

Thesen

- 1. Markets are conversations.**
- 2. Markets consist of human beings, not demographic sectors.**
- 3. Conversations among human beings *sound* human. They are conducted in a human voice.**
- 4. Whether delivering information, opinions, perspectives, dissenting arguments or humorous asides, the human voice is typically open, natural, uncontrived.**
- 5. People recognize each other as such from the sound of this voice.**
- 6. The Internet is enabling conversations among human beings that were simply not possible in the era of mass media.**

- 1. Companies need to lighten up and take themselves less seriously. They need to get a sense of humor.**
- 2. Getting a sense of humor does not mean putting some jokes on the corporate web site. Rather, it requires big values, a little humility, straight talk, and a genuine point of view.**
- 3. Most marketing programs are based on the fear that the market might see what's really going on inside the company.**
- 4. Brand loyalty is the corporate version of going steady, but the breakup is inevitable—and coming fast. Because they are networked, smart markets are able to renegotiate relationships with blinding speed.**

- 1. Networked markets can change suppliers overnight. Networked knowledge workers can change employers over lunch. Your own "downsizing initiatives" taught us to ask the question: "Loyalty? What's that?"**
- 2. To speak with a human voice, companies must share the concerns of their communities.**
- 3. But first, they must belong to a community.**

- 1. Companies typically install intranets top-down to distribute HR policies and other corporate information that workers are doing their best to ignore.**
- 2. Intranets naturally tend to route around boredom. The best are built bottom-up by engaged individuals cooperating to construct something far more valuable: an intranetworked corporate conversation.**

- 1. We are immune to advertising. Just forget it.**
- 2. If you want us to talk to you, tell us something. Make it something interesting for a change.**
- 3. We've got some ideas for you too: some new tools we need, some better service. Stuff we'd be willing to pay for. Got a minute?**
- 4. You're too busy "doing business" to answer our email? Oh gosh, sorry, gee, we'll come back later. Maybe.**

- 1. Your product broke. Why? We'd like to ask the guy who made it. Your corporate strategy makes no sense. We'd like to have a chat with your CEO. What do you mean she's not in?**
- 2. We want you to take 50 million of us as seriously as you take one reporter from *The Wall Street Journal*.**
- 3. We know some people from your company. They're pretty cool online. Do you have any more like that you're hiding? Can they come out and play?**
- 4. When we have questions we turn to each other for answers. If you didn't have such a tight rein on "your people" maybe they'd be among the people we'd turn to.**