

NON OBVIOUS

15 Surprising New Trends
Changing How We Buy,
Sell or Believe Anything

WITH NEW TRENDS FOR

2014



ROHIT BHARGAVA

Best-selling author of *Likeonomics*

“I AM NOT A SPEED READER, I AM A SPEED UNDERSTANDER.”

-ISAAC ASIMOV

In his prolific lifetime, author Isaac Asimov wrote more than 500 books. His interests ranged from creating beloved science fiction worlds to explaining the collected literature of Shakespeare.

He even wrote a reader's guidebook to the Bible.

Asimov saw the world for what it could become because he never defined himself in one category. What if you had more chances to think outside of *your* industry or job title? The aim of this report is to give you that broader view, through the lens of 15 curated business trends that matter in 2014.

For the past year, I have studied new business models, analyzed pioneering startups, spoken at global business events and interviewed visionary business leaders to prepare this report. So whether you happen to be a speed reader or not, my hope is the ideas here will help you *understand* the world around your business and use that knowledge to be more successful in the coming year and beyond.



ROHIT BHARGAVA

Founder, Influential Marketing Group
Author, Likeonomics + ePatient 2015
Professor, Georgetown University

ABOUT THE TREND CURATOR



LET ME INTRODUCE MYSELF ...



My name is Rohit Bhargava and I'm the author & curator of this report. For the past 15 years, I have led brand marketing strategy for some of the largest companies in the world and I now spend the year publishing books, teaching, advising brands on strategy, leading workshops and delivering keynote talks at events around the world.

All of this gives me a chance to work in dozens of different industries, and study media, culture, marketing, technology, design and economics with an unfiltered eye. Every year, I spend 11 months collecting information for this report through a combination of reading, consulting, interviews and research.

This year is the fourth edition, and it is the most complete yet – with 5 categories, 15 new trends, real stories, and extended action guides for how to use these trends in your business or career. I hope you find them valuable!

ROHIT BHARGAVA

NON-OBVIOUS AUTHOR | HUMAN MARKETER | OCCASIONAL PROFESSOR | GLOBAL KEYNOTE SPEAKER | NICE GUY

WHAT MAKES THIS REPORT “NON-OBVIOUS?”



I COULD TELL YOU THERE IS A SINGLE REASON THAT
MOST TREND REPORTS ARE USELESS, BUT THAT’S NOT TRUE.

THERE ARE ACTUALLY FOUR REASONS.

REASON 1:

NO OBJECTIVITY

If you sell hammers, declaring 2014 the “year of hammers” isn’t just self serving, it’s probably plain wrong. This report takes an unbiased look across industries to curate trends that really matter.

REASON 2:

NO CREATIVITY

Trends need to do more than repeat common knowledge. For example, saying that “more people will buy tablets in 2014” is obvious—and useless. Instead, this report describes trends in fresh ways you haven’t heard before.

REASON 3:

NO PROOF

Sharing a trend with-out specific examples is like declaring your- self a musician by simply buying a guitar. In this report, each trend is only important because of the stories that prove why each one really matters.

REASON 4:

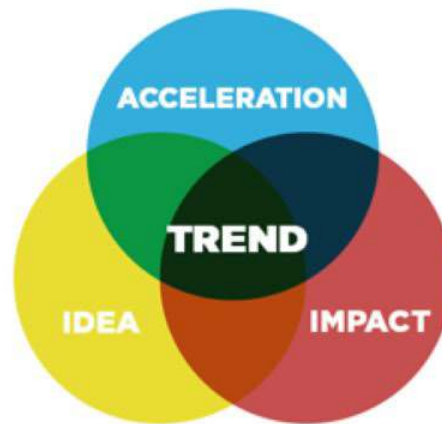
NO APPLICATION

Even when a trend seems to make sense, the place that many trend articles stop is at trend “spotting.” In contrast, this report includes real advice on how to use each trend to impact your business.

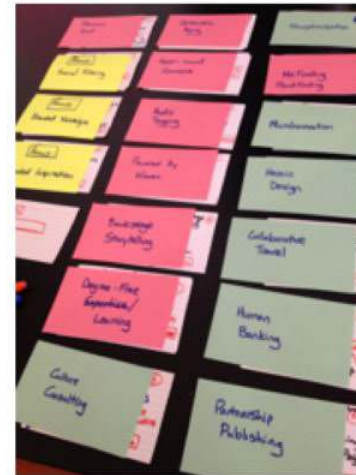
HOW ARE THESE TRENDS CURATED?



STEP 1:
GATHER
INFORMATION*



STEP 2:
IDENTIFY PATTERNS



STEP 3:
NAME THE TRENDS



STEP 4:
CURATE INTO
CATEGORIES

*** NOTE ABOUT RESEARCH:**

The trends curated and presented in this annual report are based on a FULL YEAR of watching and indexing hundreds of media stories, interviewing dozens of thought leaders, reading and reviewing dozens of books, leading strategic business consulting work with clients and analyzing newly released consumer and industry research.

HOW TO READ THIS REPORT ...

EVERY TREND IN THE FULL REPORT INCLUDES 4 PIECES OF INFORMATION ...



1. Trend title and short description

2. Multiple examples of each trend with images and a description of why it matters



3. Useful ideas for how to use the trend in your own business



4. Active reference links to all sources used in research and cited in Trend Stories

THE 2013 TRENDS RATED FOR ACCURACY ...

2013 TREND	HOW ACCURATE WAS IT A YEAR LATER?	
1. Shoptimization	A	Thanks to the growth of mobile commerce, this trend has only magnified as the past year has progressed.
2. Partnership Publishing	A	Self publishing became an even bigger opportunity in 2013, with traditional publishers innovating on this trend as well.
3. Human Banking	B	While banks did promise more humanity, this trend was threatened by some banks overpromising and underdelivering.
4. MeFunding	C	Individuals continued to seek funding for themselves, but increasingly these platforms started merging with others.
5. Powered By Women	A	The trend of empowered women in business and culture continued to gain momentum – with signs of acceleration.
6. Method Consulting	C	While some pioneering companies continue to use this model, it failed to take off in a widespread way in 2013.
7. Precious Print	A	Despite the growth in digital media, print continues to be “precious” – particularly among collectors or enthusiasts.
8. Backstorytelling	A	As one of the macro trends in business communication, the importance of storytelling shows no signs of slowing down.
9. Social Visualization	A	Visualizing information has exploded with dozens of new startups and a new generation of “design thinkers” at work.
10. Healthy Content	B	Healthcare groups continue to create content – though increasingly the best content is centralized and syndicated.
11. Degree- Free Learning	A	Online learning and online courses have taken off, and more trade programs offer valuable alternatives to college.
12. Friend-Sourced Travel	B	Friends continue to be a great source of travel information, but predictive analytics are augmenting this rapidly.
13. MicroInnovation	B	Small innovation continues to be important, but is increasingly integrated into an overall process.
14. Hyper-Local Commerce	A	Greater personalization and more location based tech built into phones has helped this trend to explode in 2013
15. Heroic Design	A	As social media brings more attention to the needy, global designers continue to apply thinking to new solutions.

THE 2014 NON-OBVIOUS TREND REPORT:

**15 SURPRISING NEW TRENDS CHANGING
HOW WE BUY, SELL OR BELIEVE
ANYTHING**

The NEW 2014 Trends At A Glance ...

The 2014 Non-Obvious Trend Report

CULTURE + CONSUMER BEHAVIOUR TRENDS

**DESPERATE
DETOX**

**MEDIA
BINGING**

**OBSESSIVE
PRODUCTIVITY**

The 2014 Non-Obvious Trend Report

ECONOMICS + ENTREPRENEURSHIP TRENDS

**SUBSCRIPTION
COMMERCE**

**INSTANT
ENTREPRENEUR**

**COLLABORATIVE
ECONOMY**

The 2014 Non-Obvious Trend Report

MARKETING + SOCIAL MEDIA TRENDS

BRANDED UTILITY

**LOVABLE
IMPERFECTION**

SHAREABLE HUMANITY

The 2014 Non-Obvious Trend Report

TECHNOLOGY + DESIGN TRENDS

PRIVACY PARANOIA

MICRODESIGN

OVERQUANTIFIED LIFE

The 2014 Non-Obvious Trend Report

MEDIA + EDUCATION TRENDS

**CURATED
SENSATIONALISM**

**DISTRIBUTED
EXPERTISE**

ANTI-STEREOTYPING

The 2014 Non-Obvious Trend Report

CULTURE +
CONSUMER BEHAVIOUR TRENDS

Culture + Consumer Behaviour

TREND #1: DESPERATE DETOX

WHAT'S THE TREND?

As mobile devices and the “Internet of things” keeps us connected in every moment, consumers are desperately seeking new ways to more authentically connect with others and enjoy moments of reflection by intentionally disconnecting from the technology surrounding them.

DESPERATE DETOX: NOMOPHOBIA



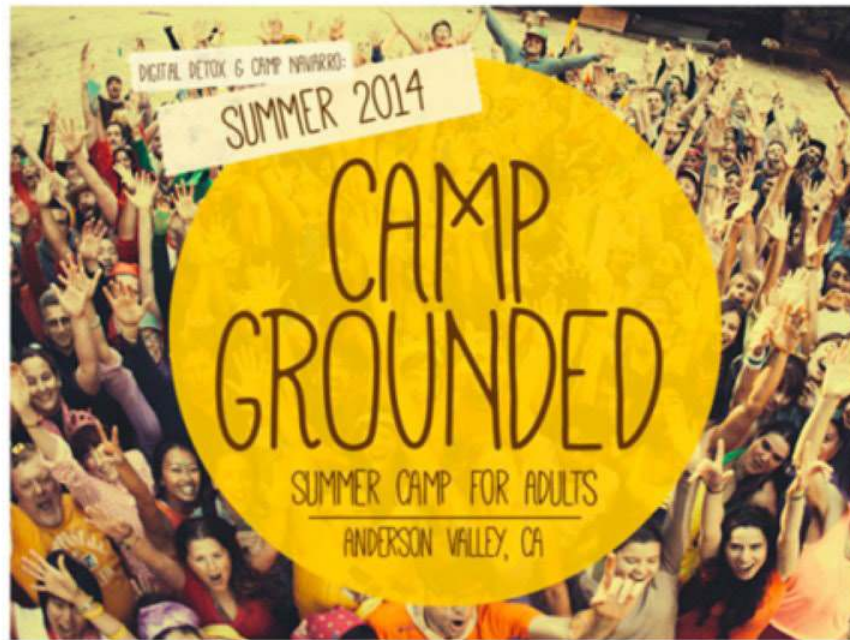
THE STORY:

CONSUMER RELIANCE ON MOBILE PHONES RESEMBLES AN ADDICTION

Several years ago, a UK-based research organization uncovered a strange anxiousness exhibited by more than half the people surveyed when they lost their phone, ran out of battery or were out of a coverage area. The study dubbed this fear “nomophobia” – the fear of being out of mobile contact. In the years since, the term has been referenced in hundreds of media articles and several other behavioural studies as being on the rise.

<http://en.wikipedia.org/wiki/Nomophobia>

DESPERATE DETOX: CAMP GROUNDED



THE STORY:

“DIGITAL DETOX” EVENTS RISE IN POPULARITY TO HELP THE HYPER CONNECTED SLOW DOWN

For four days every summer, more than 250 adults abandon their phones and tablets to join an adult getaway called Camp Grounded. It is the flagship event of an organization called Digital Detox that has been running “slow down instead of start up” events and retreats publicly and for some of the largest brands in the world.

www.thedigitaldetox.org

www.campgrounded.org

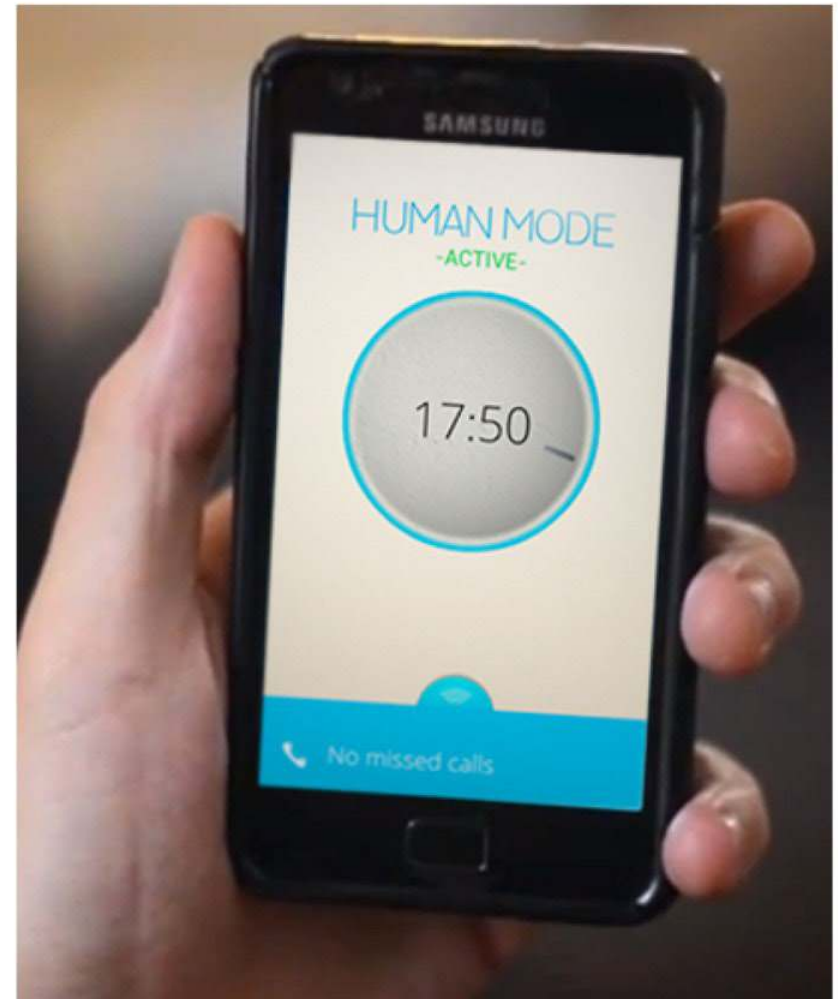
DESPERATE DETOX: THE HUMAN MODE APP

THE STORY:

TO BATTLE DEVICE ADDICTION, INNOVATIVE STUDENTS BUILD AN APP THAT FORCES USERS OFFLINE BY DISABLING PHONE FEATURES

In one of the most culturally relevant projects to come from the Media Innovation Lab at IDC Herzliya in Israel – a team of students developed the prototype for this simple app that allows anyone to disconnect for a set period of time by disabling all beeps, buzzes and phone calls. The app was paired with a perfect name to describe what it created – a “human mode” where users were forced to embrace their own humanity.

<http://humanmode.wix.com/humanmode>



DESPERATE DETOX: BARATUNDE THURSTON

INSTAGRAM'S SECRET PLAN / INTEL GETS SMALL / DORITOS LOCOS RULES THE WORLD!

FAST COMPANY

#UNPLUG

MY LIFE WAS CRAZY. SO I DISCONNECTED FOR 25 DAYS.
YOU SHOULD TOO.



BARATUNDE THURSTON
What happens when
the world's most
connected man takes
a digital sabbatical?

+ TAKE OUR QUIZ:
ARE YOU A TECH ADDICT?
12 WAYS TO ESCAPE THE GRIND
YOUR COMPLETE DIGITAL
DETOX CHECKLIST

THE STORY:

THE SELF DESCRIBED “WORLD’S MOST
CONNECTED MAN”
UNPLUGS FOR 25 DAYS

Best selling author and popular tech comedian Baratunde Thurston took an experimental sabbatical from social media. His ultimate conclusion? Disconnecting is much harder than it seems – yet, as he shared in the article “the greatest gift I gave myself was a restored appreciation for disengagement,” His article inspired many others to find their own ways to appreciate the same thing.

<http://www.fastcompany.com/3012521/unplug/baratunde-thurston-leaves-the-internet>

DESPERATE DETOX: BELIZE “BE DISCONNECTED”

THE STORY:

CENTRAL AMERICAN DESTINATION ENCOURAGES VISITORS TO UNPLUG

For 26 years, the logo for Belize hadn't changed – but in 2013 a bold new look for the country also revitalized their tourism marketing efforts. A cornerstone of the new “Discover How To Be” campaign was print ads in magazines like Wired, typically read by overstressed technology professionals, encouraging them to “Be Disconnected.” The message hit the perfect tone at a time when vacation may be the ideal way for some to escape from their own technology reliance.

www.travelbelize.org



DESPERATE DETOX: FOMO vs JOMO



THE STORY: FEAR OF MISSING OUT (FOMO) GETS REPLACED WITH JOY?

When popular blogger Anil Dash had a baby in late 2012, he disconnected to enjoy fatherhood. At a time when the fear of missing out (FOMO) was rising in popularity – he wrote about the opposite experience. When you leave FOMO behind, there can be a *joy* in refocusing on what really matters. His article dubbed this “JOMO” – and the idea is spreading.

<http://dashes.com/anil/2012/07/jomo.html>

DESPERATE DETOX: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Declare Your Own Detox** – With more consumers taking a moment to press the pause button on their digital lives, why not do the same thing for your brand? Beyond giving your customers a much needed break, you also have the opportunity to show your customers in a tangible way that you understand what they are going through ... and that you can be part of the solution instead of part of the problem.
2. **Create More Mute Buttons** – What happens when you email a customer too frequently? They unsubscribe. What if instead of letting them leave, you gave them a way to turn on a mute button for a period of time – or at least turn down the volume a bit? The best email marketers know there is a forgotten third option besides letting people opt out or opt in. You can let them opt *for less*. In doing this, you give people a way to reduce the noise without leaving altogether.
3. **Respect Sacred Times** – Every customer has moments in time when they prefer to avoid any sort of messaging. It isn't always easy to know when those moments are, but one of the biggest benefits of all the data you can now collect on consumer behaviour is that you can pay closer attention to what is already happening at different times of day. As you do, work to identify patterns in the moments when your customers do or don't respond to your messages ... and then optimize your efforts to reach them based on these insights.

DESPERATE DETOX: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.campgrounded.org>
- <http://www.thedigitaldetox.org>
- <https://www.adbusters.org/campaigns/digitaldetox>
- <http://www.businessweek.com/articles/2013-10-31/digital-detox-a-tech-free-retreat-for-internet-addicts>
- <http://www.telegraph.co.uk/technology/10540261/screen-time-ipad-tablet-digital-detox-difital-addiction.html>
- <http://roomfordebate.blogs.nytimes.com/2010/06/07/first-steps-to-digital-detox>
- <http://www.cntraveler.com/technology/2012/11/technology-free-vacations-secluded-trips-no-wifi>
- <http://humanmode.wix.com/humanmode>
- <http://en.wikipedia.org/wiki/Nomophobia>
- <http://www.nomophobia.com/>
- <http://www.telegraph.co.uk/technology/news/10267574/Nomophobia-affects-majority-of-UK.html>
- <http://dashes.com/anil/2012/07/jomo.html>
- <http://www.travelbelize.org/>
- <http://adage.com/article/creativity-pick-of-the-day/olson-s-fresh-travel-posters-brazil/239150/>
- <http://www.adweek.com/adfreak/belize-tourism-makes-most-countrys-unflattering-mention-breaking-bad-151988>

Culture + Consumer Behaviour

TREND #2: MEDIA BINGING

WHAT'S THE TREND?

As more media and entertainment is available on any device on demand, consumers use their newfound control to “binge” on media in the moments when they have time, and are willing to pay extra for the convenience.

MEDIA BINGING: NETFLIX ADDICTS

THE STORY:

**"88% OF NETFLIX USERS
REPORT STREAMING 3 OR
MORE EPISODES OF THE
SAME TV SHOW IN 1 DAY."**



In a survey of media watching habits, Nielsen found that nearly all streaming media customers (on several platforms) watched multiple episodes at one sitting. Meanwhile audiences get used to binging on media – often saving weekly episodes to watch all at once.

<http://www.nielsen.com/us/en/newswire/2013/binging-is-the-new-viewing-for-over-the-top-streamers.html>



MEDIA BINGING: BREAKING BAD + BINGE WATCHING

WIRED

GEAR SCIENCE ENTERTAINMENT

UNDERWIRE

television

video

Breaking Bad Creator Vince Gilligan on Why Binge-Watching Saved His Show

BY ANGELA WATERCUTTER 06.04.13 6:30 AM



THE STORY:

BINGE-WATCHING BECOMES A MAINSTREAM MEDIA HABIT

The most popular television show from 2013 was undeniably the highly addictive *Breaking Bad* – which also firmly cemented the behaviour of binge watching as one that is hard to stay. While the term has been in use for decades, the popularity of streaming entertainment and low relative cost are making binge watching increasingly common among all consumers and making or breaking new TV shows.

<http://www.wired.com/underwire/2013/06/breaking-bad-season-5-dvd/>

MEDIA BINGING: BEYONCÉ'S FIFTH ALBUM

THE STORY:

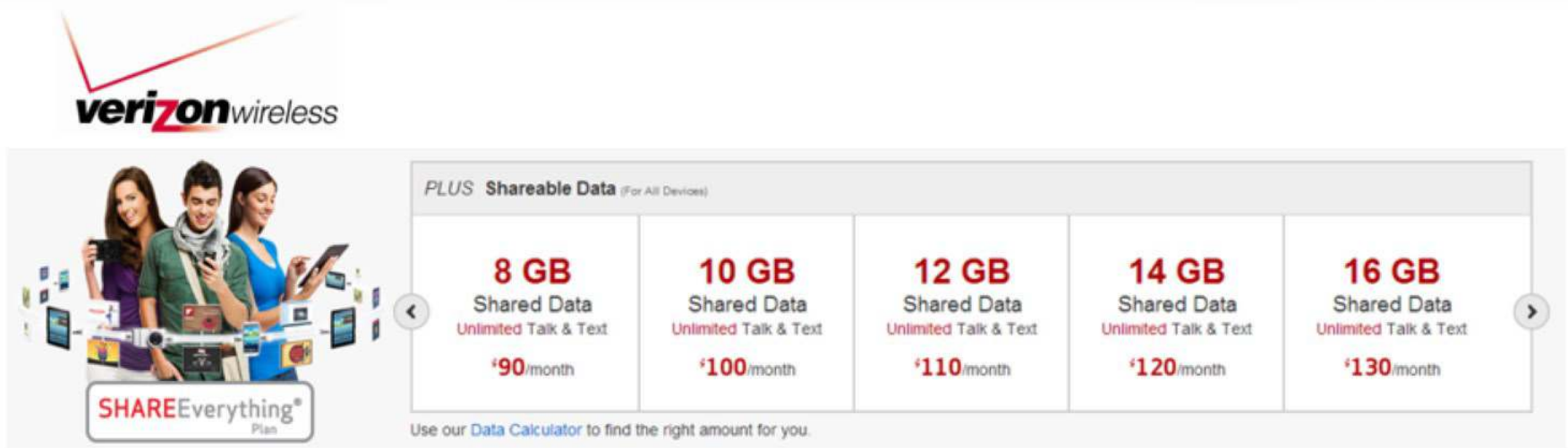
BEYONCÉ RELEASES SURPRISE FIFTH ALBUM ALL AT ONCE AND EXCLUSIVELY ONLINE

In a move that stunned the music world, Beyoncé took the unheard of step of releasing her entire 5th album, with 14 songs and 17 videos all at once online. Her gamble has worked, as the album sold more than 1 million copies during its first three days of exclusive release on iTunes. Thanks to this early success, other musicians are already following her lead.

The image shows the album cover for Beyoncé's fifth album. It features the word "BEYONCÉ" in a large, bold, pink font against a solid black background.

www.billboard.com/articles/news/5840086/its-official-beyonce-makes-history-with-fifth-no-1-album

MEDIA BINGING: TELECOM SLIDING SCALE DATA PLANS



The advertisement features the Verizon Wireless logo at the top left. Below it, a group of three people (two women and one man) are shown using various mobile devices (smartphones, tablets, laptops). A large red checkmark is positioned behind them. To the right of the image is a table of five data plans, each with a red header indicating the data allowance (8 GB, 10 GB, 12 GB, 14 GB, and 16 GB). Each plan also lists 'Shared Data' and 'Unlimited Talk & Text'. The monthly price for each plan is displayed in red at the bottom of the table. Navigation arrows are present on the left and right sides of the table. Below the table, a link to a 'Data Calculator' is provided.

PLUS Shareable Data (For All Devices)				
8 GB Shared Data Unlimited Talk & Text \$90/month	10 GB Shared Data Unlimited Talk & Text \$100/month	12 GB Shared Data Unlimited Talk & Text \$110/month	14 GB Shared Data Unlimited Talk & Text \$120/month	16 GB Shared Data Unlimited Talk & Text \$130/month

Use our [Data Calculator](#) to find the right amount for you.

THE STORY:

TELECOMS CATER SERVICE PACKAGES TO DATA HUNGRY CONSUMERS

While most telecoms previously offered access to mobile data on two or three tiers – now those packages are being replaced by a sliding scale where consumers pay slightly higher rates for higher data consumption. Most significantly, the upper limits are now far beyond levels of consumption that anyone expected only a few short years ago..

MEDIA BINGING: HOUSE OF CARDS



THE STORY:

NETWORKS RELEASE FULL SEASONS SIMULTANEOUSLY TO BUILD AUDIENCE

With the popularity of hit Netflix original shows *House of Cards* and *Orange Is The New Black*, the new model of simultaneous release of multiple episodes (long considered too risky or even impossible) is now gaining in popularity as a method for studios and networks to build loyal audiences more quickly and predictably for new shows. The shift is even leading some networks to skip the long tradition of seasonal pilots for TV shows.



Rohit Bhargava @rohitbhargava

RT @nickcicero: 78% of viewers who watched House of Cards finished the series within 14 days of starting their first episode. [interesting!]

17 Oct

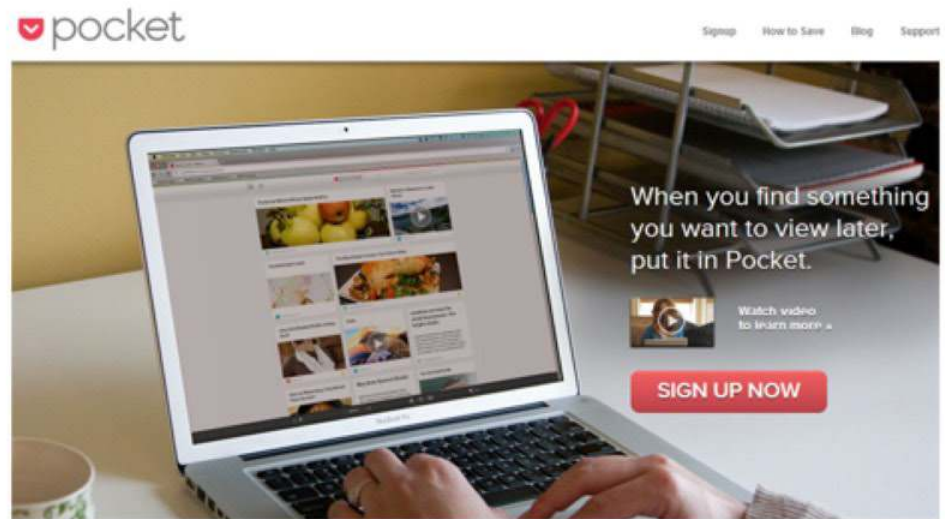
MEDIA BINGING: POCKET APP

THE STORY:

NEW TOOLS MAKE IT EASIER TO READ CONTENT LATER

Find the perfect article right as the train pulls up? No problem. Now there are a host of new apps and tools like Pocket that let you save that article to read when you have time later. Over time, you can use these tools to create a collection of all types of media (including online videos) that can all be read or watched at once whenever you have the time.

www.getpocket.com



MEDIA BINGING: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Publish Savable Content** – For years, creating something people would pass from person to person was the ultimate goal of creators. Today, truly valuable content is often something that people find so useful they save it for later instead of only sharing it. And when they *do* save it, you have the chance for a deeper engagement in a moment when they actually have the time to better consume (and eventually share) that content.
2. **Think Outside The Episode** – If there is one lasting effect that media binging has on consumers, it is that they are now far more likely to avoid consuming episodic programming that is released on an arbitrary schedule. In an on demand media world, rolling out content or messages in the same prescheduled way simply doesn't work. Instead, you need to prepare for a world outside episodes where consumers navigate to websites through multiple entry points, consume content in bursts and remix or curate content at will.
3. **Don't Be The Spoiler** – One of the facts of time shifted media consumption is that someone will always be watching content for the first time months or even years after it was first released. As people invest hours in getting engrossed into programming, they also become paranoid about accidentally seeing spoilers about content they haven't seen yet. So the rule is simple ... never share spoilers and you won't risk the wrath of someone whose time shifted media experience was ruined.

MEDIA BINGING: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.nielsen.com/us/en/newswire/2013/binging-is-the-new-viewing-for-over-the-top-streamers.html>
- <http://www.wired.com/underwire/2013/06/breaking-bad-season-5-dvd/>
- <http://variety.com/2013/digital/news/mtv-hits-binge-button-full-season-of-new-series-released-on-apps-ahead-of-tv-bow-1200761733/>
- <http://blogs.wsj.com/speakeasy/2014/01/22/the-season-long-remorse-of-the-binge-viewing-addict/>
- <http://www.billboard.com/articles/news/5840086/its-official-beyonce-makes-history-with-fifth-no-1-album>
- http://news.cnet.com/8301-1035_3-57607379-94/u.s-cellular-unveils-shared-data-plans-kills-unlimited-data/
- <http://variety.com/2014/digital/news/netflix-original-series-seeing-awards-season-bump-1201066841/>
- <http://www.people.com/people/article/0,,20787679,00.html>
- <http://www.getpocket.com>
- <http://www.hollywoodreporter.com/live-feed/foxs-kevin-reilly-reveals-plans-670532>

Culture + Consumer Behaviour

TREND #3:

OBSESSIVE PRODUCTIVITY

WHAT'S THE TREND?

With thousands of life optimizing mobile apps, instant advice from social media savvy self help gurus, and tech platforms that plug into one another – becoming more productive has become the ultimate obsession ...
and one that always seems temptingly within reach.

OBSESSIVE PRODUCTIVITY: NARRATIVE

THE STORY:

NARRATIVE AIMS TO PUT A PHOTOGRAPHIC MEMORY IN YOUR POCKET.

After a Kickstarter campaign that raised more than half a million dollars, Narrative completed a name change and released a “lifelogging” product that allows anyone to easily capture their life experiences with a clip on camera that takes a photo every 30 seconds. These can later be stitched into a video or searched for specific moments – getting anyone reasonably close to actually having a photographic memory.

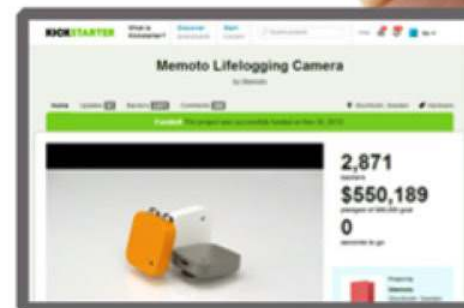
www.getnarrative.com



Narrative

Narrative Clip

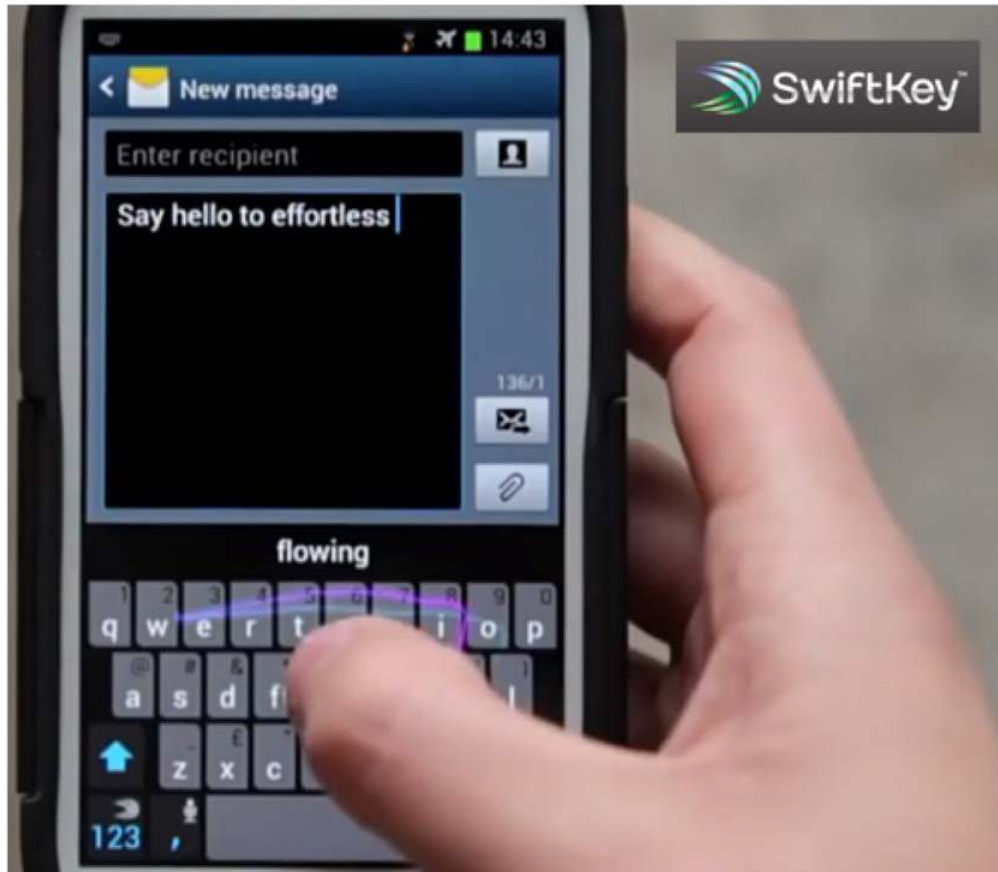
A tiny, automatic camera and app that gives you a searchable and shareable photographic memory.



Choose your color:



OBSESSIVE PRODUCTIVITY: SWIFTKEY



THE STORY:

LEARNING APP OPTIMIZES YOUR MOBILE TYPING

For many addicted mobile email users, the demise of the Blackberry took with it the most typing-friendly keyboard on the market. SwiftKey fills this gap with their app that optimizes typing by learning your habits so you can minimize typos and increase your typing speed to save those precious seconds when emailing from a mobile device.

www.swiftkey.net

OBSESSIVE PRODUCTIVITY: MANHATTAN DISNEY MOMS

THE STORY:

THE OBSESSION OVER SAVING TIME CAUSES SOME MOMS TO COMPROMISE ETHICS

As this viral story in the media illustrated, the quest to avoid any sort of “downtime” began to extend to situations that caused some to compromise their moral standards all in the name of skipping the line or getting VIP treatment. This battle between morals and time saving will continue as more questionable services like the handicapped Disney tour guides emerge.

<http://nypost.com/2013/05/14/rich-manhattan-moms-hire-handicapped-tour-guides-so-kids-can-cut-lines-at-disney-world/>

NEW YORK POST

METRO

Rich Manhattan moms hire handicapped tour guides so kids can cut lines at Disney World

By Tara Palmeri

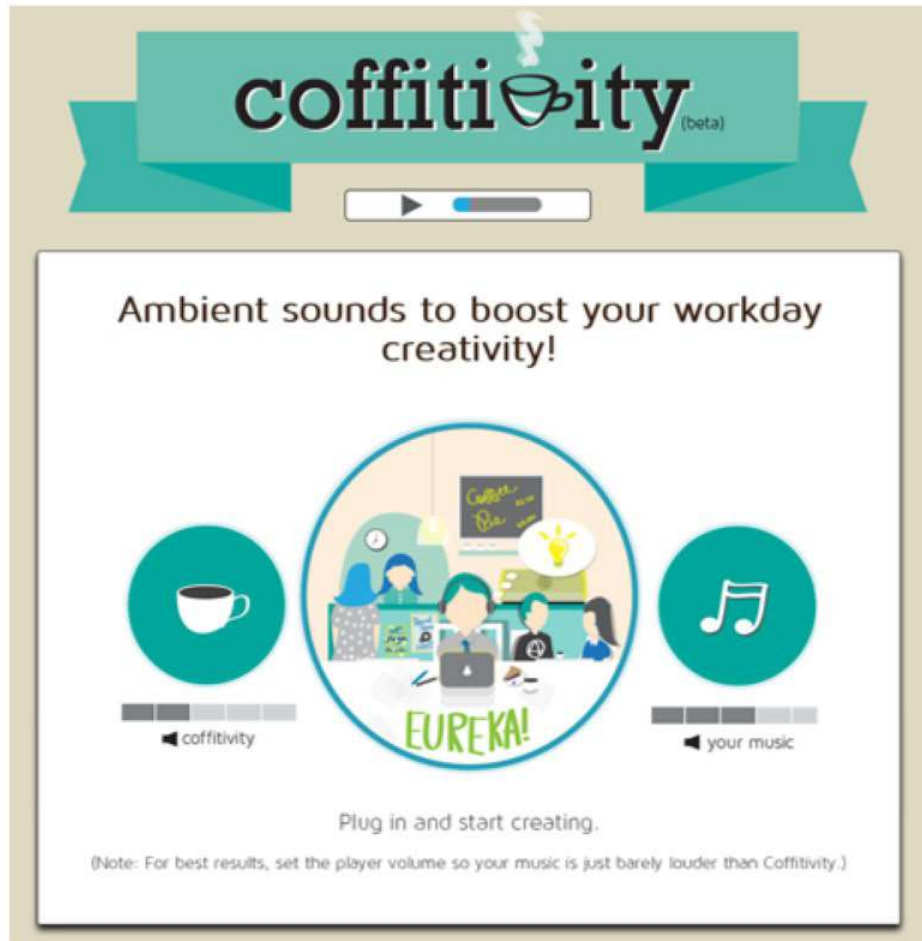
May 14, 2013 | 4:00am



Rich moms shamelessly hire disabled tour guides so their kids can cut long lines.

Photo: REUTERS

OBSESSIVE PRODUCTIVITY: COFFITIVITY



THE STORY:

TO BOOST CREATIVITY, NEW APP OFFERS AMBIENT COFFEE SHOP “NOISE” ON DEMAND

The conclusion of multiple recent studies on productivity show that for creative tasks, background noise can actually improve productivity. Building on this insight, Coffitivity is a new app that records coffee shop white noise and offers it up on demand for anyone who wants to boost their creativity ... without actually going to a coffee shop, of course.

www.coffitivity.com

OBSESSIVE PRODUCTIVITY: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Fix Your Inefficiencies** – As consumers become more conscious of every aspect of their interactions with brands, their patience for any sort of delays or inefficient interfaces gets lower and lower. The result is that customers can be won or lost in microseconds as they sometimes decide based on the smallest of details to abandon interactions or not to reward businesses with their time or money.
2. **Promise And Deliver Speed** – When productivity is the ultimate goal for consumers, speed becomes the ultimate competitive advantage. What this means is that the brands who find new ways to save their customers time will be the preferred choices for all kinds of products and services. The “Amazon Prime” model of one-click optimization for purchasing, getting advice and just about any other type of benefit will increasingly be the new standard that brands need to aim for delivering – or offer a compelling reason why slowing down may be necessary and/or desirable.
3. **Innovate For Productivity** – New products, and services that offer innovative ideas or solutions for productivity are a hot topic area in 2014. If you are publishing books, creating new mobile apps , or offering any type of new service – finding ways to tie it into this consumer desire for productivity can help connect your newest ideas and launches to a consumer trend that is poised to matter more and more throughout the upcoming year.

OBSESSIVE PRODUCTIVITY: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.swiftkey.net>
- <http://www.getnarrative.com>
- <http://www.coffitivity.com>
- <http://nypost.com/2013/05/14/rich-manhattan-moms-hire-handicapped-tour-guides-so-kids-can-cut-lines-at-disney-world/>
- <http://www.philippatston.com/blog/opd-obsessive-productivity-disorder/>
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- <http://thenextweb.com/apps/2014/01/01/20-best-productivity-apps-2013/>
- <http://www.inc.com/magazine/201112/evernote-2011-company-of-the-year.html>
- <http://www.businessweek.com/articles/2013-02-28/as-evernotes-cult-grows-the-business-market-beckons>
- <http://www.ndoherty.com/productivity/>
- <http://www.fastcompany.com/3004174/productivity-issue>

The 2014 Non-Obvious Trend Report

ECONOMICS + ENTREPRENEURSHIP TRENDS

Economics + Entrepreneurship

TREND #4: SUBSCRIPTION COMMERCE

WHAT'S THE TREND?

An increasing number of business and retailers move to using subscriptions as a new commerce business model to sell recurring services or products to customers instead of focusing on the one time sale.

SUBSCRIPTION COMMERCE: ADOBE CREATIVE CLOUD



THE STORY:

SOFTWARE EVOLVES TO ON DEMAND SUBSCRIPTION BASED PRICING

The largest provider of software to the creative industry has been evolving its model to offer on demand pricing for monthly access to its suite of products rather than selling software as a product. This evolution of software as a service is being duplicated by large and small players – and mirrored by the shift toward data service and cloud based services from large enterprise tech companies as well.

www.adobe.com/products/creativecloud.html

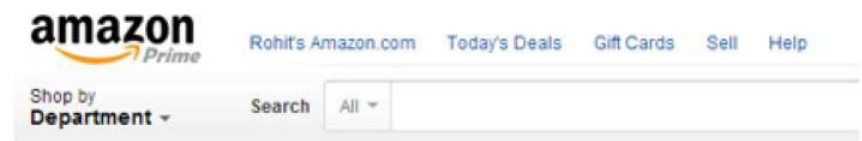
SUBSCRIPTION COMMERCE: AMAZON.COM

THE STORY:

THE WORLD'S LARGEST RETAILER CONTINUES TO MAKE BIG BETS ON THE SUBSCRIPTION MODEL

While they may have started simply as an ecommerce company, Amazon's Prime membership model has transformed the utility and everyday role the brand has in its consumers' lives. Amazon Mom is only one of multiple new initiatives from the brand designed to continue using the subscription model to lock in customers, provide ongoing value and capitalize on its world class distribution system.

www.amazon.com/gp/mom/signup



Join Amazon Mom and enjoy



20% off diapers and wipes

Use Subscribe & Save for convenient, automatic delivery of diapers and wipes - delivered right to your door at a 20% discount.



20% off other family essentials

Choose 5 or more Subscribe & Save items to arrive on your monthly delivery day and save 20%.



FREE Two-Day Shipping with Prime

On millions of items with Amazon Prime.



Instant access to Kindle Books

A Kindle book to borrow for free each month from the Kindle Owners' Lending Library.



Prime Instant Video

Unlimited instant streaming of thousands of movies and TV shows.



SUBSCRIPTION COMMERCE: OYSTER BOOKS



THE STORY:

NEW SUBSCRIPTION SERVICE OFFERS ALL-YOU-CAN-READ ACCESS TO OVER 100,000 EBOOK TITLES FROM MULTIPLE PUBLISHERS

Despite plenty of complexity and a seemingly unbeatable competitor in Amazon Prime – Oyster Books raised more than \$14M in funding and has developed relationships with some of the largest publishers in the world to offer popular titles in ebook format as part of their unlimited ebook on demand subscription service.

www.oysterbooks.com

SUBSCRIPTION COMMERCE: PLEYGO



[How it Works](#) [View Sets](#) [Gift !\[\]\(15a01675795da3c0924461c44b8bf202_img.jpg\)](#)

[Questions?](#)
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- ▶ Cleaned and sanitized.
- ▶ Free shipping both ways!
- ▶ FREE month trial. Then, \$15+/month.

[Start Your FREE Trial Now >>](#)



THE STORY:

THE SHARING ECONOMY OPENS NEW OPPORTUNITIES TO RENT PRODUCTS AND EXPERIENCES THAT ONCE NEEDED TO BE OWNED

One of the most beloved toys in the world now has a companion service that allows you to get new sets as often as you like. Pleygo is an innovative startup designed to let parents order new LEGO sets for their kids, and then return them to be sanitized and shared again.

www.pleygo.com

SUBSCRIPTION COMMERCE: MOVIEPASS

THE STORY:

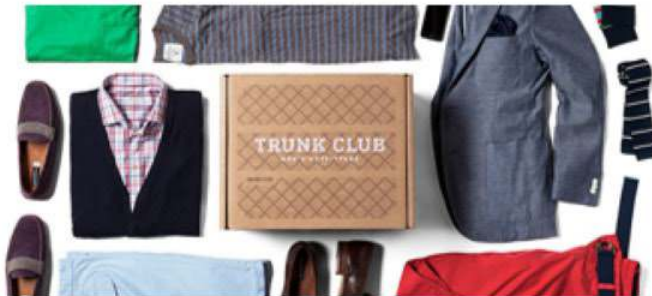
STARTUP FIGHTS HURDLES TO OFFER A SINGLE MONTHLY PASS FOR AVID MOVIEGOERS

Despite many industry hurdles, the team of entrepreneurs behind a pioneering subscription model for theater tickets relaunched their service aimed at helping theaters attract a consistent stream of movie watchers in a time when the costs of building a home theater are dropping and consumers are often tempted to stay home for all but the largest blockbuster releases.

www.moviepass.com

The advertisement features a red banner at the top with the "moviepass" logo. Below it, a dark grey bar reads "JOIN AMERICA'S #1 MOVIE CLUB!". The central focus is a smartphone displaying the MoviePass app's "Top Box Office" section, which lists movies like "The Hobbit: The Desolation of Smaug", "Anchorman 2: The Legend Continues", "Saving Mr. Banks", and "The Wolf of Wall Street". To the right of the phone, the text "ALL ACCESS PASS" is prominently displayed in large, bold, black letters, followed by "THEATERS NATIONWIDE". Below this, three red checkmarks are listed next to the benefits: "SEE ALL MAJOR MOVIES", "NO BLACKOUT DATES", and "ONE MONTHLY FEE". In the foreground, a red MoviePass card is shown, featuring the "moviepass" logo, a card number "6011 0000 0000 0000", an expiration date "02/18", and the name "JOHN SMITH".

SUBSCRIPTION COMMERCE: BOX SET SUBSCRIPTIONS



THE STORY:

GIFT STYLE BOX SETS ARE CURATED MONTHLY OR QUARTERLY TO HELP CONSUMERS DISCOVER NEW PRODUCTS

You can order anything you want online, but sometimes knowing what you're getting is just boring. In 2013, subscription commerce took off with niche startups using the promise of surprise to create monthly or quarterly box sets for everything from snacks to men's clothing. As more consumers discover and rave about the pleasure of discovering a curated gift box at their doorstep – this model will appeal to more unexpected brands in the coming year.

www.trunkclub.com
www.birchbox.com
www.carnivoreclub.ca

www.lovewithfood.com
www.shoedazzle.com
www.bulubox.com



SUBSCRIPTION COMMERCE: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Distribute Through Gift Boxes** – One of the fast growing areas for subscription commerce is curated gift box services that let people consume a certain type of experience in a recurring way. Depending on the products or services you offer, there may be a good connection with an existing gift box where your product could be featured in a monthly or quarterly collection to help introduce it to a new base of customers.
2. **Experiment With Subscriptions** – Creating a subscription model for your own business may not seem like a natural thing to do – but just thinking about how you might do it could lead to an idea about applying the benefits of subscription commerce to your business in an unexpected way – even if it doesn't necessarily lead to revenue right away.
3. **Subscribe To Save Money** – In addition to considering the subscription model as a way to sell products, you may also consider it as a method for saving money on the products or services you already buy. Just as you can offer lower pricing and more value when you know you have a recurring customer, you may be able to benefit from the same economics on the buying side of the equation. While this may apply easily to recurring hard costs like office supplies, it may also work for nontraditional expenses such as items you might buy once a year for an office holiday party.

SUBSCRIPTION COMMERCE: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.forbes.com/sites/sungardas/2014/01/22/subscription-services-the-e-commerce-trend-to-watch-in-2014/>
- <http://www.entrepreneur.com/article/229852>
- <http://gigaom.com/2013/08/31/what-shoedazzle-taught-us-about-subscription-commerce/>
- <http://allthingsd.com/20131017/checking-the-five-boxes-of-subscription-commerce/>
- <http://www.adobe.com/products/creativecloud.html>
- <http://www.amazon.com/gp/mom/signup>
- <http://www.oysterbooks.com>
- <http://www.pleygo.com>
- <http://www.trunkclub.com>
- <http://www.birchbox.com>
- <http://www.carnivoreclub.ca>
- <http://www.lovewithfood.com>
- <http://www.shoedazzle.com>
- <http://www.bulubox.com>

Economics + Entrepreneurship

TREND #5: INSTANT ENTREPRENEURS

WHAT'S THE TREND?

The barriers to starting a new business begin to disappear, as anyone with an idea has the ability to create a startup for it, no matter how small. For some, this means exploring an idea on the side while keeping a day job ... while others plunge in, knowing the costs and risks of failure are
not as high as they once were.

INSTANT ENTREPRENEURS: COWORKING SPACES



THE STORY:

COWORKING SPACES OFFER A POWERFUL ECOSYSTEM TO HELP STARTUPS SUCCEED

Coworking spaces, where freelancers and “micro-entrepreneurs” gather to share ideas and partake in local entrepreneurial communities are on fire. Europe is the undisputed capital of the coworking movement, with more than 1000 spaces cross multiple countries – but they are rapidly rising in popularity across Asia, the US and Australia as well. The value, beyond having a physical space, comes from the intersection of ideas, access to mentors and learning as well as the emotional and productivity lift of being around similarly innovative and creative people.

www.deskmag.com | www.betahaus.de | www.1776dc.com | [Tech Temple, Beijing](#)

INSTANT ENTREPRENEURS: LEGALZOOM



Over 1 million businesses have trusted us to get started.

When you're ready to open the doors to your business, we'll have a personalized legal solution that's right for you.

We're here to help.

legalzoom



“ IF OPPORTUNITY DOESN'T KNOCK, BUILD A DOOR. ”

— MILTON BERLE

#MotivationalMonday

legalzoom

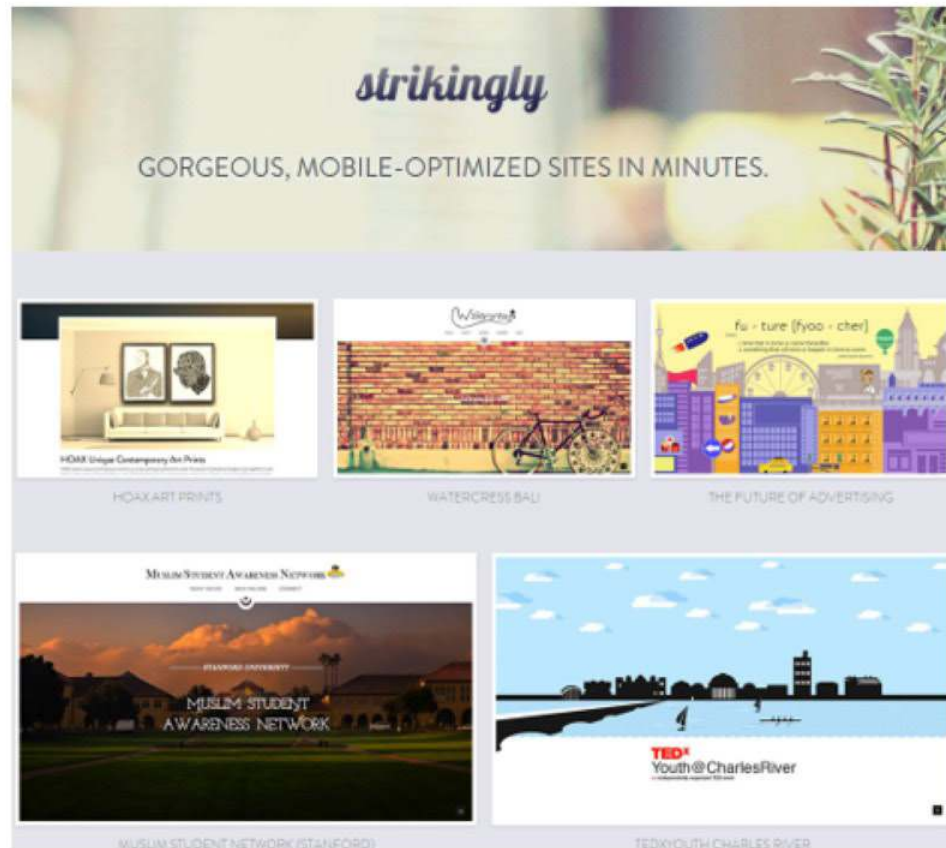
THE STORY:

INSTANT LEGAL ADVICE AND FORM FILING ASSISTANCE SIMPLIFIES THE MOST COMPLEX PIECE OF STARTING A BUSINESS ... THE PAPERWORK

What if creating legal documents was as easy as filling out a form? This was the original vision behind LegalZoom, an online service for legal expertise and automated tools that has simplified the complex paperwork traditionally required to incorporate, register a trademark and dozens of other tasks. The service has helped more than 1 million businesses get started.

www.legalzoom.com

INSTANT ENTREPRENEURS: STRIKINGLY



THE STORY:

STRIKINGLY OFFERS EASY ABILITY TO LAUNCH INSTANT + BEAUTIFUL ONE PAGE WEBSITES

Anyone can launch a new business with very little capital or infrastructure, but most still need a website. No matter what the idea, you can now get a quick 1 page site up for it as well – thanks to the services of Strikingly.com. By packaging great design with minimal effort, the site gives entrepreneurs the ability to quickly launch a site to share their idea with the world literally overnight.

www.strikingly.com

INSTANT ENTREPRENEURS: BITCOIN MINING



THE STORY:

NEW TECH INNOVATIONS SPUR OVERNIGHT BUSINESSES IN VIRTUAL SERVICES SUCH AS BITCOIN MINING

When it comes to Bitcoins, comparisons to the gold rush of the late 1800s seem fairly accurate. The virtual currency has awakened the imagination of investors and everyone from IT consultants to closet geeks are joining the rush to “mine” Bitcoins by using powerful servers to add up and certify Bitcoin transactions. The mining is so profitable that one company (Cryoniks) even offers a dedicated Bitcoin mining solution ... for \$15,000.

www.cryoniks.com | <http://buswk.co/19fyjLk>

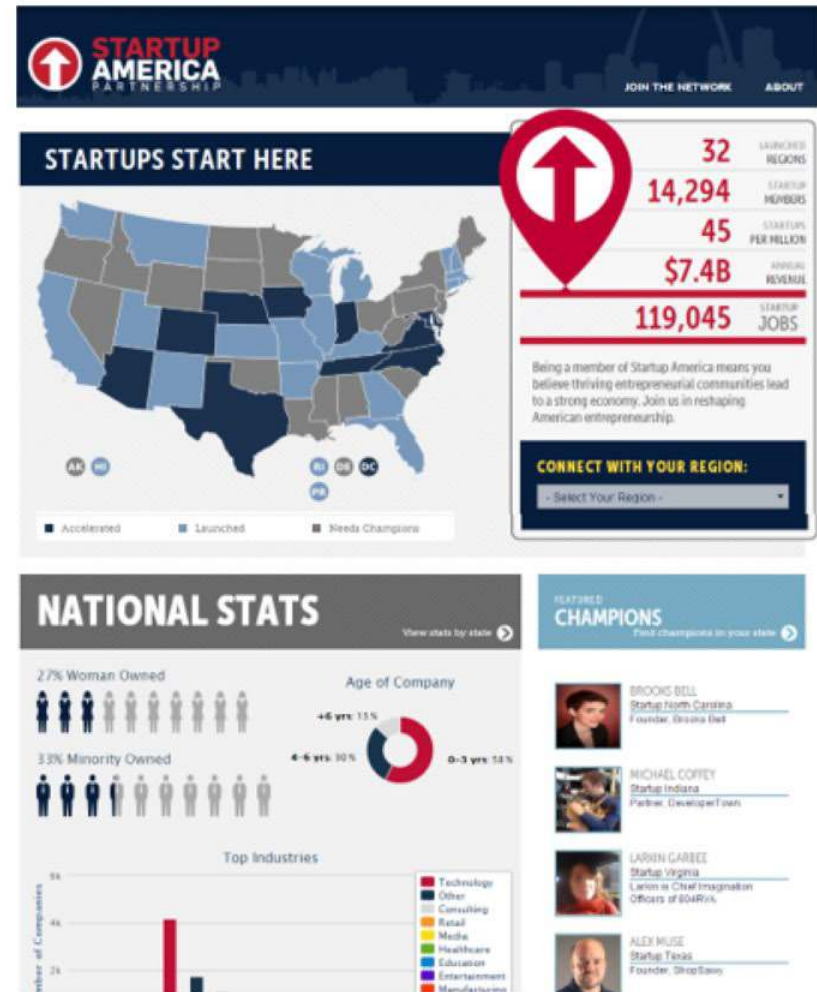
INSTANT ENTREPRENEURS: STARTUP AMERICA

THE STORY:

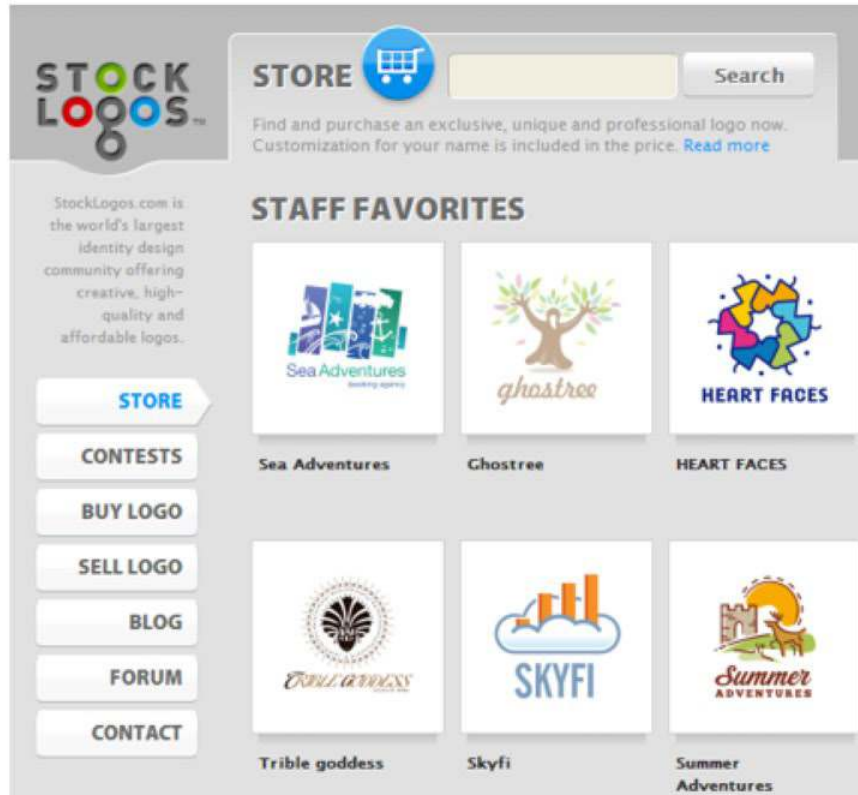
NATIONWIDE PARTNERSHIP FUELS FASTER STARTUP GROWTH BY CREATING A SUPPORT NETWORK

Founded with a mission of helping foster the creation of more startup businesses across the United States by providing a supporting network, the Startup America Partnership is already beginning to achieve its mission by using transparency to encourage local governments to create friendlier atmospheres for startup creation, and helping them to build crucial support networks to bring startups together and to celebrate early successes as well.

WWW.S.CO



INSTANT ENTREPRENEURS: STOCKLOGOS.COM



THE STORY:

ON DEMAND LOGOS ALLOW ANY STARTUP TO SELECT A VISUAL IDENTITY INSTANTLY

Thanks to low costs and a wide variety of choices, crowdsourced logos are highly appealing for entrepreneurs lacking time and cash. With more than 50,000 logos available for purchase and more than \$1.2M in sales, StockLogos is one of several services that allow entrepreneurs anywhere in the world to instantly tap the expertise of professional designers to add a visual identity instantly to any new business.

www.stocklogos.com

INSTANT ENTREPRENEURS: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

- 1. Join The Community** – One of the nicest things about the move towards more coworking spaces is that there are more opportunities for businesses of all sizes to become involved with their local community of entrepreneurs and startups. So even if you don't happen to be launching your own startup right now, you can find great benefits and valuable connections by joining networking events, business competitions or other gatherings hosted by these coworking spaces.
- 2. Encourage Intrapreneurs** – Just because you have employees or work in a larger organization yourself doesn't mean you can't find ways to think and act more entrepreneurially. The idea of "intrapreneurship" describes the act of being an entrepreneur while keeping your "day job." That type of thinking is something great companies foster in their employees, and benefit from in the long run.
- 3. Use Startup Services** – Many startups are founded based on the promise of disruption of existing services or industries. In some cases, you may find yourself to be an ideal target customer for one of these startups in a particular field. Give them a chance to win your business or work with you on a pilot program. Often it is established companies that can provide the best support to help fledgling businesses succeed. And in the process, you may uncover a new way of doing things, realize significant cost savings, or get an edge to win battles with key competitors.

INSTANT ENTREPRENEURS: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.deskmag.com>
- <http://www.betahaus.de>
- <http://www.1776dc.com>
- <http://www.deskmag.com/en/coworking-spaces>
- <http://www.nytimes.com/2008/02/20/business/businessspecial2/20cowork.html?pagewanted=all>
- <http://www.slideshare.net/annacashman/the-growth-of-the-coworking-movement>
- <http://gigaom.com/2009/03/30/coworking-101-a-brief-history/>
- <http://etpcast.com/the-coworking-movement-on-the-entrepreneurship-podcast/>
- <http://www.techinasia.com/check-beijings-newest-biggest-coworking-space/>
- <http://pitchpigeon.com/blog/a-startup-coworking-tour-of-asia.html>
- <http://www.techinasia.com/10-great-incubators-coworking-spaces-vietnam/>
- <http://www.legalzoom.com>
- <http://www.strikingly.com>
- <http://www.cryoniks.com>
- <http://buswk.co/19fyjLk>
- <http://www.s.co>
- <http://www.stocklogos.com>

Economics + Entrepreneurship

TREND #6: COLLABORATIVE ECONOMY

WHAT'S THE TREND?

New business models and tools allow consumers and brands to tap the power of sharing and collaborative consumption to find new ways to buy, sell and consume products and services.

COLLABORATIVE ECONOMY: CROWD COMPANIES

THE STORY:

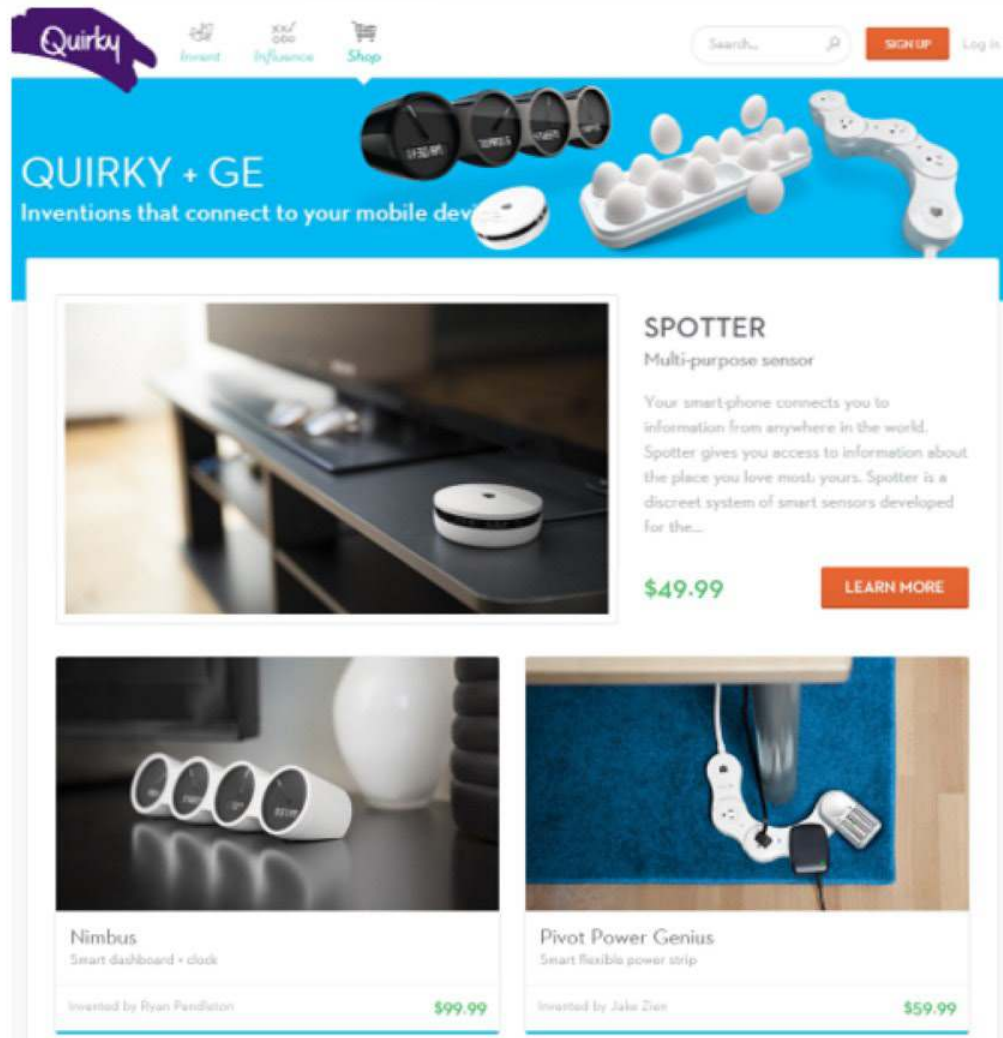
LEADING BUSINESS ANALYST PREDICTS THE FUTURE WILL REQUIRE MORE COLLABORATIVE COMPANIES

Thanks to the success of Uber and AirBNB, the idea of the collaborative economy has been a frequently discussed topic in the global media. In 2013, analyst Jeremiah Owyang announced he would be building a Brand Council of large companies who aim to learn from the example of these collaborative startups and use the power of the crowd in their own businesses. The group now has 29 charter members and is growing rapidly.

www.crowdcompanies.com



COLLABORATIVE ECONOMY: GE + QUIRKY



The screenshot shows the Quirky + GE website interface. At the top, there's a navigation bar with the Quirky logo, links for 'Invent', 'Influence', and 'Shop', a search bar, and 'SIGN UP' and 'Log In' buttons. Below the navigation bar is a large blue banner with the text 'QUIRKY + GE' and 'Inventions that connect to your mobile device'. The banner features images of several smart products: three round sensors, a white egg-shaped device, and a white power strip. Below the banner, there are three product listings:

- SPOTTER**: Multi-purpose sensor. Description: 'Your smart phone connects you to information from anywhere in the world. Spotter gives you access to information about the place you love most: yours. Spotter is a discreet system of smart sensors developed for the...'. Price: \$49.99. A 'LEARN MORE' button is present.
- Nimbus**: Smart dashboard + clock. Description: 'Invented by Ryan Pandleton'. Price: \$99.99.
- Pivot Power Genius**: Smart flexible power strip. Description: 'Invented by Jake Zien'. Price: \$59.99.

THE STORY:

GE PARTNERS WITH QUIRKY TO CROWDSOURCE + MAKE INVENTIONS REAL

Through an innovative partnership with Quirky, a community for inventors, GE has realized several ideas that were made into real products and are now on sale. For each product, members of the community get a percentage royalty based on their role in the creation, naming and marketing of the product.

www.quirky.com/shop/quirky-ge

COLLABORATIVE ECONOMY: PATAGONIA + EBAY

THE STORY:

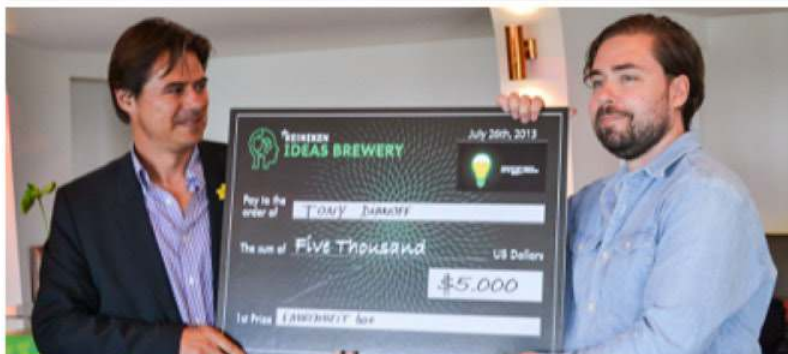
PATAGONIA AND EBAY BUILD AN ECO-FRIENDLY MODEL FOR CROWDSOURCED RECYCLING

What if you could recycle not only to reduce waste, but also to make money? That is the smart idea behind a partnership between Patagonia and Ebay called the Common Threads Partnership. The model has received a lot of attention and in 2014 more retailers will be watching this model with interest, and working towards creating their own crowd-sourced initiatives.

campaigns.ebay.com/patagonia

The image is a screenshot of a web page for the 'patagonia + ebay' Common Threads Partnership. At the top, the logos for 'patagonia' and 'ebay' are displayed. Below them is a navigation bar with links for 'men's', 'women's', 'kid's & baby', and 'packs & travel gear'. A secondary navigation bar features the words 'REDUCE', 'REPAIR', 'REUSE', 'RECYCLE', and 'REIMAGINE'. The main content area has a dark background. On the left, there is a circular logo for the 'COMMON THREADS PARTNERSHIP' featuring a mountain and a river. To its right, the text reads 'COMMON THREADS PARTNERSHIP' in a bold, sans-serif font. Below this, the headline 'Patagonia, eBay and You:' is followed by the statement 'Together, we can reduce our environmental impact.' On the right side of the main content area, there is a photograph of a smiling man with grey hair, wearing a light-colored shirt, with a white play button icon overlaid on the image.

COLLABORATIVE ECONOMY: HEINEKEN IDEAS BREWERY



THE STORY:

HEINEKEN HOSTS INNOVATION CHALLENGE TO COLLECT IDEAS FOR REACHING NEW CONSUMERS

The Heineken Ideas Brewery was a crowd sourced challenge where creative thinkers are invited to solve a challenge and awarded based on their responses. The most recent challenge involved collecting new ideas to reach the 60+ generation – and generated 6 finalists who were then invited for a two day brainstorming session with the brand before awarding a winner.

www.ideasbrewery.com

COLLABORATIVE ECONOMY: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Hire The Crowd** – As more business tasks are completed through open innovation challenges, it is offering a valuable opportunity for forward thinking organizations to literally “hire” the crowd and fund a more democratized process to pay for the best solution to everything from data science research to professional creative tasks.
2. **Disrupt Your Business Model** – If there is one fact that is sure to come true when it comes to business models – it is that the way you make money in five years is going to be different than how you make it today. Though we may not know what the future will hold, the Collaborative Economy can yield some interesting examples and case studies of new business models to learn from and aim to duplicate – but the key is to pay attention and look for small ways to use that knowledge immediately.
3. **Embrace Learning Opportunities** – The Brand Council mentioned earlier in the discussion of this trend brings together some of the largest brands in the world to all discuss how to put the collaborative economy in action for their brands. While several are doing public initiatives, this Council can be a great place to learn what will be coming soon, as well to get some real life knowledge about experiences and frameworks that might often be an idea worth considering. Over time, there will be more groups like the Brand Council creating content to learn from – and events where interested knowledge seekers can gather.

COLLABORATIVE ECONOMY: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- [Http://www.crowdcompanies.com](http://www.crowdcompanies.com)
- <http://www.web-strategist.com/blog/2013/12/10/introducing-crowd-companies-a-brand-council-for-the-collaborative-economy/>
- <http://www.forbes.com/sites/shelisrael/2014/01/02/jeremiah-owyang-profiting-from-a-collaborative-economy/>
- <http://www.altimetergroup.com/research/reports/collaborative-economy>
- <http://youtu.be/PcwLntFrcms>
- <http://www.quirky.com/shop/quirky-ge>
- <http://campaigns.ebay.com/patagonia>
- <http://www.ideasbrewery.com>
- <http://www.amazon.com/The-Collaboration-Economy-Environmental-Competitive/dp/111853834X>
- <http://www.collaborativeconsumption.com/>

The 2014 Non-Obvious Trend Report

MARKETING + SOCIAL MEDIA TRENDS

Marketing + Social Media

TREND #7: BRANDED UTILITY

WHAT'S THE TREND?

Brands use a combination of content marketing and greater integration between marketing and operations to augment promotions with real ways to add value to customer's lives.

BRANDED UTILITY: POPULAR MARKETING BOOKS

THE STORY:

SEVERAL POPULAR BUSINESS BOOKS FOCUS ON THE IMPORTANCE OF UTILITY AS AN ELEMENT OF MARKETING EFFORTS

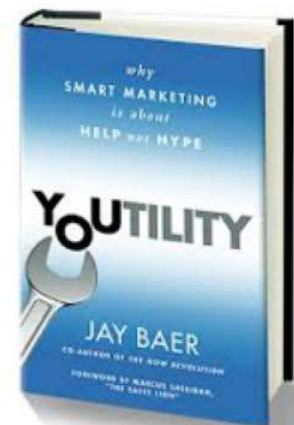
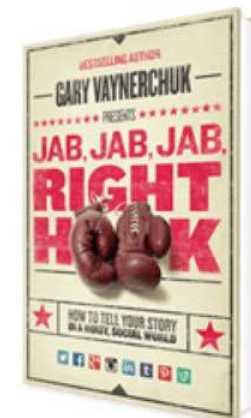
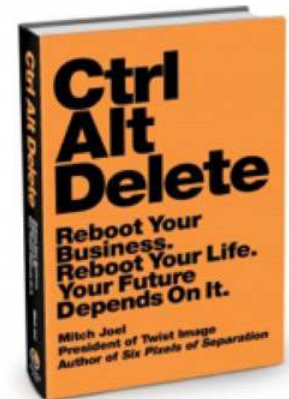
One of the most popular themes of the past year in marketing has been the evolution of content marketing and the realization from brands that having something to say is better than having something to promote. Across multiple recently released books, the value of utility is a recurring theme that each book predicts will continue to grow in 2014.

www.contentrulesbook.com

www.ctrlaltddeletebook.com

www.youtilitybook.com

www.garyvaynerchuk.com/jjjrh



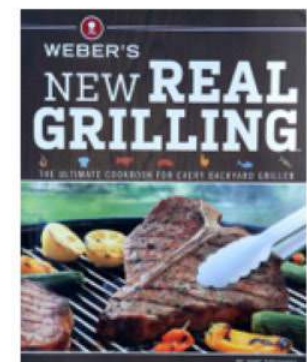
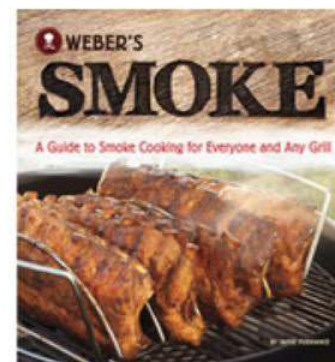
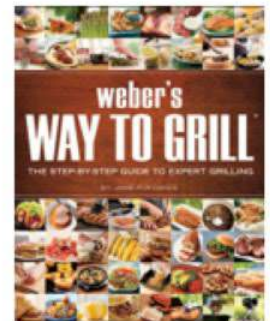
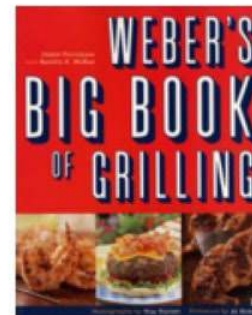
BRANDED UTILITY: WEBER GRILLS

THE STORY:

YEARS OF INVESTMENT IN SMART CONTENT PAYS OFF FOR WEBER

Before content marketing was en vogue, Weber was quietly implementing a masterful book publishing strategy to own the barbeque market by being the brand that helped educate consumers on how to grill. Today, the brand's content marketing reach extends far beyond printed books and into apps, online tools and even a robust online community known as "Weber Nation."

www.weber.com/weber-nation



BRANDED UTILITY: CHARMIN SIT OR SQUAT



THE STORY:

CREATIVE SOLUTION TO A COMMON PROBLEM YIELDS CHARMIN MILLIONS IN FREE PR VALUE AND BUILDS BRAND LOYALTY

The quest to find a clean bathroom is perhaps the most common of travel frustrations – but toilet paper brand Charmin offers a wonderfully useful tool to help solve that problem. In the process, the brand has received accolades from the media and consumers alike for their smart bathroom finding utility.

www.charmin.com/find-public-restrooms.aspx

BRANDED UTILITY: KLM WANNA GIVES

THE STORY:

KLM LAUNCHES INNOVATIVE PROGRAM TO SURPRISE FLYERS BY DELIVERING IN FLIGHT GIFTS FROM LOVED ONES

The element of surprise is a powerful force when it comes to giving gifts, yet the one place you would never expect one is sitting on a flight 30,000 miles in the air. Through this new program, KLM offered anyone the chance to surprise a loved one with an inflight gift from their catalog mid-flight. The program is one of the few ideas that has the potential to actually change the experience of flying from one of stress to one that has just a little bit of surprise and delight.

<http://wannagives.klm.com>



BRANDED UTILITY: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

- 1. Address Bigger Problems** – It is often said that the best products solve a problem for consumers. The only problem with this mentality is that it can lead many brands and teams to become so focused on that one problem that they forget to think more broadly about their customer's world outside that problem. For years, Coca Cola has known that the “problem” they want to solve isn't thirst, but the universal desire for happiness – which led directly to their global brand tagline: *Open Happiness*.
- 2. Build An App** – Over time, most organizations add all kinds of information and functionality to their websites. Unfortunately, sometimes all that content gets in the way of pure utility. As a result, more people are turning to mobile devices as a way to simplify their experience and only get access to the utility they most need. Apps are now the channel of choice for tech savvy consumers needing to do everything from managing bank accounts to booking a flight. The lesson in this is simple. Consider taking one or two most commonly completed tasks on your website, and turn them into an app.
- 3. Answer Unexpected Questions** – One piece of utility is providing an answer to customers questions, but there are often questions they don't expect you to answer – yet these are where you can provide the most utility and value. Hilton Hotel, for example, uses the Twitter handle @HiltonSuggests to answer travel related questions about cities from anyone, regardless of whether they happen to be staying in a Hilton property or not – and trains staff on providing this type of unexpected utility.

BRANDED UTILITY: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.contentrulesbook.com>
www.ctrlaltdelitebook.com
- <http://www.youtilitybook.com>
- <http://www.garyvaynerchuk.com/jjrh>
- <http://www.weber.com/weber-nation>
- <http://www.charmin.com/find-public-restrooms.aspx>
- <http://wannagives.klm.com>
- <http://www.theglobeandmail.com/report-on-business/industry-news/marketing/for-advertisers-theres-a-virtue-to-being-useful/article6928296/>
- <http://www.fastcompany.com/3025294/how-to-be-a-success-at-everything/utilitarianism-marketing-being-useful-while-getting-your-m>

Marketing + Social Media

TREND #8: LOVABLE IMPERFECTION

WHAT'S THE TREND?

As authenticity continues to matter to consumers, one way people seek out signs of true authenticity is by searching for and valuing the minor imperfections in products, personalities and brands themselves – and rewarding that realness with attention, loyalty or even greater trust.

LOVABLE IMPERFECTION: JENNIFER LAWRENCE

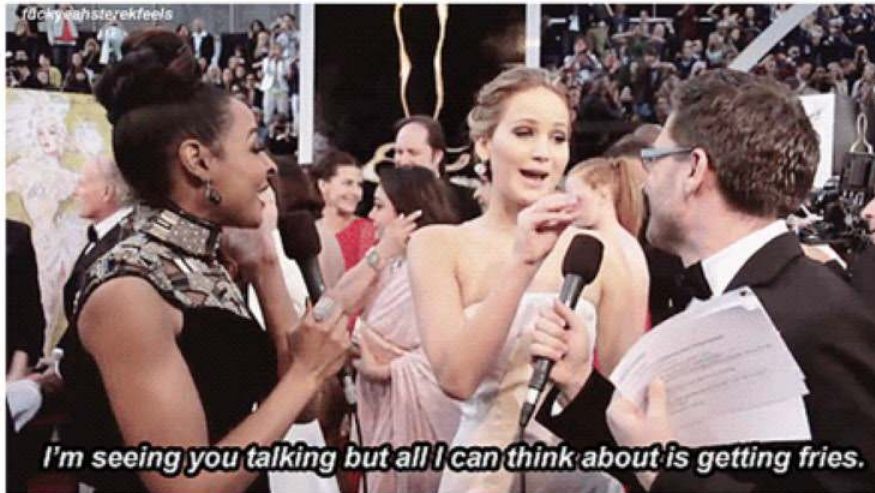


51 Times In 2013 Jennifer Lawrence Proved She Was Master Of The Universe

The story goes that in 2014 she will rule over all.

posted on December 19, 2013 at 1:24pm EST

27. When she spread the good word about fries:



media2.policymic.com

THE STORY:

AS SOCIAL MEDIA REVEALS THE TRUE SIDE OF CELEBRITIES, FANS FALL IN LOVE WITH AUTHENTICITY

The past year was a big one for actress Jennifer Lawrence, and it may have more to do with her personality than her acting. Thanks to her irreverent honesty with the media, ability to literally fall on her face at awards shows (and get back up), and her rejection of the typical “perception is everything” mindset – she has become a hero to consumers hungry for a natural star who isn’t photoshopped at all times.

LOVABLE IMPERFECTION: “NATURAL” MANUFACTURING

THE STORY:

FOOD BRANDS TAKE EXTREME MEASURES TO MANUFACTURE THE “NATURAL LOOK”

The handmade product look has always mattered for consumers, but the past year has seen many food brands take new steps to add more “manufactured naturalness” to their products. From caramel coloring to intentional defects so every item from an assembly line doesn’t look exactly the same – perfection or consistency is no longer as important as fake authenticity – even if it happens to come from an assembly line.

<http://bigstory.ap.org/article/food-companies-work-make-it-look-natural>

HUFF POST BUSINESS

Dominos, McDonald's, Others Work To Make Their Food Look Authentically Imperfect

By CANDICE CHOI 06/17/13 04:36 PM ET EDT 



LOVABLE IMPERFECTION: FLAWED BAD GUY HEROES



THE STORY:

SEVERAL POPULAR STORY LINES FEATURE IMPERFECT BAD GUY HEROES WITH HUMAN FLAWS

Across everything from animated films to TV series, the flawed hero character takes a new turn as lovable bad guys take on the good guys ... and win. This “good bad guy” theme rewrites the typical happy ending good-triumphs-over-evil story line and creates more unique and watchable stories as heroes move unpredictably between good and bad.

www.despicableme.com

www.breakingbad.com

www.megamind.com

LOVABLE IMPERFECTION: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Add Personality** – Several years ago when I published my first book *Personality Not Included* – the topic I focused on was the importance for brands to have personality. Not only is it even more important today, but the connection consumers feel with more “real” and authentic brands has been proven over and over again by brand loyalty surveys. So how do you add personality? One tip is to use a more human tone of voice. Use the first person voice, and incorporate humor if it is a good fit for your brand. If not, use unexpected honesty to accomplish the same human connection.
2. **Admit Your Mistakes** – One thing most consumers do not expect is for a brand to stand up and take ownership of a mistake unless legally required to. Instead of waiting for a moment of court required humanity, take matters into your own hands and speak directly and honestly to your customers when something goes wrong. Show empathy and concern about the mistake and passion in your quest to correct it. Not only to small (and NOT reoccurring!) mistakes make your brand more human, they may even inspire deep brand loyalty in the process.
3. **Obsess Over Details** – In many of the examples of brands using this principle of imperfection, there were deliberate choices about miniscule details of a product, from the caramelization on carved turkey breast to the Egg White McMuffin with rough edges. Imperfection may seem like an accident, but being strategic about it requires an obsession over the tiniest details of an experience.

LOVABLE IMPERFECTION: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.crowdcompanies.com>
- <http://bigstory.ap.org/article/food-companies-work-make-it-look-natural>
- <http://www.despicableme.com>
- <http://www.breakingbad.com>
- <http://www.megamind.com>

Marketing + Social Media

TREND #9: SHAREABLE HUMANITY

WHAT'S THE TREND?

Content that is shared on social media gets more emotional as people share amazing examples of touching humanity in videos, stories and images – and brands inject more humanity into powerful content marketing and branded storytelling efforts.

SHAREABLE HUMANITY: FEEL GOOD VIRAL STORIES

Mashable

Father Retakes Wedding Photos With His 3-Year-Old in Mom's Memory

30.0k
SHARES

Share on Facebook

Share on Twitter



THE STORY:

SOCIAL MEDIA SITES ACTIVELY SHARE FEEL GOOD STORIES AND EXAMPLES OF HUMANITY

Just about every day on Facebook or other social networks, it seems like people are sharing some new example of an uplifting story that might just make you cry. These intensely shareable viral stories are so commonplace, that some of the larger sites like Mashable are even using algorithms to predict how viral these stories will be.

www.mashable.com/2013/12/18/father-daughter-photo-series/

SHAREABLE HUMANITY: THE KIKKOMAN CREED

THE STORY:

300 YEAR OLD SOY SAUCE BRAND KIKKOMAN
CREATES DOCUMENTARY ABOUT COMPANY
HISTORY

“Started by a woman, in a time when women didn’t start companies.” These are the powerful first words that introduce the story behind a documentary about the long history of the #1 best selling soy sauce brand in the world. The story puts a human face on the brand and brings its history to life in a way that can inspire their consumers, and foster more brand loyalty as well.

www.kikkomanusa.com/creed/story.html



SHAREABLE HUMANITY: HOPEMOB



Join Joshua on his Journey to Beat Cancer

by: Jeremy Chambers

Joshua's family was devastated with a cancer diagnosis. With the help of Hopemob, we ...[Read More](#)

Orlando, FL

117% \$4,086 CLOSED
FUNDED DONATED STORY



Emergency Relief for Oklahoma Tornado Victims

by: Lucas Donat

By now you have heard the news of the devastation caused by the tornado in Moore, OK. ...[Read More](#)

Birmingham, AL

310% \$46,544 CLOSED
FUNDED DONATED STORY

THE STORY:

CROWDFUNDING SITE FEATURES PLEAS FOR HELP ORGANIZED BY THE POWER OF THEIR STORIES

Charity website HopeMob takes a unique approach to listing stories, choosing to post them based on how many votes they get from users rather than how much each story has raised or how new it is. The model focuses on the humanity of each story as a key metric for which appear higher on the site (and potentially get more funding as a result)

www.hopemob.com

SHAREABLE HUMANITY: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Create Human Stories, Not Content** – The idea of content marketing is a hot topic among marketers today, but the problem is that much of what brands produce classifies far more as “content” than “storytelling.” What’s the difference? In a word: humanity. Content might provide information people need, but stories create emotional connections. Stories are what people share – and the brand who create these types of emotional experiences are the ones that benefit from social sharing the most.
2. **Watch The Cultural Zeitgeist** – Many business professionals turn up their noses at pop culture media – and if that describes you, then don’t judge too quickly. The truth is, there is almost always a value in understanding what is popular in the media today and what it says about the people who are consuming and sharing it. You don’t have to be a trend curator in order to get value from studying the culture around your customers. Even if you are in the B2B space, knowing what is happening in pop culture can pay off in unexpected ways.
3. **Share Viral Stories Early** – When it comes to content creation, sharing original ideas is a big challenge. One of the best ways to deal with this challenge can be to find and share viral stories of humanity that are rising in popularity and may be mentioned on a few publications. Not only do these rapidly escalating stories connect with people – the brand that shares them earlier is the one that will likely see more commenting and interaction.

SHAREABLE HUMANITY: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.mashable.com/2013/12/18/father-daughter-photo-series/>
- <http://www.kikkomanusa.com/creed/story.html>
- <http://www.hopemob.com>
- <http://mashable.com/2013/04/15/dove-ad-beauty-sketches/>
- <http://www.huffingtonpost.com/tag/feel-good-stories>
- <http://www.cnn.com/2013/07/26/health/best-human-factor-stories/>
- <http://newsfeed.time.com/2013/12/16/watch-the-most-heartwarming-stories-of-2013/>
- <http://www.sunnyskyz.com/feel-good-stories>
- <http://www.sunnyskyz.com/happy-videos/231/Once-I-Figured-Out-What-They-Were-Doing-My-Heart-Melted>

The 2014 Non-Obvious Trend Report

TECHNOLOGY + DESIGN TRENDS

Technology + Design

TREND #10: PRIVACY PARANOIA

WHAT'S THE TREND?

New data breaches and increasing focus on the many ways our behaviour is now tracked online and offline is leading to a new global sense of paranoia about what governments and brands know about us – and how they might use this so called “big data” in potentially illicit ways.

PRIVACY PARANOIA: DUCK DUCK GO



Duck DuckGo

Search [anonymously](#). Find [instantly](#).



THE STORY:

TOOLS ONCE USED BY THE TECH SAVVY TO MASK IDENTITIES NOW GAIN WIDESPREAD ADOPTION

Want to search for auto insurance without suffering through months of “targeted” ads based on your search history? Duck Duck Go is one of several tools that can help you mask your identity during searching to avoid those invasive ads served based on cookies and profile data uncovered during searches.

www.duckduckgo.com

PRIVACY PARANOIA: LENDUP

THE STORY:

BANKS AND LENDERS TURN TO SOCIAL MEDIA DATA TO MAKE LENDING AND INTEREST RATE DECISIONS

In the quest by financial services firms to make better lending decisions, information such as job data on LinkedIn or reviews of businesses on social networks can now factor into whether a business gets credit. Despite concerns from consumer groups – this innovation is likely to become more commonly used in the financial industry.

www.lendup.com

MARKETS

Borrowers Hit Social-Media Hurdles

Regulators Have Concerns About Lenders' Use of Facebook, Other Sites

Email Print Save 74 Comments



By STEPHANIE ARMOUR

Jan. 8, 2014 6:51 p.m. ET

WASHINGTON—More lending companies are mining [Facebook](#), [FB +0.15%](#), [Twitter](#), [TWTR +4.56%](#) and other social-media data to help determine a borrower's creditworthiness or identity, a trend that is raising concerns among consumer groups and regulators.



More lending companies are mining Facebook, Twitter and other social-media data to help determine a borrower's creditworthiness or identity, a trend that is raising concerns among consumer groups and regulators. Stephanie Armour reports. Photo: Getty.

Lending companies—some of which are backed with venture funding from [Google Ventures](#), [GOOG -0.02%](#), the venture-capital arm of Google Inc., and Accel Partners, an early Facebook Inc. investor—are looking at potential problems such as whether applicants put the same job information on their loan application as they posted on LinkedIn, or if they shared on Facebook that they had been let go by an employer. A small business that draws negative reviews on [eBay](#), [EBAY -0.73%](#), also could

undermine its chances of getting more credit, lending companies say.

PRIVACY PARANOIA: DEMAND FOR “CLOAKING”

The New York Times Technology

Bits

BITS | OCTOBER 14, 2012, 12:05 PM | 23 Comments

Disruptions: Seeking Privacy in a Networked Age

By NICK BILTON



"YOU CAN IMAGINE A SERVICE THAT SAYS, 'I DON'T WANT MY NAME TO SHOW UP ON ANY SOCIAL SERVICES FOR THE NEXT THREE HOURS'"

- DENNIS CROWLEY, CEO - FOURSQUARE

THE STORY:

INNOVATORS ENVISION “CLOAKING” AS THE NEXT BIG FEATURE CONSUMERS WILL DEMAND

In a well publicized interview, the CEO of one of the most popular location based apps envisioned a consumer need and demand for time free of tracking when people may want to “cloak” their location from social networks and disable all the tracking from their mobile devices. This time “off the grid” so to speak, will become more and more precious as locations and devices of all kinds keep people connected at all moments.

<http://bits.blogs.nytimes.com/2012/10/14/seeking-privacy-in-a-networked-age>

PRIVACY PARANOIA: INTERNATIONAL DATA PRIVACY DAY



THE STORY:

DATA PRIVACY DAY BRINGS ATTENTION TO DATA SECURITY AND ADVOCATES FOR CONSUMERS TO LEARN SAFER ONLINE HABITS

Every year in January, the National Cyber Security Alliance creates a series of learning materials, events and media to focus attention on the important topic of building safe habits online. As data breaches continue to happen more frequently, the resources from this initiative are becoming more and more valuable for online consumers.

www.staysafeonline.org

PRIVACY PARANOIA: THE DEEP WEB

THE STORY:

INVESTIGATIVE EXPOSÉ STORY REVEALS A DARK UNDERSIDE OF THE INTERNET

In November of 2013, the cover story in TIME magazine revealed a little understood side of the Internet that prosecutors and government agencies have been tracking for years. Known cryptically as the “deep web” – it is a part of the Internet where people can transact in complete anonymity. While that may seem like a haven for those with Privacy Paranoia – in reality the network has enabled all sorts of illicit transactions online, from arms dealing to human trafficking. As officials work to infiltrate it, privacy advocates worry about even further erosion of identity protection online.

<http://ti.me/16NDe4U>



PRIVACY PARANOIA: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Make Your Disclaimers More Believable** – When your customers are more concerned than ever about their private data, a simple “we won’t share your data” disclaimer may not be enough to be believable. Instead, your disclaimer may need to go further to describe EXACTLY what you plan to do with the data that your customers share with you. In some cases, this might even involve explicitly stating what type of email or communications you will send them, and which you won’t.
2. **Proactively Reassure Customers** – Aside from having a good third party service you are using to protect your customer’s data – there may be great value in proactively sharing with your customers the steps you are taking to protect their data. As the media reports on data breaches and ways that data is being compromised, reminding your customers that you are doing everything you can to keep their data safe may be a valuable piece of proactive information to share.
3. **Unsubscribe & Delete** – This may seem like an odd thing for a marketer to say, but there is something very satisfying about unsubscribing from unwanted emails. On a personal level, customers are discovering this pleasure – but even business people have their own data to protect. With smart services such as [Unroll.me](#) available to easily let you remove unwanted emails from your inbox, there are steps you can take to protect your own data by removing it from databases. Over 2014, there will be more and more tools allowing consumers to easily cleanse their data in this way.

PRIVACY PARANOIA: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.duckduckgo.com>
- <http://www.lendup.com>
- <http://bits.blogs.nytimes.com/2012/10/14/seeking-privacy-in-a-networked-age>
- <http://ti.me/16NDe4U>
- http://news.cnet.com/8301-1009_3-57617034-83/yikes-targets-data-breach-now-could-affect-110m-people/
- <http://www.cbc.ca/news/technology/data-privacy-day-highlights-need-for-action-dan-misener-1.2513736>
- <http://www.staysafeonline.org/data-privacy-day/>
- <http://www.informationweek.in/informationweek/perspective/287389/privacy-india-regulation-accountability>

Technology + Design

TREND #11: MICRODESIGN

WHAT'S THE TREND?

As communication becomes more visual, the demand for design and imagery is becoming an everyday business requirement. New online tools and services are solving this need by offering easier access to bite sized chunks of design expertise, from predesigned logos to hourly services for design fixes.

MICRODESIGN: CANDY CRUSH

THE STORY:

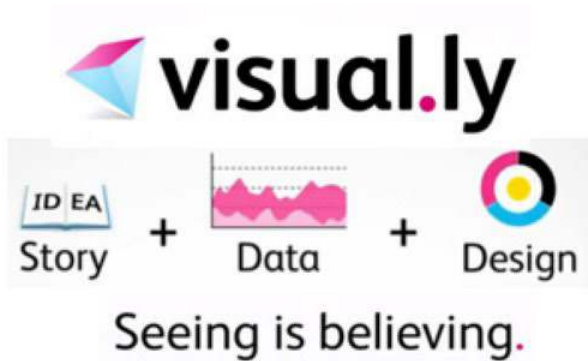
ADDICTIVE GAME USES MICRODESIGN TO FUEL PLAYER PASSION AND LOYALTY

One of the most addictive game apps of the past year also demonstrated just how important the small minor details are in creating a play experience that is highly addictive. Candy Crush keeps players guessing, offers secret bonuses and levels, an ongoing game play experience and plenty of shareability among players and friends to keep people connected and playing.

<http://about.king.com/games/candy-crush-saga>



MICRODESIGN: AUTOMATED INFOGRAPHIC GENERATORS



THE STORY:

IN THE QUEST TO MAKE SENSE OF COMPLEX DATA, AUTOMATED TOOLS TO CREATE INFOGRAPHICS BECOME COMMON

Humans have always been visual learners, yet for decades learning has been predominantly text based. Over the past several years, businesses and individuals used infographics to portray complex information. Now a host of microdesign tools offer the ability for anyone to create beautiful infographics without the need for deep data analysis or design skills. The results are frequently beautiful yet commonly esoteric infographics that look great but are only occasionally valuable to actually explain data.

www.infogram.com
www.piktochart.com

www.visually.com

MICRODESIGN: MICROINTERACTIONS BOOK

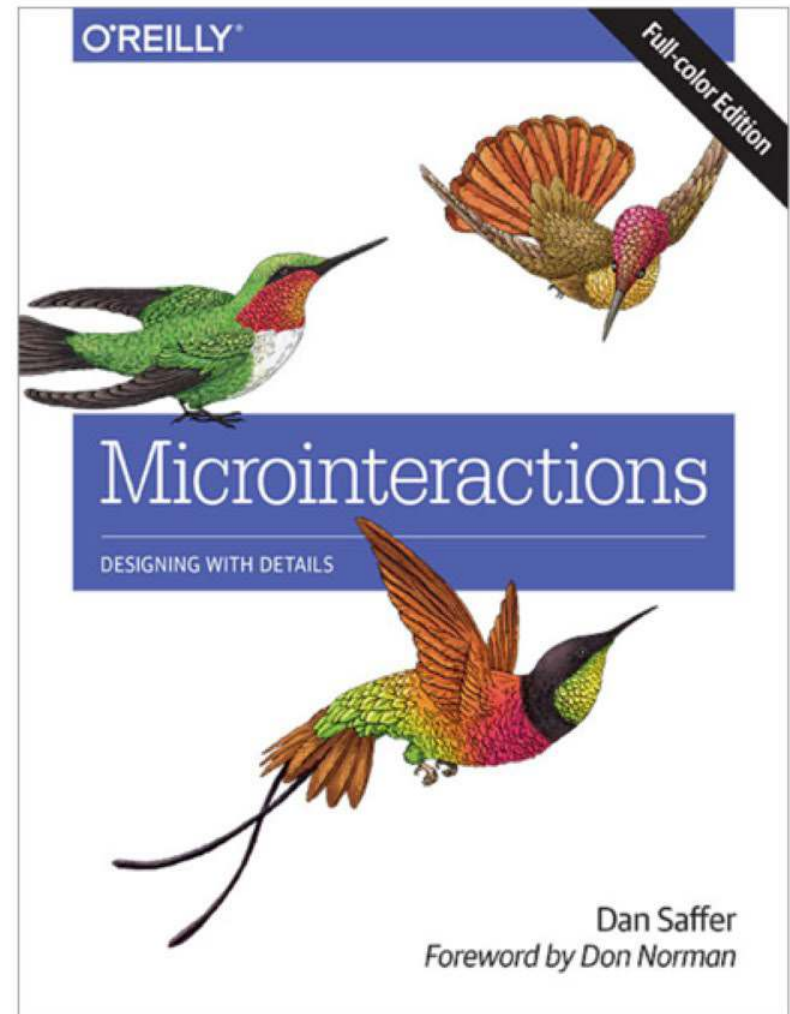
THE STORY:

INSIGHTFUL BOOK FOCUSES ON HOW SMALL DESIGN CHOICES CAN MOVE PRODUCTS FROM GOOD TO GREAT

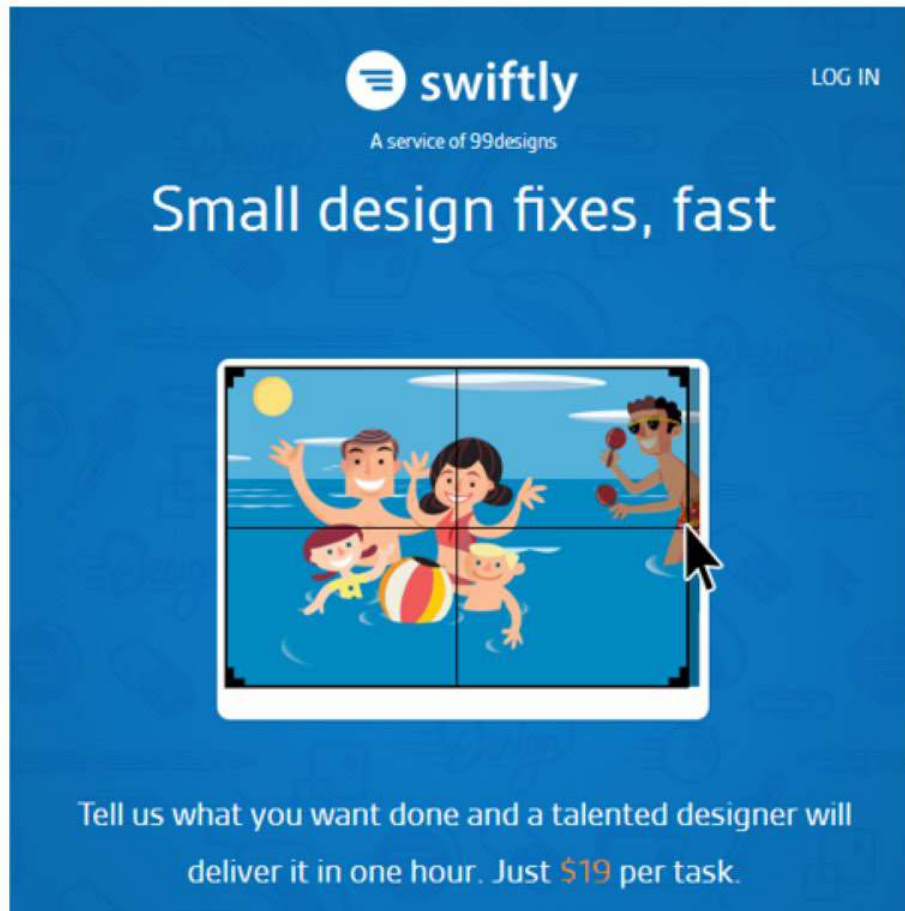
Through dozens of examples of small design choices making big differences, author Dan Saffer offers a convincing argument in his book that it is the “microinteractions” which change a product from one that is tolerated to one that is treasured. For anyone who has delighted in the sound made by a car door closing, or a fake shutter sound after taking a digital photo – this makes perfect sense.

www.microinteractions.com

<http://www.humansinvent.com/#!/889/5-fake-sounds-designed-to-help-humans/>



MICRODESIGN: SWIFTLY

A promotional banner for the Swiftly website. The background is a solid blue color. At the top left is the Swiftly logo, which consists of a white circle containing three horizontal lines, followed by the word "swiftly" in white lowercase letters. Below the logo is the text "A service of 99designs" in a smaller white font. At the top right is the text "LOG IN" in white uppercase letters. In the center, the headline "Small design fixes, fast" is written in a large, white, sans-serif font. Below the headline is a white-bordered rectangular frame containing a colorful cartoon illustration of a family (a man, a woman, and two children) swimming in the ocean. A black mouse cursor arrow is pointing at the right edge of the frame. At the bottom of the banner, the text "Tell us what you want done and a talented designer will deliver it in one hour. Just \$19 per task." is written in white, with "\$19" in a bold, orange font.

THE STORY:

CROWDSOURCED DESIGN SITE ALLOWS ACCESS TO FREELANCE DESIGNERS ON DEMAND

Not every business has ready access to a designer. Swiftly, an innovative new service from the creators of crowdsourced design website 99designs.com offers a solution to this problem by pairing up freelance designers with businesses or individuals with a need for simple design services. The task based model is a perfect pairing of Microdesign with an example of the Collaborative Economy trend. as well

www.swiftly.com

MICRODESIGN: OVER APP

THE STORY:

CREATIVE SELF EXPRESSION APP OFFERS USERS A WAY TO ADD TEXT AND ART “OVER” IMAGES TO SHARE

Self expression is poised to be big business in 2014, with several of the most popular apps for mobile phones focused on new ways to use design to express feelings and moments. Over was one of the most popular iPhone apps of 2013, offering an addictive user experience and gorgeous ability to add text and artwork on top of images. The app unlocked users creativity and is consistently in the Top 10 paid apps in the highly competitive Photo & Video category on iTunes .

www.madewithover.com



MICRODESIGN: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Test A MicroDesign Service** – The widespread availability of MicroDesign solutions offers plenty of opportunity to test their services. As a marketing consultant, I have hired and worked with professional designers – and used several of these MicroDesign solutions as well. There is a clear difference between them when it comes to quality, however for certain tasks – the cost and time savings of working with a MicroDesign solution may be worth it. Given the relatively low cost, though, the only way to learn if these solutions may work for you is to find an opportunity to test them.
2. **Rethink Your MicroInteractions** – As Dan Saffer points out in his book, those microinteractions that consumers are having with your brand are vitally important for the experience you are creating. The challenge is that they are easy to overlook. So make this the year that you take some serious time to put less focus on some of the big things ... and focus on the little things to really get them right.
3. **Don't Let Design Be A Barrier** – Often in the past, the reason to not launch a great idea or concept could have been the lack of a design to go with it. How can you launch a business, for example, without a logo? MicroDesign makes it very easy to address them in the short term so they don't become an entrepreneurial barrier for anyone or any organization to launch anything.

MICRODESIGN: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.infogram.com>
- <http://www.visually.com>
- <http://www.piktochart.com>
- <http://www.marketingtechblog.com/infographics-popular/>
- <http://mashable.com/2013/01/26/infographics-marketing/>
- <http://www.microinteractions.com>
- <http://scottberkun.com/2013/book-review-microinteractions/>
- <http://www.swiftly.com>
- <http://techcrunch.com/2013/08/13/99designs-launches-swiftly/>
- <http://www.madewithover.com>
- <http://www.strikingly.com>
- <http://www.businessinsider.com/candy-crush-strategy-tips-and-help-2013-7>
- <http://business.time.com/2013/11/15/candy-crush-saga-the-science-behind-our-addiction/>
- <http://www.theguardian.com/commentisfree/2014/feb/02/delete-candy-crush-saga-from-phone>
- <http://about.king.com/games/candy-crush-saga>

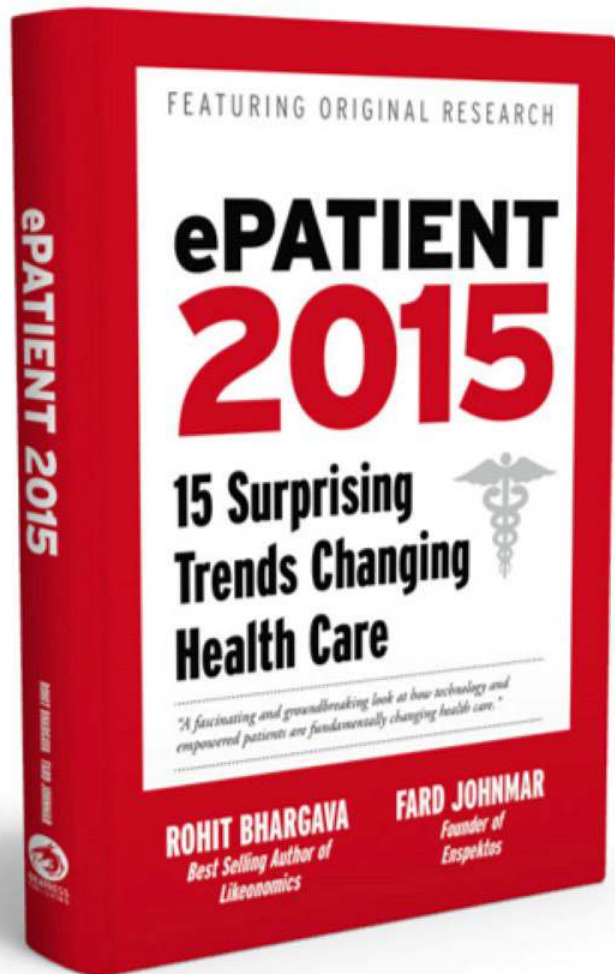
Technology + Design

TREND #12: OVERQUANTIFIED LIFE

WHAT'S THE TREND?

Big data offers more ways to get quantified information about all types of activities, yet the information deluge is leading brands and consumers alike suffer from data overload. Meanwhile, cute infographics and superficial analysis add more confusion about what all this data really means, and how to actually use it to inform decisions in real life.

OVERQUANTIFIED LIFE: EPATIENT 2015 BOOK



THE STORY:

NEW RESEARCH REVEALS EPATIENTS FIND INCONSISTENT VALUE FROM SELF TRACKING DATA & ELECTRONIC MEDICAL RECORDS

One of the most popular early trends from my recently released book* has been the “Overquantified Self.” The term is used to describe the idea that as the volume of clinical and health information collected from passive sensors, EMRs and devices grows, epatients struggle to find real value beyond “feel good stats” in all of this data.

www.epatient2015.com

**Disclaimer – I co-authored this book, and some of the insights on this trend purposefully cross over with the research presented in the book.*

OVERQUANTIFIED LIFE: WEARABLE LIFE TRACKERS

THE STORY:

LIFE TRACKERS GENERATE VAST YET ISOLATED BEHAVIOURAL DATA

Wearable devices are one of the biggest trends in consumer electronics for the coming year – yet as more and more devices collect isolated data, consumers find it hard to connect this data to the rest of their lives. The end result is plenty of data collection, yet potentially little actual impact on long term health or happiness from it. In 2014, the winners in this space will be the products and companies that connect this data to real actionable advice or personal insights.



jawbone.com/up | fitbit.com/flex | google.com/glass | underarmour.com/a39

OVERQUANTIFIED LIFE: SOCIAL INFLUENCE TRACKERS



THE STORY:

CONTROVERSIAL SOCIAL MEDIA TRACKING TOOLS OFFER INSTANT INFLUENCE SCORES

Your friends, fans and followers should be worth real money, according to social influence scoring tools Klout and Kred. Applying algorithms to social sharing behaviours and factoring in network size, these services try to go beyond number of fans or likes to offer a slightly more scientific way to quantify social influence. While critics of the platforms point out that influence is not a singular quality but rather changes by situation - brands desperate for new ways to reach influencers are using these scores as a simplified metric to offer select consumers free products and experiences in exchange for the promise they will share them with their social networks and hope it pays off.

www.klout.com | www.kred.com

OVERQUANTIFIED LIFE: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Integrate With Multiple Ecosystems** – Despite the many different ways to track data that have led to the Overquantified Life, there is a sign of hope in the fact that many of the newer services and tools for data tracking prominently use open APIs and other methods for connecting data. In the frenzied quest to create the dominant open ecosystem in everything from email marketing to wearable devices ... the ability to connect your brand and data to any of these platforms exists in more ways than ever.
2. **Offer Less Data And More Insights** – If you offer your customers any type of data, consider new ways that you might pair that with more insights about what the data actually means. Slideshare, for example, is a popular service that allows users to post their presentations online and see how many views each presentation gets. At the end of each year, to add more value to their top performers, the site sends out congratulatory notes to users with views in the top 1% of all creators – adding value through context for the data they are collecting.
3. **Translate Numbers Into Stories** – One of the effects of more data collection is that everyone gets a hard number attached to almost everything. Instead of doing the same thing, consider using different terminology to tell a story. When glove maker Manzella wants to tell customers about the warmth of their gloves, for example, they skip the traditional number based ratings. Instead, their gloves are “rated” in three categories – warm, warmer and warmest.

OVERQUANTIFIED LIFE: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.epatient2015.com>
- <http://www.klout.com>
- <http://www.kred.com>
- <http://www.jawbone.com/up>
- <http://www.fitbit.com/flex>
- <http://www.google.com/glass>
- <http://www.underarmour.com/a39>
- <http://venturebeat.com/2013/09/09/the-new-dial-tone-how-the-api-economy-accelerates-the-growth-of-cloud-apps/>
- <http://www.sun-sentinel.com/news/opinion/fl-viewpoint-public-school-20140214,0,6182390.story>
- <http://www.medpagetoday.com/Cardiology/Prevention/44294>

The 2014 Non-Obvious Trend Report

MEDIA + EDUCATION TRENDS

Media + Education

TREND #13: CURATED SENSATIONALISM

WHAT'S THE TREND?

Over the past decade, the line between news and entertainment has completely blurred. Today, many of the most popular online “news” destinations are replacing traditional journalism with smart curation – gathering content from across the web, adding minimal commentary and using persuasively written sensational headlines to drive millions of views.

CURATED SENSATIONALISM: BUZZFEED

THE STORY:

BUZZFEED USES A MASTERFUL COMBINATION OF LISTS AND QUIRKY STORIES TO FUEL AND CAPITALIZE ON HUMAN CURIOSITY

In early December 2013, BuzzFeed made a startling announcement. Across the month of November, the site had more than 130 Million unique views and 30 individual posts earned more than 1 million views each. The fact that the majority of this growth was driven by Facebook referrals illustrates how the site's ability to convert on curiosity has made its growth so rapid. Their stories are so successfully addictive that countless copycat sites have started to spring up and even mainstream publishers like daily news sites are learning from their example.

www.buzzfeed.com



28 Unforgettable Things Local Newspapers Told Us In 2013

Patrick Smith 20 responses



One Thing That You've Definitely Never Noticed About "Home Alone" Before

Ryan Broderick 301 responses



Someone Actually Walked Off A Pier Because They Were Too Busy Checking Facebook

Cate Sevilla 118 responses

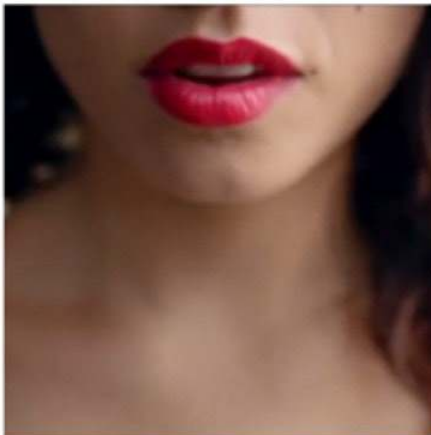
CURATED SENSATIONALISM: UPWORTHY

UPWORTHY

Things that matter. Pass 'em on.



Rajiv Narayan
Dec 16, 2013



**Not An Exaggeration:
This Video Can Actually
Help You Save
Someone's Life One Day**



Joseph Lamour
Jan 10, 2014



**Her Husband Won A
Nobel Prize. But She Just
Became A WAY Bigger
Deal.**

THE STORY:

REPACKAGING NEWS WITH VIRAL HEADLINES BECOMES AN ART FORM

As the name for this site indicates, the stories the site posts are designed primarily to be shared. They are, in other words, worthy of voting up. The most interesting thing about the site, though, is how they take what are otherwise ordinary stories like the announcement of Janet Yellen as the new Chairman of the Federal Reserve and make them viral through creative headline writing.

www.upworthy.com

CURATED SENSATIONALISM: FORBES

THE STORY:

ESTABLISHED MEDIA BRANDS BEGIN TO BORROW THESE TECHNIQUES TO DRIVE PAGE VIEWS AS WELL

Forced to compete, traditional media publications are turning to similar headline writing tactics and repackaged stories to augment original stories and add more views to their websites through “exclusive online content.” The cross hiring writers and designers from nontraditional media sites to mainstream media and vice versa is further blurring this line.

<http://onforb.es/1gQtYO4>

Forbes

New Posts
+2 posts this hour

Most Popular
Billion's Billion Dollar Bracket

Lists
Most Promising Companies

367.4k

Share

4.9k

Tweet

1.6k

Share

9

reddit

1k

8+1

51

Submit



Kathy Caprino, Contributor

I cover career growth, leadership & women's professional development

+ Follow (500)

Follow

LEADERSHIP

1/16/2014 @ 11:05AM

3,357,740 views

7 Crippling Parenting Behaviors That Keep Children From Growing Into Leaders



184 comments, 177 called-out

+ Comment Now

+ Follow Comments

While I spend my professional time now as a career success coach, writer, and leadership trainer, I was a marriage and family therapist in my past, and worked for several years with couples, families, and children. Through that experience, I witnessed a very wide array of both functional and dysfunctional parenting behaviors. As a parent myself, I've learned that all the wisdom and love in the world doesn't necessarily protect you from parenting in ways that hold your children back from thriving, gaining independence and becoming the leaders they have the potential to be.

I was intrigued, then, to catch up with leadership expert [Dr. Tim Elmore](#) and learn more about how we as parents are failing our children today — coddling and crippling them — and keeping them from becoming leaders they are destined to



CURATED SENSATIONALISM: THUNDER CLAP

THUNDERCLAP AMPLIFIES YOUR MESSAGE WITH THE POWER OF THE CROWD



THE STORY:

THUNDERCLAP LETS ANYONE ASSEMBLE A CROWD TO ADD VISIBILITY TO A MESSAGE BY COORDINATING THE TIMING OF SOCIAL MEDIA POSTS

Any message can be a trending topic if enough people share it simultaneously. Thunderclap offers a process to let anyone post a message and get commitments from many people to all auto share that message at once to amplify it. So far the service has been used by everyone from the Philippine Department of Tourism to the Canadian Olympic Committee.

www.thunderclap.it

CURATED SENSATIONALISM: SUNNY SKYZ

THE STORY:

SUNNY SKYZ FILTERS OUT THE BAD NEWS TO OFFER ONLY FEEL GOOD STORIES

If the overly violent evening news seems a bit too much – news site Sunny Skyz has the answer. Promising to only curate “always upbeat, positive media,” the site will help filter out anything negative and make sure you feel good, inspired and positive after reading the news. In the process the site offers the ultimate proof that perhaps ignorance really can be bliss ... as long as you filter out bad news.

www.sunnyskyz.com



CURATED SENSATIONALISM: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Learn (Or Hire) Better Copywriting** – Perhaps the biggest effect of the rise in Curated Sensationalism is the attention it brings to a communications skill that was always important – copywriting. In particular, copywriting for headlines and email subject lines has become more necessary than ever to compete against the many sites and writers who have mastered the art of giving just enough detail to tap anyone's human curiosity, fear, disgust or any other number of base emotions that ultimately lead to clicks. .
2. **Beware Of Learned Skepticism** – Thanks to the overuse of sensationalism in media, smarter people are becoming skeptical of what they read, hear or see in the media – and that includes marketing messages. There is a thin line between tapping their curiosity and turning them off due to overt sensationalism. As the bar for believability slowly continues to rise, every brand will need to work harder to win attention from highly skeptical audiences.
3. **Share Predictably Viral Content** – One of the biggest social media challenges for brands is how to create content consistently. Instead of focusing only on content creation, curating interesting content and sharing it with an audience can be a much simpler and still valuable way to engage an audience. By watching which content people tend to share, any brand can get better at predicting what content people respond to – and then aim to share more of that type of content..

CURATED SENSATIONALISM: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.buzzfeed.com>
- <http://www.upworthy.com>
- <http://onforb.es/1gQtYO4>
- <http://www.thunderclap.it>
- <http://www.sunnyskyz.com/happy-videos/231/Once-I-Figured-Out-What-They-Were-Doing-My-Heart-Melted>
- <http://journalism.about.com/od/trends/a/Jon-Stewart-Blasts-Sensationalism-In-The-News-Media-But-Is-It-Really-So-Bad.htm>
- <http://www.mediaite.com/online/from-serious-to-sensationalism-zimmerman-trial-shows-where-journalism-has-gone-since-o-i/>
- <http://www.globalresearch.ca/sensationalism-and-media-hysteria-over-boston-bombing/5331924>
- <http://www.debate.org/opinions/is-sensationalism-in-the-media-always-a-bad-thing>
- <http://kwhs.wharton.upenn.edu/2013/09/extra-extra-sensationalism-in-journalism/>
- <http://www.iacquire.com/blog/content-curation-republishing-and-theft-what-helps-and-hurts-your-brand/>
- <http://www.huffingtonpost.com/tag/media-sensationalism>

Media + Education

TREND #14: DISTRIBUTED EXPERTISE

WHAT'S THE TREND?

As more online platforms change how we learn and gain access to previously unreachable topic experts, the idea of expertise itself is shifting to become more inclusive, less academic and more widely available on demand and in real time.

DISTRIBUTED EXPERTISE: PLATED



Plated makes dinner fun, easy, & delicious.

Braised Pollock in Tomato-Fennel Broth with Potatoes and Dill

\$12 a plate Membership Price / \$15 a plate A la Carte

Qty: 2 Plates + [Add to Basket](#)



WHAT WE SEND



yellow onion



fresh fennel



diced tomatoes



dill



pollock



white wine



THE STORY:

PROFESSIONAL CHEFS SIMPLIFY CREATING GREAT MEALS AT HOME

There are many barriers to cooking a gourmet meal at home, but laziness may not be as high on that list as most of us assume. That's the insight powering startup Plated, which offers a service where they ship you a recipe along with every ingredient you need to make a great meal in 30 minutes or less. So now you really have no excuse to order pizza.

www.plated.com

Cook something extraordinary tonight.
Chef-designed recipes & fresh ingredients
Delivered to your door.

DISTRIBUTED EXPERTISE: CONTENTLY

THE STORY:

OPEN MARKET FOR TALENT OFFERS NEW WAY FOR BRANDS AND MEDIA TO CONNECT WITH WRITERS

Not every journalist has a stable full time job at a major media property. In fact, many depend on freelance assignments to make a living. Contently is the leader in a growing online market to connect these talented writers and creators with brands hungry to publish stories, but lacking the in house or agency talent to create them. Thanks to Contently's relentless focus on the improving life for freelance writers, it has taken the early lead in this rapidly growing market.

www.contently.com

Contently

Our mission:

Help journalists build careers doing what they love.
Help brands become compelling publishers.
Help journalists and brands connect and tell great stories.

Empower engaging, original storytelling.

ROHIT BHARGAVA



Washington DC, District of Columbia
www.rohitbhargava.com
rohitbhargava@contently.com

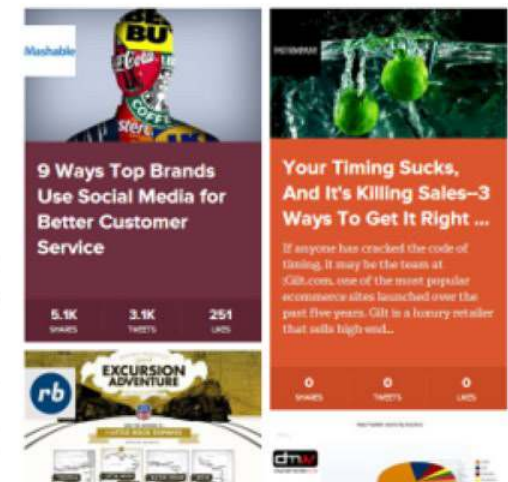


I share marketing advice. I love to listen, then talk. I have a personality. My new book Likonomics is a #1 marketing best seller!

40K Words | 31K Followers

18K SHARES | 9.8K TWEETS | 917 LIKES

61 stories for 6 publications



DISTRIBUTED EXPERTISE: DR. VIKRAM PATEL



Vikram Patel: Mental health for all by involving all



'Psychiatry is as much science as art'

THE STORY:

EMPOWERING COMMUNITY COUNSELORS TO IMPROVE MENTAL HEALTH FOR ALL

Dr. Vikram Patel has a big idea – that if *all people* had basic training on how to help those with mental health issues in their community, it would make a world of difference. His idea of distributing psychiatric expertise beyond those with a PhD is a powerful notion gaining global attention – and is potentially useful for other industries as well.

<http://on.ted.com/Patel>

DISTRIBUTED EXPERTISE: KAGGLE

THE STORY:

KAGGLE ALLOWS ANYONE TO COMPETE AS A DATA SCIENTIST

Nearly five years ago, Netflix launched a competition that awakened the imagination of data science geeks by offering \$1M to any team that could improve the accuracy of movie recommendations. Today, Kaggle is the leading platform for data science challenges and has launched dozens of distributed expertise competitions to “solve” everything from Santa’s optimal route to how to relieve flight congestion through smarter air traffic control.

www.kaggle.com



The image shows a promotional banner for Kaggle. At the top, the Kaggle logo is displayed in white on a dark blue background. Below this, a light blue section contains the text "We're the global leader in solving business challenges through predictive analytics." in white. Underneath, logos for Facebook, GE, MasterCard, and Merck are shown. A dark blue bar below the logos contains the text "Compete as a data scientist for fortune, fame and fun »". The bottom section of the banner is red and features three columns of text, each with an icon and a title: "Enter" (with a magnifying glass icon), "Build" (with a gear icon), and "...Win!" (with a star icon). Each column contains a brief description of the corresponding step in the Kaggle process.

kaggle

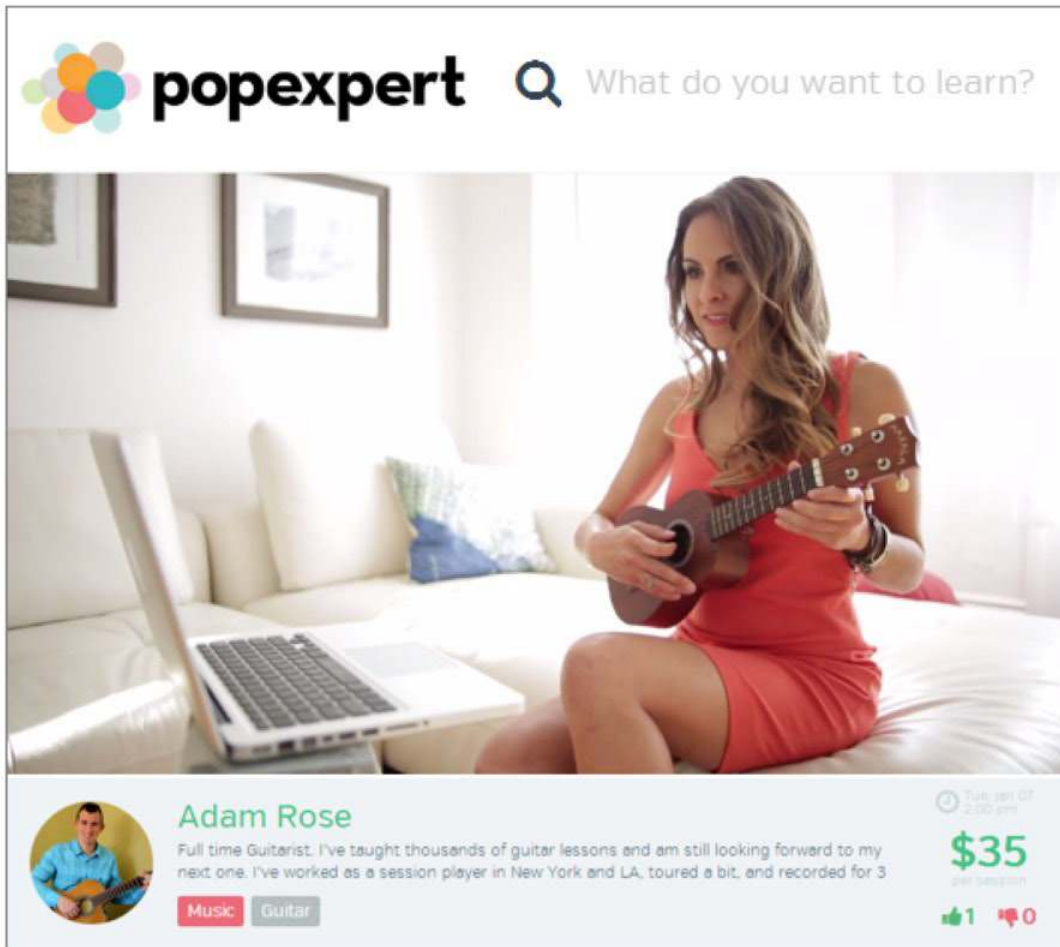
We're the global leader in solving business challenges through predictive analytics.

facebook GE MasterCard MERCK

Compete as a data scientist for fortune, fame and fun »

Enter	Build	...Win!
Find a competition & download the training data. You don't need new software/skills to submit.	Build a model using whatever methods you prefer and upload your predictions to Kaggle.	Kaggle scores your solution in real time and you'll see your place on the live leaderboard.

DISTRIBUTED EXPERTISE: POPEXPERT



popexpert What do you want to learn?

Adam Rose
Full time Guitarist. I've taught thousands of guitar lessons and am still looking forward to my next one. I've worked as a session player in New York and LA, toured a bit, and recorded for 3

Music Guitar

Tue, Jan 07 2:00 pm
\$35
per session
1 0

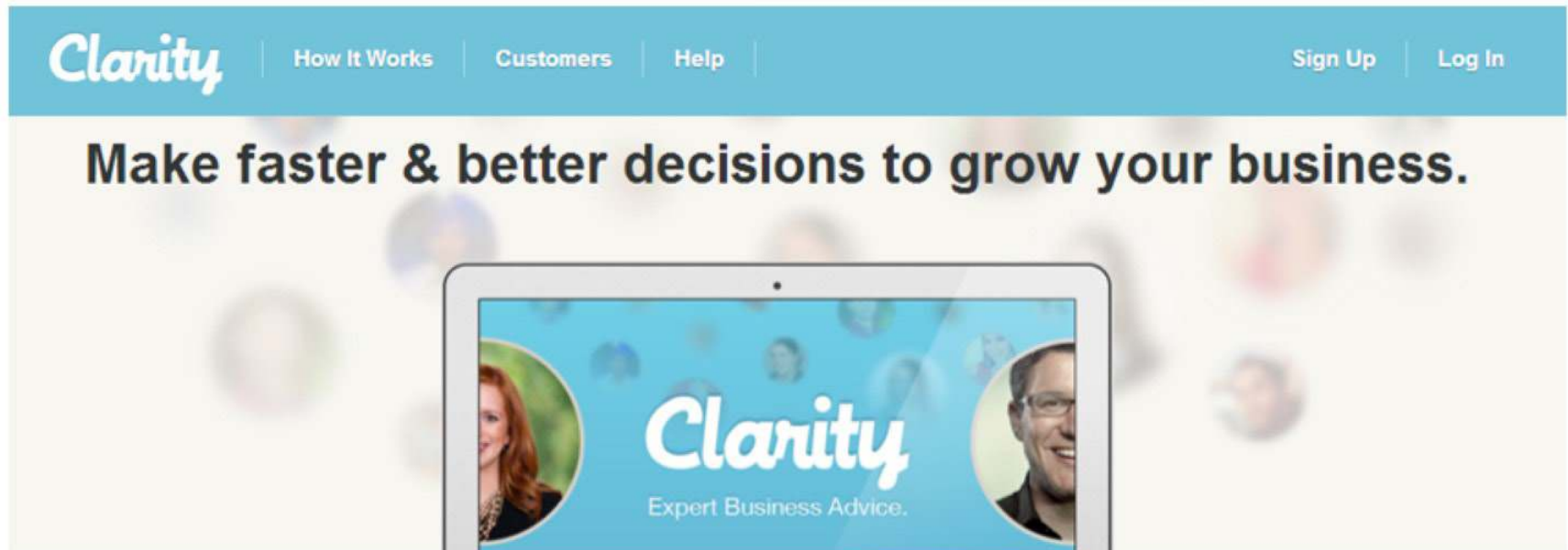
THE STORY:

POPEXPERT CONNECTS EXPERTS TO KNOWLEDGE SEEKERS FOR ANY TOPIC

Inspired by a six month sabbatical where she spent over 1000 hours learning new things, founder Ingrid Sanders created popexpert as a platform to let experts on everything from guitar playing to meditation distribute their expertise to offer consultations over the web for variable hourly rates.

www.popexpert.com

DISTRIBUTED EXPERTISE: CLARITY.FM



THE STORY:

CLARITY OFFERS ON DEMAND ADVICE FOR HUNGRY ENTREPRENEURS

As a business owner, sometimes all you really need is some advice at key decision making moments. Clarity.fm is a network built to allow entrepreneurs to get this kind of advice on demand at the moments when they really need it, from proven business experts.

www.clarity.fm

DISTRIBUTED EXPERTISE: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Share Your Experts** – Depending on the nature of your business, you may have people with deep expertise in very specific areas as part of your team. Rather than keeping them locked away, it may have great value for you to encourage more of your experts to “think externally” about how they might share their expertise through online tools. The benefit, aside from engaging those experts and potentially exciting them in this new effort, is that the people who see and meet or learn from them may come back to buy products or services from your company as a result.
2. **Let People Think Outside Their Job Description** – One of the basic principles of Distributed Expertise is that you may have people with more talents within your organization than their current job title allows them to share. Some of these talents may relate directly to your industry, and some may not ... but the organizations that manage to build motivated workforces are the ones that can empower employees to go beyond a narrow job title and use as many skills as they can.
3. **Fund New Forms Of Learning** – The traditional ways that organizations would help team members to learn were by sending them to a conference or workshop. With expertise distributed online, a smarter way may be to let employees identify their own choices for the best training available, and provide them the funds and time to consume that training and then apply it back to the business.

DISTRIBUTED EXPERTISE: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://www.plated.com>
- <http://www.contently.com>
- <http://blogs.wsj.com/venturecapital/2014/01/15/contently-raises-9m-to-put-journalists-to-work-in-marketing/>
- <http://www.adweek.com/news/press/skipping-fees-and-avoiding-journalists-are-publishers-doing-native-cheap-154918>
- <http://on.ted.com/Patel>
- <http://www.centreforglobalmentalhealth.org/>
- <http://www.lshtm.ac.uk/aboutus/people/Patel.Vikram>
- <http://www.kaggle.com>
- <http://robohub.org/how-biotech-might-pool-the-power-of-the-human-brain-with-proteo-me-ceo-ivo-georgiev/>
- <http://www.popexpert.com>
- <http://www.usatoday.com/story/money/columnist/buzzese/2014/02/02/on-the-job-learn-from-experts/5050969/>
- <http://www.clarity.fm>
- <http://www.nytimes.com/2014/02/16/opinion/sunday/kristof-professors-we-need-you.html>
- <https://www.openforum.com/articles/4-easy-ways-to-show-your-expertise-online-1/>
- <http://www.theguardian.com/teacher-network/2014/feb/04/future-online-learning-safety-challenges-opportunities>
- <http://globalnews.ca/news/1130833/kids-learning-digital-skills-before-life-skills-study/>

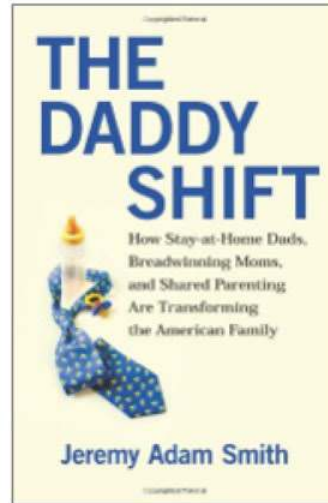
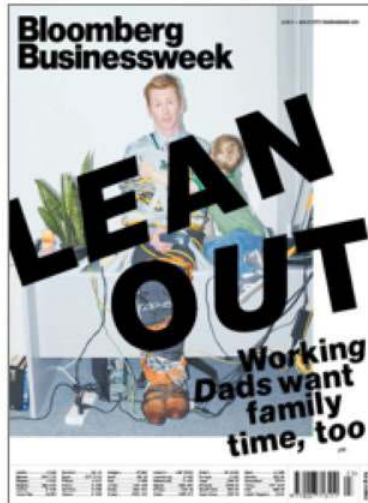
Media + Education

TREND #15: ANTI-STEREOTYPING

WHAT'S THE TREND?

Across media and entertainment, traditional gender roles are being reversed, assumptions about alternative lifestyles are being challenged, and perceptions of what defines anyone are shifting and evolving in new ways.

ANTI-STEROTYPING: ALPHA DADS



THE STORY:

DESPITE DECADES OF EXPECTATIONS, “STAY-AT-WORK-DADS” SHIFT THEIR PRIORITIES TO GET MORE FAMILY TIME

A new generation of dads are abandoning old stereotypes of fathers working long hours to support the family in order to find more time for their kids and family. Some quit day jobs to become entrepreneurs, while others start or choose to work at organizations willing to offer equal time off to men for everything from paternity leave to attending more kid’s activities.

<http://buswk.co/19oltGt>
www.jeremyadamsmith.com
www.theatlantic.com/magazine/archive/2014/01/the-daddy-track/355746/



ANTI-STEROTYPING: GENDER NEUTRAL TOYS

THE STORY:

GLOBAL MOVEMENT TO AVOID GENDER BIAS IN TOY MARKETING BEGINS TO INSPIRE REAL CHANGE

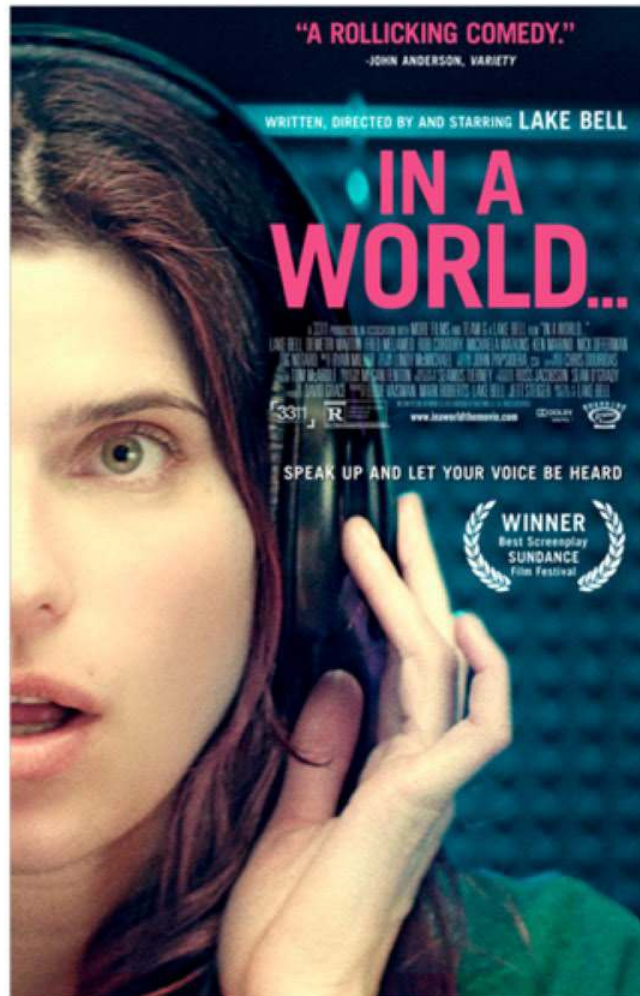
For years toys have been marketed to either boys *or* girls – but growing consumer advocacy is causing that to change. A petition from 13 year old McKenna Pope, for example, led toy maker Hasbro to promise a gender neutral version of its iconic Easy Bake Oven. Meanwhile, UK based nonprofit group Let Toys Be Toys has secured agreements from over a dozen retailers, including Toys R Us, to stop labeling toys or store sections by gender.

www.lettoysbetoys.org.uk/

<http://www.cnn.com/2012/12/18/living/hasbro-easy-bake-oven/>



ANTI-STEREOTYPING: IN A WORLD ...



THE STORY:

AWARD WINNING ROMANTIC COMEDY CHALLENGES THE BIGGEST GENDER BIAS IN HOLLYWOOD

Women don't do voice overs for film trailers. At least, they didn't until comedic writer, actor and director Lake Bell created the award winning screenplay for *In A World ...* a story about an up and coming female vocal coach aiming to break into the man's world of voiceovers for trailers. The film encourages women to "speak up and let their voice be heard" and took honors as the best Screenplay at the Sundance Film Festival and is in line for several more film awards and honors as the year progresses.

<http://inaworldmovie.com/>

ANTI-STEROTYPING: THE “BIC FOR HER” PEN FIRESTORM

THE STORY:

BIC WOMEN’S PENS INSPIRE NEGATIVITY AND OFFERS FODDER FOR COMEDIANS

The Internet is filled with examples of pointlessly gendered products, from women’s ear plugs to medical face masks. It was Bic’s new line of pens for women, though, that ignited a comedic firestorm with hundreds of sarcastic reviews on Amazon and a featured segment on the *Ellen* show. Thanks to the negative attention, it has become the ultimate retail case study in how unnecessary gender labels can backfire in a big way.

<http://youtu.be/eCyw3prlWhc>

<http://wapo.st/OrhZZO>

<http://www.amazon.co.uk/dp/B004FTGJUW>

<http://www.buzzfeed.com/erinchack/pointlessly-gendered-products>



ANTI-STEROTYPING: TIDE LAUNDRY



THE STORY:

TIDE BREAKS STEREOTYPE OF WOMEN DOING LAUNDRY IN SERIES OF ADS TARGETED AT NFL FANS

For years advertising during the NFL was dominated by bikini clad women drinking beer. In recent years, the NFL itself has evolved to launch multiple campaigns at attracting women fans to the sport – and companies are following the example, with more brands like Tide shifting traditional gender stereotypes with ads like this one featuring popular NFL QB Drew Brees as “equipment manager of the household.”

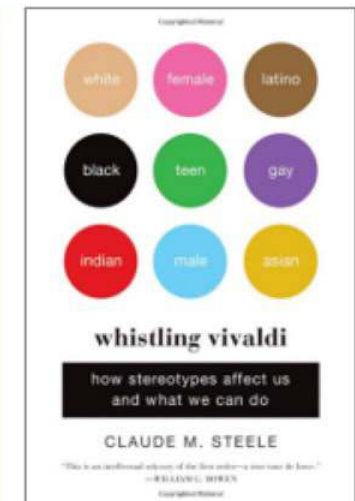
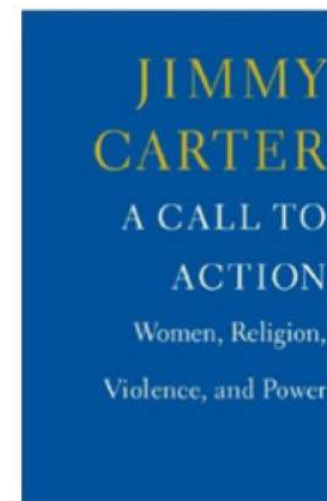
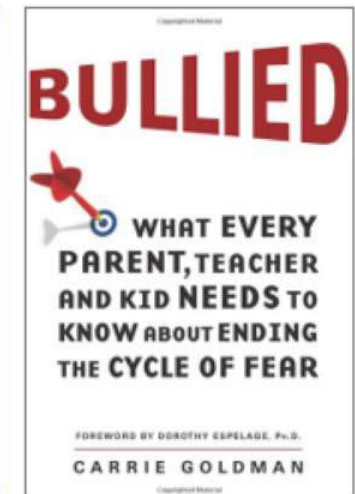
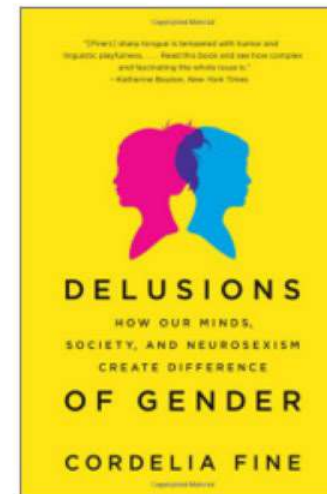
<http://thinkprogress.org/economy/2013/11/19/2960111/tide-football/>

ANTI-STEROTYPING: BOOKS

THE STORY:

NEW RESEARCH AND SEVERAL BOOKS BRING ATTENTION TO GENDER BIASES AND PREDICT A WORLD WITHOUT THEM

Several recently released books focus on the relationship between gender biases and everything from bullying to neuroscience. These books collectively add to the discussion in media and culture about the role of women in business and politics. In addition, the highly anticipated new book from former President Jimmy Carter focuses on the world's discrimination and violence against women and promises to bring even more political and media attention to this issue in the coming year and beyond.



ANTI-STEROTYPING: SWEDEN GENDER EQUALITY



MARIA ARNHOLM,
SWEDISH MINISTER
FOR GENDER
EQUALITY



THE STORY:

PIONEERING GENDER RIGHTS NATION SWEDEN SETS A CONTROVERSIAL BAR FOR GENDER EQUALITY

Long respected as a country at the forefront of enabling women's rights in all sorts of ways, from culture to working environment, Sweden's latest commitment to gender equality also ignited a global media debate after the country introduced a new gender neutral pronoun that some said oversimplified the natural gender differences in people.

<http://sweden.se/society/gender-equality-in-sweden/>
<http://ti.me/1aCgekK>

ANTI-STEREOTYPING: TREND ACTION GUIDE

WHAT IT MEANS:

3 NON-OBVIOUS IDEAS FOR USING THIS TREND

1. **Search For Accidental Stereotyping** – The biggest theme from this trend is that there are plenty of ways that we put gender bias into the messages that we share without even thinking about them. Do you always refer to CEOs as “he” or use dated imagery on your website? These may seem like small things, but a growing number of customers and business professionals alike are paying attention to these subtle cues and may actually be influenced by them more than you think.
2. **Find Unexpected Advisors + Mentors** – In the course of building your career, it is easy to surround yourself with people who are similar to yourself. Instead, consider finding and connecting with people who have a different cultural, industry or other perspective than yours. The value of doing so, beyond just learning more about yourself, is that you may be able to find new ways of thinking that you hadn’t considered because you’re interacting with someone that has a different outlook than yours.
3. **Appreciate Dads!** – As a Dad who once worked in a full time role before starting his own company, I remember how tough it sometimes was to find the time between work demands to be a father. Some businesses make it easier than others – but there are more and more that create a double standard by allowing more free time and flexible schedules for moms ... and find subtle ways to avoid or create a cultural bias against offering the same thing to Dads. 2014 is the year to fix this inequality – and help Dads be a part of their families as much as they can.

ANTI-STEREOTYPING: RESEARCH

RESEARCH:

FURTHER READING + REFERENCES

- <http://buswk.co/19oltGt>
- <http://www.jeremyadamsmith.com>
- <http://variety.com/2013/film/awards/lake-bell-in-a-world-oscar-1200869492/>
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- <http://sweden.se/society/gender-equality-in-sweden/>
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- <http://m.us.wsj.com/articles/BL-VCDB-13956>
- http://www.cordeliafine.com/delusions_of_gender.html
- <http://www.carriegoldmanauthor.com/>
- <http://books.wwnorton.com/books/detail.aspx?id=20604>