More companies are discovering that an über-connected workplace is not just about implementing a new set of tools — it is also about embracing a cultural shift to create an open environment where employees are encouraged to share, innovate and collaborate virtually.

Karie Willyerd
Jeanne C. Meister
HarvardBusiness.org
http://harvardbusiness.org/

We invite you to explore, with appropriate discernment, these resources pertaining to the ever-evolving fields of interactive communication, education, and popular culture.
Free Web TV, Not for You & Me

*The Wall Street Journal* reported on Friday that ABC, CBS, and NBC are blocking their content from being viewable on Google’s Web TV service.

This news comes just after irritatingly exuberant reports on Google’s signing up partners like HBO, Turner, Pandora, and Twitter; and on the heels of the release of Google-TV-enabled devices from Sony and Logitech.

The networks are clearly not getting what they want, revenue-wise, from TV on the Web, and the reins are getting tighter, with networks pulling back on how much content is available and how soon, and companies like Hulu putting up paywalls for limited content.

One of the many problems cited with Google TV is that it’s unclear how the service is going to make money and, in turn, how it’s going to make money for the networks.

Where’s the surprise here, though? What content provider has been pleased with business models on the Web? The networks, like every other industry, are finding that short ad spots online, and millions of eyeballs, do not translate to the big dollars they are used to.

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**Kids again.**

We haven’t been this excited about TV since Saturday morning cartoons.

Not only are TVs the center of our living rooms, but five billion of us use them. That’s more than the number of people who use mobile phones or computers.

Knowing how the web radically transformed those devices, we wondered what it could do for the most ubiquitous screen in the world. Which is why we’ve been busy geeking out on how to make TV as awesome as possible.

The result, coming shortly, is Google TV. It’s an adventure where TV meets web, apps, search and the world’s creativity. Like Android, it will be an open software platform. From the start, it will be able to work with any TV. And before long, anyone will be able to build applications for it.

The coolest thing about Google TV is that we don’t even know what the coolest thing about it will be.

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The number of Netflix subscribers streaming videos has more than doubled in the last year, according to data the company released last night.

As of Netflix's most recent quarter, 11.1 million subscribers are using "Watch Instantly" for at least 15 minutes.

A year prior, only 4.5 million were using it.

This is one reason investors have been going bananas for Netflix. It has very successfully transitioned itself from a DVD rental company to one of the most financially successfully web video companies in the world.
Change and its constituents (there are two, and both are a problem)

People who fear they will be hurt by a change speak up immediately, loudly and without regard for the odds or reality.

People who will benefit from a change don't believe it (until it happens), so they sit quietly.

And that's why change in an organization is difficult.
Meet Nelson, Coupland, and Alice — the faces of tomorrow’s book. Watch IDEO’s vision for the future of the book.

What new experiences might be created by linking diverse discussions, what additional value could be created by connected readers to one another, and what innovative ways we might use to tell our favorite stories and build community around books?

http://vimeo.com/15142335

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This morning Britain awoke to something it hasn’t had in nearly 25 years – a new quality national daily newspaper.

The launch of the colourful and funky i, a 56-page weekday paper costing a mere 20p, is nothing to do with Apple, nor the Portuguese news digest of the same name, but represents an ambitious play by a national newspaper to attract the fickle internet-loving generation.

The new paper’s mission: to attract new and lapsed readers who think British papers are too expensive and too bulky.

It has not gone the other route media analysts have predicted – ditching the light in favour of more analysis in the belief this is the one thing the web is not good at.
In-Stat: Revenues from mobile video calling to surpass $1 billion by 2015

“The market for mobile video calling is hardly new,” says Frank Dickson, VP, Mobile Internet. “What is new is implementing mobile video calling over IP in a significant way.

The Apple’s launch of the iPhone 4 and Facetime marks the point at which the competition for mobile video calling dominance began in earnest.

Apple’s capability to revolutionize the mobile video calling market is very real and no one in the ecosystem wants to be left behind.”

- The number of mobile video calling users will grow at a 115% CAGR through 2015.
- Asia/Pacific will consume 53% of the mobile video calling minutes used by 2015.
- Mobile video calling participants of note include Apple, Fring, OoVoo, Qik and Skype.
- By 2015, mobile video calling will result in over 9 petabytes in data traffic in North America.


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TV commercials shrink to match attention spans

TV commercials are shrinking along with attention spans and advertising budgets. The 15-second ad is increasingly common, gradually supplanting the 30-second spot just as it knocked off the full-minute pitch decades ago.

For viewers, it means more commercials in a more rapid-fire format. For advertisers, shorter commercials are a way to save some money, and research shows they hold on to more eyeballs than the longer format.

The number of 15-second television commercials has jumped more than 70 percent in five years to nearly 5.5 million last year, according to Nielsen.

They made up 34 percent of all national ads on the air last year, up from 29 percent in 2005.
Pop Goes the iPad Bubble?
Publishers' apps have disappointed, despite high hopes

The iPad dreams of magazine publishers could be the latest death by irrational exuberance.

Despite the optimism that greeted the new device, there is a danger that publishers are squandering an opportunity with clunky apps, bad pricing strategies and unsustainable ad tactics.

The iPad itself is on its way to being a hit, although not as quickly as many predicted.

Apple disappointed analysts who anticipated it would sell 4.7 million in the fourth quarter by offloading only 4.2 million. All told, 7.5 million units have been sold since April. Clearly, tablets are set to take a chunk of the netbook and desktop computer market. But for now, the market is tiny: about 4 percent of households own a tablet, according to Nielsen—hardly a mass market.

“These apps suffer from a product design problem,” said Khoi Vinh, a former lead designer at NYTimes.com. “They are designed around the wrong product vision, one that doesn’t realize people won’t read content in this way over the long haul.”

For one, publishers tried to cram every tech gizmo possible into their apps. Everyone oohed and ahhed at the demo video of the Wired app. Then it arrived in the App Store weighing in at a monstrous 527 megabytes. Want the latest issue? It’s hardly an impulse buy when the file is close to the size of full movie download.

The challenge for publishers is to unlearn what they knew about their business.

Rebecca McPheters
president
McPheters & Co

http://www.mediaweek.com/mw/content_display/news/digital-downloads/broadband/a/427a4f004a4f0d01daae15c5a813a7

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An updated 119 slides of digital awesomeness including some of the most talked about, creative and inspirational ideas and web projects from recent times, and featuring sections on advertising, tech, art, visualisation, audio, politics, sport, history and books.

https://docs.google.com/present/view?id=0Abmo0iWBO2g6ZOlY3cmvOgytMa34Y3olbmdkZbOY1hl-ent&authkey=CJ2Upq-_Pf

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While much of the coverage in the smartphone world centers on Android passing Apple, Android's surging past Research In Motion is even more impressive, in many respects.

After all, RIM is on all the major US carriers. RIM sells a variety of handsets, and offers buy one get one free deals.

The chart [at right] from NPD, via Media Memo, is an absolutely wild representation of the power of carrier distribution and the collapse of RIM's dominance in the smartphone world.

As you can see, in the span of one year RIM and Android have essentially traded spots.

Meanwhile, Apple is down a touch, as it's stuck relying on AT&T as its only distribution point.

Of all the smartphones sold in Q3, 44% of them ran Android. Meanwhile, only 22% ran RIM, and 23% were iPhones.
WHAT YOU SHOULD KNOW

Can you name your top 5 customers? (Your top 20?)
Can you explain the challenges those top 20 people face?
Can you talk about what else is on their plate besides potentially buying more of what you sell?
Do you know how they talk about you to their bosses, their peers, or others?

We know product specs. We know all kinds of details of the things we sell.

Though we should know those things, why aren’t we focusing more on our customer and the information they can give us?

It’s interesting, to me, which metrics we track and what we do with them. The distance between metrics and analytics is the difference between statistics and intent. Meaning, we might know several things about how many products we sell, where we sell them, at which time of day, and all kinds of other things, but what we’re really trying to figure out is the secrets of our relationship with our customer.

That’s where we have to invest our efforts.

How do we analyze what we know?

How often do we just ASK our customer for some insight?

And what else could we be doing to understand behavior and thus be more helpful?

http://www.flickr.com/photos/thevintagecollective/4080906790/

http://www.chrisbrogan.com/what-you-should-know/
T-Mobile has launched a new flashmob advertising campaign, this time planting 300 performers in Terminal 5 at Heathrow International Airport.

Singers, accompanied by a ‘vocal orchestra’, performed “At Last” by Etta James, “Comin’ Home Baby” by Mel Torme, “Return of the Mack” by Mark Morrison, “I am the Passenger” by Iggy Pop and “I Knew You Were Waiting (for me)” by George Michael & Aretha Franklin.

The ‘Welcome Back’ stunt was filmed by 18 different hidden cameras, capturing the real reactions of people witnessing the event.
Surfing the Net….

Interactive Communication and Stuff

Social Media is about sociology and psychology more than technology.

Brian Solis
http://www.briansolis.com/