# Contents

**Foreword** xi  
**Acknowledgments** xvii  

**Introducing the Next Step: Navigating New Media**  
This Book's Setup 3  
This Book Is Alive 13  

**Chapter 1 Mastering Digital Innovation: The Role of Digital and New Media on Innovation and Commercialization** 15  
Breaking It Down: The Key Words Are 'Exceptional,' 'Value,' and 'Listening' 16  
Risky Business: Focusing on Failure Drives Failure 16  
The Open Innovation Myth: No Initiative Can Defeat a Closed Culture 17  
Jumping In with Both Feet: Digital Innovators Must Become Experts 17  
A Walk through Your Digital Customer Community 18  
A Social Revolution: People Are Talking All the Time, All Over 20  
The Exceptional Layer: Defining Value Layer by Layer 21  
Criminal Behavior: Digital Disposes of Every Level below Exceptional 22  
How You Can Become Exceptional: Manage Your Culture to Become a Listener 23  
Are You Trapped in Analog? Comparing Digital Socialists to Digital Capitalists 24  
Communication—The Key to Everything 25  
Full-Duplex Dialogue Takes the Win 26
Digital Innovation Best Practices: Commanding the Digital World 26
Creating Your Platform: Defining Wants Provides Filter Backdrop 28
Value Layered Innovation: Invent at Each Point of Contact 28

Chapter 2  The Digital Sandbox: Play, Listen, Invent, and Deploy for a Successful Strategy 31
A Walk through the Future of Mobile Technology: More and More Smart Connections 34
Blogs: The Foundation for the Social Web 37
Learning to Listen with Radian6: Helping Companies Communicate and Deploy 39
Conversations: A Previously Untapped Resource, But Are You Listening? 41
The Sandbox Mentality: Learning to Play, Listen, Invent, and Deploy 42
Playing Nice in the Sandbox: Be Aware and Share the Space 43
Giving Employees a Voice: Sharing the Brand to Make It Stronger 44
Learning New Communication: Traditional Media No More 44
A Paradigm Shift: From Listening to Engagement 45
The New Digital Multipliers: Real People Create Real Loyalty 45
Gaining Customer Credit by Being in the Conversation, Not Just Problem Solving 46
No. 251?! No More Lines 47
A Social Shift in Customer Service: Cost Effective with Power Going to the People 48

Chapter 3  The Digital Enterprise: Harnessing Social Media Intelligence, Smartly 51
The Spigit Community 52
A “Gap” in Judgment: Followers Cry Out for Old Logo 55
Cisco Looks to the Public: Widening the Idea Net 55
AAA Looks to Gen Y: Spigit Creates Innovation Community 56
A Need to Stand Out: Veridian Credit Union Pulls in Collective Intelligence of Employees on the Front Lines 57
Innovating with Collective Intelligence: Taking the Ideas and Running with Them 58

Chapter 4 The Digital Video Revolution: Digital Technology Gives Anyone the Ability to Make a Quality Television Show 61
Philip Nelson on NewTek: Revolutionizing Desktop Video 62
Chasing the Elusive Dollar: How Do Companies Monetize Their Video Efforts? 65
Video to Tell and Sell 67
Lasting Value Creates Durability 68
Taking It Live: Going Live Gets People to Plan to View 69
From Airwaves to the Screen: Radio Goes Digital 70
Live Streaming Expands Brand Potential: MTV and The Hills 71
Getting Behind the Velvet Ropes: People Like the Inside Scoop 72
The End of the Dorm Room Video: Video Makers Gain Credibility with the Advent of TV-Quality Production 72
Melding of the Screens: From Television to Cell Phones, It's All about the Content 75
The Next Five Years 76

Chapter 5 Flying High: An Open Culture Keeps an Airline Company on Top of the Competition 79
First Taste of Social Media: Video Series Ends, New Communications Begin 80
Content Controls: Editor Approves Comments with Moderation 81
An Open Culture: How Tough Is It Showing the Good, the Bad, and the Ugly? 82
Direct Line to Customers 83
Making Friends on Facebook 84
Responses for All: Yes, You'll Get Some Crazies, But It's Important to Respond to Good and Bad 84
Contents

Chapter 6  Picture Perfect Social Media: How Kodak Got Social Media Right

Finding a Digital Culture: Kodak Finds a Voice to Join the Conversations
Behind the Brand: Kodak Connects by Sharing Stories and Correcting Misconceptions
What Are the Opportunities, What's in It for Us, and How Do We Create Value for Them?
An Open, Active Ear: Kodak Staffs Chief Listener Position
Making Your Customers Blue: Recognizing Actionable Listening Moments
Active Listening: Air Traffic Controller for Those Insights
A Story with a Moral: Kodak Learns Fast Action and Personal Response Avert Disaster
The Flavors of Communication: Learn Which to Use and When
A Product That Stands on Its Own: Allowing the Community to Discuss Your Brand
A Matter of Trust

Chapter 7  The Army Way: Digital Leadership from a Surprising Source

Eye-Opener at Blog World
Hands Off! Let Go or Lose It All
"If It's Good Enough for the Army . . ."—Despite the Risks, the Military Creates a Real Community
Army Strong Stories: A Matter of Trust and Respect
Learning from the Army 123
A Learning Process 125
A Real Commitment to Communication: Openness Is the Driving Force behind Innovations 127
The Army Can, and You Can Too 127

Chapter 8 Winning the Digital Race: IndyCar Creates the Ultimate Brand Forum with Its Strategic Multimedia Approach 129
Developing an Online Persona: How the IZOD IndyCar Series Has Added Value for Their Fans through Social and Digital Media 130
Behind the Scenes: The IndyCar Blog 134
Making Friends: Facebook and IndyCar 135
A New Community: Flickr and IndyCar 136
More Streaming: Livestream and IndyCar 138
Speed Tweeting: Twitter and IndyCar 139
Eyes on Content: YouTube and IndyCar 140
Verizon and the IndyCar Mobile App 141
Talking Back to IndyCar.com 141
The Ultimate Fan Experience 142
The Conclusion to the IndyCar Story: Keeping Up with IndyCar Communities 144
Maximizing Innovation Potential 146

Chapter 9 Digital Direct: Innovation Commercialization through Digital Direct Marketing 147
Direct Response Marketing: Advertising's Measurable Cousin 147
DR to Branding: “We’ve Got Creative Differences” 148
The Internet and Digital DRM: Your Media Roadmap 150
Using the Internet to Improve Allocation of Marketing Dollars 154
Online Testing the Quick and Easy Way 156
Ad Measurement: How You Know You’re Winning 158
The Internet Makes Creative Fast and Easy 161
Media Optimization: More Bang for Your Buck 162
Engagement Optimization: Keeping Up with Your Customers 163
Five Advanced Digital Media Tactics to Get Even More Customers 164
## Contents

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td><strong>RealOpen Innovation: Developing a Framework to Manage the Flow of Ideas and Technologies</strong></td>
<td>169</td>
</tr>
<tr>
<td></td>
<td>A Prescription, Not a Diet</td>
<td>171</td>
</tr>
<tr>
<td></td>
<td>What Is the RealOpen Innovation Framework?</td>
<td>172</td>
</tr>
<tr>
<td></td>
<td>What Is an Innovation Platform?</td>
<td>175</td>
</tr>
<tr>
<td></td>
<td>The Seven Ways to Find New Technologies and Ideas for Your Business</td>
<td>177</td>
</tr>
<tr>
<td></td>
<td>Creating a Filter with Customers in Mind</td>
<td>184</td>
</tr>
<tr>
<td></td>
<td>Forward, Forge, Forget: Fast-Track Methodologies</td>
<td>190</td>
</tr>
<tr>
<td></td>
<td>RealOpen and the Four-in-One Garlic Press</td>
<td>196</td>
</tr>
<tr>
<td></td>
<td>Innovation Scenario Tactics</td>
<td>199</td>
</tr>
<tr>
<td></td>
<td>A Medical Device Industry Example</td>
<td>201</td>
</tr>
<tr>
<td>11</td>
<td><strong>Creating a Digital Culture: Organizational Culture Is a Symptom: The Underlining Causality Is Collective Team Focus</strong></td>
<td>207</td>
</tr>
<tr>
<td></td>
<td>External Focus versus Internal Focus</td>
<td>208</td>
</tr>
<tr>
<td></td>
<td>Success Referencing</td>
<td>212</td>
</tr>
<tr>
<td></td>
<td>The Four Characteristics That Define Cultural Excellence</td>
<td>213</td>
</tr>
<tr>
<td></td>
<td>The Critical Role of Leadership</td>
<td>217</td>
</tr>
<tr>
<td></td>
<td>The Components of Digital Innovation</td>
<td>220</td>
</tr>
<tr>
<td>12</td>
<td><strong>Rules of Engagement: Protecting the Value of Your Intellectual Property</strong></td>
<td>229</td>
</tr>
<tr>
<td></td>
<td>One Giant Leap for Mankind</td>
<td>230</td>
</tr>
<tr>
<td></td>
<td>Rules of Engagement</td>
<td>233</td>
</tr>
<tr>
<td>13</td>
<td><strong>The Innovation Game Plan: Are You Ready to Deploy?</strong></td>
<td>245</td>
</tr>
<tr>
<td></td>
<td>Learning from the Best and Brightest</td>
<td>246</td>
</tr>
<tr>
<td></td>
<td>The Most Important Takeaways</td>
<td>246</td>
</tr>
<tr>
<td></td>
<td>Becoming a True Digital Enterprise</td>
<td>252</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>About the Author</td>
<td>255</td>
</tr>
<tr>
<td></td>
<td>Special Book Offer</td>
<td>259</td>
</tr>
<tr>
<td></td>
<td>Index</td>
<td>261</td>
</tr>
</tbody>
</table>