is not about sending information	363
Implication 6: Communication and action	363
Conclusion 7: What people say is just the most visible influence	364
Implication 7: Make peer-to-peer interaction the real goal of all marketing (and not just WoM)	364
Conclusion 8: Be more interesting	365
Implication 8: Find your Purpose-Idea and live it	365
Conclusion 9: Co-create	365
Implication 9: Learn to be a great co-creator	366
Conclusion 10: Letting go	366
Implication 10: Rethink 'management'	366
Postscript to the Paperback edition	369
And it's goodnight from him . . .	369
Endnotes	371
Index	385