

the @work

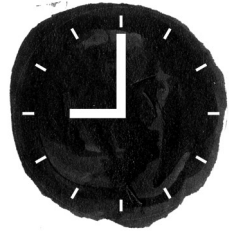
state of mind

project:

engaging those

who are most

engaged



Executive Summary

At gyro, we believe that the world has changed—dramatically, irrevocably. Work for the growing population of knowledge workers is no longer a place, but a state of mind.

Because of this, we believe that traditional business-to-business marketing is dead, and business must tap into a new consciousness.

We call it "The @Work State of Mind."

The @Work State of Mind Project is a collaborative research effort led by gyro. It seeks to better understand what is driving changes in marketing communications. We are specifically interested in understanding the evolving nature of decision making by business leaders and how developing technologies affect that process.

To that end, we are inviting thought leaders from a range of disciplines and industries to join this collaborative marketing R&D project.

We encourage you to add your thoughts and ideas to this effort.

work is
not a place.
now it's a
state of mind.

who will
survive
marketing's
middle age?

Today it's understandable if those inhabiting a marketing department or leading a business through transition feel as if they have the life expectancy of a mayfly. That is to say, an existence that's all too brief.

There never seems to be enough time to clarify all that needs understanding. So that new ideas can be generated, promising concepts developed, and disruptive innovations can be brought to the marketplace with inherent distinction and desired relevance.

Marketing has reached its middle age. And continued practice of the means and methods from days gone by will undoubtedly ensure a brutish and short existence. Future growth and success require a new, enlightened approach. Yet achieving it will be anything but easy. The fragmented nature of messaging has only increased since the dawn of the new millennium. And our view of the solution is currently fuzzy at best.

That is why gyro has started a project known as The @Work State of Mind. This collaborative research initiative seeks to better understand decision making of the knowledge workers who are responsible for shaping the world around us.

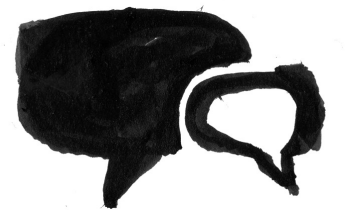
what drives
the change we
experience
today?

We live in an increasingly social and digital world. Today troves of information and tons of talent are only a few clicks away from anyone with the incentive to connect. This shift has empowered individuals and changed the dynamic between employee and employers, consumers and marketers. Cooperation and collaboration conspire openly with a myriad of "whys" to create causes du jour each and every day.

Driven by this change, reputation rises—our own and others—as a point of distinction and differentiation. In turn, this impacts which worlds we enter, our reasons for the excursions, and who we choose to share the experience with, making our decisions the true currency of the digital age.

Because the circumstance of commerce has changed, social media is not another channel with holes to be plugged with ads and other self-serving claptrap. The flow of information now must be conversational, informational, educational, and inspirational—not promotional—in tone and intent.

See Figure 1.0 for more details.



what drives The @Work State of Mind?

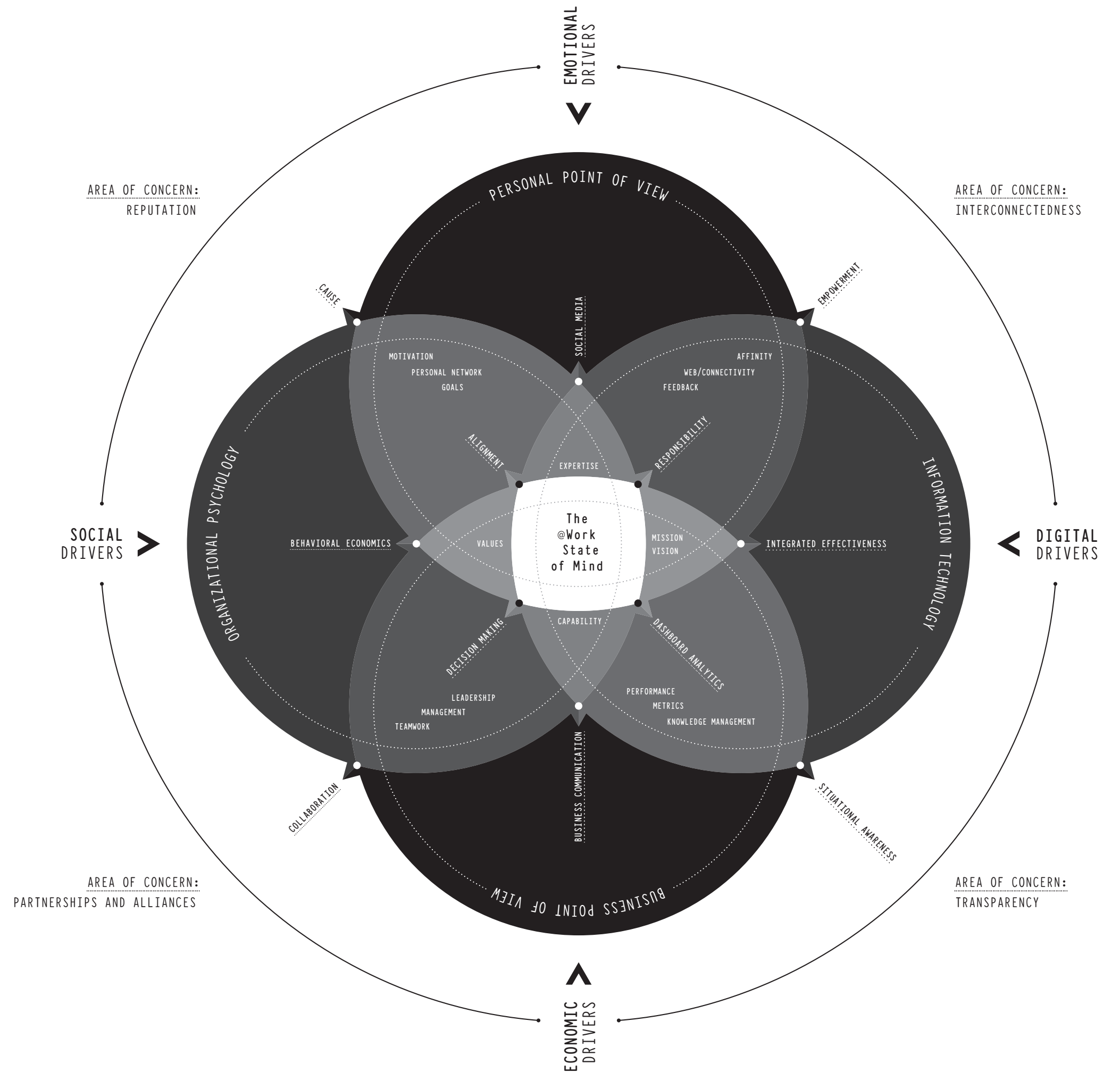
Figure 1.0

This framework depicts concepts and areas of interest for the collaborative research effort being led by gyro.

Unlike traditional business-to-business marketing communication that focused much of its energy toward managers and leaders, we believe empathy and an appreciation of The @Work State of Mind provide organizations and individuals with a new ability to connect in a meaningful way, enabling an integrated lifestyle that is mutually supportive and reinforcing.

With this research project, we seek to prove that The @Work State of Mind results from a variety of dynamic forces, with the empowering nature of digital technologies and rising socialization in all aspects of our lives, including how we develop, nurture, and sustain business relationships.

If you have a message to share or a business to build, consider yourself fortunate for being aware of rapidly evolving circumstances prevalent in today's neo-BtoB marketplace.



our sense
of control
is an illusion
that is all
too real.

These days, data and information stream into our collective consciousness in Amazonian amounts. From sources far and wide, professionally crafted content seeks to spin stories that resonate and connect. Yet it's authentic conversation that creates today's currency. And your brand is either a part of the flow, adding insight, perspective, or, perhaps, a contrarian view; otherwise, you are rendered mute, a marketer without a voice that matters.

If you believe you can control the debate, discussion, and decisions about your brand, wise up.

Control used to belong to a rational, linear world of marketing. The new forces of our digital nature are conspiring against you. Sound paranoid? Consider it just a healthy dose of realism because decision making has changed, organizationally and personally. Now it's the amplified voice of the individual that determines your brand's fate. Due to greater transparency, the act of consideration has changed, with the concept of "first read" replaced with a preference for the "most shared."

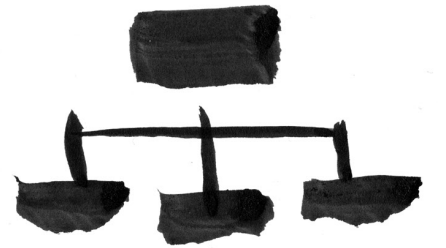


brands that once
sought bonds for
life now measure
loyalty in
milliseconds.

Never-ending engagement with enthused tribes of customers is supposedly what every marketer hopes to obtain. Trouble is, lifelong commitment is getting harder to come by.

So share something meaningful. Make what you say relatable. Make your actions reliable. Don't seek to transform abstract data points into insights. Seek to connect with concrete flesh and blood. Join a movement. Lead and follow. Once you get in sync, the charge is constant, so it's important to remain flexible enough to stay there.

Keep in mind that the customers who matter most to your success—the decision makers—now have an @Work State of Mind. So the means of communication must evolve to reach them and so must the messages that inspire them. Creating brand champions is of equal importance to acquiring or retaining customers. Those who become vested in your continued success will share their thoughts and reasons why you matter with others.



the need to
market differently
in a world that's
been dramatically,
irrevocably changed
by the @work state
of mind.

With The @Work State of Mind, things have tipped, even toppled, because telecommunications and computing power are ever present and, in some cases, physically attached to users. "The Firm" has lost its historic place as the organizing principle of reaching and persuading business decision makers and influencers. "The Individual" is now ascendant. It is the highly emotional "Individual" who is now empowered, connected, and amplified.

There are no longer boundaries between work and leisure; it's now just life. Work is no longer a place; instead it's a state of mind—a leaned-forward mind, considering, engaging, and advocating. And our pursuit is to understand this @Work State of Mind better than anyone else in the world, such that we can best ignite the emotions that cause decision makers to shout, "Yes!"



why "why"
matters.

Connecting with someone is not a matter of reaching them during a certain day-part or a particular usage occasion. Customers don't see themselves as segments seeking solicitation. They are individuals filled with hope and dreams, fears and doubts.

We believe people with an @Work State of Mind want the thoughts that invite their actions to matter. Deeply and personally. For themselves and others. Their values enable decisions that are aligned with the visions they've created and their desires to execute them in their lives.

In On Value and Values: Thinking Differently about We in an Age of Me, noted author Douglas K. Smith speaks of the necessity for discovering the "thick we's" in our lives. As Smith defines them, "thick we's" are people who inescapably share fates with one another.

How are you sharing some greater fate with others?

What cause are you a part of? Business success is no longer a matter of getting a product delivered on time and at a competitive price. Connecting requires empathy and understanding of greater universal truths.

To accomplish that, you must understand what matters most to your customers while reflecting on what matters most for your organization. Without alignment, there will be no engagement. Research into The @Work State of Mind seeks to clarify exactly how "why" matters to business and the customers it seeks to engage.



the
frustrations
of today
create the
opportunities
of tomorrow.

Frustrated at work? You're not alone.

According to Anne Kreamer, author of It's Always Personal: Emotion in the New Workplace, "frustration is the dominant emotion Americans say they feel at work, with nearly three in four (73 percent) saying they've felt frustrated."

What creates frustration? Is it a sense of futility? A lack of meaning? Wasting of time? A deep desire for something different? There are virtually unlimited sources of potential negative and unrealized positive energies that are consumed by frustration. Frustration is a powerful emotion. It occurs when one's desires and actions are out of sync. Frustration seeks a solution. It wants resolution. And that creates tremendous opportunity for empathy.

The @Work State of Mind seeks to better understand how emotions drive decisions. Reinforcing positive emotions or providing incentives that connect to feelings less obvious than the tangible features and price of an offering is key.



not learning from
the past destines
us to repeat it.
not predicting
the future,
alternatively,
creates a more
ominous result.

Failure to appreciate The @Work State of Mind will have consequences. Starting with the inability for your messages to stimulate demand. No demand equals little, if any, future viability. Other potential issues include:

1. Marketing ROI will be lackluster to nonexistent.
2. A purely rational conversation will lead to automated decisions in which you make no contribution, other than pricing.
3. Your brand and offerings will become irrelevant, regardless of quality.
4. You won't enjoy the meaningful and intimate connections required for developing equity.
5. You won't sufficiently enhance your customers' reputations to be regarded as valuable and necessary.
6. You will be barred from consideration by previously unexpressed and unconsidered values of individuals.
7. You will be thwarted by the relationships you do not have.
8. You won't have sufficient independent advocacy in the process and point of decision making.
9. Your existing customers will go elsewhere.



increase someone's
wealth of joy
and discover the
dividends it pays.

Our work on The @Work State of Mind Project is far from complete.

Many questions remain to be asked. An equal number beg to be answered.

Yet this investigation will have an impact on industries beyond our own. So we invite thought leaders in Government, Architecture and Experience Design, Information Technology and Business Management, Sociology and Anthropology, Organizational Psychology and Behavioral Economics, and other disciplines to join this effort.

Researchers are currently exploring many interesting avenues of thought, but the most intriguing include:

1. What is the effect of work/life integration on business decision making?
2. To what degree has individual influence changed organizational process and decision making inside, outside, and through the imposition and alignment of personal values?
3. Has the attention span of decision makers and influences changed? If so, what are the implications for communications?
4. What role does emotion play in business decisions?
5. How has technology changed the way decision makers decide?
6. What new frameworks and best practices are required to be effective?

For those who see the benefits of greater involvement with this collaborative research project, we encourage your participation.

The thought leadership you develop will contribute to creating the foundation of insight and understanding that seeks to transform marketing communications. In exchange for your valuable efforts, you and your organization will have "first-look" access to our collective discoveries, be given opportunities to publish and present your own work to engaged audiences, leading marketers, and peer-to-peer reviews, and have all notable accomplishments promoted via press releases and other dedicated outlets, including the Forbes CMO Summit.

Read more at www.theatworkstateofmind.com or follow the project on Twitter at @WorkSOM. Contact Rick Segal, worldwide president, chief practice officer of gyro, at Rick.Segal@gyro.com with questions or commitment.

Managing a marketing plan today is a lot like driving in the dark without headlights—only with less illumination. Add to that fretful circumstance, the multitude of roads available and channels to evaluate, and it makes the journey chaotic for everyone involved. Yet with a clearer understanding of The @Work State of Mind, that need not be the case.

gyro is Advisor to the Forbes CMO Network. This affiliation has already connected over 500 leading marketers to The @Work State of Mind Project. Collaborators are sharing research assignments, posting thought leadership, and conducting peer-to-peer meetings on the topic.

This unique relationship with one of the world's premier business media companies provides an extraordinary platform for both informing your approach to these changing dynamics and illuminating your contributions to the advancement of best practices.

The Forbes CMO Summit planned for the fourth quarter of 2011 will feature an especially rich network within which to share developments that appreciate The @Work State of Mind.

over 500 chief
marketing officers
globally have already
joined the project
through the
Forbes CMO Network.

About gyro

gyro creates ideas that ignite business decisions in a numb world. We are an Advertising Age "World's Top 50" global ideas shop with 600 creative professionals in 17 office in nine countries around the world. gyro has been name "Top B2B Agency" 22 times in the last 16 years, in the US and Europe, including twice in the last 12 months.