

Truths of the digital economy

Trends marketers can harness

Reap the spoils of the second digital decade - Danny Meadows-Klue urges marketers to look at the past to gain perspective on the present. Understand the trends that drive the digital economy and the truths of how markets behave become clear. Learn this and you accelerate your marketing and your business.

Insight paper

Digital Strategy Consulting Ltd

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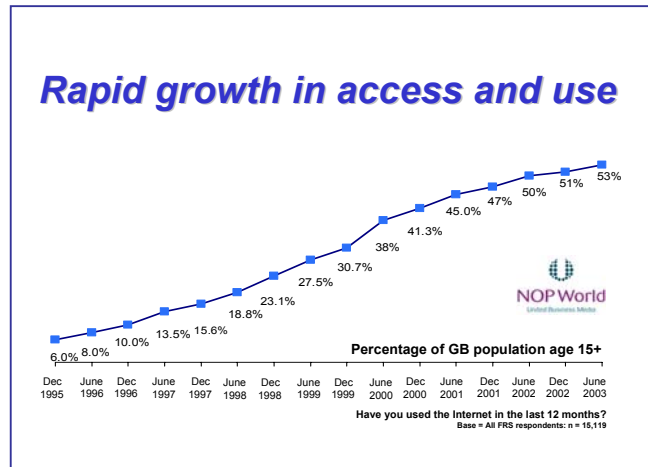
Reap the spoils of the second digital decade- Danny Meadows-Klue urges marketers to look at the past to gain perspective on the present. Riding this new wind of euphoria with these truths can clarify and accelerate your marketing in the digital economy.

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- Danny@DigitalStrategyConsulting.com
- For slides and downloads: www.DigitalStrategyConsulting.com

Understanding the digital trends

Devising great marketing campaigns in the new economy need not rely on guesswork. The truths of traditional marketing can be transferred comfortably into the new digital environment, allowing marketers to build on well-grounded principles. This alone does not guarantee success.

Unpack any successful case study or award-winning work and you'll quickly find there are a series of common threads that run through them. Smart marketers are increasingly focused on trying to understand these common threads. A great creative idea will always be a great creative idea, but one that harnesses these themes will go further. Marketing, media and consumer culture is changing. To make a campaign a success, understand these changes and the themes within, drawing strength from them rather than fighting these changes.



Ten years ago these themes were hard to spot, but throughout the first digital decade a vast range have emerged. Some are about how we use technology, some about consumer culture, some chart the changes in the way firms use information, some about supply chain structure, some are themes within marketing as a discipline and some are the lessons we're drawing from the feedback cycles that develop as people respond to these innovations.

However all of these themes are trends which are still underway; none have fully played out. In terms of mass-market adoption of new consumer behavior patterns, we are clearly still in the foothills of the journey. This makes some predictions about the future much easier to make, because

we can accurately anticipate an existing trend. The only unknown factor is the speed of adoption of this trend. A range of new digital channels have already established themselves as strong complements to the traditional media mix in many markets, but the real effects that they will have are yet to be felt. Putting digital into the marketing mix is not about running MSN banners, it's not about Google keywords, it's not about being tactical; it's about business strategy and *strategic* marketing. It's about placing the trends in the digital decade at the *heart* of the company's thinking.

The trends themselves should feel familiar. After all, they are merely observations on the way business, technology and society are evolving. However in the blur of dotcom excitement and rapid changes in the marketing landscape that followed, it's easy to lose sight of these underlying drivers. By approaching the development of campaigns, harnessing these trends (explicitly part of the brief), the potential for marketing to ignite is unlocked. This short paper collates some of the trends we've been tracking throughout the first digital decade and can act as a guide for marketing strategy and campaign development as well as an accompaniment to our Digital Trends lectures and workshops series.

Technology truths and trends

Things we knew would happen

Technology gets cheaper. Moore's law has charted accurately the way computing power doubles every eighteen months for a fixed price. It's why the personal computer your family may have bought twenty years ago probably costs more today than a server now, yet wouldn't be capable of running the calculator in Microsoft's Windows. Chips get more compact, devices get smaller, power gets more efficient, everything gets smarter. At the simplest level this initially means more devices able to do more things. But because these devices develop the ability to share data protocols and network access, each device will be able to do more than before so the need for many will become redundant: televisions play DVDs and CDs, mobile phones act as radios then MP3 players, laptops carry e-books and built-in wireless cards.

"It's not about a few MSN banners, it's not about Google keywords, it's not about being tactical... it's about strategic marketing."

The web would go mainstream

The ancestors of the web browsers we all use today only crept out of the research lab from about 1991 onwards, and you can forgive any marketer for not having that on their radar. This was painfully clunky technology in search of a home. It was on a network with only a few people connected and devoid of the sort of content ordinary consumers for. It took until 1993 for simple-to-use consumer services to launch in the US, and only a year later in Europe. The fact that the rather conservative British Daily Telegraph newspaper was one of the first media groups to take these tentative steps should have started to raise beliefs that media were changing.

Access and bandwidth explode

The academic community's use of email and information-sharing was evidence that the tools and processes worked. A recap of how the fax or VCR was adopted is a reminder of how well-trodden the path is. *Spot the trend?* Today access is everywhere for those who can afford it. But prices are plummeting and speeds are rising so the barriers to access are melting away. Bandwidth costs will continue falling and data storage costs seem to be halving every nine months. These

trends, like Moore's law (of computing power doubling every eighteen months), have become solid rules that underpin this market. What many marketers forget are the implications: if bandwidth costs are plummeting then your website will be able to use video and over time customers will expect this; if data storage costs are imploding then websites that feature data storage (Hotmail, Expedia, Napster) will maintain the ability to delight their customers.

Familiar devices gain new life

It was clear TV would go digital and interactive; and by implication that non-linear broadcasting would go mainstream. Whether it would be Tivo or SkyPlus is almost a detail compared to the market's decision to move on, the key thing is that there's new life for the old box in the living room. And yes, over the next five years we'll (finally!) see that box fused with the internet. Again, serious implications for the consumer marketer, but also a truth that was widely anticipated.



Another key outcome of convergence has been the steady march towards another other single device; now in your pocket, rather than on your desk. Like the web-enabled TV it has been a while coming, but the latest generation of mobile handsets (like SPVs and Blackberries) are great for internet, diaries and word documents. The truly mobile internet has arrived. But that's just the start. The laws of IT are on the side of progress; rapid progress. Applying Moore's law a few years forward tells us that the cost of devices

will plummet, their features will continue to grow, and from what we know of consumer behavior, they'll stretch into markets yet untouched.

Wireless spaces

New places will become hotspots for internet access. Wireless technology has been developing rapidly since 1994 and enabling offices, airports, conference centres has been on the cards since the late nineties. Follow the logic of falling prices and the shape of the innovation curve, and you quickly see that the next step is moving this onto the high street and then into the home.

This brings with it many implications:

- Consumers will have access more frequently
- Physical space will become more flexible
- The mindset of anchoring certain tasks to certain places will be challenged
- Service providers will have to cater to the different need-states of wireless customers

Whether you are designing a more open plan retail bank, designing a new breed of flexible hotdesks for your support staff, or planning ways to improve CRM for consumers with wireless homes, the implications are significant.

The Martini culture

"Anytime, anyplace, anywhere", like the tagline from an eighties advertising campaign for Martini brand. The impact that convergence and wireless will have in the medium term is cultural, not technical. Faxes did little at first to change the way business communication worked, but as people and organisations became more comfortable with them, adopted and 'owned' them, their role changed. Suddenly in the mid-eighties – about the same time those Martini ads were breaking - their use exploded. Stand-up comedians ridiculed the idea of an in-car fax machine; by the end of the decade we had them.

It's not about the technology; it's about what we do with it. But the thing is we don't know what we're going to do with it until we've had it for a while. Did the inventors of SMS plan this to be one of the most powerful social tools for Italian teenagers soon after it hit the market? Did the marketers at Apple really foresee pod-casting? Did Microsoft even anticipate the potential of Hotmail? It's the dialogue between people and technology that creates secondary innovation; social innovation. And that's what is about to happen with wireless.

Media truths and trends

The crisis in advertising effectiveness

It should be no surprise that television or newspaper advertising is less effective than it was ten years ago, or that ten years ago it was less effective than the ten before. This is the natural fallout of a series of key trends:

- There is a massive sustained increase in the supply of media
- The balance of control in choice of media has switched in favour of the consumer
- Consumers have grown into the role of media editors; applying increasingly selective judgments about media choice

The bad news, for those who rely upon traditional media for their marketing channel, is that another technological shift is on the way and it will further undermine advertising effectiveness. Across all digital platforms, technology that places selection and editing power into the hands of the consumer is evolving. Tivo heralded the changes in television, email filters have shown us how to manage the increase in communications, and newsreaders are now doing the same for RSS feeds. I call this approach personal media scheduling because we are taking ever-thinner slices of media in ever-more selective ways, then scheduling them to fit our needs. Who will be the broadcast network directors of the 21st century? We all will.

The mass-market vehicles lose power

So media fragmentation is here to stay, but on an enormous scale. If you want to look at how fragmented media will be, watch a teenager zap between computer games and TV, while chatting or texting. Watch their attention span when the commercials come on. Watch them dance through the navigation as easily as you turn the page of a newspaper. Then realise that this is not youth market behavior that will be lost as they grow older, but a permanent shift in the way media are consumed. This is an early adopter practice before it goes mass market, a perfect example of another trend and a truth of the new economy you can anticipate.

With that in mind there is a profound shake-up heading towards all but a few of the mega-brands of mass media. MTV will have to battle with pod-casting, newspapers have to battle with the online news alerts consumer magazines have to champion over blogs, and falling operating costs will tear apart the commercial models of many media empires built over decades.

Media saturation causes audience fragmentation

- More than 230 UK commercial TV channels - vs 50 a decade ago
- Direct mail pieces top 5 million - up from 2 million a decade earlier
- 250 commercial radio stations - doubled in a decade
- 3,100 consumer magazines out last year- vs 2,100 in 1990
- Cinema screens increased 80% between 1990 and 2000
- Even outdoor poster volumes are rising: 140,000 panels, with the huge 96-sheet super sites up 40% from ten years ago
- 1,300 regional and local papers, growing pagination in national press

New media; new behaviour

The new digital media are not simply replacing traditional channels, they're also making us question the way we view media and the role it has in our lives. Thirty years ago families came together in the living room for the evening news and Coronation Street, and a shared behavior that later we would come to call 'appointment to view' television. Audiences flocked around their media channels. The principles held for the way we used morning newspapers, headed out to the movies, opened the post or even answered the one family telephone.

In contrast the digital channels are giving us media when we want it. DVDs and Sky Plus make movies available on demand, mobile phones place the control for calling in our pockets, we answer email when we chose and we explore the web on our terms. On-demand media is a behavior we're all learning, and in its wake comes a reappraisal of why and how we use those traditional channels; another truth of the future we can now anticipate.

Drill deeper and the same trend emerges within the media programme as well. These new digital tools have given us the potential for non-linear media consumption. The viewer can become the program editor, deciding what, when and how to watch it. Online newspapers began tracking this in the early nineties as readers darted about within stories and then jumped out of the paper, following links back to the sources of the news or off into communities discussing the news. This goes far beyond action replays in sports events, and it is giving people the tools to question what they are consuming, the benefit they get from it, and the opportunity cost of their time. If this sounds like the death knell for the old disruptive model of advertising communication, then in part it is. Audiences have been empowered to screen out marketing messages and to actively reconsider the communication they participate in. The viewer is in control of their media and marketers have to work with this.

Social truths and trends

Not technology for its own sake

However excited those in the IT industry get about the latest gadgets, programming languages and networks, their success hangs on fulfilling a clear market need. Web browsers only took off when there were great websites to browse, Bluetooth was useless until there were other devices to connect to, MP3s only took off once portable players arrived in the highstreet, websites for mobiles only got traffic once our mobiles could browse them. It's one of the simplest of truths, yet years before its real market is justified, key opinion formers over-hype technology.

Innovations gain lives of their own

Technical innovation is often only a starting point, *real* innovation takes place in application. When IBM pioneered the PC did they aim to get one in every home? When the first mobile phones - the size of briefcases - hit the market, was there an expectation that this would become the backbone of a teenager's social life? When Tim Berners-Lee invented a better document management system for his research institute did he set out with today's web in mind?

Our generation is in a complex transition: we knew a world without computers, we learned to use them, then we had to swap letters for email and libraries for search engines. The next generation does not have

our baggage. They're native to the digital economy and see things through different eyes. Many students I teach these days have abandoned email for instant messenger tools. They see email as being a model from the old world that's simply been dumped into their digital world. Messenger allows them to have multiple conversations in real time.

The network is an extension of us

Our knowledge, our possessions, our social footprint; the web – and with time the other new digital networks – becomes an extension of many parts of our lives. In the networked economy, people do not need to hold knowledge in their hands, instead they need the means to access it efficiently. Information: like the photos in Flickr or the diaries in Blogger, can be shared. Now we have search engines, do you ever use the telephone directory? Now we have Google Earth, will we ever buy another Atlas?

It's okay to let go and have the network provide the solution to a need. Through these complex patterns of social interaction people's identities emerge drawing from both their digital and terrestrial lives. The linkages between one individual and others, or symbols and cultural phenomena that shape their values and interests become the keys to unlocking identities. Information which could never be shared before suddenly is available. Personal home pages may have been derided when they began, but the new personal spaces that are emerging online reflect another mass market trend we can anticipate. It should be no surprise that there are new tools to navigate this. With the growing role of digital networks in people's lives, one thing's for sure: we've only seen the surface of how people will use digital space to define identity.

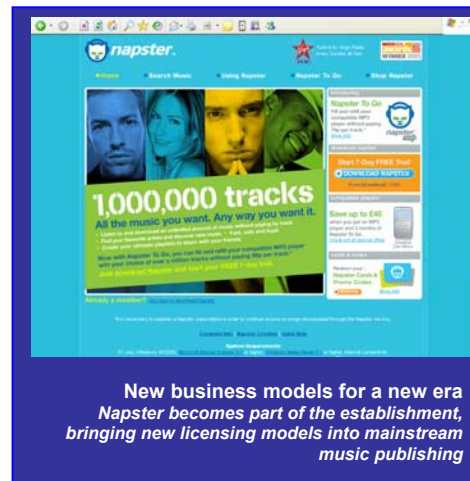
Commercial truths and trends

Online shopping: just the beginning

Looking at the early screens of Amazon.com it seemed clear that the web would become a powerful shopping platform. However it also seemed clear that there would be some major teething problems along the way: the perception of security risks, clunky screen designs, fulfillment challenges and nervousness of new consumers.

However just as catalogue shopping found its market, so would the web. In the longer term, the combination of better customer service, wider ranges of goods, the convenience of 24hr opening and price comparison tools would all shine through. Books and CDs would be a natural first to move because the cash cost is relatively small; the products are structured around serial numbers that make for easy database management, and most importantly, many purchases are made based on a customer's existing knowledge of the product – there's no need to touch and feel, just a need to transact. Financial services already witnessed the migration to telephone banking in the eighties, so embracing further digital channels would be a natural step. As with any innovation there are early adopters (brands like Egg who launched as online-only offerings) and laggards (even in 2005 Natwest Bank remain unable to service customers by email). consumer research published in June 2005 by Nielsen//NetRatings graphically illustrates the scale of the changes in shopping behaviour. Today, key drivers behind the pull of online shopping are convenience and customer service completely replacing cheap pricing.

However, what many still underestimate is the migration towards blended shopping behaviour, using different channels for different parts of the purchase process. Unpacking the customer's journey into all of its steps can be a powerful tool for exposing the more complex psychology that has emerged as a permanent feature in the retail landscape. When buying a new house or new car for many it's now unthinkable not to start with the web. Researching online is not only giving customers much broader access to information than ever before, but it does so on the customer's terms; when, where and how they want it. By summer 2005 about 7% of consumer retail spending in the UK had moved to the web, but the amount that the web is instrumental in



influencing is clearly many times that.

Customer expectations leap

Fuelling customers with greater volumes of information about prospective purchases, and the rise of new digital infomediaries to help in the processing of data to provide context and meaning, is having a massive effect on customer expectations. The old mantra of 'the customer is always right' is being replaced by 'the customer is in control'. Customers have the potential to know almost as much about the product and the market as the firm they are buying from, shifting the balance of power wildly in their favour. Car buyers are walking into showrooms with a print out of the most detailed elements of the spec they've selected before even speaking to the dealer, patients are going to doctors with a prospective diagnosis, home buyers are presenting their agent with the shortlist, and procurement managers are sharing overseas supplier terms with their local partner. Again, this is just the start of a trend triggered by a truth of the new economy. How long before all those car buyers walk in with the details of the exact price they're prepared to pay?

Familiar business models get challenged

If one of the core truths in the new economy is that access to information becomes more efficient, then it follows that for intermediary businesses offering information, the world would change rapidly. Early casualties were the print encyclopedias, their customer's need satisfied by Yahoo, Alta Vista and the other early search engines. But estate agents, newspapers, shops, job agencies, doctors, and even advertising media buyers are information aggregators – at least in part. So why should their business

models be protected?

The removal of intermediaries from a commercial value chain is well documented in a process called 'disintermediation', but because people still need help to understand the world around them there has been a rise of new 'infomediaries' to occupy some of these spaces (re-intermediation). LastMinute, eBay, Amazon and Google are leading examples of how these new spaces can be colonised and for the marketing community this presents new opportunities and communication partners to work with. More trends and some clear truths of the digital economy to anticipate.

When I was the publisher of the UK's leading online newspaper I remember Nicholas Negroponte proclaiming that 'information wanted to be free' and thinking 'there goes our plans for subscription content!' As a newspaper our thinking rooted us in the idea of the paid-for access to content. This may still hold true for pockets of unique and high-value editorial, or titles that for cultural reasons have an exceptionally loyal following, but Negroponte's prophecy casts a long shadow for the bulk of the consumer publishing industry.

The rationale is simple: there is virtually no marginal cost in the creation and distribution of a copy of digital material and the copy is as good as the original. In fact, thanks to search, hyperlinks, and on-demand scheduling, it's often better than any analogue cousin it may have had. Then there's the network. The way the internet allows seamless movement of data and unrestricted access to information. Put this together and that is *why* Negroponte said "information wanted to be free"; the framework had been created, it was just down to the market to play the game out.

Ten years ago this forced digital publishers to rethink the business model. We were challenged by these new paradigms. So the online publishing industry gravitated towards advertising as its primary revenue source and then a series of alternative secondary incomes ranging from e-retail to content syndication, including modest subscriptions from those high-value areas.

Marketing truths and trends

The battle for customer ownership

Many of the trends and themes that have developed in modern marketing accelerate because they become further enabled by the new technologies and techniques of the new economy. The desire for customer ownership and relationship-building grows greater through advances in data acquisition, database management technologies and processes. But now the new digital channels are also giving firms new access to customers, and new ways to turn channel this knowledge into meaningful relationship management.

New channels also allow many brands to touch their customers in ways not possible before. Owning access through customer magazines was just the start of a process which is now allowing any FMCG brand to build immersive digital touchpoints – iTV, web, mobile – enhancing dwell time and achieving cut-through. Increasingly we're seeing brands align themselves to platforms (such as celebrities, events, or specific sports for example) around which they anchor their messages across all media that are used. It's a model that extends particularly well into the digital environments as here there are media spaces which the brand owner can control.

Permission is key

The growing value and importance of personal data is another key truth in the new economy. The role of permission in marketing will now grow rapidly. As consumers become savvier about data, there will be a new sophistication in choosing who they share data with and what rights they give the company. The data protection directives are just a small part of a much wider dialogue of trust between companies and individuals and while the acts may give legal clarity, consumers can vote with their feet if they feel the spirit of their agreements are not being met.



One-to-one: at last within our grasp

For decades marketing has been on a journey from on-to-all marketing towards one-to-one, but the new technologies are helping make this reality. Much of direct marketing throughout the nineties was still only one-to-many or at best one-to-few, but the new era offers a refreshing step-change. One of the most familiar glimpses of this digital truth is in the customer's experience of the Amazon.com bookstore. Log on and you'll find a list of previous purchases, a wishlist for your friends to select from, and some intelligent agent software that recommends books or films to you.

Unlike book clubs of the past this is a genuinely one-to-one message because each recommendation is based on what other people who bought your selection of titles then also went on to buy. Behind the scenes are a complex set of profiling tools that draw upon the collective experience of all customers and look for patterns and probabilities in the purchase data.

Integrated marketing is about more than matching luggage

Getting the digital work to echo the identity of offline marketing may have proved a challenge in the early nineties, but this was only the starting point on the journey towards integration. The era of 'integration' being about simply getting the online work to match the print executions has faded into the past. Each media channel has its own key tools, and smart marketing draws upon each of these to deliver communications that play to these strengths. Whenever technology lets us enter a new phase in convergence we usually start with the simplest of models- but a dose of history can fast-track our learning. What can email do which justifies more than simply moving print mailing pieces into an inbox? What can the web do with video that creates the potential for more than simply running TV commercials online? The truth about integration is that cross-media campaigns should be exploring the uniqueness of each channel.

Reflections

Anticipating trends

Winston Churchill's observation that "the further backwards you look, the further ahead you see" is as relevant to understanding the new digital economy as it was to politics. By understanding and dissecting these trends it becomes possible to confidently anticipate many elements of the future. This is not just about the near-future - those next few years ahead - the recent past holds many of the keys to what the medium term has in store for this whole sector.

*"the further backwards
you look the further
ahead you see."*

At Digital Strategy Consulting during the first digital decade we identified twenty key trends impacting on the industry. All these trends have yet to play out fully. We are only a short part of the way along a massive innovation curve, and although as individuals the media, marketing and technology communities may be among the early adopters, the mass-market effects have not started to be properly felt. The trends and truths of the first decade continue. They all carry on and are joined by the new truths now emerging. Many firms have been sheltered by this time lag, but innovative marketers,

Strategic marketers will be keen to understand the truths and anticipate the next phase in each trend, getting their firms ready to ride these waves rather than sitting and attempting to confront, pushing against this tide.

Customers taking ever greater control of their relationships with firms, data becoming the engine of business decision-making, growing internationalisation of trade and growing mobility and outsourcing; this is all underway. The scale of the changes to come remain vast and even one of the greatest barriers mankind has ever wrestled with - language - is among those ready to be toppled. Web portal Lycos

launched a free translation service called 'Babel Fish' back in the late nineties, making translation algorithms accessible to a mass market. Six years later Google's more advanced tools took off, and as Negroponte predicted they all do it for free. If a barrier as insurmountable as language can be conquered, then what else will change?

Marketers are failing their firms

As a marketer it hurts me to say this. But looking back across the last ten years - the first digital decade - it's clear that many of the radical upheavals in marketing, media and business, were not only easily foreseen, but talked over so endlessly in the industry's cafes, columns and conferences, that there should have been no real surprise when they unfolded, and no defense for not responding. Yet what did most firms do? Nothing. It's not even ignorance; it's simply corporate narrow-mindedness or, even worse, cowardice.

As I said at the start it's important to be clear about a few things: getting ready for the digital economy is not about just having a website. It's not about sending email to customers, it's not about running a few banners on MSN or even realising that keywords on Google might be worth a try. What it's about is taking digital seriously and re-orientating the whole firm towards the new way customers want to work with you. It's not about being tactical, it's not about being piecemeal and it's certainly not about being a technologist; it's about strategic marketing.

*"when apple invented
ipod, did they forecast
podcasting?"*

Marketers should show some passion; be bold and brave, act as agents of change and navigators of the ship, rather than hapless passengers resigned to someone else's course. In February this year I moved on from running the IAB - the trade association and think-tank a dozen of us formed in the mid-nineties - to focus on accelerating my digital training business. Since then, from California to Covent Garden, Mexico to Munich, from Holborn to Hammersmith, I've heard the same astonishing phrase from these very drivers of corporate change: 'we know we should do this but we can't, because 'they' won't let us'. It's like a mantra, and one that allowed those tiny start-ups - Yahoo, Amazon, eBay, Craig's List, LastMinute - to take ownership of the green fields in the digital landscape. And still, corporate lethargy helps old economy rivals - great brands and household names - clutch defeat from the jaws of victory.

Some senior marketing executives appear openly jaded in the face of cultures that stamp on the innovation they are there to foster. My advice? Leave. Life is just too short. Go find a culture that understands how to work in the new world.

Become a trend spotter and tell us how it goes

If you're staying, then maybe these notes will be useful in persuading the folk who previously rejected the reasons you gave for placing digital customer relations at the heart of the business. Industry is fracturing into two camps, those who understand the new digital landscape and those who choose to deny it. The future that anticipates each is not difficult to predict. If this sounds harsh then maybe that's because it's time to be. 'New media' is no longer new, the digital economy has become part of the main economy; customers no longer make the distinction. The most radical of changes is well underway and those who continue to pay only lip-service to digital will have to watch their business disappear. Those whose embrace it can accelerate their firms, riding these trends along with others they've spotted, enjoying the market opportunities they've anticipated, and continuing to reap the rewards throughout the second digital decade.

Speed read

- The new economic landscape has drawn digital communication technologies into its heart.
- Most firms have failed to respond adequately, indulging only in digital tokenism rather than placing these new truths at the core of their business.
- Trying to understand the maelstrom of markets in a time of such great change can be daunting, but beneath the noise there are a series of well established key trends that make this process readily possible.
- Understanding these trends gives not only clarity to the present, it allows us to anticipate what will happen next.
- If we can anticipate effectively, then we can position businesses to reap the rewards unfolding in the digital economy.
- We can also achieve a step-change in the effectiveness of marketing communications because they will be riding these trends rather than pushing against the tide.
- Most of the trends are familiar to us. However we underestimate the scale of their impacts because in spite of the rapid adoption of the internet and other technologies, there is a time-lag until they fulfil their potential in people's lives. There is also a feedback cycle as the technical innovation becomes applied in ways not predicted by its architects; more feedback, more innovation, still more change.
- Truths of the digital economy include truths of technology, media, social behaviour, commerce and marketing.
- Rather than embracing digital and developing agile structures to move quickly through these new opportunities, most firms have displayed staggering lethargy in their response, or misread the trends and reacted poorly.
- Strategic marketers should be leading this process and for those who do, rich rewards await.

Further key trends in thinking we're tracking...

Convergence: Paradigm shifts in thinking

- 90s: Convergence changes the way we work
- 00s: Convergence changes the way we think

Information: Paradigm shifts in thinking

- 90s: Data [Management information] is a critical tool for business decision-makers"
- 00s: Digital nervous systems drive the business, people shape it

Customers: Paradigm shifts in thinking

- 90s: The customer is right
- 00s: The customer is in control

Expectations: Paradigm shifts in thinking

- 90s: Customer expectations rise
- 00s: Customer expectations shift to even higher levels as customer knowledge becomes near perfect, making brand the new battleground again.

About the author and our insight papers

Danny Meadows-Klue is Chief Executive of Digital Strategy Consulting, the specialist strategy and training group for the digital marketing industry. We regularly publish insight papers to accompany talks and workshops. Ask us about how our in-company training and development courses to help your team make the most of the new opportunities that await.

+44 (0)20 7244 9661 | Danny@DigitalStrategyConsulting.com | DigitalStrategyConsulting.com

Digital Strategy Consulting Limited,
Copyright 2005, all rights reserved.
Registered office: 34 Kenway Road, Kensington, London, SW5 0RR.
Company number :4342602.