

ALEXANDER MANU **THE NEW CONTEXT OF THE MOBILE SOCIETY**

The term "The Internet of Things" was first used in 2005 in a report released by UN's International Telecommunications Union ¹. The ITU defined it as "a place in which every person, object and space is both a link and a holder of information".

You have a mobile phone with you right now; the device is a link, and a holder of information. It is no longer just a radiophone. If it is a smart phone, it contains much more information than you ever thought a telephone would contain. Through it, you are now a part of the Internet of Things.

The Internet of Things can be called by many names – "the real world web", "the embedded landscape" – some having to do with the technology deployed, and others with the behaviors it creates or engages. The Internet of Things is a dataspace²: a space in which digital data resides, can move, and can be managed. Dataspace is not a "future possibility" but the reality that surrounds you right now. How is your business being changed by it? How are you changing your business because of it?

To answer both questions we need to understand the behaviour themes of dataspace – what are the new behaviours that dataspace makes possible – and its agents, the groups of people engaging in this behaviours. *The intermixing of themes and agents, creates the culture of **the Mobile Society**.*

¹ The Internet of Things: Executive Summary. (November 2005) ITU Internet Reports 2005. Geneva: International Telecommunications Union.

² Manu, A. 2007. *The Imagination Challenge: Strategic Foresight and Innovation in the Global Economy* . Berkley: New Riders. 184

Themes

Three principal themes can be observed: Empowerment, Participation and Engagement.

Empowerment. The acceptance of new discoveries, and the transformation of invention into innovation, does not necessarily contain elements that increase the social, political or economic strength of large numbers of the population. There was little mass empowerment after Johannes Gutenberg invented movable type in 1440; literacy was not yet widespread, and only the clergy was the immediate beneficiary of the printing press. For a long while, the printing press did not contribute to the empowerment of people, as it did little to allow them to transform *their role* in the distribution of culture. (You have heard the expression, "Freedom of the press extends only to those who own a printing press.") Over time, communities were changed by the availability of books, and new habits were formed; knowledge could be communicated in textbooks, ideas can be shared, and language can be developed and protected around written form. The rest is history. The book as a device is immutable; between its covers, it contains all the words and images that represent the ideas put forth by its author. The reader can not delete, copy, transfer or contribute to the content in any way, or share favorite passages with friends or colleagues. All of this changed with digital data files: they are re-mixable, they are easy to transform, mush, they can be acted upon. They empower transformation, collaboration and sharing on an unprecedented scale.

The combination of digital data, transmission and reception devices, as well as the existence of a vast support network, hold within the empowerment of individuals to access and generate information and content; to make choices within a wide range of options; to collaborate in collective actions; to gain knowledge and to participate with others.

Participation. Hannah Arendt writes, "*No human life is possible without a world which directly or indirectly testifies to the presence of other human beings.*"³ The presence of others is our requirement for plurality, and because we seek to be with others, we also seek to participate with them, and allow them to participate with us. This has been one of the dominant themes of humanity from the beginning, while not all moments in history have afforded individuals the capability to engage in participation. Participation means the opportunity to make a choice in matters that effect the other. This choice is equally important when participating within large numbers, or when engaging just with our immediate neighbors. The depth and breadth of our ability to participate, is a measure of our belonging as humans. Individuals capable of digital data transmission and reception – now a majority in the industrialized world – are *enabled* participants in the *creation and direction* of the mobile society. Be that political participation in the democratic process, cultural collaboration on social networks, or just trivial broadcasting of "what are you doing" on Twitter, the architecture for participation is growing proportionally with the level of *engagement* of its users.

³ Arendt, Hannah. 1965. *The Human Condition*; University of Chicago Press, Chicago & London.

Engagement. Engagement is a human experience, equally concerned with the meaning of things for the individual, as well as with the capacity of the thing to transform the individual. Engagement is a *voluntary activity* that deepens our connection with what we find meaningful in our context. More meaning means a deeper experience, so the only moderately accurate measure of engagement is depth. How many people have watched the "Charlie bit my finger" video on YouTube more than once, is a better measure of engagement, than the total number of viewers. (I suspect that in this case, a majority of viewers have watched the video more than once).

Agents

The agents empowered for participatory engagement are members the Millennial generation; born after 1980, and growing up alongside the developments illustrated in Figure 11. They are now of the same age as the desktop computer; this is not a superfluous analogy, but a statement of their capabilities and expectations. There is whole lot of change between IBM's Personal Computer XT of 1983, and the MacBook Pro introduced by Apple in 2009. From the 10 Megabytes hard drive of the XT, to the 320 Gigabytes hard drive capacity of the MacBook Pro, the increase in memory capability *alone*, is what a tall bumblebee is when compared to the height of the Empire State Building. 320 GB is 32,768 times bigger than 10MB. This is just on the quantitative side of this example, but not on the qualitative side; there are no adequate metrics, to my knowledge, that can fairly measure the profound changes that took place over the course of the past 25 years, when we look only at this example. The societal, cultural and economic implications, while hard to qualify, have changed the nature of this generation's engagement with technology, and through that, with themselves and their life expectations.

Everything is possible for the millennial. You want to start a web site where classmates at your university can talk to one another? Now you can! So you do it, without asking for permission. And you notice patterns of engagement within this social group that surprise in their eagerness for life's detail; then you and your friends decide that this will be a good idea, and a useful meeting place for students at other universities, and for high school students, and later for the entire world. So you do it, and you don't need anyone's permission, because you can. You have the entrepreneurial spirit, and you also have the tools that empower you to act as an agent of change. Mark Zuckerberg started Facebook in his Harvard dorm room in 2004. Five years later, more than 300 million people use Facebook⁴. Why? Because they can. Because they find value in this engagement. Because they cannot afford not to participate. Because for some, Facebook is not *an option*. According to the site's own statistics, 125 million people log in at least once a day. Imagine having a meeting place that has 125 million visitors every day. Now imagine that these visitors are there because *they are not in your market place!* While they are on Facebook they are not watching your ads on TV, not seeing your message in print, and not shopping for your products and services. This is significant for the economy on many levels, and, through the interconnected nature of the ecology of commerce, this is significant to your business s well.

⁴ Available at: <http://www.facebook.com/press/info.php?statistics> [accessed: August 27, 2009]

And it will remain significant whether you understand why people go to Facebook, or not. (incidentally, this is about the same number of people that shop at Wal-Mart in *one week*⁵)

The time spent on Facebook, YouTube, Flickr, MySpace – listed here only as representatives of a whole list of similar engagement opportunities – is measurable *participatory time* for the ones involved in the activity. It is time spent participating in the creation of culture, and in the shaping, one engagement at a time, of their own lives. Some may argue that users creating, managing and distributing their own content online is not exactly "culture", but when the Pew Internet & American Life Project reports that in 2007, 64% of American teenagers were posting content online, while 39% of teens were sharing art they had created, we are pressed in revisiting what we mean by culture. What we mean by value.

How do we measure value? By the standards of a world in which a 10MB hard drive was the norm? It would have been unthinkable in 1983 to declare that, one day, I will have a 8GB storage device hanging around my neck. It is not only that the technology was not available, but 8GB of memory is not something that anyone could have predicted we will ever need, as individuals. Remember, some smart people already declared in 1982, that *640K ought to be enough for anybody*. But tools create behaviours, and behaviours create new motivations that create new tools. As we explored in a previous chapter, once an *innovation object* captures our imagination, our goals change, our motivation changes, and we revisit our expectations. Once we have invited the innovation object into our life – be that the DynaTAC, the IBM's Personal Computer XT, the MacBook Pro or the iPhone – we are in a permanent state of disruption, as our curiosity drives new knowledge and opportunity. The Millennial generation grew up precisely in this context of permanent disruption of habit. Their "normal" is empowerment and participation in the creation of *their* culture. For them, this is a fundamental and non-negotiable way of life.

You want to share videos of your birthday party online, with some of the friends who could not make it last night? You give it a try, and it is more difficult than you think. But if you want to share videos online, this means that others like you want to do the same thing, so it makes sense to start developing an easy to use website, where people *just like you, will* find value in the empowerment to upload their own videos, and watch videos uploaded by others. So in 2005 you register www.youtube.com (and yes, 2005 is not a printing error, the official launch of the site for the public was in November of that year). Because you can! By 2007, just two years after inception, YouTube was used by people in 22 countries. The empowerment and participatory behaviour that are the essence of people's engagement with YouTube, are not manifestations of technological innovation.

They are manifestations of innovation as a behaviour outcome.

⁵ Available at: http://wiki.answers.com/Q/How_many_people_shop_at_walmart_kmart_target [accessed: August 27, 2009]

Where to from here?

What started with little over 25,000 users in 1983, has transformed us – our aspirations, productive outputs and broad engagement with others – becoming an integral part of our everyday life, an extension of who we are. By 2005, there were over 2 billion mobile phones world wide, and the Internet became society itself: every person, object and space is both a link and a holder of information. Connectivity to anything, from anywhere, by anyone, anytime. Where to from here? What innovation outcomes are foreseeable, if we treat digital mobile media as an *innovation object*?



FIGURE 1

Lets examine first where we are. Figure 1 illustrates innovation behaviours that are now (2009) in plain sight. Labels such as Flickr, Wordpress, Hulu, Linkedin, Sellaband, Twitter, PS3, GTA4, etc, are not meant to illustrate technologies, but rather, the engagement of people in the behaviour of Linkedin and all. I am repeating this point on purpose: *Flickr the website, will not exist without Flickr the behaviour.* As we manifest behaviours, new social interactions take place leading to engagement with new forms of cultural output, which in turn, create new behaviours. This means that we are looking at a *dynamic system ecology of behaviour*⁶.

⁶ Manu, A. 2007. *The Imagination Challenge: Strategic Foresight and Innovation in the Global Economy* . Berkley: New Riders. 102-104

Briefly described, we live in a system of continual change and adaptation, in which each "new thing" entering a system already in place, and attaching its own needs – for networks, mobile power, bandwidth, shelf space, behaviour engagement, and more, as in the example of the DynaTAC mobile phone – to the demands already present in the system. This dynamic enhances existing motivation through new expectations, which become new behaviours to be satisfied. This may sound like a complicated way to express that what we know, for sure, is that the "new thing" will change our system; we just don't know the dimensions and shape of that change. What is clear in this dynamic is the fact that "new things" and "new behaviours", will constantly appear and constantly modify expectations. For your business this is another illustration that *change* and the search for beneficial behaviour outcomes is a *constant*. Your *business is the variable*.

The digital media behaviour map in Figure 1 contains seemingly disconnected labels. The first objective of the map was to place behaviour events in the approximate order in which they have occurred. Now we can connect the dots. Take a look at the second layer; it contains the iPhone, the PS3 (PlayStation 3), DRM (digital rights management), the iTouch, the Xbox as well as a few more labels. One layer higher, starting at 10 o'clock, you will find Hulu (hulu.com) and moving around the layer Joost (joost.com), Vimeo (vimeo.com) and P2PTV (peer to peer TV). Can these dots be connected? And can they spell the end, at one point in the very near future, of television broadcast as we know it?

I mentioned before that the future is the changes we make to the present through *our motivation, behaviour and action*. In the presence of: Hulu as a web based broadcast platform, the PS3 as the receiver station of the web based signal, and any flat screen TV as a display terminal, the end of cable TV broadcast as we know it is just a matter of the scale of the motivation, behaviour and action. Combine the iPhone into the mix – both a receiver and a display terminal – and now you have mobile TV. Can this be also a danger – or new opportunity – signal for the advertising industry? It all depends on what you know about people and their individual – as opposed to organizational – readiness to embrace change.

On August 28, 2009, as I was writing this chapter, the following headline appeared in my email inbox: "Hulu Has More Viewers Than Time Warner Cable"⁷. A succinct article followed, informing readers that "Hulu's reach as a video platform keeps growing, now reaching more video viewers than the second biggest U.S. cable company". What? More video viewers than the second largest cable company?

Digging a bit deeper, I went to the source of the data leading to the headline above. The source was a press release by Comscore⁸ " *TV Viewers*

⁷ Available at: <http://www.businessinsider.com/chart-of-the-day-hulu-has-more-watchers-than-time-warner-cable-2009-8> [accessed : August 28, 2009]

⁸ Available at: http://www.comscore.com/Press_Events/Press_Releases/2009/8/U.S._Online_Video_Market_Soars_in_July_as_Summer_Vacation_Drives_Pickup_in_Entertainment_and_Leisure_Activities_Online [accessed : August 28, 2009]

Turn to Internet for Fresh Content with Shows on Summer Hiatus; Hulu Reaches All-Time High with 457 Million Video Views". I naturally have to ask myself, what is the number now, when you are reading this book? According to Comscore, in July 2009 158 million U.S. Internet users watched online video, the largest audience ever recorded. Online video reached another all-time high in July with a total of 21.4 billion videos viewed during the month. Goggle (YouTube and Goggle Video) continued to rank as the top U.S. video property, with a record 8.9 billion videos viewed, making up 42 percent of all videos viewed online.

Lets step back for a second, and look at this numbers: 8.9 billion videos represents 42 % of all videos watched in one month. The total videos watched online in July of 2009 (one month) in the United States was over 21 BILLION! Now lets assume, modestly, that each video is just one minute long, giving us 21 billion minutes of content. Did you create any of this content? Did your company create it? Do you know what 21 billion minutes means? It means 356 million hours, which is over 14 million days, which is 40,000 (forty thousand) years. IN ONE MONTH! And this is just the beginning of web based TV.

Comscore reports ⁹ that "*Canadians Watched Nearly 150 Videos per Viewer in February*" 21 million Canadians – or 88 percent of the total Canadian Internet population – viewed more than 3.1 billion videos online during the month of February 2009. The average Canadian online video viewer spent 10 hours viewing videos in February, up 53% from their average viewing time last year. Goggle Sites attracted the most viewers with 18.2 million watching an average of 89 videos per viewer during the month. Microsoft Sites drew 7.1 million viewers, while Facebook ranked third with 5.8 million viewers.

Other findings from February 2009 include:

- ▶ The average online video was 4.1 minutes in length, up nearly 25 % from the previous year's 3.3 minute average.
- ▶ 18 million viewers on YouTube.com viewed more than 1.6 billion videos in February, representing nearly 90 videos per viewer.
- ▶ Nearly 88 % of the total Canadian Web population viewed online video in February, the highest penetration of the five countries currently reported by comScore Video Metrix (France 82 %, Germany 82 %, U.K. 81 %, U.S. 76 %).
- ▶ The average online video viewer in Canada watched 605 minutes of video in the month, the largest amount of time of the five countries reported by comScore (U.K. 540 minutes, Germany 466 minutes, France 390 minutes, U.S. 312 minutes).

⁹ Available at:

[http://www.comscore.com/Press_Events/Press_Releases/2009/4/Canada_Leads_World_in_Online_Video_Viewing/\(language\)/eng-US](http://www.comscore.com/Press_Events/Press_Releases/2009/4/Canada_Leads_World_in_Online_Video_Viewing/(language)/eng-US) [accessed: June 2, 2009]

How does this activity affect your business? You may think that if you are not in the TV broadcast business, or in any way connected with its business model, all these numbers mean nothing to you and your organization. You may after all be in a businesses to business (B2B) activity, so you are far removed from anything happening on, or with, YouTube. As your business makes equipment for other companies, you are not affected. Well, look at the map again (Figure 13); there must be a label somewhere that is part of your value chain, either as a content creator, an advertiser, and advertising agency, a brand marketer, a distributor of branded goods, a printer, a maker of packaging, a transportation company, a retailer, or the bubble wrap maker for which you are supplying a piece of equipment.

Everything is connected. And your business is connected directly or indirectly with the activity of the humans that form the market place. According to Comscore's findings, the average video viewer spent 10 hours in February of 2009 watching free content on line. This is 10 hours not spent doing what they used to do: watch TV, read the newspaper, shop or play. This is 10 hours in which *the user is not debited* for the consumption of entertainment. YouTube is free entertainment and more importantly, it cuts the share of the individual's consumption time by almost 40% on a daily basis. When the eyes of the consumer ore on YouTube, it follows that they are not someplace else, where your message as an advertiser used to be. YouTube is another example of a meeting space soon to become a market place. If your users are there, you should be there too.

Phenomenon and Theory

The map in Figure 1 illustrates the nodes of the phenomena. In the opinion of German writer, philosopher and scientist Goethe, *the manifestation of the phenomenon is its own theory*. Lift your hand in the air, about head high, then let it drop around your body. This is the phenomenon of gravity. Now, you can wait for a theory of what you just experienced, or you can proceed in life knowing how gravity *feels*, and what you have to do to master it. I propose that we can apply the same attitude to business and the design of innovation outcomes: engage in the discovery of manifestations of what is happening, understand the values the people are after, then design and deliver new opportunities for new manifestations. This will be the strategic position acting dynamically within the phenomenon¹⁰ taking place. The other position will be to wait for others to define the theory¹¹ behind the manifest behaviour. By the time they do, you no longer have a competitive advantage. For an example of dynamic strategy in which business is always the variable, think of Apple and iTunes. On April 3, 2008, Apple Corp announced¹² that the iTunes Store surpassed Wal-Mart to become the number one music retailer in the US.

¹⁰ In this context, we define Phenomena as behaviours and disruptive business models that change the rules of the market space.

¹¹ We define Theory as processes, rules and tools that react to the presence of the phenomena in a market place.

¹² Available at: <http://www.apple.com/pr/library/2008/04/03itunes.html?sr=hotnews> [accessed: May 25, 2009]

In strategic terms, this means operating a business either in the *new dynamic meeting space* characteristic of phenomena, or operating in a competitive market place characteristic of the theory. In the former, the business is a variable, characterized by the ability to change with the conditions and nature of the phenomena. In the latter, the business is seen as a constant, while change is dealt with only in terms of risk: how to manage risks in order to maintain the marketplace definition we currently operate from.

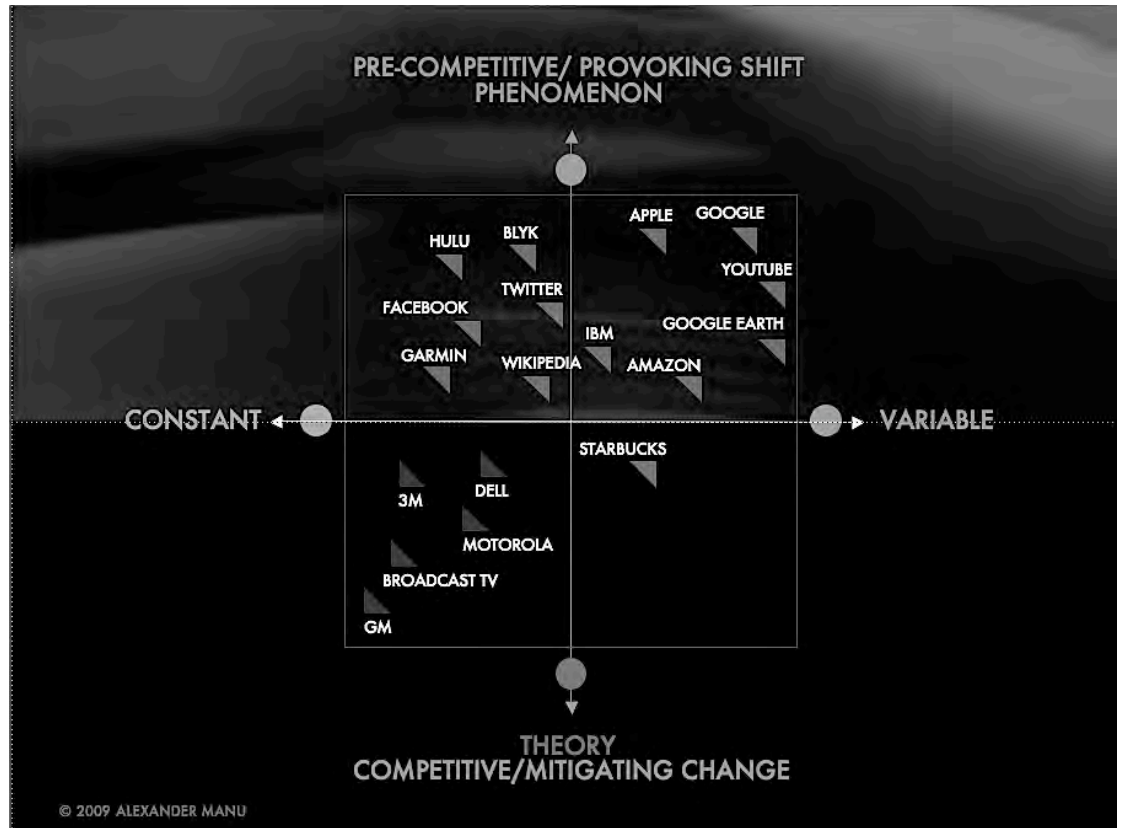


FIGURE 2

The diagram in Figure 2 illustrates four quadrants of business activity planned around the opposition between Constant–Variable and Phenomenon–Theory. Each quadrant can be a profitable place for business, provided that one recognizes the pressure imposed on the user’s behaviour by the existence and attractor power of the phenomenon. Where do you place your business on this diagram?

Challenges of Mobile Digital Culture and the Mobile Society

What are the strategic directions and actionable tactics for organizations in order to successfully navigate the transition between analogue and digital mindsets? What are the challenges?

Lets deal first with the terminology currently in use: Mobile Media, Digital Media, and the Digital Landscape stand as descriptors of both a technology – digital data and the devices that transmit and receive it – as well as a behaviour, a user engaged in retrieving data while being mobile. As discussed earlier, the innovation object here is the fact that data is now mobile *and* digital. Mobile digital data could be transferred from one user to the other, from multiple entities to one, and from one to multiple. It is fair then to term the environment in which this activity takes place a Mobile Digital Culture – the expectations of the users and the deliverables of organizations, are tied to the understanding of "mobility of data" as a cultural outcome, and one that results into new sets of relationships, new community structures and new forms of organization, all leading to a new society, the Mobile Society.

The mobile society is the sum of the lifestyles of its participants, and the participants are in a constant state of searching for media to navigate it, for media to engage with from play to work, learning to knowledge, entertainment and leisure. In the mobile society the innovation object is mobile; thus Mobile Media is the only media of relevance in the mobile society. Naturally, for organizations it will become the primary media for engagement – brand engagement – and because of that, a new challenge to be overcome.

The challenge of the mobile digital culture is *not about technology, but about strategy*. Nowhere is this challenge more immediate than in the domain of marketing and communications affecting brand management and brand building.

Brand Building and brand management in the Mobile Society.

What is the challenge? The challenge of mobile digital media for brand communicators is simply this: *mobile digital media is not a channel*. Mediums are not channels, they are modes of individual action. In the mobile digital mode of action, Brand Management is Brand Building: the actions of the user, his/her engagement with the brand via multi platform portals of participation, are the cornerstones of brand building. This statement simply reflects the nature of mobile digital lifestyles and the role reversal now evident between brand building and brand management.

Consumer packaged goods companies – Procter and Gamble, Unilever, Kraft, Nestle et al – have generally treated brand building as a global – regional in large markets such as the U.S. – function. In other words, they have defined the attributes of the brand experience for a targeted but broad group, in a large geographic area.

Based on studies of behaviour – what people are doing, how people are reacting to questions or situations, in other words, *manifest behaviour* – brand builders defined the vision and the values of brands, the emotional characteristics that will resonate with consumers, the rational benefits, in short, the personality of the brand.

At the local level (state level in the United States, province level in Canada, country level in Europe), brand managers were charged with delivering the brand values to consumers, in the form of marketing campaigns. This all worked well at a time when interruption was the norm: someone is watching a TV program, and he or she is the targeted consumer for the brand, what do you know, I will buy some advertising time and interrupt the show with my brand's message. The planning principles of particular campaigns included multiple channels of support for the brand message, a mix of tactics and layered executions in each channel. The marketing budget will be divided between TV, Print Media (newspapers, consumer magazines, directories, trade magazines) out of home billboards and Live Interactions, etc. And once the Internet starts to matter, Digital was added to this mix.

This is simplified of course, for the purposes of illustrating the changes brought to this behavioral landscape by the mobile digital media. According to Price Waterhouse's forecast¹³ on advertising, worldwide expenditures in 2013 will be slightly below half a trillion dollars (\$467 billion). Half a trillion is a significant number at both ends of the equation: for the advertisers spending it, and for the parties receiving it – agencies, production houses, TV stations, newspapers. And the forecast number does not include the salaries of brand management and communications personnel; added all up, the number is closer to three trillion dollars. This activity creates part of the economy. A large part. And this activity assumes that the people identified as the target group watch TV, read newspapers and magazines, listen to the radio...What happens to this activity when this demographic no longer obeys habit?

*Against a backdrop of tough economic conditions, we believe there will be nowhere to hide from the implications of digital migration. As economic pressure increases, so does the pace of change: aside from short-term challenges posed by the economic downturn, the real challenge lies in how to take advantage of the digital reality.*¹⁴

The ability to engage and mobilize the community of users around common interests, and the ability to initiate and sustain a meaningful dialogue, are the new measures for the operations of brands. And while these tasks are vastly different than the brand model of the past century, corporations have not yet altered their models. Image based attributes which worked fine in product specific branding on the familiar display of the TV set, or in the pages of a magazine, *do not engage in dialogue*, and do not

¹³ Available at <http://www.pwc.com/gx/en/global-entertainment-media-outlook/index.jhtml> [accessed: September 13, 2009]

¹⁴ Available at <http://www.pwc.com/gx/en/global-entertainment-media-outlook/index.jhtml>[accessed: September 13, 2009]

provide the impetus for a engagement. Ideas do, and ideas are independent of the devices that hold them; ideas are mobile, and they can transform the individual, and inspire transformation in his or her immediate group of friends.

What changes need to be made to respond to this challenges? Here are just a few headlines:

- ▶ Agility in attitude and response.
- ▶ Intelligence based strategy adaptive-ness: this means the ability to continually reshape strategy with the dynamics of the context and in a synchronic timeline.
- ▶ Rethinking of Marketing – its role, tools, methods – for the mobile digital culture, its agents and themes.
- ▶ Rethinking of Brand Building in Mobile Media terms – from *location strategy* and tactics, to engagement strategy and tactics.

The major shift is from the stationary and captive audience watching a TV spot, to a *mobile crowd* that has to be transformed into an *audience for the brand*. How do you transform a crowd into an audience? With magic! Magic does this all the time by understanding the nature of the media at hand, the nature of the crowd, and by transforming their reality by design, creating an innovation outcome that is *compelling, engaging, surprising and delightful*.

The nature of the media at hand: In the Mobile Society, the nature of the media used is transformable, portable, mobile, transmittable, customizable, re-mixable, local and global at the same time, and multiplatform. In the very near future it will also become context aware, location based, individually filtered, sensor triggered and independently storable on small read-write transponders¹⁵. This is the technological reality in which we need to frame both the challenges, and the opportunities for brand management and brand communication.

With the mass acceptance of smart-phones, and their guaranteed penetration in all demographics, mobile digital life has become a reality. This simply means that the instrument of choice – the media by which individuals choose to manifest and actualize themselves – is now a portable computer and communication platform that fits in one's pocket.

Portability refers to size, mobility refers to location.

Life, in this context, refers to the nature of the media being ON all the time, and its ability to both SEND and RECEIVE. It is in these two functions that we find both the challenge and the opportunity, as it is these functions that are unique from prior forms of media.

¹⁵ ZigBee technology – just one of the examples or read – write small scale transponders. More on ZigBee at <http://www.zigbee.org/>

For brands this means:

- ▶ the ability to contact individual users with individual messages;
- ▶ the ability to contact multiple users with the same message; the ability to receive feedback at all times from users;
- ▶ the ability to engage users 24 hours a day; the ability to trigger users responses of engagement via defined stimuli;
- ▶ the ability to control and define stimuli on a daily basis; the ability to define stimuli on location basis;
- ▶ the ability to define stimuli on proximity basis (users close to other users) and much, much more.

Mobile Digital Culture is a way of life in which everything becomes media for the *individual empowerment to create, manage and distribute content*. Again: this is not about technology; it is about strategy.

Clarification of terms: What is the NEW in New Media? From the perspective of strategic focus as well as resource allocation – people, money, time—we need to clarify the term New Media as used in the marketing mix. Using the label New Media in reference to Digital Media or Mobile Media does a great disservice to the phenomenon we are observing, as well as diverts resources into domains that no longer have currency with the demographic.

To clarify: there is no such thing as "New Media". There is only current media: the instruments and agents we use NOW to actualize ourselves. We can also talk about "contemporary media", the media still around, but not preferred for our current need to maintain, expand, enhance and actualize the self. This is an important distinction for brand management, as it informs the very core of strategy. Using the term New Media to distinguish from past forms of media – print, TV and radio, more recently the Internet – triggers focus and resource allocation in disproportionate percentages to the value of the engagement possible.

Takeaways

- The New Context: The Internet of Things is a place in which every person, object and space is both a link and a holder of information. The Internet of Things is a space in which digital data resides, can move, and can be managed.
- Three principal themes can be observed: Empowerment, Participation and Engagement.
- Empowerment: Digital data files are re-mixable, they are easy to transform, mash, they can be acted upon. They empower transformation, collaboration and sharing on an unprecedented scale.
- Participation: Individuals capable of digital data transmission and reception – now a majority in the industrialized world – are *enabled* participants in the *creation and direction* of the mobile society.
- Engagement. Engagement is a *voluntary activity* that deepens our connection with what we find meaningful in our context.
- The agents empowered for participatory engagement are members the Millennial generation, born after 1980. *Everything is possible for the millennial.*
- The empowerment and participatory behaviour that are the essence of people's engagement with YouTube, are not manifestations of technological innovation. *They are manifestations of innovation as a behaviour outcome.*
- As we manifest behaviours, new social interactions take place leading to engagement with new forms of cultural output, which in turn, create new behaviours. This is the *dynamic system ecology of behaviour.*
- The mobile society is the sum of the lifestyles of its participants, and the participants are in a constant state of searching for media to navigate it, for media to engage with from play to work, learning to knowledge, entertainment and leisure.
- The challenge of the mobile digital culture is *not about technology, but about strategy.*
- *Mobile digital media is not a channel.* Mediums are not channels, they are modes of individual action.
- What changes need to be made to respond to this challenges? Here are just a few headlines:
 1. Agility in attitude and response.
 2. Intelligence based strategy adaptive-ness.
 3. Rethinking of Marketing as a function of the brand.
 4. Rethinking of Brand Building in Mobile Media terms



Alexander Manu

Senior Partner
InnoSpa International Partners
Professor, Ontario College of Art and Design
Adjunct Professor, Rotman School of Management
a.manu@innospainternational.com
www.alexandermanu.com

Alexander Manu is a strategic innovation practitioner, international lecturer and author. He works with executive teams in Fortune 500 companies in industries as diverse as consumer packaged goods, media, advertising, mobile communications and manufacturing. Alexander lectures around the world on innovation, imagination, change agents and strategic foresight. He is a Senior Partner and Chief Imaginator at InnoSpa International Partners, teaches "Innovation, Foresight and Business Design" at the Rotman School of Management , and is a Professor at the Ontario College of Art and Design and in Toronto.

In his client and research work, Alexander is involved in transforming organizations by exploring and defining new competitive spaces, the development of new strategic business competencies and creation of imaginative innovation methods. He believes that the exploration of possibility requires imagination as a prerequisite for strategic change and innovation. For over 20 years Alexander has enabled global companies as diverse as Motorola, LEGO, Whirlpool, Nokia, Navteq and Unilever, to develop policies and strategies that address emerging issues through strategic foresight and pre-competitive business models.

Author of "Everything 2.0: Redesign your Business Through Foresight and Brand Innovation", 2008, "The Imagination Challenge Strategic Foresight and Innovation for the Global Economy" , 2006, "ToolToys: Tools with an Element of Play", 1995, and "The Big Idea of Design", 1999 , as well as of over 40 articles published in national and international periodicals. His current book, "Disruptive Business" will be published in the Winter of 2010 by Gower Publishing. Alexander has an exceptional and sustained activity as an international lecturer, being invited to give over 350 keynote lectures in 23 countries.

•••